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PEACE TO PROSPERITY

THE ECONOMIC PLAN: PROGRAMS AND PROJECTS

The goal is to empower the Palestinian people to build a better future for themselves and their children.

SUMMARY OVERVIEW



A VISION FOR PALESTINIANS AND THE REGION

VISION

To transform and improve the lives of the Palestinians and the people of the region by unleashing economic growth, unlocking human potential, and enhancing Palestinian governance following a peace agreement.

A VISION FOR PALESTINIANS AND THE MIDDLE EAST REGION

 A Thriving and Integrated Economy

 An Empowered and Prosperous People

 An Accountable and Agile Government

THE VISION IS FOUNDED ON THREE TENETS



- 01 Unleashing Economic Potential
- 02 Empowering the Palestinian People
- 03 Enhancing Palestinian Governance

EXECUTIVE SUMMARY

Peace to Prosperity is a vision to empower the Palestinian people to build a prosperous and vibrant Palestinian society. It consists of three initiatives that will support distinct pillars of the Palestinian society: the economy, the people, and the government. With the potential to facilitate more than \$50 billion in new investment over ten years, *Peace to Prosperity* represents the most ambitious and comprehensive international effort for the Palestinians to date. The projects are drawn from private sector proposals, government planning documents, independent analysis, and the work of previous studies from organizations such as the World Bank Group, the International Monetary Fund, the Office of the Quartet, and others.

EXECUTIVE SUMMARY

This document provides further information on the portfolio of projects, including brief descriptions, timelines, project financing estimates, and expected funding distribution by sector. The Peace to Prosperity Master Fund (the “Fund”) will manage the financial and project support for these investments. The Fund will serve several essential functions:

First, it will act as a conduit for private businesses to have access to capital. Second, it will manage and sign-off on disbursement of funds by tranche, linked to achieving developmental milestones, which will be separately agreed to by the parties as conditions precedent to continuance of the economic plan. Third, it will be responsible for the transparency and accountability of disbursed funds, on behalf of donors, investors, and the Palestinian people.

EXECUTIVE SUMMARY

Aiming to utilize an implementation mechanism analogous to that of the Marshall Plan—with a core focus on creating a thriving business sector and ending reliance on donor aid—the Fund will not be the implementing agent for the envisioned projects. Instead, independent businesses will predominately implement the projects. The prospective implementing parties will submit competitive project proposals, in many cases derived from existing commercial or public-sector plans. The Fund will also provide access to capital for projects not specifically outlined herein, particularly in support of entrepreneurs and small and medium businesses.

EXECUTIVE SUMMARY

These programs are designed to use market principles and actors to underpin a 10-year plan for all key segments of the Palestinian economy, and provide the foundation for prosperity supported by a robust private sector, an empowered people, and an effective government. *Peace to Prosperity* is a realistic and achievable plan that can be implemented by the Palestinians, with the support of the international community, to build a better future for the Palestinians and their children. This vision can ensure a future of dignity and opportunity for the Palestinian people.

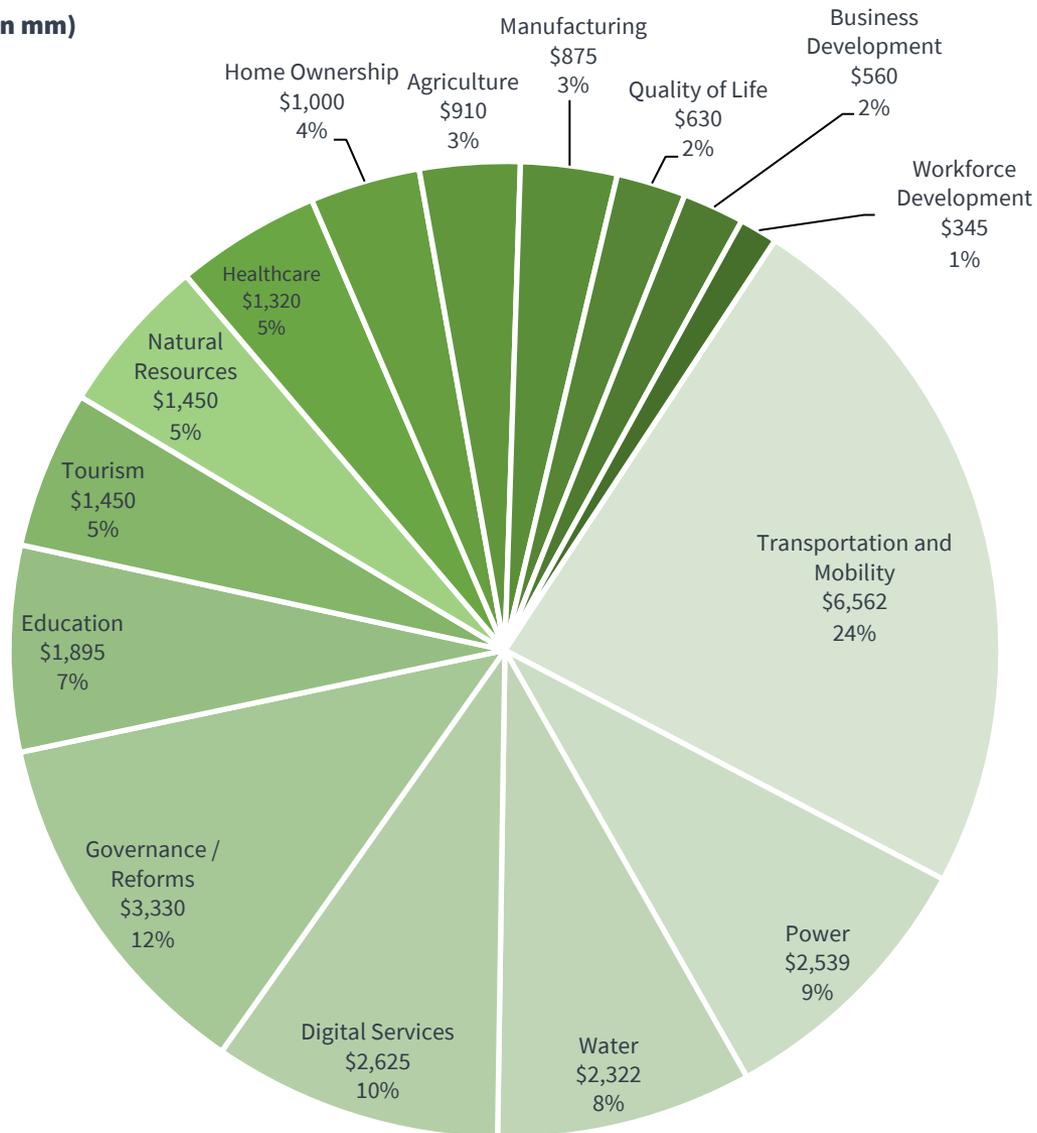
HIGH LEVEL GOALS

WITHIN 10 YEARS

- 01 More than double Palestinian gross domestic product
- 02 Create over one million Palestinian jobs
- 03 Reduce the Palestinian unemployment rate to nearly single digits
- 04 Reduce the Palestinian poverty rate by 50 percent

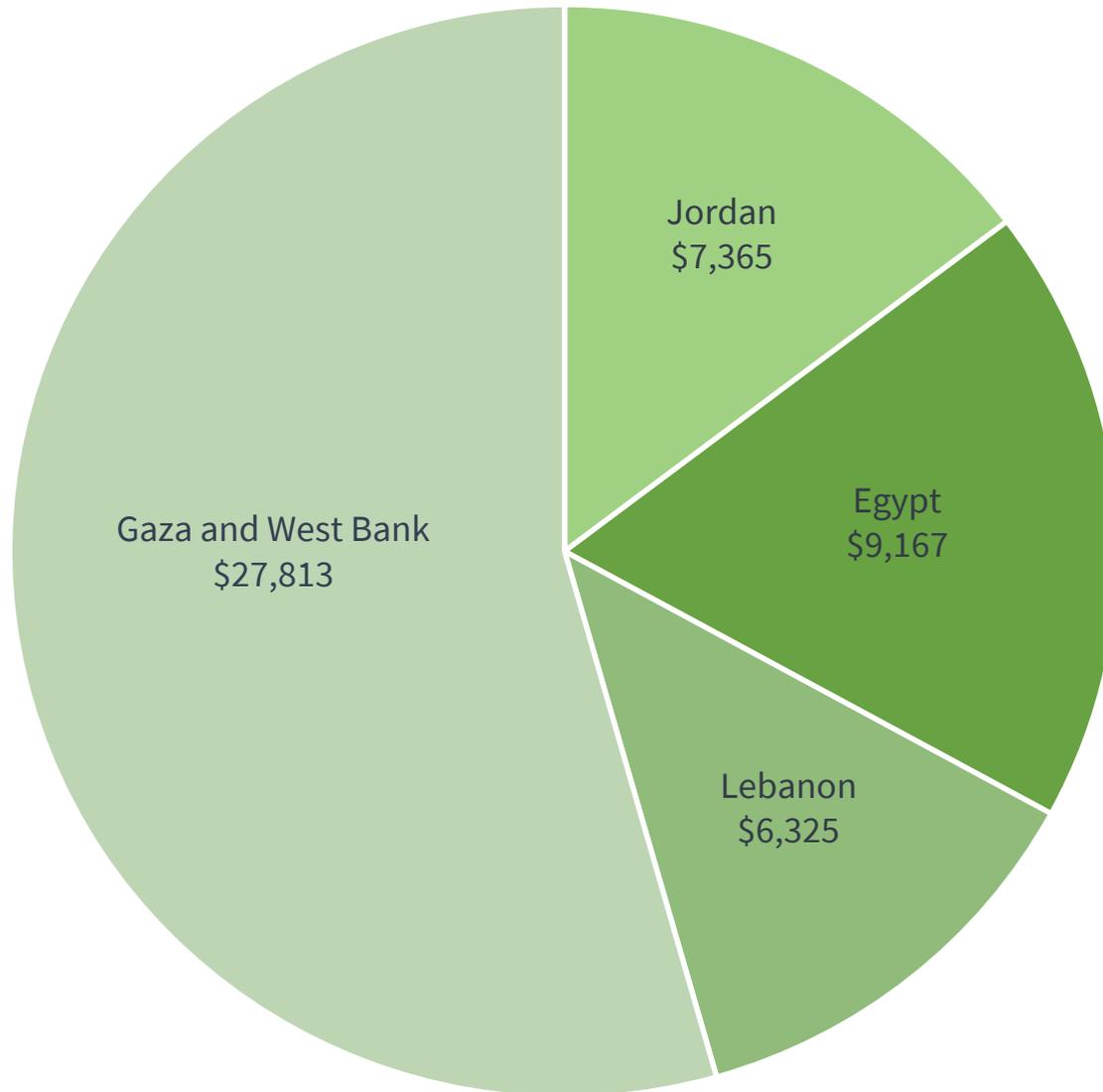
WEST BANK / GAZA PROGRAM TOTALS

(US\$ in mm)



