



Palestinian National Authority

Homestretch to Freedom

The Second Year of the 13th Government Program
Palestine: Ending the Occupation, Establishing the State

August 2010

Foreword

The Program of the 13th Government is founded on the belief that hard work, coupled with faith in our ability to create new realities on the ground, will clear our path to freedom. Through our strength of will and building on the foundations of our achievements we can end the occupation and establish the independent and sovereign State of Palestine – a State in which all citizens will enjoy freedom, justice and equality in a democratic political system based on the principles of pluralism, separation of powers, peaceful transfer of power and respect for human rights.

In August 2009, the Government published its program to end the occupation and establish the State of Palestine on the June 1967 borders, with East Jerusalem as its capital. Inspired by the Palestinian national movement and the sacrifices of Palestinian men and women, the Government is working to help realize the collective and individual aspiration of the Palestinian people to live in freedom, dignity and independence. On the path to freedom, as we strive to make Palestine a reality, the Declaration of Independence is our compass, and we are bound by the Basic Law, the resolutions of the Palestinian National Council, and the political platform and commitments of the Palestine Liberation Organization.

The Government program therefore complements the PLO's endeavors at the regional and international levels. It aims to complete the process of institution-building throughout the homeland and support peaceful popular resistance against the occupation. The effort to consolidate state institutions, founded on the principles of integrity, transparency, separation of powers and provision of safety and security to citizens, thereby preserving the national interest and safeguarding the rule of law, cannot wait until the occupation ends. Indeed, we need stronger institutions both to expedite the end of the occupation and to secure the long-term future of a unified and democratic State of Palestine.

Inspired by the conviction that *destiny must yield to the will of the people*, the Government recognizes it requires the endorsement and support of the Palestinian people. Each and every citizen, man and woman, young and old, will continue to play a part in building a free Palestine. The Government will continue to support citizens' steadfastness and perseverance on their homeland by working to improve their quality of life, responding proactively to their social and economic needs. This commitment applies to the entire homeland on the West Bank, including East Jerusalem, and the Gaza Strip, without distinction on the grounds of the untenable divisions between the so-called 'Area A', 'Area B' and 'Area C'. This is a single political and geographic entity and the sovereign territory of the State of Palestine.

The Government will continue its work to promote the unification of the homeland and eliminate the phenomenon of political, economic and social fragmentation that undermines the national interest. The Government also reaffirms its determination to work constructively towards bringing an end to the siege imposed on Gaza. The Government does not, and will not, discriminate between any part of the homeland in working to ensure that citizens are empowered to remain steadfast in upholding their rights, wherever they reside. In particular, the Government will redouble its effort to respond to essential and pressing needs in East Jerusalem and the Gaza Strip.

Achievements in the first year of the Government program

As we enter the second year of the Government program, there have already been many achievements. Development programs and projects are being implemented, bringing tangible improvements to the daily lives of citizens and real hope for a better future. These improvements are, however, mostly confined to areas of the West Bank. We are committed to ensuring that citizens in Gaza and East Jerusalem are able to enjoy the benefits of economic and social development and this will be a high priority as we move forward over the coming year.

Over the last 12 months, Government institutions have been renewed with a spirit of responsibility and commitment to good governance. Transparency of, and accountability for, public expenditure have increased, and we are making progress towards reducing reliance on external aid. We have also continued to restructure and reorganize government institutions to increase their efficiency and effectiveness in performing their assigned duties.

- Substantial progress in upgrading public infrastructure: we are constructing and renovating educational institutions, health care establishments, roads, water and electricity networks, and facilities to collect and process wastewater and solid waste.
- Increased public safety and security: we have worked to consolidate the rule of law and foster a more law-abiding culture by strengthening justice and security sector services, and through a range of public outreach activities.
- Improved access to justice: we have worked together with the High Judicial Council to enhance the operation of the courts system, and the public prosecution service has been strengthened, resulting in a significant improvement in the timeliness of court case adjudication.
- Strengthening of the national economy: a national campaign has been launched to put an end to the sale of Israeli settlement products, and industrial estates are being constructed and rehabilitated.
- Better social services: a greater proportion of the national budget has been allocated to the provision of education, health and social protection services. The social safety net has been rationalized to ensure that it addresses the needs of the poor and vulnerable.

These achievements are being made in closer partnership with citizens and their communities. As part of the Government's endeavor to empower citizens throughout the Palestinian territory and bring real improvements to their quality of life, more than 1,000 community-based projects have been implemented to support locally-driven development initiatives. Furthermore, strenuous efforts have been made to support citizens' continued perseverance in East Jerusalem and empower them in the face of Israeli settlement activity, home demolitions and evictions.

The second year of the Government program

Despite these successes, we cannot rest: much work remains to be done in the second year of the Government program to build on the achievements of the first. The Government will spare no effort in strengthening the institutional framework of the State of Palestine in order to better serve the national interest. We will continue to work in all sectors to improve institutional performance, public service delivery, quality of life and economic prosperity.

As we move forward, we are seeking to establish a model of good governance which will earn the trust and confidence of citizens and ensure that all society works together to build Palestine. The legitimacy of Government depends on its capacity to deliver equitable social and economic development to the people and equal opportunities for all. In turn, ensuring equity and equality depends on the Government's ability to provide a safe and secure environment for all and, as such, the Government reaffirms its full commitment to bear its responsibilities in the area of public safety and security, whilst respecting citizens' rights, including the right to privacy and freedom of expression.

- We will support the strengthening of the justice system by assisting the development of human resources and the establishment of specialized courts.
- We will build a penal system that unfailingly respects human rights and transforms prisons into centers for the correction, rehabilitation and reintegration into society of offenders.
- We will upgrade the capacity of law enforcement agencies to fulfill their responsibilities under the law whilst respecting and safeguarding citizens' rights.

- We will actively encourage civil society organizations to monitor and publicly report on the performance of public institutions in relation to human rights.

The Government takes seriously its responsibility to continuously improve the performance, transparency and accountability of the public sector through reforms aimed at tackling waste, inefficiency and corrupt practices.

- We will implement administrative reforms to increase the effectiveness and efficiency of the public sector, as well as to eliminate favoritism and nepotism. We will work to reform laws, regulations and codes governing civil service employment, salaries and pensions.
- We will implement a package of initiatives to eliminate bureaucratic inefficiency and delays in the provision of services in relation to the administration of civil and commercial affairs, including land registration and commerce and trade certification.
- We will fortify efforts to tackle corruption and adhere to relevant international conventions by strengthening investigation and enforcement bodies, and encouraging greater civil society engagement in the fight against corruption.

The coming year will also witness a deepening of the Government's efforts to improve the range and quality of basic services for citizens of all ages.

- We will proceed with modernization of the education system, in line with a strategic national vision to prepare future generations with the knowledge, expertise and skills to drive progress and prosperity in Palestine.
- We will extend health insurance coverage and promote quality improvements in health care services, including greater specialization such that Palestinians can receive treatment for all ailments in their home country.
- We will promote arts and culture in Palestine, encouraging individual creativity and innovation as well as collective engagement in cultural activity and pursuits.
- We will develop better infrastructure, equipment and programs to enable our youth to participate in organized social and sporting activities.
- We will continue to pursue policies that empower women in Palestine and ensure their full contribution to the endeavor to build the state. We take seriously our obligation to promote gender equality in all aspects of public and private life, and we encourage civil society organizations to continue to hold government accountable on gender equality issues.

Our work to enable private sector growth, including an extensive program of legal, regulatory and administrative reform, will continue as part of the effort to achieve greater economic self-reliance.

- We will focus on initiatives to promote growth and exports in the agriculture and tourism sectors, whilst engaging in longer-term efforts to build the productive base of the national economy in strategic industrial and service sectors.
- We will work to build closer ties with international trade bodies, markets and businesses in order to increase exports and strengthen Palestinian businesses.
- We will continue to explore and take advantage of opportunities for partnership between the public and private sectors, whilst protecting national resources and citizens from exploitative practices. The Anti-Corruption Agency, consumer protection associations and professional unions will all play a vital role in safeguarding the national interest.

Valuing most highly their support in implementing its program, the Government calls upon all citizens to engage in and support this effort to end the occupation and establish the State of Palestine. In the second and final year of the program, a concerted effort from all sectors of our society is needed to complete the

translation of this vision into reality. In addition, we are determined to continue to support the Palestine Liberation Organization's effort to consolidate official and popular Arab and international backing for the endeavor to establish the State of Palestine, with East Jerusalem as its capital, in which our people can live in freedom and in dignity on the entire territory occupied since 1967.

In submitting this document, the Government hopes to demonstrate its absolute commitment to completing the journey towards ending the occupation and establishing the state. We also aim to convey our sincere belief that the people of Palestine, men and women, young and old, are the main source of inspiration and strength on the path to our freedom. Our human capital is our most precious resource as we move forward to establish the State of Palestine. The Palestinian people have battled for survival on their homeland for many decades in the face of sustained attempts to crush their sense of national identity and destroy the very fabric of their society. In remaining steadfast in their determination, the Palestinian people have confounded the expectations of those who have bet on their failure to persevere in the face of adversity: our spirit has not been broken and we will never succumb to defeatism.

We must preserve our self-assuredness and confidence in our capacity to realize the vision of the Government program. Our work and our faith in ourselves, and our aspiration for a better future, are the keys to success in securing our freedom and independence on our homeland. Building on the achievements of the previous year, and energized by both the faith that we will succeed, and inspired by an unyielding will to achieve success, the Government hereby confirms its determination to meet the commitments presented in this document during the second and final year of its program.

Salam Fayyad
Prime Minister

August 2010

I. Governance

1. Justice and Rule of Law

Mission		
Consolidate the rule of law and separation of powers in the democratic State of Palestine, to safeguard citizens' rights and freedoms, ensure all institutions are accountable and comply with the law, preserve independence of the Judiciary, and manage the courts system in line with principles of integrity, impartiality and effectiveness.		
Objective	Priority activities and outputs	Responsibility
Develop infrastructure and administrative systems	<ul style="list-style-type: none"> Finalize planning and commence construction of the <i>Justice Palace</i> (Ramallah) & court facilities in Hebron & Tulkarem. Conduct needs assessment for construction of Magistrate Courts. Upgrade and equip summons departments and notaries' public offices throughout courts. Establish an archiving system for all court clerk departments. Establish and equip arbitration rooms in Ramallah, Jenin and Hebron courts. 	High Judicial Council (HJC)
	<ul style="list-style-type: none"> Implement the <i>Mezan II</i> system throughout courts and identify data to be exchanged with the Police, Ministry of Interior (MoI), Ministry of Justice (MoJ), Ministry of Transport (MoT), Bar Association and Public Prosecution. 	
	<ul style="list-style-type: none"> Connect electronically the National Justice Record with all courts, General Administration of Correction and Rehabilitation Centre and Military Justice Authority. 	Ministry of Justice (MoJ)
	<ul style="list-style-type: none"> Provide and equip offices of the Legal Counsel and Legislation Bureau. Inaugurate three National Justice Record and Certification branches in three governorates. Complete establishment of the Palestine Judicial Training Institute. 	
	<ul style="list-style-type: none"> Develop systems to link of all religious courts electronically. Reserve land for construction of religious court compounds in three locations and finalize plans for their construction. 	