REGIONAL PROGRAM TOTALS

(US\$ in mm)



REGIONAL PROGRAM SUMMARY

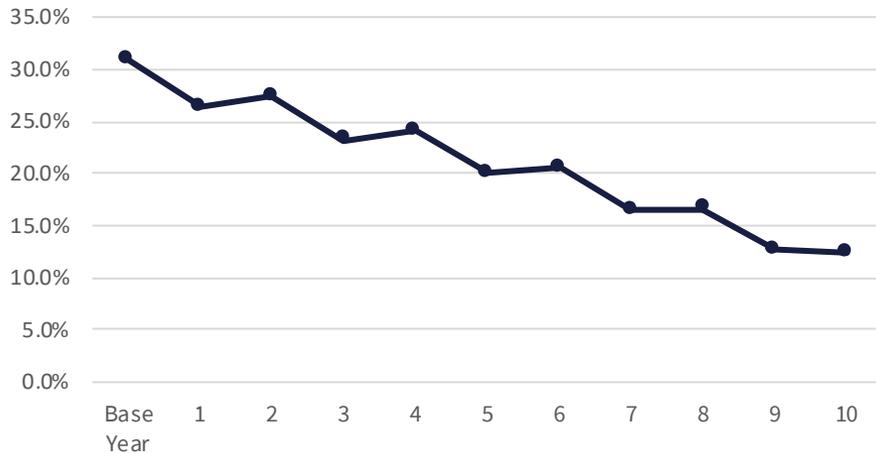
<i>(US\$ in millions)</i>	Total	Years				
		1-2	3-4	5-6	7-8	9-10
Grants	\$13,380	\$3,282	\$3,882	\$3,280	\$1,966	\$971
Subsidized Loans	25,689	2,070	7,055	7,355	6,120	3,089
Grants and Loans	\$39,070	\$5,351	\$10,937	\$10,634	\$8,086	\$4,061
Private Capital	11,600	857	3,369	3,210	2,562	1,602
Total Sources	\$50,670	\$6,208	\$14,306	\$13,844	\$10,649	\$5,663

MACROECONOMIC IMPACT

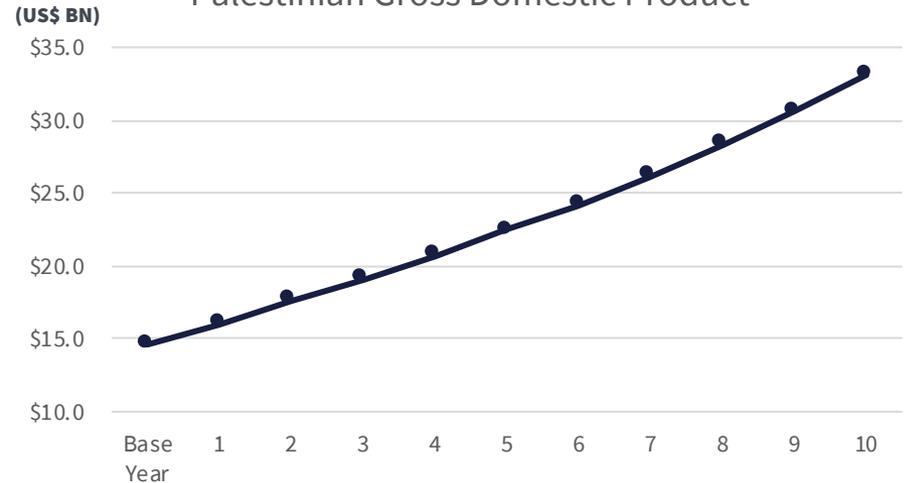
	Base Year	Phase 1				Phase 2			Phase 3		
		Year 1	Year 2	Year 3	Year 4	Year 5	Year 6	Year 7	Year 8	Year 9	Year 10
GDP (\$BN)	\$14.6	\$16.0	\$17.6	\$19.1	\$20.7	\$22.4	\$24.2	\$26.2	\$28.3	\$30.6	\$33.1
GDP Growth Rate	-	9.8%	9.9%	8.3%	8.4%	8.4%	8.1%	8.1%	8.1%	8.1%	8.1%
GDP Per Capita (\$)	\$2,952	\$3,171	\$3,369	\$3,524	\$3,681	\$3,846	\$4,009	\$4,179	\$4,358	\$4,546	\$4,743
Total Jobs	1,050,756	1,153,499	1,267,278	1,372,953	1,487,639	1,612,126	1,742,139	1,882,718	2,034,729	2,199,108	2,376,868
New Jobs Created - Annual	-	102,743	113,779	105,674	114,687	124,487	130,012	140,579	152,011	164,379	177,760
New Jobs Created - Cumulative	-	-	216,522	322,197	436,883	561,370	691,382	831,962	983,973	1,148,352	1,326,112
Unemployment Rate	30.9%	26.4%	27.3%	23.2%	24.0%	20.0%	20.5%	16.5%	16.6%	12.6%	12.4%

Key Statistics	
Total New Jobs Created	1,326,111
Total GDP Increase (%)	126.7%
Compound Annual GDP Growth Rate (%)	8.5%
Total GDP Per Capita Increase (%)	60.7%
Unemployment	12.4%

Palestinian Unemployment Rate



Palestinian Gross Domestic Product



CHAPTER ONE

UNLEASHING ECONOMIC POTENTIAL

Thriving
& Integrated
Economy

Empowered
& Prosperous
People

Accountable
& Agile
Government

1
**UNLEASHING
ECONOMIC
POTENTIAL**

Building a Foundation
for Growth and Business
Investment

Opening the West Bank
and Gaza

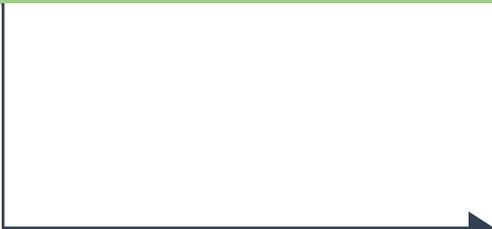
Constructing Essential
Infrastructure

Promoting Private
Sector Growth

Strengthening
Regional Development
and Integration

BUILDING A FOUNDATION FOR GROWTH AND BUSINESS INVESTMENT

Generating rapid growth and job creation through a new institutional foundation for the Palestinian economy.



GOALS

Achieve a World Bank Doing Business ranking of 75 or better

**Building a
Foundation
for Growth
and Business
Investment**

Strategy for Reform

Human Capital

**Entrepreneurship and
Innovation**

**Small and Medium
Businesses**

BUILDING A FOUNDATION FOR GROWTH AND BUSINESS INVESTMENT

STRATEGY FOR REFORM

(US\$ in mm unless otherwise specified)

	Project	Description	Phase	Total Est. Cost	Financing			Implementation Timeline
					Grants	Loans	Private	
1	Property Ownership Resolution	Enhance court capacity to quickly and effectively resolve property disputes and contested-ownership claims.	1	\$60	\$60	-	-	3 years; 50 percent within 1 year, the remainder within 3 years
2	Business Registration	Build an efficient, one-stop-shop for business registration and other resources for business owners.	1	50	50	-	-	1 year
3	New Laws and Reforms	Provide technical assistance to streamline regulations across all sectors to excite economic growth. Some priorities may include (but will not be limited to) the implementation of commercial, competition, investment promotion, intellectual property, and public-private partnership laws, with an emphasis on the implementation of an efficient and low-burden tax system.	1	50	50	-	-	3 years
4	Technical Assistance for the Financial Sector and Regulators	Provide technical assistance for Palestinian financial institutions and the Palestinian financial sector to support best lending practices and appropriately expand access to capital for underserved sectors and demographics.	1	25	25	-	-	2 years
5	Technical Support for Customs / Trade Functions	Provide training to build the capacity of the Palestinian public sector to manage crossing points, inspect goods, and facilitate trade, with an emphasis on the implementation of anti-corruption safeguards.	1	50	50	-	-	2 years
6	Technical Support to Develop Palestinian Trade Policy	Provide robust technical support to the Palestinian public sector to develop a new trade regime and framework that works best for the Palestinian people.	1	25	25	-	-	2 years
7	Enhancing Anti-Corruption Bodies	Provide technical assistance and training to build the capacity of the anti-corruption authorities.	1	25	25	-	-	3 years

Projects listed under this section may appear under other programs below. The Strategy for Reform program was designed to highlight how projects under the “Empowering the People” and “Enhancing Governance” initiatives will directly improve the business environment in the West Bank and Gaza and pave the way for increased investment.

BUILDING A FOUNDATION FOR GROWTH AND BUSINESS INVESTMENT

STRATEGY FOR REFORM

(US\$ in mm unless otherwise specified)

	Project	Description	Phase	Total Est. Cost	Financing			Implementation Timeline
					Grants	Loans	Private	
8	Improving Internal Auditing Capabilities	Develop the capacity of the public sector audit and administrative controls institution to audit public-sector expenditures and conduct investigations.	1	25	25	-	-	3 years
9	Institutional Reforms	Provide technical support to develop standardized and transparent processes and procedures for human resources and regulatory reviews, in areas such as license issuance.	1	25	25	-	-	3 years
10	Increasing Revenue Collection Efficiency	Invest in new systems that will allow the Palestinian public sector to manage and monitor the collection of revenues at commercial crossing points.	1	25	25	-	-	3 years
11	Managing Expenditures	Provide technical assistance to help the Palestinian public sector evaluate its expenditures and budgetary processes and identify potential efficiencies.	1	25	25	-	-	3 years
12	Procurement Management	Standardize efficient and accountable processes for Palestinian public-sector procurement decisions, with an emphasis on the implementation of anti-corruption safeguards.	1	25	25	-	-	3 years
13	Public-Private Partnerships	Identify services and utilities that could be provided by the private sector to improve efficiency and reduce costs, particularly in areas of service delivery, such as electricity, transportation, and telecommunications.	1	35	35	-	-	3 years
14	Land Registration Database	Work with the Palestinian public sector and the private sector to ensure land ownership is effectively registered in a comprehensive database.	2	30	30	-	-	5 years
Phase 1 Subtotal				\$445	\$445	-	-	
Phase 2 Subtotal				30	30	-	-	
Phase 3 Subtotal				-	-	-	-	
Strategy for Reform Total (All Phases)				\$475	\$475	-	-	

BUILDING A FOUNDATION FOR GROWTH AND BUSINESS INVESTMENT

HUMAN CAPITAL

(US\$ in mm unless otherwise specified)

	Project	Description	Phase	Total Est. Cost	Financing			Implementation Timeline
					Grants	Loans	Private	
1	Career Counseling, Specialized Training, and Job Placement	Provide Palestinians--particularly youth and women--with employer-focused training, career counseling, and job placement services.	1	\$10	\$10	-	-	1 year; program to last 5 years
2	Technical Assistance for Creation of a Youth and Women Employment Initiative	Provide technical assistance for the Palestinian public sector to develop a comprehensive strategy to boost youth and women's employment.	1	10	10	-	-	2 Years
3	Science, Technology, Engineering, and Mathematics (STEM) Commercial Partnerships	Sponsor research and development partnerships between Palestinian and international companies. Encourage international firms to partner with Palestinians in the development of new commercial technologies.	1	50	25	-	25	4 Years
4	Science, Technology, Engineering, and Mathematics (STEM) Partnerships at Research Institutions	Sponsor educational training and research and development partnerships between Palestinian and global research institutions to focus on scientific research in STEM fields.	1	50	25	-	25	4 Years
5	Technical and Vocational Training	Build the capacity of vocational institutions; work with educators to develop new curriculums to focus on high-demand areas such as healthcare, tourism, and information and communications technology (ICT); partner with the private sector to support dual vocational, work-study programs; and upgrade equipment and facilities.	1	75	40	-	35	3 years
6	Internships	Develop new internship programs for Palestinian students with subsidies for international internships.	1	50	25	-	25	1 year; program to last 10 years
7	Apprenticeships	Provide small grants to private-sector companies to encourage them to develop part-time apprenticeship programs for Palestinian secondary and post-graduate school students.	1	50	10	-	40	1 year; program to last 10 years
8	In-Service Training Programs	Provide financial incentives to the private sector to expand training programs and facilities to support Palestinian employees.	1	25	25	-	-	1 year; program to last 5 years
9	Re-training Programs	Provide Palestinians in the workforce with opportunities to gain new skills and receive additional training at vocational institutions and other institutions.	1	25	25	-	-	1 year; program to last 5 years

BUILDING A FOUNDATION FOR GROWTH AND BUSINESS INVESTMENT

HUMAN CAPITAL

(US\$ in mm unless otherwise specified)

	Project	Description	Phase	Total Est. Cost	Financing			Implementation Timeline
					Grants	Loans	Private	
10	Private Sector Survey	Implement a new annual survey of private-sector companies, which will identify the demands of the labor market. The results of this survey will be shared with students, educators, and career counselors to ensure curriculums are up to date and tailored to support the needs of the private sector.	1	15	15	-	-	1 year; program to last 10 years
11	International Scholarships	Establish a scholarship program that provides Palestinian university students and graduates the opportunity to pursue degrees from top global universities. Following graduation, these students would be expected to return home, as is typical in countries with similar programs, to become a core element of the future generation of leaders in the West Bank and Gaza.	1	300	300	-	-	1 year; program to last 6 years
12	Teacher Scholarship Program	Create an annual scholarship program benefiting Palestinian teachers, aspiring teachers, and administrators who seek to study in masters and PhD programs at top teachers colleges around the world.	1	100	100	-	-	1 year; program to last 5 years
13	Supporting Private Sector Training for Manufacturers	Support financing for large manufacturers to set up on-site training centers to grow the number of skilled workers and equip them with new skills and career opportunities, including opportunities for driving technical innovation and studying modern manufacturing processes.	1	50	50	-	-	3 years
14	Digital Economy Scholarships	Support digital economy scholarships to boost the success of Palestinian graduates in the ICT sector. University students could spend a semester at an international university program focused on the ICT sector, and graduates could spend a year at universities or companies acquiring additional skills. Recipients of the scholarship would be required to return home for a certain period of time to train and mentor high-potential Palestinian students.	1	50	50	-	-	2 years
15	Visiting Professors	Connect Palestinian teachers and professors with international academic institutions to craft reforms and new education programs. Also support visiting professors and teachers from abroad to spend a year working in Palestinian academic institutions.	2	40	40	-	-	2 years; program to last 6 years
16	Smart Schools	Provide primary, secondary, and post-secondary academic institutions with access to funding to deploy new education technology and resources.	2	100	100	-	-	5 years
17	New Palestinian University	Support the construction and development of a new flagship liberal arts and sciences university in the West Bank and Gaza.	2	500	250	250	-	5 years
Phase 1 Subtotal				\$860	\$710	-	\$150	
Phase 2 Subtotal				640	390	250	-	
Phase 3 Subtotal				-	-	-	-	
Human Capital Total (All Phases)				\$1,500	\$1,100	\$250	\$150	

BUILDING A FOUNDATION FOR GROWTH AND BUSINESS INVESTMENT

ENTREPRENEURSHIP AND INNOVATION

(US\$ in mm unless otherwise specified)

Project	Description	Phase	Total Est. Cost	Financing			Implementation Timeline
				Concessional Grants	Loans	Private	
1	Seed Capital Fund / Equity Matching Capital	1	\$100	\$100	-	-	2 Years
2	Building Innovation Centers	1	10	10	-	-	2 Years
3	Startup Concessional Financing	1	300	-	300	-	2 Years
Phase 1 Subtotal			\$410	\$110	\$300	-	
Phase 2 Subtotal			-	-	-	-	
Phase 3 Subtotal			-	-	-	-	
Entrepreneurship and Innovation Total (All Phases)			\$410	\$110	\$300	-	

BUILDING A FOUNDATION FOR GROWTH AND BUSINESS INVESTMENT

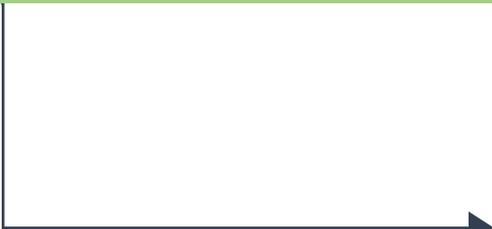
SMALL AND MEDIUM BUSINESSES

(US\$ in mm unless otherwise specified)

Project	Description	Phase	Total Est. Cost	Financing			Implementation Timeline
				Grants	Loans	Private	
1	Micro, Small, and Medium Enterprise (MSME) Loan Guarantee Program	1	\$40	\$40	-	-	1 year
2	Micro, Small, and Medium Enterprise (MSME) Grant Facility	1	100	100	-	-	1 year
3	Small and Medium Business Consulting Services	1	10	10	-	-	1 year
4	Creating Incentives for Manufacturing Investment	1	100	-	100	-	3 years
5	Financial Technology (FinTech) and Low Cost Loans for Farmers	1	400	30	370	-	3 years
Phase 1 Subtotal			\$650	\$180	\$470	-	
Phase 2 Subtotal			-	-	-	-	
Phase 3 Subtotal			-	-	-	-	
Small and Medium Businesses Total (All Phases)			\$650	\$180	\$470	-	

OPENING THE WEST BANK AND GAZA

Building new connections between Palestinians and the region will increase trade, reduce costs, and facilitate regional cooperation.



GOALS

Construct a modern West Bank – Gaza transportation network

Implement modern scanning and infrastructure solutions at key crossing points

**Opening the
West Bank
and Gaza**

Roads and Rail

Border Crossings

OPENING THE WEST BANK AND GAZA

ROADS AND RAIL

(US\$ in mm unless otherwise specified)

	Project	Description	Phase	Total Est. Cost	Financing			Implementation Timeline
					Grants	Loans	Private	
1	Capacity Building: Transportation Management	Develop the capacity of Palestinian officials to manage and maintain transportation infrastructure, including crossing points. This program will also support investments in technologies that improve existing transportation infrastructure throughout the West Bank and Gaza.	1	\$50	\$50	-	-	2 years
2	Planning and Preparation: West Bank-Gaza Transportation Network Study	A long-term solution for an efficient connection to support the flow of goods and people between the West Bank and Gaza is essential for Palestinian and regional interconnectivity. A project of this scale will require significant planning to meet regulatory, urban planning, siting, construction, and other requirements.	1	2	2	-	-	2 years
3	Transportation Integration: West Bank and Gaza Road Repair	West Bank and Gaza roads are in need of immediate repair to allow for commerce and the movement of people. These projects would focus on the most urgent and impactful road repairs.	1	200	200	-	-	4 years
4	Transportation Integration: West Bank and Gaza Road Improvement	Improve and expand roads and associated infrastructure, and integrate roads with upgraded crossing points.	2	200	200	-	-	7 years
5	Transportation Integration: West Bank-Gaza Transportation Network	Construct a transportation network connecting Gaza to the West Bank, which could fundamentally change the Palestinian economy. Features could include an interurban rail line linking many of the major cities of Gaza and the West Bank for rapid urban transport, mass transport stations near urban centers, and connections to regional railways such as the Jordan railway project. This connection will occur in stages, with an interim solution planned for implementation within two years.	3	5,000	-	3,750	1,250	8 years
6	Transportation Integration: West Bank and Gaza New Road Construction	Construct new roads throughout the West Bank and Gaza to ensure the efficient and secure flow of goods and people.	3	200	200	-	-	7 years
Phase 1 Subtotal				\$252	\$252	-	-	
Phase 2 Subtotal				200	200	-	-	
Phase 3 Subtotal				5,200	200	3,750	1,250	
Roads and Rail Total (All Phases)				\$5,652	\$652	\$3,750	\$1,250	