	<ul style="list-style-type: none"> • Develop waiting halls in 13 Public Prosecution offices; adopt a standard system (piloted in Jenin) to store documents, evidence and seized items in 13 Public Prosecution offices; build a central database for storing information at the Attorney General Office; link Public Prosecution offices with the Attorney General Office through the HJC network; and develop administrative functions, file management and comprehensive computerization at the Nablus and Ramallah Public Prosecution offices and link them electronically with the Police and courts. • Rehabilitate Public Prosecution offices in Nablus, Dura, Hebron, Ramallah, Halhul, Qalqiliya, Bethlehem, Tubas, Jericho and Tulkarem; finalize construction of the Attorney General Office building; rent new offices for the Salfit and Tulkarem Public Prosecutions; and designate and equip a new office for the anti-corruption agency. • Develop a proposal to establish a specialized child prosecution function. 	MoJ/Public Prosecution
Strengthen the forensic medicine capacity	<ul style="list-style-type: none"> • Establish the National Forensic Medicine Centre; finalize drafting of the Forensic Medicine Law; appoint and train staff and sign a memorandum of understanding with all relevant bodies. • Establish Forensic Medicine Centres at governmental hospitals in Hebron, Tulkarem, Qalqiliya and Jenin. 	MoJ
Upgrade the legal framework and legislative drafting capability	<ul style="list-style-type: none"> • Draft legislation in the following areas: ownership, tenancy, international judicial cooperation, the penal code and penal procedure. • Review and finalize the legal framework of mediation and arbitration and identify relevant stakeholders in order to establish the National Arbitration and Mediation Centre. 	MoJ
	<ul style="list-style-type: none"> • Ensure regular publication of the Palestinian Official Gazette. 	MoJ/Legal Counsel and Legislation Bureau
	<ul style="list-style-type: none"> • Review the Government's contribution to the legislative process and development of legislation. • Approve the Government Legislative Plan. • Develop an action plan to implement the Legislative Plan. • Review and upgrade legislative drafting manuals. 	Council of Ministers/Cabinet Secretariat
Build specialized technical capacities	<ul style="list-style-type: none"> • Appoint 19-24 new judges, 126 judicial staff, 15 assistants to prosecutors, 15 clerks at Public Prosecution offices, and 10 new employees at MoJ. 	MoJ, HJC, Public Prosecution

	<ul style="list-style-type: none"> • Examine expansion of the scope of training at the Judicial Training Institute to cover additional beneficiaries and specializations (e.g., religious judges, lawyers, judges, military prosecution, legal advisors and judicial police). • Enhance staff efficiency and skills at MoJ, Public Prosecution and courts, including judges and administrative assistants. This will address significant specialties such as case management, legislative drafting, anti-corruption and anti-money laundering activities and monitoring human rights violations. 	
Protect public and private freedoms, and safeguard human rights	<ul style="list-style-type: none"> • Establish the Human Rights Advisory Council at the MoJ. 	MoJ

2. Security

Mission		
Promote security and safety of the homeland for citizens while ensuring human rights, dignity and freedom – building a professional and streamlined security establishment; combating crime; consolidating the criminal justice system; providing civil register services effectively and efficiently; and promoting local, regional and international partnerships.		
Objective	Priority activities and outputs	Responsible Body
Strengthen the legal framework	<ul style="list-style-type: none"> • Promulgate the Basic Law on Palestinian Security and related bylaws. • Promulgate other laws and bylaws to regulate the operation of all branches of the security services. 	Ministry of Interior (MoI)
Develop and streamline organizational structures	<ul style="list-style-type: none"> • Adapt the organizational structure of the security establishment in line with the Basic Law and Law No. (8) of 2005 on Service in the Palestinian Security Forces, focusing on: <ul style="list-style-type: none"> - Mandate and responsibilities of the Minister of Interior in relation to the security sector. - Appointments of approved vacancies in the organizational structure, including establishment of the Committee of Officers, appointment of the Director General of Internal Security, and appointment of the Inspector General. - Organizational structures for each branch of the security establishment in line with its respective tasks and jurisdictions in accordance with the law. - Consolidating security bodies and directorates in structural and organizational terms, to enhance effectiveness and responsiveness. 	

<p>Promote effective and professional management systems and processes</p>	<ul style="list-style-type: none"> • Continue to build policy development and planning capacity at the strategic and operational levels at the MoI and in the security sector bodies, including: legal and legislative framework, training and development, logistic support, telecommunications and strategy development, media, infrastructure, financial and human capacities, intelligence capacities, and joint central operations. 	
<p>Promote cooperation between the security and justice sectors</p>	<ul style="list-style-type: none"> • Develop Police laboratories and develop the related legal framework and procedures. • Strengthen capacity of the Judicial Police. • Strengthen crime scene investigation capacity • Rejuvenate the governance of correctional and rehabilitation centres, balancing rehabilitation and security needs. • Promote a culture of respect for human rights and International Humanitarian Law in the security sector. 	
<p>Effective, efficient and equitable delivery of civil register services</p>	<ul style="list-style-type: none"> • Ensure completeness, accuracy and public access to information in the civil register. • Invigorate community policing and rejuvenate the complaints (ombudsman) system in the security sector. • Develop and upgrade the civil register, civil status and passports as well as install the biometric system. 	
<p>Develop and promote local, regional and international partnerships</p>	<ul style="list-style-type: none"> • Continue efforts towards gaining full membership of regional and international organizations, including Interpol. • Participate in police activities sponsored by the United Nations. • Participate in the improvement of the coordination of aid and assistance to the security sector. • Consolidate Palestinian civil society organizations' participation in the planning, development and capacity building of the security sector. 	
<p>Upgrade infrastructure</p>	<ul style="list-style-type: none"> - Finalize construction of the Operations Camp and Training Camp in An Nuwei'ma; Operations Camp in Jenin, General Intelligence building in Ramallah; and MoI building in the As Salam neighbourhood in Ramallah. - Finalize construction of a group of security buildings and installations throughout various governorates, notably Preventive Security buildings in various governorates and Police building in Salfit. - Continue the Nablus <i>Muqata'a</i> construction project. - Start construction of the Temporary Camp in Tubas, Jenin <i>Muqata'a</i> construction project, and Tulkarem <i>Muqata'a</i> construction project. • Develop a plan for construction of a Traffic Institute. 	<p>MoI and Ministry of Public Works and Housing (MoPWH)</p>

	<ul style="list-style-type: none"> • Planning for construction of 7 civil prisons. • Construct and equip a central Security Database. • Construct a main headquarters of the Central Logistics Institution in the Security Sector. • Finalize development and rehabilitation of Joint Operations Centres throughout the governorates. • Construct Police laboratories. 	
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3. International Relations

Mission		
<p>Consolidate the effort made on the international arena to mobilize international support for establishing the independent State of Palestine on the 4 June 1967 borders, with East Jerusalem as its capital – ensuring full and effective participation by Palestine in the international community of nations; promoting Palestine’s constructive contribution to the international community; promoting Palestinian national interests throughout international fora; and consolidating relationships and communication between Palestinians in the <i>Diaspora</i> and Palestinians residing in Palestine.</p>		
Objective	Priority activities and outputs	Responsible body
<p>Assist in preparations to establish the State</p>	<ul style="list-style-type: none"> • Promote the 13th Government Program <i>Palestine: Ending the Occupation, Establishing the State</i> on the international stage. • Work with the EU to translate the Brussels Declaration of 18 December 2009 into practical steps and raise the level of diplomatic representation at the EU. • Establish bilateral ministerial steering committees with a number of states, following the model of the Palestinian-German Ministerial Steering Committee. • Continue political and diplomatic efforts to lift the siege on Gaza. • Highlight all Israeli violations against the Palestinian people, land and property in relevant international fora. • Regularly invite international opinion formers to visit Palestine, focusing on persons of Palestinian and Arab origin. • Establish the Palestinian Agency for International Cooperation to build development cooperation relations with various states worldwide and share Palestinian experience and expertise, benefiting from other experiences for support the Palestinian national project. • Strengthen international popular diplomacy activities with civil society organizations and political parties around the world, working through Palestinian and Arab embassies and missions and communities to advocate establishment of the State of Palestine. 	<p>Ministry of Foreign Affairs (MoFA)</p>

	<ul style="list-style-type: none"> Engage with Palestinian communities abroad so that they can participate more actively in achieving national goals. Provide support to delegations of international solidarity activists engaged in peaceful popular resistance against settlement activity and Wall construction. Work with Arab brethren and encourage their visits to Palestine. Ensure implementation of the Jerusalem Support Plan, approved by the Arab Summit Conference in Sirte, Libya. Advocate for a UN Security Council resolution condemning settlement activity and demanding that it be halted. 	
	<ul style="list-style-type: none"> Raise the profile of the illegal Separation Wall at the UN General Assembly and Security Council by reference to the International Court of Justice (ICJ) Advisory Opinion; and organize conferences, meetings and seminars to raise awareness in cooperation with media outlets. 	Ministry of State for the Wall and Settlement Affairs
	<ul style="list-style-type: none"> Address the UN to request advisory opinion from the ICJ on the status of Palestinian prisoners under international law. 	Ministry of Detainees & Released Detainees (MoDRD)
Develop consular services	<ul style="list-style-type: none"> Computerize consular services at MoFA. Facilitate and accelerate consular transactions by linking MoFA to embassies and relevant ministries. Develop activity on consular patronage, certifications, powers of attorney and civil status. 	MoFA and other relevant bodies
Develop capacity of the diplomatic corps	<ul style="list-style-type: none"> Develop capacities of the diplomatic corps to provide support to competent ministries in order to access international markets. Establish the Diplomatic Training Institute and create a constituent body of the Institute to develop its bylaw and training programme. Develop a strategy to maximize the value of short-term and long-term external diplomatic training activities and disseminate information and knowledge to relevant bodies. 	MoFA
Accede to international organizations	<ul style="list-style-type: none"> Work towards securing Palestine's accession to certain significant international organizations and conventions. Work with the International Committee of the Red Cross to accede to the four Geneva Conventions of 1949 and respective Additional Protocols. Prepare for the Interpol General Assembly meeting next September, during which Palestine's membership will be discussed. 	MoFA and competent bodies

	<ul style="list-style-type: none"> • Develop a study of strategic needs associated with Palestine’s full membership of UNESCO and work towards creating international diplomatic support. • Examine various international conflict resolution mechanisms, focusing on commercial and investment-oriented aspects in line with WTO regulations in order to comply with them. • Accede to the International Criminal Court. 	
Safeguard refugees’ rights	<ul style="list-style-type: none"> • Continue to work towards safeguarding the right to return in accordance with the UN General Assembly Resolution 194. 	

4. Finance

Mission		
Promote sustainable economic growth by adopting sound fiscal policies which ensure reduction of reliance on external financial aid, consolidating domestic capacities of the national economy, developing the banking and financial sectors, promoting the contribution of the private sector in investment programs, and upgrading financial and control systems.		
Objective	Priority activities and outputs	Responsible body
Effective, accountable and transparent management of public finance and international aid	<ul style="list-style-type: none"> • Reduce reliance on external aid – reduce recurrent deficit in the budget to approximately 13% of GDP in 2011 (compared to 18% in 2010 and 22% in 2009) such that external aid needed to fund recurrent expenditures will reduce from approx. USD 1.8 billion in 2008 to USD 1.0 billion in 2011. • Issue government bonds. • Use a consolidated accounting program in all ministries and public agencies. • Complete decentralization of operational and capital expenditure through the zero balance accounts mechanism. • Approve a new Law on Public Supplies. • Computerize management of government assets and properties and finalize relevant accounting processes. • Strengthen capacity and finalize regulations needed to assume responsibility for operation of crossing points. 	Ministry of Finance (MoF)
	<ul style="list-style-type: none"> • Monitor (through the DARP database) all international commitments and aid delivered to Palestine in line with national planning priorities. • Develop policies for regulation of donor assistance to Palestine through a ‘single gateway’. • Produce comprehensive reports on aid effectiveness. 	Ministry of Planning and Administrative Development (MoPAD)
Consolidate the monetary system	<ul style="list-style-type: none"> • Restructure the Palestinian Monetary Authority (PMA) to perform the tasks of a Central Bank. • Promulgate a new Law on the Palestinian Central Bank. 	PMA

	<ul style="list-style-type: none"> • Commence construction of offices of the Palestinian Central Bank and ensure they are properly equipped to assume responsibility for management of monetary operations. • Establish a committee to examine the option of establishing a Palestinian currency and develop future monetary policy. • Issue PMA deposit bonds. • Establish the Bank Deposits Insurance Institution. • Establish the Palestinian National Payments System and promulgate a law that regulates its functions. • Establish a Public Sensitization & Complaints Unit at the PMA. 	
Strengthen regulation of the banking sector	<ul style="list-style-type: none"> • Apply the second phase of Basel II recommendations and respective amendments to the Palestinian banking system. • Apply the dynamic provisioning system to the banking system. • Raise the minimum capital of banks and provide incentives to merge small banks. • Apply the credit scoring system, promoting the credit database in the Palestinian banking system. • Issue directives on the regulation of small and micro lending enterprises and devise an action plan to develop them. 	
Develop the retirement system	<ul style="list-style-type: none"> • Finalize procedures to appoint a Governor of pension funds to manage funds and property of the Public Retirement Commission. • Implement a defined contributions pension system. • Review, document and ensure implementation of investment criteria and policies. • Review the asset allocation system with a view to achieving higher returns. • Adopt a bridging mechanism between retirement systems and the social security system. • Develop a bylaw to regulate participation of the private sector, civil society organizations and public bodies in the public retirement system. • Compile studies and develop regulations necessary for expand coverage of the Public Retirement Law. 	Public Retirement Commission

5. Administrative Development

Mission
Continue the institution building process, enabling public sector bodies to contribute effectively realizing the goal of ending the occupation and establishing the independent, democratic Palestinian State – developing the public sector’s infrastructure, organizational structures and capacities to ensure effective and efficient service delivery at a reasonable and sustainable cost.