OPENING THE WEST BANK AND GAZA

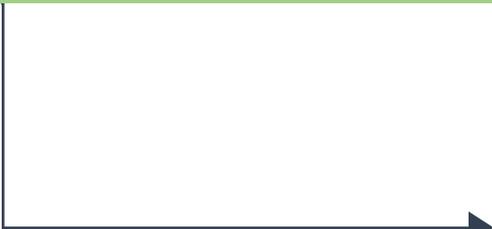
BORDER CROSSINGS

(US\$ in mm unless otherwise specified)

	Project	Description	Phase	Total Est. Cost	Financing			Implementation Timeline
					Grants	Concessional Loans	Private	
1	Technical Support for Crossing Point Management	Develop the capacity of Palestinian officials to manage crossing points while adhering to international security standards and best practices, with an emphasis on anti-corruption safeguards.	1	\$10	\$10	-	-	1 Year
2	Upgraded Crossing Points - Stage 1	Develop the essential infrastructure necessary to reduce the costs of trade and sustain economic development in the West Bank and Gaza, including upgraded scanners and new technological solutions to support rapid and secure transit of goods and people. Expand roads at key crossing points, including the Allenby crossing between the West Bank and Jordan, and examine the creation of new crossing points to create additional trade capacity. In the short term, funding could be provided to support increased staffing and hours of operation.	1	250	250	-	-	4 years
3	Upgraded Crossing Points - Stage 2	Upgrade crossing points to include additional technological solutions and to support the efficient and secure flow of materials and finished goods.	2	300	300	-	-	6 years
4	Upgraded Crossing Points - Stage 3	Ensure that all critical crossing points are constructed to satisfy the long-term commercial and transit requirements of the Palestinians.	3	350	350	-	-	10 years
Phase 1 Subtotal				\$260	\$260	-	-	
Phase 2 Subtotal				300	300	-	-	
Phase 3 Subtotal				350	350	-	-	
Border Crossings Total (All Phases)				\$910	\$910	-	-	

CONSTRUCTING ESSENTIAL INFRASTRUCTURE

Investing in more electricity, cleaner water, and transformative digital services.



GOALS

Ensure continual availability of affordable electricity in the West Bank and Gaza

Double the potable water supply per capita available to the Palestinians

Enable Palestinian high-speed data services

**Constructing
Essential
Infrastructure**

Power

Water and Wastewater

Digital Services

CONSTRUCTING ESSENTIAL INFRASTRUCTURE

POWER

(US\$ in mm unless otherwise specified)

	Project	Description	Phase	Total Est. Cost	Financing			Implementation Timeline
					Grants	Concessional Loans	Private	
1	Fuel Supply: Diesel Fuel Storage Tanks for Gaza Power Plant	Rebuild storage tanks to support the operational stability of the Gaza Power Plant.	1	\$5	\$5	-	-	6 months
2	Power Generation: Generators for Gaza short-term power	Provide large-scale generators and fuel supply for an immediate power solution for primary health care centers, water and sanitation utilities, municipal buildings, and other critical users.	1	10	10	-	-	1 Year
3	Cross Border Services: Repair Egypt-Gaza Transmission Lines	Rehabilitate existing Egyptian lines connected to Gaza.	1	12	12	-	-	1 Year
4	Power Generation: Solar Energy System Stage 1 (100 MW for Gaza)	Develop new Gaza solar facilities, including rooftop and larger solar arrays.	1	150	-	113	38	3 Years
5	Transmission: Short-term Transmission & Distribution Repair	Rapid rehabilitation, improvement, and expansion of the transmission and distribution grid in Gaza and the West Bank.	1	20	20	-	-	2 years
6	Revenue Collection: Prepaid Meters	Install prepaid meters in low-collection areas to increase revenues.	1	40	40	-	-	2 years
7	Electricity Resiliency for Essential Services: Micro-Grid Systems for Hospitals and Schools - Stage 1	Utilize micro-grid systems that have the ability to operate independently or as part of the grid. These packages of solar, storage, and fossil energy would provide resiliency and reliability for hospitals, primary and secondary schools, universities, and industrial and manufacturing centers.	1	50	-	38	13	4 years

CONSTRUCTING ESSENTIAL INFRASTRUCTURE

POWER

(US\$ in mm unless otherwise specified)

	Project	Description	Phase	Total Est. Cost	Financing			Implementation Timeline
					Grants	Concessional Loans	Private	
8	Capacity Building: Technical Assistance and Training - Stage 1	Provide technical assistance to Palestinian institutions to build capacity for grid management and maintenance; tariff determination, implementation, and collection; and system upgrades. "Smart Grid" solutions in both the West Bank and Gaza could improve efficiency by lowering losses, non-collections, and overhead costs. By using digital and other advanced technologies to monitor and manage the transport and distribution of electricity, smart grids would increase system reliability, resilience, and stability while decreasing the cost of technical and commercial losses.	1	10	10	-	-	Years 1-2 of program
9	Cross Border Services: Upgrade Egypt-Gaza Transmission Lines - Stage 1	Increase the power supply from Egypt to Gaza by upgrading transmission lines to support a total capacity of 50MW.	1	10	10	-	-	1 year
10	Cross Border Services: Upgrade Egypt-Gaza Lines - Stage 2	Increase the power supply from Egypt to Gaza by upgrading transmission lines to support a total capacity of 100MW.	1	20	20	-	-	3 years
11	Transmission: Israel-Gaza 161 Kv Line	Construct a high voltage 161 kV line from the Israeli electricity grid to Gaza.	1	44	44	-	-	3 years
12	Fuel Supply: Natural Gas Pipeline to Gaza Power Plant (Gas for Gaza)	Construct a natural gas pipeline connecting Gaza to the Israeli natural gas network. This pipeline could receive natural gas from the Israeli network or, in the future, from the Gaza Marine natural gas field. This project will support the conversion of the Gaza Power Plant from diesel fuel to natural gas.	1	80	20	45	15	3 years
13	Power Generation: Gaza Power Plant Natural Gas Conversion and Upgrade - Stage 1	Convert the Gaza Power Plant (GPP) from diesel fuel to natural gas. This includes replacing diesel-running units with dual-running units (diesel and gas), modifying the control system, and constructing a gas pressure control unit.	1	10	-	8	3	
14	Power Generation: Solar Energy System Stage 2 (100 MW for West Bank)	Implement Stage 2 of solar energy projects for the West Bank, including utility scale and larger industrial projects.	2	150	-	113	38	5 years
15	Transmission: West Bank and Gaza Transmission & Distribution System Upgrade	Rehabilitate, improve, and expand the transmission and distribution grid in Gaza and the West Bank. Construct five new high-voltage substations in the West Bank to support additional electricity imports from Israel.	2	150	38	113	-	5 years

CONSTRUCTING ESSENTIAL INFRASTRUCTURE

POWER

(US\$ in mm unless otherwise specified)

	Project	Description	Phase	Total Est. Cost	Financing			Implementation Timeline
					Grants	Concessional Loans	Private	
16	Electricity Resiliency for Key Businesses: Micro-Grid Systems for Industrial and Manufacturing - Stage 2	Implement Stage 2 of the micro-grid systems project with a focus on industrial and manufacturing customers and other critical institutions.	2	100	-	75	25	5 years
17	Capacity Building: Technical Assistance and Training - Stage 2	Implement Stage 2 of the technical assistance and training program to train utility officials, implement a sustainable payment collection system, and build capacity to manage and maintain the electric grid.	2	10	10	-	-	Years 3-5 of program
18	Power Generation: Gaza Power Plant Natural Gas Conversion and Upgrade - Stage 2	Expand the Gaza Power Plant by constructing additional natural gas turbines.	3	500	-	375	125	6-8 years
19	Power Generation: Jenin Power Plant	Construct a gas-fired power plant in Jenin to provide electricity in the northern West Bank.	3	600	-	450	150	8 years
20	Power Generation: Hebron Power Plant	Construct a gas-fired power plant in Hebron to provide electricity in the southern West Bank.	3	600	-	450	150	10 years
21	Capacity Building: Technical Assistance and Training - Stage 3	Implement Stage 3 of the technical assistance and training program to support additional capacity and technical requirements as the Palestinian power system grows in size and complexity.	3	10	10	-	-	Years 6-10 of program
Phase 1 Subtotal				\$461	\$191	\$203	\$68	
Phase 2 Subtotal				410	48	300	63	
Phase 3 Subtotal				1,710	10	1,275	425	
Power Total (All Phases)				\$2,581	\$249	\$1,778	\$555	

CONSTRUCTING ESSENTIAL INFRASTRUCTURE

WATER AND WASTEWATER

(US\$ in mm unless otherwise specified)

Project	Description	Phase	Total Est. Cost	Financing			Implementation Timeline	
				Grants	Concessional Loans	Private		
1	Water Supply: Imports from Israel	Provide immediately impactful solutions to potable water needs in Gaza and the West Bank by increasing imports from Israel.	1	\$50	\$25	\$25	-	Immediate
2	Water Supply: Short-term low-volume (STLV) desalination plants	Construct 10 new STLV desalination plants in Gaza to provide quick access to potable water.	1	100	100	-	-	2 years
3	Water Treatment: North Gaza Emergency Sewage Treatment (NGEST) Project Support	Fund the non-revenue water reduction plan, support operations and maintenance costs, and add additional solar power capacity for NGEST.	1	20	20	-	-	2 years
4	Water Treatment: Khan Younis Wastewater Treatment Plant	Add solar power capacity and support operations and maintenance costs at the Khan Younis Wastewater Treatment Plant.	1	20	20	-	-	2 years
5	Water Delivery: Grid Package - Stage 1	Implement a package of priority water infrastructure projects to support an expanded water grid and to increase efficiency.	1	50	25	25	-	3 years
6	Water Treatment: North Gaza Emergency Sewage Treatment (NGEST) Project Expansion	Expand the NGEST plant and implement a re-use scheme.	2	40	25	15	-	5 years
7	Water Treatment: Wastewater Infrastructure Package	Implement a package of priority wastewater treatment and wastewater re-use infrastructure projects.	2	350	175	131	44	5 years
8	Water Delivery: Grid Package - Stage 2	Continue to develop necessary water infrastructure through priority projects for water network integration.	2	67	33	33	-	5 years

CONSTRUCTING ESSENTIAL INFRASTRUCTURE

WATER AND WASTEWATER

(US\$ in mm unless otherwise specified)

	Project	Description	Phase	Total Est. Cost	Financing			Implementation Timeline
					Grants	Loans	Private	
9	Water Supply: Gaza Central Desalination Plant (GCDP) and Associated Works	Support the main components of the GCDP program including the desalination facility, the North-South carrier, and other network improvements. Also support implementation of the non-revenue water reduction plan to ensure the financial sustainability of the sector.	2	125	125	-	-	5 years
10	Water Delivery: West Bank Distribution Network Extension & Rehabilitation	Build new connections; implement a major network extension and rehabilitation; and construct new storage tanks.	2	500	375	125	-	5 years
11	Water Supply: West Bank Wells	Construct and repair existing wells to increase the amount of groundwater available.	2	140	88	52	-	5 years
12	Water Supply: Reservoirs and Rainwater Capture Projects	Support the necessary infrastructure to increase the amount of harvested rainwater from 6 million cubic meters / year to 25 million cubic meters / year.	2	30	30	-	-	5 years
13	Water Supply: Gaza Central Desalination Plant (GCDP) Expansion	Expand the existing desalination facility to increase its capacity and expand the plant's energy capacity.	3	180	90	90	-	6 years
14	Water Delivery: Wastewater Infrastructure Package Extension	Complete the build-out of wastewater infrastructure with long-term projects for treatment capacity, the sewage network, and critical connections.	3	600	300	225	75	8-10 years
15	Water Delivery: Grid Package - Stage 3	Continue to upgrade connections to the smart water grid system for industry, business, agriculture, hospitals, residential, and public infrastructure.	3	50	31	19	-	8-10 years
Phase 1 Subtotal				\$240	\$190	\$50	-	
Phase 2 Subtotal				1,252	851	357	44	
Phase 3 Subtotal				830	421	334	75	
Water and Wastewater Total (All Phases)				\$2,322	\$1,462	\$741	\$119	

CONSTRUCTING ESSENTIAL INFRASTRUCTURE

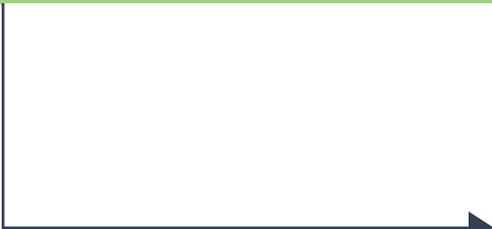
DIGITAL SERVICES

(US\$ in mm unless otherwise specified)

Project	Description	Phase	Total Est. Cost	Financing			Implementation Timeline
				Grants	Concessional Loans	Private	
1	Improving Technology: Palestinian Internet Infrastructure - Stage 1 Upgrade Palestinian internet capabilities, particularly related to mobile data services. In coordination with the relevant authorities, this initiative would take a phased approach to lay the groundwork for the introduction of advanced spectrum services (5G) for the West Bank and Gaza. The program would also support high-speed broadband and Wi-Fi capabilities. These capabilities would support related economic activity in fields like software development and telecom services.	1	\$250	-	\$125	\$125	4 years
2	Human Capital: Digital Economy Scholarships - Stage 1 Support digital economy scholarships to boost the success of Palestinian graduates in the ICT sector. University students could spend a semester at an international university program focused on the ICT sector, and graduates could spend a year at universities or companies acquiring additional skills. Recipients of the scholarship would be required to return home for a certain period of time to train and mentor high-potential Palestinian students.	1	10	10	-	-	1 year
3	Improving Technology: Palestinian Internet Infrastructure - Stage 2 Expand the Palestinian internet infrastructure and support capacity building and technical assistance for maintenance and robust private-sector competition. Construct smart terminals in the West Bank and Gaza that provide high-speed Wi-Fi, device charging, access to city services, maps, and directions.	2	325	-	244	81	6 years
4	Human Capital: Digital Economy Scholarships - Stage 2 Extend the Digital Economy Scholarships program.	2	15	15	-	-	3 Years
5	Improving Technology: Palestinian Internet Infrastructure - Stage 3 Expand Palestinian internet infrastructure, including the deployment of infrastructure to support 5G services.	3	2,000	-	1,500	500	5-7 years
6	Human Capital: Digital Economy Scholarships - Stage 3 Extend the Digital Economy Scholarships program.	3	25	25	-	-	6 years
Phase 1 Subtotal			\$260	\$10	\$125	\$125	
Phase 2 Subtotal			340	15	244	81	
Phase 3 Subtotal			2,025	25	1,500	500	
Digital Services Total (All Phases)			\$2,625	\$50	\$1,869	\$706	

PROMOTING PRIVATE-SECTOR GROWTH

Injecting capital into strategic sectors will generate high-quality jobs and open up opportunities for upward mobility.



GOALS

Increase foreign direct investment as a component of Palestinian GDP from 1.4 percent to 8 percent

**Promoting
Private-Sector
Growth**

Tourism

Agriculture

Housing

Manufacturing

Natural Resources

PROMOTING PRIVATE-SECTOR GROWTH

TOURISM

(US\$ in mm unless otherwise specified)

	Project	Description	Phase	Total Est. Cost	Financing			Implementation Timeline
					Grants	Concessional Loans	Private	
1	Restoration and Development: Tourism Sites and Accomodations - Stage 1	Quickly implement repairs and the restoration of historical and religious sites as well as beachfront areas, and provide assistance for hotel and tour operators to quickly increase capacity and improve existing facilities.	1	\$100	\$50	\$40	\$10	2 years
2	Marketing: Global Tourism Campaign	Support a global marketing campaign to emphasize the significance of historical and religious sites and promote Palestinian culture.	1	50	50	-	-	2 years
3	Capacity Building: Hospitality Education Hub	Support the creation of a hospitality education hub in the West Bank and Gaza, which could work in partnership with leading international hospitality schools--such as the United Arab Emirates Academy of Hospitality--to provide best-in-class education for students to improve the quality of service at tourist sites. The hospitality hub could provide academic cooperation, academic exchange programs, and joint projects with international hospitality schools.	1	50	50	-	-	3 years
4	Restoration and Development: Tourism Sites and Accomodations - Stage 2	Repair, restore, and upgrade historical and religious sites, beachfront areas, and urban centers to support increased tourism. Support the development and the preservation of existing archeological sites.	2	250	150	75	25	6 years
5	Construction: West Bank and Gaza Hotels / Resorts - Stage 1	Construct additional hotels close to popular tourist sites.	2	500	-	375	125	5 years
6	Construction: West Bank and Gaza Hotels / Resorts - Stage 2	Grow the tourism industry through the support of additional private-sector investments in the West Bank and Gaza.	3	500	-	375	125	10 years
Phase 1 Subtotal				\$200	\$150	\$40	\$10	
Phase 2 Subtotal				750	150	450	150	
Phase 3 Subtotal				500	-	375	125	
Tourism Total (All Phases)				\$1,450	\$300	\$865	\$285	

PROMOTING PRIVATE-SECTOR GROWTH

AGRICULTURE

(US\$ in mm unless otherwise specified)

Project	Description	Phase	Total Est. Cost	Financing			Implementation Timeline	
				Concessional Grants	Loans	Private		
1	Access To Finance: Financial Technology (FinTech) and Low Cost Loans for Farmers	Develop a public-private partnership to support a FinTech solution that can support farmers with financial products, such as crop insurance, micro-loans, and mobile savings accounts. This could also act as a platform to connect farmers to buyers and increase their awareness of prevailing regional and international market conditions for different crops.	1	\$400	\$30	\$370	-	3 years
2	Supply Chain Infrastructure: Cold Storage	Develop cold-storage facilities and trucks at key points--including crossing points--to reduce spoilage.	1	60	60	-	-	3 years
3	Supply Chain Infrastructure: Packaging and processing	Provide support to food processing and packaging facilities to expand operations.	2	75	-	75	-	5 years
4	Irrigation: West Bank Irrigation Initiative	Increase irrigation in the West Bank and Gaza to boost yields and increase the capacity of farmers to grow high-value crops.	2	200	-	150	50	5 years
5	Capacity Building: Center for Agricultural Innovation	Establish a center to provide farmers with access to trained technical specialists, new technology, and a connection to businesses across the value chain. This center could work with farmers to apply best practices in areas including precision irrigation systems, greenhouses, and the cultivation of new cash crops, as well as provide grants and other financial support to farmers seeking to apply new technologies and techniques.	3	25	25	-	-	8 years
6	Restoration and Development: Land Rehabilitation	Cultivate land--particularly in the West Bank--for agricultural use to increase Palestinian agricultural output.	3	150	-	113	38	8 years
			Phase 1 Subtotal	\$460	\$90	\$370	-	
			Phase 2 Subtotal	275	-	225	50	
			Phase 3 Subtotal	175	25	113	38	
			Agriculture Total (All Phases)	\$910	\$115	\$708	\$88	

PROMOTING PRIVATE-SECTOR GROWTH

HOUSING

(US\$ in mm unless otherwise specified)

Project	Description	Phase	Total Est. Cost	Financing			Implementation Timeline
				Grants	Loans	Private	
1	Access to Finance: Mortgage Facility and Home Ownership Subsidies - Stage 1	1	\$400	\$200	\$200	-	3 years
2	Access to Finance: Mortgage Facility and Home Ownership Subsidies - Stage 2	2	600	300	300	-	7 years
Phase 1 Subtotal			\$400	\$200	\$200	-	
Phase 2 Subtotal			600	300	300	-	
Phase 3 Subtotal			-	-	-	-	
Housing Total (All Phases)			\$1,000	\$500	\$500	-	

PROMOTING PRIVATE-SECTOR GROWTH

MANUFACTURING

(US\$ in mm unless otherwise specified)