Objective	Priority activities and outputs	Responsible body
Improve public policy management processes	<ul style="list-style-type: none"> • Develop the Palestinian National Plan (PNP) 2011-13 and commence monitoring and evaluating its implementation. • Develop a training program on public policy management and develop a guidance manual on policy management. • Release the pilot version of a simplified electronic system to consolidate procedural mechanisms of public policy management and facilitate communication and coordination between government bodies. • Implement a national monitoring and evaluation (M&E) system to assess implementation of public policy. • Launch a training program on M&E in eight ‘pilot’ ministries and government bodies, working towards establishing specialized M&E units. • Issue an annual M&E report to assess progress made in implementing national development plans and programs, including the PRDP 2008-10. 	MoPAD
Improve public policy coordination structures and mechanisms	<ul style="list-style-type: none"> • Develop a future vision of the overall government organizational structure and define necessary legislative amendments for implementation. • Finalize a comprehensive review of the civil service legal framework and develop draft laws and bylaws. 	MoPAD and Cabinet Secretariat
	<ul style="list-style-type: none"> • Review regulations on the operation of the Council of Ministers as well as develop and consolidate them into the Manual and Operational Regulation of the Council of Ministers. Priorities include the Bylaw of the Council of Ministers; Regulation on Committees; Regulation on Sessions; Guidance Manual on the Development of Explanatory Notes; Regulations on the Development of the Government Program and Government Reports (Quarterly Reports); Regulation on the Units of the Council of Ministers’ Affairs; Guidance Manual of the Legislative Plan; Guidance Manual on the Management of the Legislative Cycle; and Regulation on the Operation of the Administrative and Relevant Subcommittees. • Propose establishment of the Policy and Regulatory Control Commission. • Regulate the working relationship between the Council of Ministers, Official Gazette and Legal Counsel and Legislation Bureau. • Upgrade the organizational performance of the Cabinet Secretariat to better support the Council of Ministers and its sub-committees. 	Cabinet Secretariat

Promote a culture of service, professionalism and efficiency in the public sector	<ul style="list-style-type: none"> Develop medium and long term plans to optimize the size, shape and cost of the civil service in the State of Palestine 	MoPAD and MoF
	<ul style="list-style-type: none"> Develop a training strategy for the civil service, focusing on specialized technical training. 	MoPAD and GPC
	<ul style="list-style-type: none"> Finalize purchase of the GPC building. Construct the Management & Leadership Centre. Establish the Quality Training System and implement a computerized Human Resources Management System within GPC. 	GPC
Develop the capability of the Financial and Administrative Control Bureau (FACB) in line with international best practice	<ul style="list-style-type: none"> Review the FACB Law and present recommendations for enhancement. Compile an operational manual and develop a time-bound strategic and operational plan to automate FACB operations. Accede to the International Organization of Supreme Audit Institutions (INTOSAI) and Asian Organization of Supreme Audit Institutions (ASOSAI). 	FACB
A high-quality control service to promote financial and administrative stability	<ul style="list-style-type: none"> Develop control procedural plans, to include provision of the proper infrastructure of electronic control, development of computerized systems of electronic control, and data linkage with MoF and GPC. Develop standards to measure the quality of control products. Develop a special report on challenges to enforcement of the FACB Law. 	

6. Local Governance and Administration

Mission		
Promote capacity and efficiency of local government units (LGUs), enabling them to provide high quality and cost-effective services to citizens at the local level through phased decentralization. Local government units will be enabled to exercise their role, carry out assigned tasks and obtain entitlements in accordance with provisions of the law.		
Objective	Priority activities and outputs	Responsible body
Streamlining of LGUs	<ul style="list-style-type: none"> Adopt a manual and regulation on the integration of the legal and institutional framework, and develop mechanisms and standards to carry out mergers of LGUs. A regulation on the establishment of major municipalities will be compiled. Effectively commence merging local government units through: <ul style="list-style-type: none"> Dissolving all project committees and annexing them to the closest LGU. Merging 10 LGUs northeast of Jenin into one municipality (Deir Abu Da'if, Jalbun, Faqu'a, Al Jalama, 'Arrana, Beit 	Ministry of Local Government (MoLG)

	<p>Qad ash Shamali, Beit Qad al Janubi, Deir Ghazala, ‘Aba ash Sharqiya, and ‘Arabbuna) as well as 4 local government units in the area of Meithalun (Meithalun, Siris, Al Jadida, and Sir) in Jenin governorate.</p> <ul style="list-style-type: none"> - Merging 7 LGUs in the Al Kafriyat area (Kafr ‘Abbush, Kafr Zibad, Kafr Sur, Kafr Jammal, Ar Ras, Kur, and Jubara) in the Tulkarem governorate, as well as 6 local government units in the Central Jordan Valley area (An Nassariya, Al ‘Aqrabaniya, Beit Hasan, ‘Ein Shibli, Furush Beit Dajan, and An Nawaji) in the Nablus district. - Merging LGUs into one municipality (Bidhya, Qarawat Bani Hassan, Mas’ha, and Sarta) in the Salfit governorate. - Merging LGUs into one municipality (Jurat Ash Sham’a, Um Salamuna, Wadi an Nis, Marah Ma’alla, Al Ma’sara, Khamat al Haddad, Al Manshiya, and Wadi Rahhal) in Bethlehem governorate. - Merging LGUs into one municipality (Jericho, An Nuwei’ma, and Ad Duyuk al Foqa) in the Jericho governorate. - Merging LGUs in one municipality (Beit Liqya, Kharbatha al Misbah, Beit Sira, and Beit Nuba) in Ramallah & Al Bireh governorate. - Merging LGUs into one municipality (Falamiya, Sir, and Jayyus) in the Qalqiliya governorate. - Merging LGUs into one municipality (Beit ‘Awwa, Deir Samit, Al Kum, and Al Muwarraq) in Hebron governorate. 	
<p>Consolidate democratic processes at the local government level</p>	<ul style="list-style-type: none"> • Develop transparency and integrity standards and provide necessary implementation support in LGUs. • Develop operational manuals for institutionalising and promoting effective community participation in the functions of LGUs, especially in budgeting, urban planning and needs assessment. 	
<p>Improve the status of infrastructure throughout local government units</p>	<ul style="list-style-type: none"> • Commence construction of the building housing MoLG. • Construct 20 buildings, including municipal offices, village councils and service compounds. • Construct 120 entertainment and public service sites. 	
<p>Strengthen administrative capacity</p>	<ul style="list-style-type: none"> • Approve budgets of 344 LGUs. • Carry out 370 inspection tours of all LGUs. • Establish the Gender and Local Governance Forum as well as develop and adopt the Policy Paper on Gender and Local Governance. • Implement emergency projects for the benefit of LGUs with 	

	<p>a value of about USD 11.7 million.</p> <ul style="list-style-type: none"> • Implement infrastructure and capacity building projects for the benefit of LGUs with a value of USD 11.3 million. • Implement the first phase of the Municipality Development Program (MDP) with a value of USD 40 million throughout 132 municipalities in the West Bank and Gaza Strip. MDP will include provision of essential infrastructure and administration and planning capacity building. • In consultation with a group of municipalities, review and adopt new regulations on the functions of LGUs. • Register and assess fixed assets at 26 municipalities. • Apply the Consolidated Budgets Program to 29 new municipalities, including 3 in the Gaza Strip. • Establish public service centres in 13 municipalities. • Finalize development and commence implementation of the Manual on Partnership between LGUs and the Private Sector. 	
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7. Media

Mission		
Increase government transparency and accountability – safeguarding citizens’ right to access public information; regularly publishing the government’s policy agenda and reports on policy implementation; and consolidating efforts towards ensuring an independent and professional media sector.		
Objective	Priority activities and outputs	Responsible body
Reform the media sector and strengthen government communication with the public	<ul style="list-style-type: none"> • Promulgate the Audiovisual Law in line with modern international standards and conditions on the freedom of expression and professional press functions approved under respective international treaties and charters. The Law will transfer responsibility for licensing and regulating the audiovisual media sector from the Government to a national, public, independent and professional agency. • Establish a national media agency (or a higher council for the media) in accordance with the Audiovisual Law. The agency will be responsible for licensing and regulating audiovisual media outlets as well as facilitating journalists’ activities and ensuring their freedom, independence and professionalism. • Dissolve the Ministry of Information and transfer its powers to the new agency. • Conduct official public opinion polls on citizens’ assessment of Government performance in order to consolidate accountability and democratic practice and to examine public satisfaction with the Government performance. 	Ministry of Information and Government Media Centre

	<ul style="list-style-type: none"> • Establish public media outlets that report to an independent community board of trustees. • Publish a Media Performance Manual in order to develop and consolidate Palestinian media messages, particularly those that form international public opinion. • Develop and upgrade websites of government bodies to provide news and current information more effectively. Over time, these will transform into major news sources for media outlets. • Train and prepare spokespersons of ministries and government bodies to solidify the government's relationship with the public, consolidate the message of government bodies and render them more professional and effective. 	
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8. Information and Statistics

Mission		
Provide comprehensive, accurate data and statistics necessary to develop national policies and plans, ensuring that statistics are updated on a regular basis and conform with international standards.		
Objective	Priority activities and outputs	Responsible body
Build databases on the Wall and settlement issues	<ul style="list-style-type: none"> • Establish a national framework of institutions collecting data on the Wall and settlement activity and develop the National Database on Registration of Physical Damage and Losses Incurred by the Wall and Settlement Activity. • Compile an official government glossary of terms on the Wall and settlement activity. 	Ministry of State for the Wall and Settlement Affairs
Develop central and administrative registers	<ul style="list-style-type: none"> • Develop and update central registers on buildings, houses, installations and agricultural holdings; publish statistical data in accordance with these registers; and take part in compiling and upgrading the civil register and use it to serve statistical purposes. 	PCBS
Conduct censuses	<ul style="list-style-type: none"> • Collect and publish agricultural census data. 	
Build a system to monitor social, economic, environmental and good governance issues	<ul style="list-style-type: none"> • Collect and process statistical data on Palestine in line with the PCBS's Statistical Calendar 2010-11. • Finalize application of the Statistical Program on the Southern Governorates and commence implementation of surveys as soon as PCBS is capable of unrestricted operation. 	
Contribute to building statistical capacities throughout government agencies	<ul style="list-style-type: none"> • Train and develop staff of all Statistics Units throughout ministries and non-ministerial agencies. • Provide technical advice and equipment to Statistics Units. 	