Project	Description	Phase	Total Est. Cost	Financing			Implementation Timeline	
				Grants	Concessional Loans	Private		
1	Supply Chain Infrastructure: Bonded Warehouse - Project 1	Support a jointly-established bonded warehouse with investments in special economic zones to reduce transaction costs and facilitate trade. A bonded warehouse would be subject to a bilateral operating agreement and can complement the established transit facilities between Israel and the West Bank and Gaza. These facilities would be built to integrate with the envisioned technological upgrades at crossing points.	1	\$25	\$25	-	-	3 years
2	Incentivizing Investment: Industrial Park - Project 1	Develop a joint industrial park along the border areas, supported by financial incentives and political risk insurance to attract foreign direct investment.	1	50	50	-	-	3 years
3	Supply Chain Infrastructure: Investing in Modern Trucking Fleet	Support financing for a new fleet of trucks for ease of loading and shipment tagging.	1	50	-	50	-	3 years
4	Access to Finance: Creating Incentives for Investment	Support financing for new manufacturing facilities and the expansion of existing facilities.	1	100	-	100	-	3 years
5	Human Capital: Supporting Private Sector Training	Support financing for large manufacturers to set up on-site training centers to grow the number of skilled workers and equip them with new skills and career opportunities, including opportunities for driving technical innovation and studying modern manufacturing processes.	1	50	50	-	-	3 years
6	Supply Chain Infrastructure: Bonded Warehouse - Project 2	Support a second joint bonded warehouse project at greater scale.	2	50	-	38	13	5 years
7	Incentivizing Investment: Industrial Park - Project 2	Support additional industrial park projects along the border area.	2	100	-	75	25	5 years
8	Raw Materials Production: Cement Factory	Support a cement factory in the West Bank for the Palestinian construction industry.	2	300	-	225	75	5 years
9	Supply Chain Infrastructure: Bonded Warehouse - Project 3	Support a third large-scale joint bonded warehouse.	3	50	-	38	13	6 years
10	Incentivizing Investment: Industrial Park - Project 3	Support additional large-scale industrial park projects.	3	100	-	75	25	6 years
			Phase 1 Subtotal	\$275	\$125	\$150	-	
			Phase 2 Subtotal	450	-	338	113	
			Phase 3 Subtotal	150	-	113	38	
			Manufacturing Total (All Phases)	\$875	\$125	\$600	\$150	

PROMOTING PRIVATE-SECTOR GROWTH

NATURAL RESOURCES

(US\$ in mm unless otherwise specified)

Project	Description	Phase	Total Est. Cost	Financing			Implementation Timeline	
				Grants	Loans	Private		
1	Gaza Marine	Support the development of the Gaza Marine gas field. Estimated to hold 1.5 trillion cubic feet (tcf) of natural gas, Gaza Marine is a potential gas source for Gaza, which could provide the independent capability to fuel the Gaza Power Plant and the local Gaza economy.	2	\$1,000	-	\$750	\$250	8 years
2	Quarrying Industry Support	Support the development of an expanded Palestinian quarrying industry.	2	50	-	38	13	5 Years
3	Technical Assistance for Natural Resource Extraction	Provide technical assistance for Palestinian natural resources companies to build expertise in modern extraction practices.	2	10	10	-	-	5 Years
4	Oil and Gas Exploration and Production	Explore oil and gas exploration and production in the West Bank and Gaza to the extent agreed by the parties on resource rights.	3	390	-	293	98	8 years
			Phase 1 Subtotal	-	-	-	-	
			Phase 2 Subtotal	1,060	10	788	263	
			Phase 3 Subtotal	390	-	293	98	
			Natural Resources Total (All Phases)	\$1,450	\$10	\$1,080	\$360	

STRENGTHENING REGIONAL DEVELOPMENT AND INTEGRATION

Creating new opportunities for Palestinian businesses and increasing commerce with neighboring countries.



GOALS

Increase Palestinian exports as a percentage of GDP from 17 to 40

Strengthening
Regional
Development
and
Integration

Jordan

Egypt

Lebanon

STRENGTHENING REGIONAL DEVELOPMENT AND INTEGRATION

JORDAN

(US\$ in mm unless otherwise specified)

	Project	Description	Phase	Total Est. Cost	Financing			Implementation Timeline
					Grants	Concessional Loans	Private	
1	Regional Trade and Commerce: Allenby, Amman, Zarqa Bus Rapid Transit	Support a new bus system that would connect the cities of Amman and Zarqa, Jordan's two largest cities, as well as points within each city.	1	\$150	\$150	-	-	4 years
2	Cross Border Services: Red Sea-Dead Sea Conveyance - Stage 1	Provide support for the "Red-Dead" project, which will provide water to Israel and Jordan while also slowing the declining water levels in the Dead Sea. Key features are envisioned to include a desalination plant on the Red Sea to provide water to southern areas of Jordan and Israel, the sale of Israeli water to northern Jordan, an Israeli-Palestinian agreement for provision of the additional water to the West Bank and Gaza, and brine production from the Red Sea desalination plant to be combined with sea water and sent to the Dead Sea to reverse declining water levels.	1	145	145	-	-	2 years
3	Economic Stabilization: Solar Program	Support the continued development of Jordan's solar power generation program.	1	150	-	75	75	3 years
4	Economic Stabilization: Jordan SME Fund	Expand the existing U.S. Overseas Private Investment Corporation (OPIC) program, which supports small and medium enterprises (SMEs) in the region. OPIC could create an expanded guarantee facility for loans to SMEs in Jordan.	1	125	-	125	-	2 years
5	Economic Stabilization: National Broadband Network	Install a broadband, fiber-optic network in Jordan to connect public schools, hospitals and healthcare centers, businesses, and government entities in areas including, but not limited to, Irbid, Mafraq, Jerash and Ajloun.	1	100	100	-	-	3 years
6	Economic Stabilization: National Data Center	Create a central office, under the National Information Technology Center, with technical infrastructure and equipment to house all of the Jordanian government's electronic data.	1	70	70	-	-	2 years

STRENGTHENING REGIONAL DEVELOPMENT AND INTEGRATION

JORDAN

(US\$ in mm unless otherwise specified)

	Project	Description	Phase	Total Est. Cost	Financing			Implementation Timeline
					Grants	Concessional Loans	Private	
7	Regional Trade and Commerce: Develop and Upgrade Airports	Improve facilities at King Hussein and Marka Airports and develop a new airport in southern Shuna.	2	650	-	325	325	6 years
8	Cross Border Services: Red Sea-Dead Sea Conveyance - Stage 2	Support continued development of the Red Sea-Dead Sea conveyance project.	2	400	400	-	-	6 years
9	Cross Border Services: Jordan River Improvement Project	Implement a mitigation program to rehabilitate the Jordan River and prevent pollution from agricultural and wastewater run-offs.	2	250	250	-	-	6 years
10	Economic Stabilization: National Cybersecurity Infrastructure and Capacity Building	Build a national cyber security capability and provide technical assistance to support Jordanian government efforts to protect both public and private sectors, including banks, hospitals, and critical infrastructure, against state and non-state cyber attackers, as well as open up opportunities for more international cyber collaboration.	2	500	500	-	-	5 years
11	Market Integration: Ma'an Dry Port	Establish a dry port in Ma'an that will serve the industrial park in Ma'an governorate, close to the proposed route of the national railway project, and connect it to several national and international roads with neighboring countries and key trade infrastructure.	2	50	50	-	-	5 years
12	Regional Trade and Commerce: Jordan+Regional Rail Network	Support Jordan's proposed national railroad project to develop a regional rail network connecting population centers. Key features are envisioned to include a rail line connecting Amman to Aqaba, which would decrease the cost of shipments and trade from Jordan's major population centers, and a potential additional rail extension to the Arabian Gulf.	3	1,825	-	913	913	10 years
13	Regional Trade and Commerce: Jordan Transport Corridors	Improve Jordan's road infrastructure including the four primary corridors, two of which are primarily for regional trade and can support increased trade with the West Bank and Gaza. These improvements will help enhance road safety and reduce the cost of transportation and trade.	3	1,500	-	750	750	10 years
14	Cross Border Services: Jordan—West Bank Transmission Line	Upgrade the Jordan-West Bank interconnection by building a 400 kV line.	3	50	38	13	-	10 years
15	Regional Tourism: Aqaba's Corniche District / High Lakes Resort	Support the creation of a resort built on land north of Aqaba's coast and adjacent to the Marsa Zayed project, as well as the development of Aqaba's Corniche District including water parks, an ecological park, beaches, and hotels. These developments will bolster regional-tourism packages, which will also support the tourism industry of the West Bank and Gaza.	3	1,400	-	700	700	10 years
Jordan Phase 1 Subtotal				\$740	\$465	\$200	\$75	
Jordan Phase 2 Subtotal				1,850	1,200	325	325	
Jordan Phase 3 Subtotal				4,775	38	2,375	2,363	
Jordan Total (All Phases)				\$7,365	\$1,703	\$2,900	\$2,763	

STRENGTHENING REGIONAL DEVELOPMENT AND INTEGRATION

EGYPT

(US\$ in mm unless otherwise specified)

	Project	Description	Phase	Total Est. Cost	Financing			Implementation Timeline
					Grants	Concessional Loans	Private	
1	Economic Stabilization: Egypt SME Fund	Expand the existing U.S. Overseas Private Investment Corporation (OPIC) program, which supports small and medium enterprises (SMEs) in the region. OPIC could create an expanded guarantee facility for loans to SMEs in Egypt.	1	\$125	-	\$125	-	2 years
2	Cross Border Services: Repair Egypt-Gaza Transmission Lines	Rehabilitate existing Egyptian lines connected to Gaza. Palestinians would then be able to purchase additional power from Egypt at an agreed price to be negotiated by the parties.	1	12	12	-	-	1 Year
3	Cross Border Services: Upgrade Egypt-Gaza Transmission Lines - Stage 1	Increase power supply from Egypt to Gaza by upgrading transmission lines to support a total capacity of 50MW. Palestinians would then be able to purchase additional power from Egypt at an agreed price to be negotiated by the parties.	1	10	10	-	-	1 year
4	Cross Border Services: Upgrade Egypt-Gaza Lines - Stage 2	Increase power supply from Egypt to Gaza by upgrading transmission lines to support a total capacity of 100MW. Palestinians would then be able to purchase additional power from Egypt at an agreed price to be negotiated by the parties.	1	20	20	-	-	3 years
5	Regional Trade and Commerce: Qualifying Industrial Zones	Explore ways to better utilize Egyptian Qualifying Industrial Zones (QIZs) to promote increased trade between Egypt, Israel, and the West Bank and Gaza. Key features of this program could include reviewing potential adjustments to the share of Egyptian, Israeli, or Palestinian content required to meet the 35 percent content requirement.	1	-	-	-	-	2 years
6	Regional Trade and Commerce: Eastern Mediterranean Energy Hub	Support the establishment of a regional natural gas hub in Egypt to benefit from the growing offshore natural gas production in the Eastern Mediterranean. This project could increase exports to international markets from Egyptian LNG terminals, as well as increase supply for the Egyptian domestic market. A natural gas hub in Egypt would help coordinate energy development in the Eastern Mediterranean.	2	1,500	-	450	1,050	5 years
7	Regional Trade and Commerce: Suez Canal Economic Zone	Support port expansions and business incentives for the Egyptian trade hub near the Suez Canal.	2	500	250	250	-	5 years