9. Land Administration

Mission		
Protect Palestinian land and land titles by developing a comprehensive, accurate and accessible land register; facilitate land title transfer, ensuring enforcement of the law; and ensure that spatial planning and land use management meets current and future economic, social and environmental requirements.		
Objective	Priority activities and outputs	Responsible body
Register the land of Palestine	<ul style="list-style-type: none"> Survey and settle 6,000 dunums of land in Bethlehem and 6,000 dunums in Salfit. Prepare to launch the land settlement project in Dura, Hebron. 	Palestinian Land Authority (PLA)
Strengthen land administration capacity	<ul style="list-style-type: none"> Finalize restructuring and computerization of PLA functions. Finalize upgrading Nablus Land Registration Office; inaugurate and operate Salfit Land Registration Office; build a Land Registration Office in Bethlehem; and commence construction of the Hebron Land Registration Office. 	
Locate and register public properties	<ul style="list-style-type: none"> Identify and register all public land and buildings within municipal boundaries 	
Locate and register <i>Waqf</i> properties	<ul style="list-style-type: none"> Locate and register <i>Waqf</i> properties throughout the northern governorates. 	Ministry of <i>Waqf</i> and Religious Affairs (MoWRA)
Physical planning	<ul style="list-style-type: none"> Finalize 75 master plans and develop another 75 master plans for residential areas. Develop new master plans for 20 local government units in Area C. 	MoLG
National spatial planning	<ul style="list-style-type: none"> Finalize the national land use plan 	MoLG and relevant bodies
	<ul style="list-style-type: none"> Finalize and endorse an updated version of the Emergency Plan to Protect Natural Resources in Palestine. Implement 50% of the following sector plans: Economic Development Plan; Transport Plan; Agriculture Plan; Environment Plan; National Plan of Water and Wastewater; Local Government's Border Zoning Plan; Energy Resources Plan; and Cultural and Natural Resources Plan. Examine the potential of constructing new urban cities. 	MoPAD and respective bodies
Protect Palestinian land against confiscation and colonization	<ul style="list-style-type: none"> Enhance monitoring of Wall construction and settlement activity. Develop Palestinian national strategy, plans and projects to resist Wall construction and settlement activity. Encourage and support citizens to file actions against land confiscation and forfeiture in cooperation with a number of 	Ministry of State for the Wall and Settlement Affairs

	<p>legal institutions.</p> <ul style="list-style-type: none"> • Coordinate with respective stakeholders to launch a campaign on land settlement and in threatened areas. • Encourage and support peaceful popular committees on the resistance of the Wall and settlement enterprises. 	
<p>Prepare for use of evacuated settlements</p>	<ul style="list-style-type: none"> • Establish a Palestinian national committee to make decisions on the proper use of evacuated settlements. • Compile information on settlements for planning purposes. • Develop an integrated program and working mechanisms to coordinate government activities in relation to evacuated settlements and other deserted assets, to ensure smooth and transparent transfer and management of land and assets. A regulatory legal framework will be duly developed. 	<p>MoPAD and Negotiations Affairs Department (NAD)</p>

II. Social Development

1. Social Protection and Empowerment

Mission		
Develop an integrated, inclusive social safety net, which responds to the needs of marginalized groups; reduce the poverty rate; create employment opportunities to minimize vulnerability and promote self-sufficiency; and safeguard social safety of senior citizens, children, women and persons with special needs.		
Objective	Priority activities and outputs	Responsible body
Improve targeting of social assistance	<ul style="list-style-type: none"> Develop and upgrade a database of prisoners and released prisoners. 	MoDRD
	<ul style="list-style-type: none"> Develop a study of needs and priorities for economic and social relief and development in residential areas affected by the Wall. 	Ministry of State for the Wall and Settlement Affairs
	<ul style="list-style-type: none"> Develop and upgrade data on the poor in Palestine. Disseminate and consolidate use of the PMTF equation as a tool for targeting the poor and adopt the principle of gap bridging in delivering (financial) aid. Deliver regular cash assistance to approximately 74,000 households in the West Bank and Gaza Strip; increase percentage of beneficiaries from aid in the Gaza Strip from 60% to 80% of the total beneficiaries; and pay special attention to areas affected by the Wall and Area C. 	Ministry of Social Affairs (MoSA)
Deliver social assistance to the needy	<ul style="list-style-type: none"> Contribute to providing food security to 57,000 poor households. Provide health insurance to 70,000 poor households as well as free school education to the children of 70,000 poor households. Continue to provide emergency assistance with a monthly amount of NIS 1 million to the poor, travel allowances to patients, house rehabilitation of poor households, assistive devices for the disabled, and services for seniors. 	MoDRD
	<ul style="list-style-type: none"> Provide health insurance to prisoners and released prisoners. 	
Empower and integrate prisoners and released prisoners as well as poor and vulnerable social groups	<ul style="list-style-type: none"> Empower and integrate 200 released prisoners by providing loans to establish small enterprises. Offer scholarships to prisoners and to their family members; recruit released prisoners to the civil service. Support 15 cooperative societies providing released prisoners with productive work. Provide psychological and social support to prisoners and their families. 	MoDRD
	<ul style="list-style-type: none"> Empower 2,500 poor households to establish small enterprises through grants to be offered by the Program on 	MoSA

	<p>the Empowerment of Poor Households.</p> <ul style="list-style-type: none"> • Empower and integrate 300 persons with disabilities by providing loans to establish small enterprises. • Finalize the first and preparatory phase of designing disabled persons' cards. 	
Construct and equip shelters and care centres for vulnerable groups	<ul style="list-style-type: none"> • Construct and equip two new centres for the protection and rehabilitation of disabled persons in the West Bank and Gaza Strip. • Construct a juvenile care centre in the West Bank and another in the Gaza Strip. • Construct and operate two child protection centres in the West Bank and another one in the Gaza Strip. • Equip and put in operation the Sheikha Fatima Centre for Rehabilitation of the Disabled in Beit Ummar, Hebron. • Maintain and restore youth centres (Ramallah, Jenin, Nablus, Tulkarem and Hebron); commence expansion the Youth Rehabilitation Centre in Nablus; juvenile centres (Bethlehem and Ramallah); maintain, restore, expand and equip the Childhood Protection Centre in Ramallah; maintain and restore centres of persons with disabilities (Nablus, Bethlehem, Jericho and Salfit). • Maintain and restore MoSA directorates (Nablus, Jenin, Tulkarem, Salfit, Qalqiliya, Tubas, Hebron, Bethlehem and Yatta). • Complete maintenance and equipping of the Grandparents' House of Senior Citizens in Jericho and raise the Centre's operability and capacity to accommodate 60 senior citizens. 	MoSA and Ministry of Public Works and Housing (MoPWH)
	<ul style="list-style-type: none"> • Develop the Draft Social Security Law. 	MoSA and MoL
Develop the legal framework regulating social protection	<ul style="list-style-type: none"> • Approve the Amended Palestinian Child Law; develop a Draft Juvenile Law, a Draft Law on Senior Citizens, a bylaw on the delivery of cash assistance, a Draft Law on the Fund for Empowerment of Poor Families; and amend the Regulation on Nurseries and the Bylaw on Alternative Families. • Develop a referral system for abused women, connecting emergency rooms to protection centres, and approve the Regulation on the Abused Women Protection Centres as well as the National Regulation on Childhood Protection Networks. 	MoSA

Institutional development and capacity building	<ul style="list-style-type: none"> Restructure MoSA in line with the Palestinian National Social Protection Program. Implement the first phase of the Capacity Building Project (providing training to MoSA and MoSA directorate staff on preliminary skills in administration, social service and communication). Also, start implementation of the second phase, focusing on professionalizing social activity in accordance with developments seen in the Palestinian National Social Protection. Develop Administrative Procedural Manuals. 	
	<ul style="list-style-type: none"> Restructure MoDRD to conform with the Ministry's assigned tasks and strategic plans. 	MoDRD
Institutionalization and partnership	<ul style="list-style-type: none"> Rejuvenate the Higher Council for Disabled Persons. Establish a coordinating council for charitable associations and local social protection networks. 	MoSA

2. General and Pre-School Education

Mission		
Ensure provision of "Education for All" within a high-quality educational environment, in which our teachers work in line with the highest and best educational and teaching standards.		
Objective	Priority activities and outputs	Responsible body
Develop infrastructure of the education sector	<ul style="list-style-type: none"> Build and equip 700 classrooms at 70 schools throughout the governorates and rehabilitate 15 school buildings as well as 20 government schools in the Jerusalem governorate. Develop and provide 100 school libraries, 50 science labs, 100 computer labs, and 100 sections for students with special needs; restore and construct 14 special needs resource rooms; and provide literacy centres with teaching aids and support tools. Inaugurate two MoEHE district offices in Ramallah and southern Hebron as well as expand and build five MoEHE district offices in Tulkarem, Salfit, Jericho, Hebron and Qabatiya. Construct and equip a new higher education building and an annex to the MoEHE building and expand the National Training Centre. 	Ministry of Education and Higher Education (MoEHE)
	<ul style="list-style-type: none"> Construct a girls' religious school in Qalqiliya and another boys' school in Tulkarem. Provide all necessary equipment to religious schools; carry out regular maintenance; and construct sports playgrounds at religious schools. 	MoWRA
Develop curricula and	<ul style="list-style-type: none"> Evaluate and upgrade 80% of school textbooks and develop 	

<p>evaluation standards and methods as well as promote IT use</p>	<p>Arabic language and mathematics curricula.</p> <ul style="list-style-type: none"> • Develop e-learning tools to support the teaching of maths, science, Arabic and English for 1-4 graders. • Conduct a study to evaluate the general secondary education [high school] examinations system in Palestine. • Evaluate students' achievements in maths and science in accordance with Trends in International Mathematics and Science Study (TIMSS). • Support 100 initiatives to increase the use of IT in school education and provide another 100 schools with IT equipment, connected to the internet. • Provide audiovisual teaching aids to 10% of schools. • Develop the general framework of the kindergarten curriculum. 	
<p>Enhance capacities of education sector staff</p>	<ul style="list-style-type: none"> • Build capacities of kindergarten staff by training 40% of kindergarten superintendents and principals. • Commence implementation of the Teacher Development and Rehabilitation Strategy, including in particular establishing the National Agency on Educational Career Development and setting minimum standards for teachers' qualifications and skills; reviewing and evaluating programs on the preparation of qualified persons at universities and higher education institutions; developing university programs on instructors' rehabilitation before and during service as well as commencing rehabilitation of 3,000 university instructors; and developing and implementing programs on continuing professional development of all instructors and administrative staff, including preparation of new instructors, supervisors and principals. • Finalize programs on training and preparation of education sector staff (Assistance Programs), particularly including training guides on educational guidance skills as well as training special education staff; developing diploma programs on educational guidance and school administration; and training 40% of literacy and adult education supervisors. 	
<p>Develop laws, regulations and directives, and improve institutional performance</p>	<ul style="list-style-type: none"> • Develop an integrated information system recording health, psychological and social status of attendees at kindergartens and other pre-school education facilities. • Develop education-related laws, regulations and directives: developing the Draft Education Law; amend and upgrade instructions on school discipline and graduation; develop and apply a new system on the evaluation of school 	

	<p>teachers, principals and administrative staff.</p> <ul style="list-style-type: none"> • Computerize administrative functions at planning, monitoring, financial directorates and National Training Institute, in addition to electronic connection between MoEHE and district education offices. 	
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3. Higher Education