STRENGTHENING REGIONAL DEVELOPMENT AND INTEGRATION

EGYPT

(US\$ in mm unless otherwise specified)

	Project	Description	Phase	Total Est. Cost	Financing			Implementation Timeline
					Grants	Concessional Loans	Private	
8	Economic Stabilization: Sinai Power Development	Support power generation projects in the Sinai to increase the supply for new developments.	2	500	125	250	125	5 years
9	Economic Stabilization: Sinai Water Development	Support water infrastructure projects in the Sinai to bolster broader economic development.	2	500	125	250	125	5 years
10	Regional Trade and Commerce: Sinai Transportation	Support Sinai roads and transport infrastructure to connect new developments.	2	500	250	250	-	5 years
11	Economic Stabilization: Sinai Tourism Development	Support Sinai tourism projects including along the Red Sea coast.	3	500	125	250	125	8 years
12	Regional Trade and Commerce: Transport and Logistics Modernization Program	Support new transportation infrastructure in Egypt to improve domestic and regional connectivity.	3	5,000	-	2,500	2,500	10 years
Egypt Phase 1 Subtotal				\$167	\$42	\$125	-	
Egypt Phase 2 Subtotal				3,500	750	1,450	1,300	
Egypt Phase 3 Subtotal				5,500	125	2,750	2,625	
Egypt Total (All Phases)				\$9,167	\$917	\$4,325	\$3,925	

STRENGTHENING REGIONAL DEVELOPMENT AND INTEGRATION

LEBANON

(US\$ in mm unless otherwise specified)

Project	Description	Phase	Total Est. Cost	Financing			Implementation Timeline
				Grants	Concessional Loans	Private	
1 Regional Trade and Commerce: Building Intra-regional Trade and Investments in Lebanon	Support regional trade integration to incentivize exporters to become engaged in regional value chains to significantly reduce the cost of doing business in the region.	1	\$200	\$200	-	-	4 years
2 Economic Stabilization: Lebanon SME Fund	Expand the existing U.S. Overseas Private Investment Corporation (OPIC) program, which supports small and medium enterprises (SMEs) in the region. OPIC could create an expanded guarantee facility for loans to SMEs in Lebanon.	1	125	-	125	-	4 years
3 Regional Trade and Commerce: Lebanon Economic Corridor & Regional Integration Program - Roads	Repair and improve Lebanese road corridors, including missing highway links primarily on the two main corridors (North-South, and East-West), which are part of the regional highway network.	3	3,000	-	2,250	750	6 years
4 Regional Trade and Commerce: Lebanon Economic Corridor & Regional Integration Program - Rail	Support the construction of a railway network within Lebanon with the potential to connect to a regional railway network.	3	2,000	250	1,500	250	8 years
5 Regional Trade and Commerce: Lebanon Economic Corridor & Regional Integration Program - Air/Sea	Support the construction and associated logistics for the expansion of the Beirut airport and other airports, the expansion of Lebanese ports including Beirut and Tripoli, and the modernization of border crossings.	3	1,000	-	750	250	8 years
Lebanon Phase 1 Subtotal			\$325	\$200	\$125	-	
Lebanon Phase 2 Subtotal			-	-	-	-	
Lebanon Phase 3 Subtotal			6,000	250	4,500	1,250	
Lebanon Total (All Phases)			\$6,325	\$450	\$4,625	\$1,250	

CHAPTER TWO

EMPOWERING THE PALESTINIAN PEOPLE

Thriving
& Integrated
Economy

Empowered
& Prosperous
People

Accountable
& Agile
Government

**2
EMPOWERING
THE
PALESTINIAN
PEOPLE**

Enhancing
Education
Services

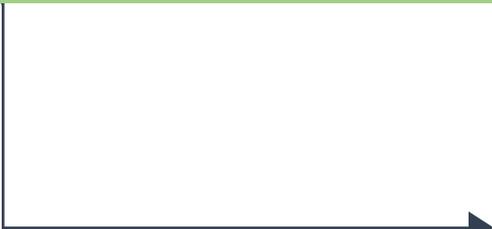
Strengthening
Workforce
Development

Investing in
Healthcare

Improving
Quality of Life

ENHANCING EDUCATION SERVICES

Transforming existing institutions, creating incentives for curriculum reform, supporting training for teachers, and building new partnerships with universities around the world.



GOALS

Boost human capital development in the West Bank and Gaza, achieving a 0.70 score on World Bank Human Capital Index

Establish at least one Palestinian university in the global top 150

Revise educational training, with attention to matching private-sector needs

**Enhancing
Education
Services**

Educational Quality

Educational Access

Educational Affordability

ENHANCING EDUCATION SERVICES

EDUCATIONAL QUALITY

(US\$ in mm unless otherwise specified)

	Project	Description	Phase	Total Est. Cost	Financing			Implementation Timeline
					Grants	Loans	Private	
1	Local Certification Program	Provide educators with the opportunity to receive in-service teacher qualification certification, supervisor certification, and principal certification while revamping pre-service teacher diploma programs.	1	\$40	\$40	-	-	2 years
2	Incentivizing Academic Excellence	Invest in a new program to provide financial incentives to academic institutions and local governments for meeting certain benchmarks of academic excellence, including improving curriculums, standards, post-graduation employment statistics, and education in language and soft skills such as teamwork, leadership, motivation, and civic engagement.	1	400	400	-	-	2 years; program to last 5 years
3	Administrator Exchanges	Develop partnerships and exchanges between local and top-ranked global academic institutions. Administrators from these institutions will engage in exchanges to discuss best practices.	1	20	20	-	-	2 years; program to last 6 years
4	Private Sector Survey	Implement a new annual survey of private-sector companies, which will identify the demands of the labor market. The results of this survey will be shared with students, educators, and career counselors to ensure curriculums are up to date and tailored to support the needs of the private sector.	1	15	15	-	-	1 year; program to last 10 years
5	Annual Evaluations	Support the development of new approaches to evaluating student and teacher performance based on uniform quality and competency-based metrics. These reviews will be provided to administrators, teachers, and parents to ensure that students' needs are being met.	1	30	30	-	-	2 years; program to last 10 years
6	Visiting Professors	Connect Palestinian teachers and professors with international academic institutions to experience new education programs. Also support visiting professors and teachers from abroad to spend a year working in Palestinian academic institutions.	2	40	40	-	-	2 years; program to last 6 years
7	Smart Schools	Provide primary, secondary, and post-secondary academic institutions with access to funding to deploy new education technology and resources.	2	100	100	-	-	5 years
Phase 1 Subtotal				\$505	\$505	-	-	
Phase 2 Subtotal				140	140	-	-	
Phase 3 Subtotal				-	-	-	-	
Educational Quality Total (All Phases)				\$645	\$645	-	-	

ENHANCING EDUCATION SERVICES

EDUCATIONAL ACCESS

(US\$ in mm unless otherwise specified)

Project	Description	Phase	Total Est. Cost	Financing			Implementation Timeline	
				Grants	Concessional Loans	Private		
1	After School Programs	Support new after school programs and NGOs that provide primary and secondary school students with opportunities to pursue activities and develop new skills in music, sports, vocational activities, and community development.	1	\$50	\$50	-	-	1 year; program to last ten years
2	Constructing New Primary and Secondary Schools	Construct new schools in underserved areas to keep pace with population growth and ensure all Palestinians have access to an affordable, quality education. This program will also help streamline the regulatory process for opening a new school.	2	100	100	-	-	5 years
3	Early Childhood Education Program	Provide incentives to Palestinian public schools and private education providers to improve the quality and accessibility of early childhood education, including by expanding the number of classrooms and working to improve teaching methods.	2	200	200	-	-	5 years
4	New Palestinian University	Support the construction and development of a new flagship liberal arts and sciences university in the West Bank and Gaza.	2	500	250	250	-	5 years
Phase 1 Subtotal				\$50	\$50	-	-	
Phase 2 Subtotal				800	550	250	-	
Phase 3 Subtotal				-	-	-	-	
Educational Access Total (All Phases)				\$850	\$600	\$250	-	

ENHANCING EDUCATION SERVICES

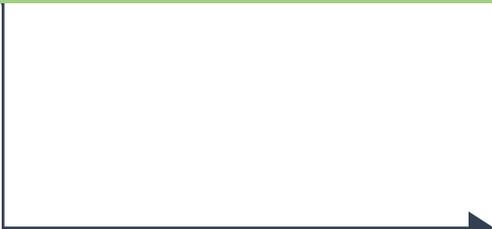
EDUCATIONAL AFFORDABILITY

(US\$ in mm unless otherwise specified)

Project	Description	Phase	Total Est. Cost	Financing			Implementation Timeline
				Grants	Loans	Private	
1	International Scholarships	1	\$300	\$300	-	-	1 year; program to last 6 years
2	Teacher Scholarship Program	1	100	100	-	-	1 year; program to last 5 years
Phase 1 Subtotal			\$400	\$400	-	-	
Phase 2 Subtotal			-	-	-	-	
Phase 3 Subtotal			-	-	-	-	
Educational Affordability Total (All Phases)			\$400	\$400	-	-	

STRENGTHENING WORKFORCE DEVELOPMENT

Developing a Palestinian workforce that is ready to compete in the global economy.