Mission		
<p>Transform the higher education sector in Palestine, rejuvenating its reputation and its international and regional competitiveness. Align the higher education system and its outputs with the needs of a progressive and developing society.</p>		
Objective	Priority activities and outputs	Responsible body
<p>Provide financial assistance to universities and needy students</p>	<ul style="list-style-type: none"> • Provide scholarships totalling USD 1.5 million to outstanding students (benefiting approximately 1,200 students); support the Students' Fund with a sum of USD 10 million to be provided to needy students as loans and USD 4 million in the form of grants; and provide a sum of USD 40 million in financial support to universities in line with an advanced mechanism to ensure appropriate allocation of resources. • Increase enrolment of students with special needs at higher education institutions by 20% by providing financial support and developing appropriate infrastructure at higher education institutions. • Conduct an evaluation study of admission policies at universities and colleges. 	<p>MoEHE</p>
<p>Improve the quality of tertiary education and promote congruence with labour market needs</p>	<ul style="list-style-type: none"> • Offer entrepreneurial learning courses at Khaduri University and Al 'Arrub Agriculture College. • Offer scholarships of USD 0.5 million to students of science and medicine to increase enrolment by 10%. • Grant a partial exemption of fees for technical programs throughout governmental colleges. • Define outputs of educational programs and upgrade educational curricula and courses to conform with expected outputs and needs of the labour market. • Build educational auditoria, workshops and labs at government universities and colleges. • Develop five participatory programs with international universities in order to exchange teaching expertise. • Develop quality evaluation and control standards as well as set up evaluation, comparison and classification mechanisms. • Apply electronic education techniques to two courses 	

	at one governmental university.	
Develop institutional and legal framework of higher education institutions	<ul style="list-style-type: none"> Review and develop the operational system of the Higher Education Council and promote representation of the business sector and Chambers of Commerce and Industry on the Council. Review and amend the Higher Education Law No. (11) of 1998 as well as review and consolidate provisions of university-related regulations. Develop a web portal on higher education in Palestine. 	
Develop scientific research in Palestine	<ul style="list-style-type: none"> Compile a study on the status of scientific research in Palestine. Build a database of scientific research centres and research productivity of these centres. Take part in the Euro-Mediterranean and Arab Scientific Research Networks. Develop a study to assess options and priorities for launching new Ph.D. programs. 	
	<ul style="list-style-type: none"> Establish high capacity electronic communication links between all Palestinian universities. 	Ministry of Telecommunications and IT (MoTIT)

4. Vocational and Technical Training

Mission		
Promote greater integration of the education system and the labour market by providing high-quality vocational and technical training, career education and in-service training.		
Objective	Priority activities and outputs	Responsible body
Develop infrastructure of vocational and technical training and promote sector's capacity to retain students	<ul style="list-style-type: none"> Construct and equip eight vocational workshops and a warehouse over a total area of 1,800 m², as well as a vocational workshop for female students at the Hebron Industrial School over a total area of 1,000 m². Construct an additional floor at the Palestine Girls Technical College with a total area of 200 m². Maintain the old administration building at the Nablus Industrial School on a total area of 1,000 m²; establish a girls' vocational unit, including three workshops to accommodate 90 female students; and maintain the administration building and hostel at the Al 'Arrub Agriculture College on an area of 500 m². Construct two vocational schools in Bethlehem and Qalqiliya, including six vocational workshops and an administration office on an area of 2,000 m² to accommodate 180 male and female students each. Implement a system of accident insurance for industrial 	MoEHE

	stream students to cover 2,000 male and female students.	
	<ul style="list-style-type: none"> • Create and develop vocational training sections at the Youth Rehabilitation Centres in Ramallah, Jenin, Nablus, Qalqiliya and Tulkarem. • Create and develop vocational training sections at centres for disabled persons in Nablus, Bethlehem and Jericho. 	MoSA
Develop laws and regulations relating to vocational and technical training	<ul style="list-style-type: none"> • Develop laws, regulations and mechanisms that encourage students to join vocational and technical training centres by developing a system of incentives to vocational stream graduates, providing facility loans for 100 students to finance their own projects. • Launch a campaign to alter the negative image of vocational and technical training in order to increase enrolment rates. 	MoEHE
Enhance the quality of vocational and technical training and ensure consistent outputs with the labour market	<ul style="list-style-type: none"> • Open 20 new commercial stream classes to accommodate 400 male and female students. • Gradually develop curricula in line with CBMC, ensuring that girls' specializations are duly targeted. • Introduce new specializations at colleges: offering ICT (BA) at the Palestine Girls Technical College in Ramallah, Media Technology (BA) at the Al 'Arrub Agriculture College, and Industrial Automation at the Al Ummah College. • Evaluate the extent to which TVET programs are matched to needs of the labour market. 	MoEHE
Promote coordination and cooperation with the private sector	<ul style="list-style-type: none"> • Conclude two agreements with the private sector to promote investment in vocational and technical training. • Develop a website, through which vocational and technical training centres will be connected with one another. 	
Upgrade the institutional framework	<ul style="list-style-type: none"> • Establish the General Commission on Vocational and Technical Training. • Commence application of Arab Occupation Classification 2008 and ensure effective operation. • Adopt and commence enforcement of the Law on the Regulation of Vocational Activity. 	Ministry of Labour (MoL)
Deliver vocational training and rehabilitation services	<ul style="list-style-type: none"> • Train 3,000 trainees in line with the labour market needs. 	
	<ul style="list-style-type: none"> • Restructure the Prisoner Rehabilitation Program to effect a shift from a relief-based to a more developmental model. • Provide vocational training and rehabilitation to 510 released prisoners. 	MoDRD
	<ul style="list-style-type: none"> • Provide vocational and technical training to 600 persons with special needs. • Train and rehabilitate 200 young people who play truant from schools and integrate them into the labour market. 	MoSA

5. Health

Mission		
Ensure that all citizens enjoy equitable access high-quality health care services (including the poor, marginalized groups and locales isolated by the Wall).		
Objective	Priority activities and outputs	Responsible body
Develop infrastructure of primary health care services	<ul style="list-style-type: none"> Establish Ministry of Health (MoH) directorates in Jericho, Dura, Tulkarem and Jenin, and complete construction of MoH directorates in Hebron and Bethlehem. Construct and equip 3 to 5 primary, secondary and tertiary health care centres in the West Bank and Gaza Strip. Complete construction of the National Centre of Non-communicable Diseases. 	MoH
Develop infrastructure of secondary and tertiary health care services	<ul style="list-style-type: none"> Maintain, rehabilitate and equip the Bethlehem Hospital. Expand the Rafidia Hospital, rehabilitate the dialysis centre, and commence restoration of burns units. Operate the Palestine Medical Complex, inaugurate the specialist surgery ward at the Complex, and fully operate the National Blood Bank. Establish a cardiology surgery unit at the Gaza European Hospital; rebuild and equip the Dar ash Shifa' Hospital in Gaza; restore the Nasser Surgical Hospital in Khan Yunis; and start rehabilitation of the Palestine Red Crescent Society medical centre and hospital in Gaza city. Expand and build an annex to five hospitals: Tulkarem Hospital; Yatta Hospital (including rehabilitating sections and building nurses' dormitory); Salfit Hospital, also including outpatients, laboratory and dialysis centre; Jenin Hospital; and Hebron Hospital/Northern Ward. Commence Construction of the Tubas Hospital; finalize rehabilitation of the Jericho Hospital; and rehabilitate delivery rooms at six hospitals. 	
Provide effective and efficient support services	<ul style="list-style-type: none"> Commence construction of central warehouses. Expand the Central Public Health Laboratory in Ramallah. Finalize establishment of oxygen stations in three central locations. 	
Develop public and preventive health care programs and promote healthy patterns and behaviour	<ul style="list-style-type: none"> Apply treatment manuals on maternal and child care, especially in relation to anaemia suffered by pregnant women, provision of food supplements, pre- and post-pregnancy care, natural breastfeeding, and pregnant women's visits to doctors during the last period of pregnancy. Develop consolidated manuals on health education and promotion to be used throughout health care centres. 	

	<ul style="list-style-type: none"> • Continue to provide medicine and vaccinations for combating epidemic and pandemic diseases, including various types of influenza. • Promote health survey programs and commence a survey of breast cancer as well as risk factors generating chronic diseases. 	
<p>Improve governance and service quality</p>	<ul style="list-style-type: none"> • Work towards adopting the National Policy Making and Planning Board mandated by the Council of Ministers. • Finalize development of regulations relating to the Public Health Law. • Develop an assessment survey of the Palestinian health sector's information system. • Computerize four hospitals and nine clinics. • Commence a decentralization of financial management at the Qalqiliya Hospital. • Start development of a health service costing and pricing system. • Commence implementation of a strategy and action plan to enhance health care quality and build capacity of health sector staff to implement quality standards. • Develop procedural operation standards (in line with the SOPs system) to improve functions at laboratories. • Finalize development of the annual assessment of the health care sector based on the Health Sector Strategic Plan. 	
<p>Develop human resources and promote quality</p>	<ul style="list-style-type: none"> • Commence development of a framework for continuing professional education, linked to the system of renewing licenses to practice medicine, pharmacy and dentistry. • Develop and adopt an educational program on nursing newborns and midwifery. • Review and adopt curricula of specialty programs in cardiology and paediatrics. • Build the Educational Hospital at the An Najah National University in Nablus. • Develop a plan on managing and developing health care sector human resources. • Select ten physicians for specialist medical training abroad. 	

6. Empowerment of Women

Mission		
Raise public awareness of gender issues; track gender equality issues; develop capacities of girls and women by expanding education and enhancing their skills through training; and increase women's participation in the labour market, especially in public employment and in senior positions in the government, judiciary and local councils.		
Objective	Priority activities and outputs	Responsible body
Develop legislation to take into account gender equality issues and women's rights	<ul style="list-style-type: none"> • Develop the Draft Palestinian Family Law. • Integrate women's rights within the Civil Status Law. • Review proposed laws within the Government Legislative Plan from the women's rights perspective. 	Ministry of Women's Affairs (MoWA) and Ministry of Public Works and Housing
Prevent violence against women through legal reform	<ul style="list-style-type: none"> • Develop a Draft Law on the Protection of Women against Domestic Violence. • Work to ensure that the Penal Code, the Law on Penal Procedure, and the Law on General Amnesty are free of gender-based discrimination. 	
Encourage women's participation in the labour market	<ul style="list-style-type: none"> • Propose amendments to the Palestinian Labour Law, ensuring integration of gender issues. • Review the Law on Professional and Labour Unions as well as the Law on Charitable Associations and Civil Society Organizations from a gender perspective, and review vocational and technical training policies and plans from a gender perspective. 	
Effective participation by women in leadership and decision-making	<ul style="list-style-type: none"> • Conduct a study on the status of women in political parties and upgrade the database recording number of female public employees in comparison to males as well as their functional grades. • Conduct a study of 'Gender-Based Auditing' at the Ministries of Culture, Local Government, Agriculture and Interior, PCBS, and Workers Union Syndicate. 	
Ensure government commitment to gender issues	<ul style="list-style-type: none"> • Review the budget of two ministries from a gender perspective and develop M&E indicators to assess gender gaps in government bodies and NGOs. • Develop a report on the Convention on the Elimination of All Forms of Discrimination against Women. 	

7. Youth and Sports

Mission		
Empower the youth to contribute to building the state and its institutions – promote concepts of national identity, good citizenship, democratic activity, dialogue and tolerance in order to promote social stability; provide youth and sports infrastructure, including installations and facilities; and host youth and sports events at Arab and international levels.		
Objective	Priority activities and outputs	Responsible body
Develop relevant legislation and policies	<ul style="list-style-type: none"> Develop and approve the Law on the Compulsory Civil Service of Youth. Review national legislation and policies on labour and employment to ensure equal opportunities. Approve the Law on the Higher Council of the Youth. 	Ministry of Youth and Sports (MoYS)
Develop infrastructure	<ul style="list-style-type: none"> Construct 50 youth and sports facilities (including a soccer stadium in line with the FIFA specifications) and 5 youth entertainment facilities. Develop and equip 60 youth clubs and centres. 	
Develop the scouts movement	<ul style="list-style-type: none"> Accede to a scouts central committees and sub-committees at Arab and international levels. Participate in 20 Arab and international scouts activities. 	
Develop external cooperation	<ul style="list-style-type: none"> Sign on 20 MoUs for joint cooperation on the regional and international levels. 	

8. Culture and Heritage

Mission		
Safeguard and promote Palestinian culture, including positive values of tolerance, openness and progressiveness - protect cultural heritage; create an environment that enables creativity in the cultural field; expand the scope of communication between Palestinians at home and in the Diaspora; and consolidate communication with cultures worldwide to safeguard support for Palestine and awareness of Palestinian culture.		
Objective	Priority activities and outputs	Responsible body
Develop culture-related legislation	<ul style="list-style-type: none"> Develop draft laws on the protection of heritage, intellectual property, national library, and promotion of cultural creativity. 	Ministry of Culture (MoC)
Develop culture infrastructure	<ul style="list-style-type: none"> Construct and equip three cultural centres (in 'Illar, Biddya and Beita). Develop plans to construct the <i>Freedom Palace of Children</i>. Supply technical equipment to three cultural centres (to establish cinema clubs) and to three theatres. Equip eight libraries in Jerusalem and in marginalized areas and provide books and publications to other libraries. Support 20 cultural centres, particularly in Jerusalem and in 	

	<p>marginalized areas.</p> <ul style="list-style-type: none"> Restore the As Sura Museum in the Bir Zeit old town as well as the Ath Thakira Museum in Deir Istiya. 	
	<ul style="list-style-type: none"> Establish and furnish the Prisoners Centre for Cultural, Intellectual and Creative Studies. 	MoDRD
Protect and safeguard Palestinian cultural heritage	<ul style="list-style-type: none"> Commemorate the Palestinian Prisoner Day and present the Prisoner Freedom Prize. 	
	<ul style="list-style-type: none"> Commence compilation of Palestinian popular folklore and oral history. Conduct a study of traditional handicrafts and industries. Organize 10 local exhibitions of traditional industries as well as four external ones. Conduct a study on preservation of manuscripts in the cities of Jerusalem and Hebron. 	MoC
	<ul style="list-style-type: none"> Launch a project for restoration of three million heritage documents and manuscripts. 	MoWRA
	<ul style="list-style-type: none"> Establish Martyr Yasser Arafat Museum at <i>Al Muqata'a</i> in Ramallah. 	MoLG
Promote arts and culture	<ul style="list-style-type: none"> Establish a State Prize for contributions to Palestinian culture and creativity. Implement 90 projects and distribute 3 grants to promote artistic and cultural learning and creativity. Organize the Annual School Theatre Program. Organize the Palestine International Book Fair and establish 15 other annual local fairs. Support publication of 25 books and cultural journals. 	
Promote and expand scope of cultural contact and exchange	<ul style="list-style-type: none"> Participate in 10 international festivals and fairs. Conclude MoUs with, and provide support to, artistic and cultural unions and associations. Sign and extend eight agreements on cultural cooperation and exchange of artistic and cultural delegations with Arab and foreign countries. 	MoC
Develop institutional and human infrastructure of the culture sector	<ul style="list-style-type: none"> Organize the Palestinian National Cultural Conference and finalize the Cultural Manual and Database. Enhance staff capacities at MoC and cultural institutions in relation to public policy development and management. Offer 20 scholarships to major in cultural and artistic specializations. 	

III. Economic Development

1. Industry, Services and Business Promotion

Mission		
Launch economic development programs and establish regulatory institutions to foster the creation of an environment that enables the private sector to grow and prosper; promote domestic capacities of the economy of the State of Palestine; work with the private sector to build and modernize Palestinian productive (industrial and service) capacities; and support rapid expansion of small and medium enterprises (SMEs).		
Objective	Priority activities and outputs	Responsible body
Rehabilitate the industrial sector and promote national products	<ul style="list-style-type: none"> Commence implementation of the Standards Program; support partnership between economic sectors and universities; and initiate implementation of the Domestic Products Internal Promotion Program through several local exhibitions. Amend frameworks regulating the precious metals industry and establish a specialized stamping lab. 	Ministry of National Economy (MoNE)
Develop industrial infrastructure	<ul style="list-style-type: none"> Complete infrastructure works at industrial estates in Jenin, Bethlehem and Jericho. Establish three specialized industrial compounds, including IT, precious metals, renewable energy, and leather industries. 	

2. Investment and Foreign Trade

Mission		
Make preparations to ensure Palestinian export growth; ensure Palestine accession to international organizations, including World Trade Organization (WTO); and develop international commercial agreements.		
Objective	Priority activities and outputs	Responsible body
Develop a legal and regulatory framework that promotes private sector development and competition	<ul style="list-style-type: none"> Develop a unified information system to serve policy-making and legislative change (including information regarding company registration, industrial installations and foreign trade). Develop the Draft Law on Foreign Trade; finalize the Law on Competition; finalize the Law on Financial Leasing; develop an amended Draft Law on the Commercial Register; finalize the Draft Law on Movable Property; finalize the Law on Food Safety; approve the Amended Company Law; review and amend the Law on Commercial Agents; approve the Amended Law on Weights, Standards and Specifications of 2000; and approve the Amended Investment Promotion Law. 	MoNE
Promote exports and develop the domestic market	<ul style="list-style-type: none"> Identify and study 10 strategic markets in which Palestinian products enjoy a competitive advantage and implement export promotion programs in 5 markets. Adopt the National Strategy on Exports by the public and private sectors and commence implementation of the National Strategy 	

	on the Development of the Internal Market.	
Rejuvenate international economic relations	<ul style="list-style-type: none"> • Invigorate Palestine’s membership of the Arab Free Trade Area. • Activate Palestine’s participation at international organizations and multilateral commercial frameworks, as well as work towards acceding to international bodies by securing Palestine’s accession to WTO, invigorating Palestine’s role at the United Nations Industrial Development Organization (UNIDO), invigorating Palestine’s role at the United Nations Conference on Trade and Development (UNCTAD), and enhancing Palestine’s role at the Islamic Conference Organization. Working relationships will also be built with other countries and joint technical and economic ministerial committees will be in place between Palestine and all partners. • Identify 10 strategic export markets; train commercial attaches to represent Palestine in these markets; and develop a program to inform government bodies and the private sector about international agreements and how to benefit from them. 	
Restructure productive sectors	<ul style="list-style-type: none"> • Commence implementation of the Program of Services Trade Assessment. • Channel investment to develop the service sectors. 	

3. Consumer Protection

Mission		
Upgrade consumer protection institutions along with regulations that govern their operation; match respective regulation processes with international quality standards.		
Objective	Priority activities and outputs	Responsible body
Combat settlement products	<ul style="list-style-type: none"> • Establish the Unit on Combating Settlement Products and support the Al Karamah Fund for Economic Empowerment. 	MoNE
Price transparency and control	<ul style="list-style-type: none"> • Apply the Decision on the Declaration of Prices to all goods in the Palestinian market; finalize the program on raising awareness of Palestinian consumers; and compile a list of basic goods. 	
Apply standards and specifications	<ul style="list-style-type: none"> • Develop a legal framework to apply standards and specifications to goods available in the market. • Sign 5 agreements on mutual recognition of quality assurance processes; adopt 1,000 new specifications for consumer protection. 	
Regulate the internal market	<ul style="list-style-type: none"> • Adopt and enforce the Law on Consumer Protection. • Rejuvenate the role of the Consumer Protection Council and role of government control over commercial agencies, ensuring 	

	flow of goods to markets at affordable prices.	
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4. Labour

Mission		
Protect the Palestinian workforce against exploitation and unsafe working conditions, and develop sustainable programs to combat unemployment.		
Objective	Priority activities and outputs	Responsible body
Provide employment services	<ul style="list-style-type: none"> Establish the Public Employment Commission and reorganize 4 centres of the Palestinian Employment Fund. Establish and equip 4 modern employment centres (one-stop-shops); operate the labour market information system; and develop a national self-employment program. 	MoL
Strengthen cooperative movements	<ul style="list-style-type: none"> Approve the Palestinian Law on Cooperation and reorganize the cooperative movement in line with the new Law. Establish the General Commission on the Regulation of the Cooperative Activity; annex the General Administration of Cooperation to the Commission; register 500 cooperative societies; and establish a fund to finance cooperative societies. 	
Regulate and consolidate union activity	<ul style="list-style-type: none"> Develop and promulgate the Law on the Regulation of Union Activity. Work with unions and cooperatives to institutionalize collective activity in order to develop and manage the labour market. 	
Upgrade public policy management in the labor sector	<ul style="list-style-type: none"> Restructure MoL in line with the Labour Sector Strategic Plan so that the majority of its activities are centred on developing and following up on policy implementation, instead of immediate service delivery. Develop and implement a program for MoL staff capacity building. Sign 5 cooperation agreements at the regional and international levels to exchange expertise. 	

5. Agriculture and Rural Development

Mission		
Rejuvenate the agriculture sector insomuch as it: contributes to economic independence, increasing exports and providing employment opportunities to Palestinians; mitigates food insecurity in Palestine; and is the cornerstone of rural development.		
Objective	Priority activities and outputs	Responsible body
Manage natural resources effectively and sustainably	<ul style="list-style-type: none"> Reclaim 20,000 dunums of land; construct and rehabilitate 500 km of rural roads; construct 1,250,000 metres of support walls; and green and forest land by planting 250,000 saplings, rehabilitating 5,000 dunums of pastureland and natural reserves, and cultivating fruit-bearing saplings on 37,500 dunums. 	Ministry of Agriculture (MoAg)

<p>Effective and modern legal and institutional framework</p>	<ul style="list-style-type: none"> • Approve and enforce 7 agriculture-related regulations (Regulation on Circulation of Pesticides; Regulation on Circulation of Veterinary Treatments and Vaccines; Regulation on Slaughterhouses; Regulation on Fodder; Regulation on Agricultural Inputs; Regulation on Agricultural Fertilizers; and Regulation on the Reuse of Treated Water in Agriculture). • Establish As Salih Institute for Agricultural Science at the Qabatiya Station and invigorate the Agriculture Training Centres in Khaduri/Tulkarem and Beit Qad Station/Jenin. • Develop action plans for specialized agricultural boards (Milk Board, Olive Board and Grapes Board), in addition to the Agricultural Advisory Council in order to rejuvenate and promote its role. Agricultural boards for palms, horses and bees will also be established. 	
<p>Increase productivity</p>	<ul style="list-style-type: none"> • Improve productivity of field crops by 10% by applying appropriate technical systems and packages; improve olive productivity by 5% by rejuvenating long-lived olive trees and combating the olive fly; improve productivity of fruit-bearing trees by 5%; increase the area cultivated with almonds and semi-tropical fruit-bearing trees; improve productivity of sheep and goats by 10% by applying modern systems in farm management and livestock health; improve productivity of fodder crops by 10% and make available fodder alternatives; increase local production of fish by 10% by aquaculture programs. 	
<p>Appropriate infrastructure and investment environment</p>	<ul style="list-style-type: none"> • Develop preliminary feasibility studies on investment in the areas of: flowers and roses; cattle barns and poultry farms; medicinal herbs; and manufacturing of agricultural products. • Upgrade services to farmers' and other beneficiaries' satisfaction in relation to guidance services, plant protection, veterinary services and agriculture research. • Increase funds allocated for rural lending and finance from USD 50 million to USD 100 million; establish and promote the Agricultural Insurance Fund; increase agricultural exports by 20% of the total value of agricultural exports by establishing the National Company of Agricultural Marketing and Investment and enhancing and raising farmers' and exporters' expertise of quality standards and market requirements (GLOBALGAP Certification, Organic Agriculture, etc.); participate in international exhibitions; organize local specialized exhibitions; and contribute to boycotting settlement agricultural products through increased oversight. 	

<p>Consolidate farmers' perseverance and rehabilitate agricultural facilities destroyed by the occupation</p>	<ul style="list-style-type: none"> • Provide plant and livestock production inputs to small-scale farmers, fishermen and growers of export crops. • Rehabilitate destroyed infrastructure in the agriculture and fishing sectors in the Gaza Strip – including rehabilitation of 3,000 <i>dunums</i> of farmland, rehabilitation of 128 poultry farms, provision of support to rehabilitate fishing equipment, and rehabilitation of the 39 agricultural wells. • Provide legal services and support to farmers affected by the Wall and settlements; support Popular Committees on Resistance of the Wall; boycott settlement production; focus projects on marginalized areas and Area C, especially in the Jordan Valley, southern Hebron, Wall-affected areas. 	
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6. Telecommunications and IT

Mission		
Support growth in the telecommunications and IT sectors through sound regulation and providing protection against illegal foreign competition; promote the use of IT in the everyday life of all citizens; extend e-government; and manage the postal service sector effectively and efficiently.		
Objective	Priority activities and outputs	Responsible body
<p>Regulatory legislation</p>	<ul style="list-style-type: none"> • Develop an amended Law on the Commission of the Regulation of the Telecommunications Sector and commence construction of the Commission's building. • Develop the Law on the Regulation of the Palestinian Post; establish the Post Regulation Commission; and develop the Law on Licensing Operations of Post Agencies. • Finalize the Draft Law on Electronic Transactions; operate the key encryption system in the computerized public network; and finalize development of the Regulation on the Public Commission of Electronic Certifications. 	<p>MoTIT</p>
<p>Advanced and distinctive telecommunications services</p>	<ul style="list-style-type: none"> • Conclude agreements and contracts to deliver higher value-added services, including broadband internet. • Expand telecommunications networks to cover all PNA-controlled territory; increase fixed lines from 350,000 to 400,000; and licence broadband services with a capacity of 220,000 subscribers. • Complete licensing and regulation of radio, TV and satellite broadcast professions and close down stations that do not meet licensing terms and conditions. • Conclude contracts and agreements and issue licences to cellular telecommunications providers as well as new wireless telecommunications services. 	
<p>Regulated services and effective control</p>	<ul style="list-style-type: none"> • Issue a list, to include guiding principles on the application of accounting separation of PALTEL and JAWWAL, and 	

systems	<p>follow up on this by issuance of relevant bylaws.</p> <ul style="list-style-type: none"> • Enable new providers to use the telecommunications network to deliver internet services to subscribers. • Develop the price regulation for internal connection and shift to pricing in line with the rising cost approach. 	
Free telecommunications market	<ul style="list-style-type: none"> • Examine best practices in liberalization of the telecommunications market. • Appoint and train staff to develop and oversee implementation of regulations. • Develop general forms for licences and tenders to be used in line with the legal framework. 	
Frequency Control System	<ul style="list-style-type: none"> • Collect data and information from all bodies that use frequencies – security agencies, companies, institutions, radio and TV stations, etc. • Price frequencies in line with internationally-applicable scientific standards and secure Palestine’s role in managing national frequencies. • Participate in international conferences and convert Palestine’s membership from a monitor to a full member at the International Telecommunications Union (ITU). 	
Rehabilitate and develop the post sector	<ul style="list-style-type: none"> • Rehabilitate and maintain 5 post offices and train 20 staff on direct postal exchange. • Introduce the IPS LIGHT system at all post offices as well as the international express mail service. • Develop a plan on the annual issuance of postage stamps as well as re-examine, adjust and approve the post tariff. • Commence sending direct sealed mail items to 10 states with high mail circulation. Apply international post standards and automate the Post General Directorate and 12 post offices. 	
E-government and security and protection processes	<ul style="list-style-type: none"> • Finalize development of the document on the E-Services Security and Protection Policy and document on Technical Specifications of the E-Certification Service, and develop technical specifications of the General Key Encryption. • Finalize examination of the status of data and government databases; analyse data shared by government bodies; identify and classify e-transactions; and develop policies, technical specifications and standards on connected and integrated government data. • Finalize construction of an e-service quality control lab; rehabilitate and train technical teams at ministries; and link all government bodies to the e-government network. 	

7. Tourism and Antiquities

Mission		
Open Palestine to the world by expanding tourist facilities and infrastructure; promote the tourism industry; and ensure protection of Palestine's historical and archaeological sites for the benefit of future generations.		
Objective	Priority activities and outputs	Responsible body
Upgrade and develop legal and regulatory framework	<ul style="list-style-type: none"> Develop and approve the Tourism Law. Develop and approve the Law on Antiquities and Cultural Heritage. 	Ministry of Tourism and Antiquities (MoTA)
Increase Palestine's share of incoming tourism	<ul style="list-style-type: none"> Launch the Jericho 10,000 Project. Develop a Palestinian, Arab and Islamic plan to promote religious tourism to the State of Palestine. Develop the tourist sites of Tal as Sultan and Hisham Palace and upgrade infrastructure of the sites of Birqin, 'Arraba, Deir Istiya, Shufa, Irtah, Bal'ama, Tal Balata, Nablus Roman Amphitheatre, Nablus Roman Graves, Nablus Hippodrome, Sabastiya, El Bireh Church, Khan El Bireh, and Ras Karkar. Develop natural and cultural resources as tourist attractions, including waters springs of Bir Hasan, Al Bir Fawwar, 'Ein Al Hawuz, Bir ash Shaghfur, Bir as Sinjib, 'Ein Yasuf, Tahunat Bab al 'Asiriya, 'Ein al Qaryun, Al Qisariya Tunnel Spring, Bir al Qaus, 'Ein al Ma'moudiya, 'Ein al Carmel, 'Ein Battir, 'Ein Artas, 'Ein al Hawiya/Husan, 'Ein Dura al Qar', 'Ein al Balad/Sinjil, and 'Ein 'Arik. 	
Cultural heritage sites protected, safeguarded and managed effectively	<ul style="list-style-type: none"> Strengthen inspection teams with an additional 22 inspectors; provide logistic support as well as archaeological excavation and survey tools; and increase the number of Tourism and Antiquities Police officers by 20%. Complete first phase of the construction of the central storehouse of archaeological artefacts in Ramallah on an area of 1,000 m²; develop archaeological research laboratories in Jericho and Ramallah; and establish a laboratory for the restoration of archaeological artefacts. Restore the Fatima Khatun School, Burj al Far'a, old town of Beit Lid, old town in Sanniriya, Sabastiya, Ash Sheikh Shu'lah Shrine, Mintage House building, old town in 'Ein 'Arik, Dar al Khawaja Castle, Burj Beit 'Ur al Foqa, Khan el Bireh, Al Khadr Church, old town of Kafr 'Aqab, An Nabi Musa Shrine, Ottoman Camp (Al Jiftlik Castle), An Nabi Yaqin Shrine, Al Carmel Castle, Salama Ali Palace, and the archaeological garden in Tal Balata. 	

	<ul style="list-style-type: none">• Develop 5 museums (Tulkarem, Jenin, Nablus, Qalqiliya and Hebron); and rehabilitate the Palestine Archaeological Museum (Rockefeller Archaeological Museum).• Rehabilitate sites in Area C (Tal Dusan, Tal Ti'innik, Tal an Nasba, Ibrahimi Mosque, Tulul Abu al 'Alayiq, and Khirbet Qumran).	
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IV. Infrastructure

1. Transportation

Mission		
Construct, operate and maintain a modern, integrated and safe transportation network throughout Palestine, which spurs economic development and promotes contact with neighbors.		
Objective	Priority activities and outputs	Responsible body
Upgrade the legal and regulatory framework	<ul style="list-style-type: none"> Finalize the Traffic Law and Roads Law. Review sector-related laws and regulations. 	Ministry of Transport (MoT)
Regulate and develop the public transport sector	<ul style="list-style-type: none"> Regulate public transport operation mechanisms; encourage merger of bus transportation companies; modernize public transport fleet; and develop a public transport tariff. Restructure current transportation routes as well as departure and destination points in cooperation with relevant bodies; establish bus-stops and provide a bus-related information system; and develop clear timetables for various operators of public transportation. Conduct an evaluation of transportation of goods on roads and through crossing points. 	
Ensure excellent, transparent institutional functions and services	<ul style="list-style-type: none"> Develop a comprehensive management information system (MIS). Develop infrastructure of Traffic Departments throughout governorates and equip Licensing Department compounds in Nablus, Ramallah, Hebron, Gaza and Khan Yunis. Develop and apply an effective control and monitoring system to ensure adherence to applicable standards and specifications. 	
Efficient, safe road network	<ul style="list-style-type: none"> Develop and implement the Transport and Road Master Plan, including north-south and west-east road network. Plan and design a comprehensive railway network plan and establish the Railway Commission. Identify and make comprehensive plans for the establishment of a national link between the West Bank and Gaza Strip. 	
	<ul style="list-style-type: none"> Finalize rehabilitation of 150 km of roads outside the boundaries of municipalities and local councils. Finalize construction of 130 km of roads that serve locales affected by the Wall and settlements. Commence implementation of a set of projects for rehabilitation of other roads, with a total length of 180 km. 	MoPWH

	<ul style="list-style-type: none"> • Implement routine maintenance works (patches, shoulders, painting, etc.) along 350 km of the road network outside municipal and local council boundaries. • Commence implementation of maintenance and rehabilitation projects and reconstruct damaged road network in the Gaza Strip. This will include rehabilitating the Juhor ad Dik Overfly and commencing rehabilitation of the As Sikka and Az Zahra’ overpasses. • Finalize building of the GIS Road Network Database. • Finalize preparation and approval of road standard specifications. 	
	<ul style="list-style-type: none"> • Rehabilitate 1,200 km of internal roads within local authority boundaries. 	MoLG and relevant bodies
	<ul style="list-style-type: none"> • Complete implementation of signage along roads (‘Know Your Homeland’ Project) • Conduct studies of the impact of new towns on traffic flow; finalize the Traffic Safety Manual; and raise awareness of traffic safety issues. • Institutional development of the Higher Council of Traffic. 	MoT and relevant bodies

2. International Gateways

Mission		
Connect Palestine to the world by building and modernizing international airports in the West Bank and Gaza, creating a modern seaport in Gaza, and constructing modern, efficient border crossings.		
Objective	Priority activities and outputs	Responsible body
Regulate, construct and rehabilitate international crossings	<ul style="list-style-type: none"> • Promulgate a law to regulate the operation of Palestinian crossing points. 	MoT and relevant bodies
	<ul style="list-style-type: none"> • Plan and design a model of Palestine international gateways. • Develop studies and complete preparations to commence rehabilitation of the Prince Mohammed (Damiya) Bridge and Al ‘Awada (Rafah) Land Crossing. 	
Efficient and competitive aerial transportation	<ul style="list-style-type: none"> • Develop plans to commence reconstruction of the Yasser Arafat International Airport. • Plan for establishment of Palestine International Airport in the Jerusalem governorate – Al Buqei’a, including an economic feasibility study, examination of the environmental impact, examination of the soil and land topography, development of designs and tender documents, acquisition and preparation of land. • Compile studies and make preparations to operate Qalandiya Airport, Jerusalem. • Develop an assessment study on the status of the Palestine 	MoT

	Aviation Authority.	
	<ul style="list-style-type: none"> • Manage processes to provide transportation for Al Hajj 	
Highly effective maritime body	<ul style="list-style-type: none"> • Develop plans to construct Gaza International Port. • Complete preparations to fortify, deepen and maintain the Gaza fishing port. 	
Regional land linkages	<ul style="list-style-type: none"> • Plan and design regional land linkages (including road and railway networks) with neighbouring countries. 	
Meteorology	<ul style="list-style-type: none"> • Develop meteorological stations. 	

3. Energy

Mission		
Meet Palestinian energy needs and diversify energy sources, including alternative energy sources, ensuring an efficient and affordable energy supply; establish a national commercial network for electricity distribution; promote public awareness of energy conservation methods, reducing costs to citizens and the nation as a whole.		
Scope	Priority activities and outputs	Responsible body
Meet and secure energy needs	<ul style="list-style-type: none"> • Sign the Construction Agreement with the Jordan Electricity Company; develop detailed studies and tenders to install the connection line with Jordan, including a 161/400 KV station and two 161/33KV stations. • Commence implementation of the agreement on exporting natural gas from Gaza. • Acquire land for the construction of 4 161kv/33KV electricity stations as a first phase (taking account of the load requirements of new industrial estates and new cities). 20% of stations in Jenin, Nablus and Hebron will be implemented. 	Palestinian Energy Authority (PEA)
Restructure the electricity sector	<ul style="list-style-type: none"> • Enhance functions of the Electricity Regulation Council by issuing directives and regulations on organization of the electricity sector; preparing infrastructure and the administrative framework of the Electricity Regulation Council; issuing bylaws of the Council; developing legislation, licence forms and licence specifications; and developing control mechanisms in relation to adherence to licence terms and conditions. - Establish the Northern Electricity Company. - Establish the Southern Electricity Company. • Develop a technical, economic and legal study in relation to petroleum and gas derivatives. 	
Increase economic efficiency of the energy sector	<ul style="list-style-type: none"> • Install 95,000 (out of 140,000) prepaid meters in the West Bank. • Install 10,000 prepaid meters in the Gaza Strip. 	PEA
Enhance capacity of	<ul style="list-style-type: none"> • Complete a study on energy rationalization in all local 	MoLG

local governments	government units and commence implementation of recommendations in relation to municipalities.	
Improve infrastructure throughout local governments	<ul style="list-style-type: none"> Rehabilitate 350 km of the electricity network. Implement Phase II of rehabilitating the transformation station at the Gaza Electricity Generation Plant with a capacity of MVA 50, as well as install 20 km of medium voltage networks. 	PEA/MoLG/ Electricity Distribution Companies
Diversify energy sources and provide a strategic reserve of energy	<ul style="list-style-type: none"> Initiate talks to conclude a commercial agreement with Egypt to deliver natural gas to the Gaza Electricity Generation Plant. 	PEA

4. Water

Mission		
Assist in obtaining full Palestinian water rights; develop and diversify water resources; construct a public water network to ensure supplying potable water to Palestinian citizens in line with international standards; and provide water for irrigation and agriculture purposes.		
Objective	Priority activities and outputs	Responsible body
Rehabilitate the water system	<ul style="list-style-type: none"> Install 450 km of main water transmission pipelines and design 150 km of new pipelines. Construct 27 water supply cisterns and develop designs of 20 new ones. Install pump stations in 15 locations and prepare designs for 10 new stations. Design water supply networks throughout 35 local government units. Complete 30% of Emergency Project on Rehabilitation of Wells and Water Supply Networks in the Gaza Strip. 	Palestinian Water Authority (PWA)
	<ul style="list-style-type: none"> Install new water supply networks in 26 local government units with a total length of 600 km. Rehabilitate water supply networks in 30 local government units with a total length of 550 km. 	PWA and MoLG
Dig and rehabilitate new wells	<ul style="list-style-type: none"> Prepare for digging two wells in Kardala/Tubas with a capacity of 4 m³ per annum. Design and issue a tender for construction of 5 artesian wells in 'Azzun, Bal'a, Tulkarem, 'Anabta and Shufa. Make preparations for digging 10 wells in the areas of Tulkarem and Qalqiliya with a capacity of 20 m³ per annum. Make preparations for digging 10 wells on the North-Eastern Aquifer with a capacity of 15 m³ per annum. Make preparations for digging 8 new wells in the Al Fashkha watershed area with a capacity of 12 m³ per annum. Rehabilitate 8 artesian wells of potable water in Deir al 	PWA

	<p>Ghusun, Tulkarem Municipality (2 wells), Beit Dajan, Tammun, Zeita, Ya'bad, and Qalqiliya.</p> <ul style="list-style-type: none"> • Equip 5 artesian wells of potable water, including installation of new pumps and all relevant electrical equipment in 'Anabta, Tubas, Tammun, Meithalun and Jericho. • Put in operation 3 new wells to pump into main cisterns in Qabatiya, Sabastiya and Rujeib. • Finalize digging of five productive wells on the Eastern Aquifer in the area of Bani Na'im. 	
	<ul style="list-style-type: none"> • Rehabilitate 29 agricultural wells and design another 33 wells. 	MoAg and PWA
Effective and updated legal and institutional framework	<ul style="list-style-type: none"> • Commence implementation of the Water and Wastewater Reform Plan approved by the Council of Ministers. The Plan addresses: <ul style="list-style-type: none"> - Reviewing and amending the institutional structure of the water and wastewater management sector. - Reviewing and amending the legal framework of the sector. - Start implementation of the amended legal and institutional framework. • Develop capacities of the Coastal Municipalities Water Utility to monitor water quality in the Gaza Strip. 	PWA
Efficient and sustainable management of water sources	<ul style="list-style-type: none"> • Develop a feasibility study on the Ghor Western Canal with a capacity of 257 m³ per annum. • Develop a feasibility study of water harvest projects (dams) in the areas of Al 'Auja, Al Far'a and Wadi al Qilt. • Develop a feasibility study on construction of the Al Fashkha desalination station with a capacity of 22 m³ per annum. 	PWA
Develop uses of unconventional water sources	<ul style="list-style-type: none"> • Construct 5,000 cisterns for collection of rainwater as part of the Land Reclamation Project. • Construct 22 desalination stations for brackish and salty water in the Jordan Valley. • Provide approximately 25% of water for agricultural purposes by reducing wastage from transmission and distribution systems, transmitting water between governorates, rehabilitating irrigation networks, and increasing efficiency of irrigation systems. 	MoG
	<ul style="list-style-type: none"> • Rehabilitate and operate the Deir al Balah desalination plant. • Finalize the preliminary assessment study of the site of Ash Sheikh Radwan pool for collection of rainwater in Gaza. 	PWA

5. Wastewater

Mission		
Extend wastewater treatment facilities across Palestine; utilize treated wastewater to support agriculture and industry; combat the defilement of Palestine's precious water resources.		
Objective	Priority activities and outputs	Responsible body
Safe disposal of wastewater	<ul style="list-style-type: none"> Implement 30% of a sewerage network and wastewater treatment plant in Misliya, Jenin as well as 50% of sewerage systems in Baqa ash Sharqiya, Barta'a ash Sharqiya and Habla. Finalize implementation of sewerage networks in the areas of Irtah and Shuweika, Tulkarem; Artas, Bethlehem; and At Tira neighbourhood in Ramallah. Commence rehabilitation of sewerage systems in Gaza city. 	PWA
	<ul style="list-style-type: none"> Rehabilitate 100 km of sewerage networks. 	MoLG
Construct wastewater treatment plants and reuse of treated wastewater	<ul style="list-style-type: none"> Complete rehabilitation and expansion of the Jenin wastewater treatment plant and implement 30% of the Western Nablus wastewater treatment plant. Develop feasibility studies, initial design, and assessment of environmental impact of the Ramallah wastewater treatment plant ('Ein Jaryut). Finalize the feasibility study and technical studies on the 'Ein Siniya wastewater treatment plant, serving Bir Zeit, Dura al Qar', 'Ein Siniya and Al Jalazun. Develop feasibility and technical studies on construction of new wastewater treatment plants in Eastern Nablus, Tubas, Tammun and Meithalun. Finalize installation of the main pipeline and preliminary industrial wastewater treatment plant in Tulkarem. Develop a study and start implementation of a wastewater treatment plant for the Jenin Industrial Estate and Bethlehem Industrial Estate. Prepare a feasibility study on the wastewater treatment plant of the Al Walaja compound (Battir, Husan, Nahhalin, Al Walaja and Wadi Fuqin), Jericho wastewater treatment plant, and wastewater treatment plant in Tayasir, Tubas. Develop preliminary studies of rural areas for installation of sewerage systems. Expand and rehabilitate the Ar Roba wastewater treatment plant for Hebron stone quarries. Finalize construction works at the Ash Sheikh 'Ijlin wastewater treatment plant in Gaza city; complete electro- 	PWA

	mechanical works for development of the Rafah wastewater treatment plant; and finalize technical studies and environmental impact assessment of the Khan Yunis plant.	
	<ul style="list-style-type: none"> Develop a feasibility study on the reuse of treated wastewater for agricultural purposes (El Bireh station). 	MoAg and PWA
Effective and upgraded legal and institutional framework	<ul style="list-style-type: none"> Develop a regulation on the reuse of treated wastewater for agricultural purposes. 	MoAg
	<ul style="list-style-type: none"> Organize training seminars and research studies on sewerage to involve representatives of local government and Palestinian universities in order to develop the Sewerage Strategy (implement 50% of this project). 	PWA

6. Solid Waste

Mission		
Preserve and protect our land by expanding recycling/solid waste management facilities and encourage a culture that values and demands the reduction, reuse and recycling of solid waste.		
Objective	Priority activities and outputs	Responsible body
Effective system for the management of medical and hazardous solid waste	<ul style="list-style-type: none"> Develop regulations on the management of medical waste and on the management of hazardous waste. Compile lists of hazardous waste and materials. Develop a national report on hazardous waste and a preliminary national plan for its management. 	Palestinian Environment Quality Authority (PEQA)
Improve infrastructure	<ul style="list-style-type: none"> Provide 60 solid waste devices and 2,000 solid waste containers to Joint Service Councils and certain LGUs. 	MoLG
	<ul style="list-style-type: none"> Commence construction of the Southern Sanitary Landfill (Hebron and Bethlehem governorates): <ul style="list-style-type: none"> Invite tenders for implementation of the sanitary landfill and another tender for procurement of necessary equipment, including for solid waste recycling. Rehabilitate and improve Yatta dump site as a substitute until the South Sanitary Landfill is completed. Close down all 17 irregular dump sites in Bethlehem and Hebron governorates. Launch an environment sensitization campaign throughout local communities. Commence construction of the Central West Bank Sanitary Landfill (Ramallah and El Bireh governorates): <ul style="list-style-type: none"> Purchase land for construction of Ramallah & El Bireh Regional Sanitary Landfill. Close 15, out of 77, irregular dump sites in Ramallah & El Bireh governorate. Implement a pilot project for closure of irregular dump sites in villages north of the Ramallah & El Bireh governorate, 	MoLG and PEQA

	replace them with a regular sanitary landfill and increase the capacity of the local solid waste collection system .	
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7. Environment and Natural Resources

Mission		
Preserve and protect Palestine’s natural resources for the benefit of future generations; ensure environmental sustainability of development projects; to reverse the long-term damage caused by all forms of pollution; and join in the international effort to combat climate change.		
Objective	Priority activities and outputs	Responsible body
Upgrade legal and institutional framework	<ul style="list-style-type: none"> • Draft bylaws and directives relating to the Environment Law. These will include the Regulation on Environment Protection; Regulation on Solid Waste Management; and Regulation on Environmental Conditions to be met by Factories of Stone Processing, Marble, Tiles and Ready-mix Concrete. • Promote environmental oversight and establish a trained Environment Police to enforce relevant laws. • Strengthen the capacity of PEQA. • Establish a comprehensive environmental database. 	PEQA
Manage environment resources	<ul style="list-style-type: none"> • Develop plans on the management and regulation of natural reserves, national parks and the coastline. • Develop a national strategy to combat desertification. 	
Environmental protection	<ul style="list-style-type: none"> • Compile a list of the most contaminated areas. • Develop and implement plans on the rehabilitation of three deserted quarries and stone processing sites. 	

8. Housing and Public Buildings

Mission		
Realize the social and economic benefits of a robust housing construction industry; make available low-cost housing for those in need; establish housing and construction standards that ensure safe, affordable housing; and ensure cost-efficient provision of government buildings.		
Objective	Priority activities and outputs	Responsible body
Provide affordable housing for low-income families and individuals	<ul style="list-style-type: none"> • Continue to implement the Housing Project in Nablus and the Qalqiliya Housing Project, which include 100 residential apartments. • Continue to implement the project of rebuilding residential apartments and houses destroyed by the Israeli occupation in the Gaza Strip; finalize construction of 77 of 300 housing units as well as two schools and a mosque in Rafah; finalize construction of 48 of 200 housing units in Khan Yunis; and complete designs of 100 new housing units in the Northern Gaza governorate. • Finalize preparations and sign necessary agreements with banks and investors to commence construction of housing units for public servants. • Finalize studies on roads and other infrastructure needs of housing projects to be implemented by private investors and cooperative housing associations and provide funds for implementation. 	MoPWH
Cost-efficient provision of government buildings	<ul style="list-style-type: none"> • Finalize construction of the Council of Ministers offices within the Ministries Compound project in Ramallah. • Continue construction of five ministry buildings within the Ministries Compound project in Ramallah. • Rebuild the Ministries Compound and public buildings, which were destroyed during the Israeli offensive on Gaza. • Finalize studies and designs for construction of government compounds in various governorates. • Finalize rehabilitation of the building housing the Palestine Radio and Television Corporation in Ramallah. • Commence construction of the Tubas Governor's Office. 	