GOALS

Increase female labor force participation from 20 to 35 percent

**Strengthening
Workforce
Development**

Youth and Women

**Science, Technology,
Engineering, and Mathematics**

**Technical and Vocational
Education**

**Internships and
Apprenticeships**

Workforce Training

STRENGTHENING WORKFORCE DEVELOPMENT

YOUTH AND WOMEN

(US\$ in mm unless otherwise specified)

	Project	Description	Phase	Total Est. Cost	Financing			Implementation Timeline
					Grants	Concessional Loans	Private	
1	Career Counseling, Specialized Training, and Job Placement	Provide Palestinian youth and women with employer-focused training, career counseling, and job-placement services.	1	\$10	\$10	-	-	1 year; program to last 5 years
2	Technical Assistance for Creation of a Youth and Women Employment Initiative	Provide technical assistance for the Palestinian public sector to develop a comprehensive strategy to boost youth and women's employment.	1	10	10	-	-	2 Years
Phase 1 Subtotal				\$20	\$20	-	-	
Phase 2 Subtotal				-	-	-	-	
Phase 3 Subtotal				-	-	-	-	
Youth and Women Total (All Phases)				\$20	\$20	-	-	

STRENGTHENING WORKFORCE DEVELOPMENT

SCIENCE, TECHNOLOGY, ENGINEERING, AND MATHEMATICS

(US\$ in mm unless otherwise specified)

	Project	Description	Phase	Total Est. Cost	Financing			Implementation Timeline
					Grants	Loans	Private	
1	Science, Technology, Engineering, and Mathematics (STEM) Commercial Partnerships	Sponsor research and development partnerships between Palestinian and international companies. Encourage international firms to partner with Palestinians in the development of new commercial technologies.	1	\$50	\$25	-	\$25	4 Years
2	Science, Technology, Engineering, and Mathematics (STEM) Partnerships at Research Institutions	Sponsor educational training and research and development partnerships between Palestinian and global research institutions to focus on scientific research in STEM fields.	1	50	25	-	25	4 Years
Phase 1 Subtotal				\$100	\$50	-	\$50	
Phase 2 Subtotal				-	-	-	-	
Phase 3 Subtotal				-	-	-	-	
Science, Technology, Engineering, and Mathematics Total (All Phases)				\$100	\$50	-	\$50	

STRENGTHENING WORKFORCE DEVELOPMENT

TECHNICAL AND VOCATIONAL EDUCATION

(US\$ in mm unless otherwise specified)

Project	Description	Phase	Total Est. Cost	Financing			Implementation Timeline
				Grants	Concessional Loans	Private	
1	Technical and Vocational Training	1	\$75	\$40	-	\$35	3 years
Phase 1 Subtotal			\$75	\$40	-	\$35	
Phase 2 Subtotal			-	-	-	-	
Phase 3 Subtotal			-	-	-	-	
Technical and Vocational Education Total (All Phases)			\$75	\$40	-	\$35	

STRENGTHENING WORKFORCE DEVELOPMENT

INTERNSHIPS AND APPRENTICESHIPS

(US\$ in mm unless otherwise specified)

	Project	Description	Phase	Total Est. Cost	Financing			Implementation Timeline
					Grants	Loans	Private	
1	Internships	Develop new internship programs for Palestinian students, which may allow Palestinians the opportunity to work internationally.	1	\$50	\$25	-	\$25	1 year; program to last 10 years
2	Apprenticeships	Provide grants to the private sector to encourage part-time apprenticeship programs for Palestinian secondary and post-graduate school students.	1	50	10	-	40	1 year; program to last 10 years
Phase 1 Subtotal				\$100	\$35	-	\$65	
Phase 2 Subtotal				-	-	-	-	
Phase 3 Subtotal				-	-	-	-	
Internships and Apprenticeships Total (All Phases)				\$100	\$35	-	\$65	

STRENGTHENING WORKFORCE DEVELOPMENT

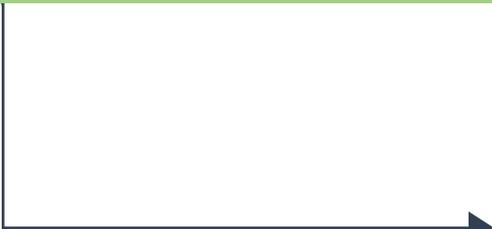
WORKFORCE TRAINING

(US\$ in mm unless otherwise specified)

Project	Description	Phase	Total Est. Cost	Financing			Implementation Timeline
				Grants	Concessional Loans	Private	
1	In-Service Training Programs	1	\$25	\$25	-	-	1 year; program to last 5 years
2	Re-training Programs	1	25	25	-	-	1 year; program to last 5 years
Phase 1 Subtotal			\$50	\$50	-	-	
Phase 2 Subtotal			-	-	-	-	
Phase 3 Subtotal			-	-	-	-	
Workforce Training Total (All Phases)			\$50	\$50	-	-	

INVESTING IN HEALTHCARE

Improving healthcare quality and access, and increasing preventive healthcare services.



GOALS

Reduce infant mortality from 18 to 9 per 1,000 births

Increase average life expectancy from 74 to 80 years

**Investing in
Healthcare**

Healthcare Access

Healthcare Quality

Preventive Healthcare

INVESTING IN HEALTHCARE

HEALTHCARE ACCESS

(US\$ in mm unless otherwise specified)

Project	Description	Phase	Total Est. Cost	Financing			Implementation Timeline
				Grants	Concessional Loans	Private	
1	Providing Essential Medicines	1	\$50	\$50	-	-	1 year
2	Mobile Clinics for Underserved Communities	1	50	50	-	-	1 year
3	Upgrading Facilities and Equipment	3	900	300	600	-	9 years
Phase 1 Subtotal			\$100	\$100	-	-	
Phase 2 Subtotal			-	-	-	-	
Phase 3 Subtotal			900	300	600	-	
Healthcare Access (All Phases)			\$1,000	\$400	\$600	-	

INVESTING IN HEALTHCARE

HEALTHCARE QUALITY

(US\$ in mm unless otherwise specified)

Project	Description	Phase	Total Est. Cost	Financing			Implementation Timeline	
				Grants	Concessional Loans	Private		
1	Hospital Standards Program	Build institutional capacity to inspect and enforce standards across the medical field.	1	\$25	\$25	-	-	2 years
2	Improving Efficiency of Services	Provide technical support to the relevant authorities to improve the delivery and efficiency of healthcare services, including opportunities to consolidate existing facilities and care centers.	1	20	20	-	-	3 years
3	Training for Medical Staff	Develop an in-service training program for medical professionals, including doctors, nurses, and administrators to improve professional skills and maintain the requisite standard of care for their patients.	1	75	75	-	-	2 years; program to last 5 years
Phase 1 Subtotal				\$120	\$120	-	-	
Phase 2 Subtotal				-	-	-	-	
Phase 3 Subtotal				-	-	-	-	
Healthcare Quality (All Phases)				\$120	\$120	-	-	

INVESTING IN HEALTHCARE

PREVENTIVE HEALTHCARE

(US\$ in mm unless otherwise specified)

Project	Description	Phase	Total Est. Cost	Financing			Implementation Timeline
				Grants	Concessional Loans	Private	
1 Preventive Care and Public Awareness Programs	Invest in primary and secondary prevention programs, including measures to reduce tobacco use, encourage a healthy diet, and promote and facilitate regular physical activity.	1	\$200	\$200	-	-	2 Years
Phase 1 Subtotal			\$200	\$200	-	-	
Phase 2 Subtotal			-	-	-	-	
Phase 3 Subtotal			-	-	-	-	
Preventive Healthcare Total (All Phases)			\$200	\$200	-	-	

IMPROVING QUALITY OF LIFE

Enhancing urban areas, recreational facilities, cultural institutions, and municipal services.



GOALS

Build a Palestinian Athletic Development Center

Construct a new Palestinian Cultural Center and Museum

Improving
Quality of Life

Arts and Culture

Sports and Athletics

Municipal Services

IMPROVING QUALITY OF LIFE

ARTS AND CULTURE

(US\$ in mm unless otherwise specified)

Project	Description	Phase	Total Est. Cost	Financing			Implementation Timeline
				Grants	Concessional Loans	Private	
1	Grants for the Arts	1	\$80	\$80	-	-	1 year; program to last five years
2	Palestinian Museum and Cultural Center	3	150	100	50	-	8 years
Phase 1 Subtotal			\$80	\$80	-	-	
Phase 2 Subtotal			-	-	-	-	
Phase 3 Subtotal			150	100	50	-	
Arts and Culture Total (All Phases)			\$230	\$180	\$50	-	

IMPROVING QUALITY OF LIFE

SPORTS AND ATHLETICS

(US\$ in mm unless otherwise specified)

Project	Description	Phase	Total Est. Cost	Financing			Implementation Timeline
				Grants	Concessional Loans	Private	
1 Youth Sports	Support and invest in youth sports across the West Bank and Gaza to increase participation and improve equipment and facilities.	1	\$25	\$25	-	-	2 years
2 Palestinian Athletic Development Center	Develop a new state-of-the-art athletic training center for Palestinians and provide opportunities to train at international facilities.	2	75	75	-	-	5 years
Phase 1 Subtotal			\$25	\$25	-	-	
Phase 2 Subtotal			75	75	-	-	
Phase 3 Subtotal			-	-	-	-	
Sports and Athletics Total (All Phases)			\$100	\$100	-	-	

IMPROVING QUALITY OF LIFE

MUNICIPAL SERVICES

(US\$ in mm unless otherwise specified)

Project	Description	Phase	Total Est. Cost	Financing			Implementation Timeline	
				Grants	Concessional Loans	Private		
1	Recreational Development	Develop new public parks, beach areas, and recreational centers.	1	\$50	\$50	-	-	4 years
2	Investing in Public Libraries and Community Centers	Invest in the construction of new community centers and libraries, as well as rehabilitate existing facilities to provide more services to the community.	1	50	50	-	-	3 years
3	Expanding Municipal Services and Infrastructure	Construct municipal infrastructure such as sidewalks, greenspaces, parks, and walkways in cities and towns; renovate public buildings and implement revitalization projects for urban areas.	1	200	200	-	-	4 years
Phase 1 Subtotal				\$300	\$300	-	-	
Phase 2 Subtotal				-	-	-	-	
Phase 3 Subtotal				-	-	-	-	
Municipal Services Total (All Phases)				\$300	\$300	-	-	

CHAPTER THREE

ENHANCING PALESTINIAN GOVERNANCE

Thriving
& Integrated
Economy

Empowered
& Prosperous
People

Accountable
& Agile
Government

3
**ENHANCING
PALESTINIAN
GOVERNANCE**

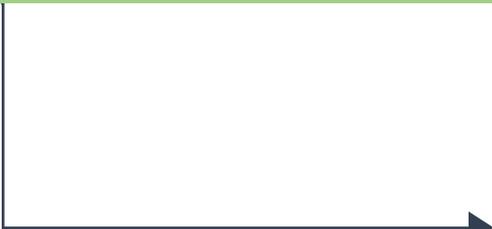
Creating a
Better
Business
Environment

Institution
Building

Improving
Government
Operations

CREATING A BETTER BUSINESS ENVIRONMENT

Improving the legal and regulatory framework to support private-sector growth and create new economic opportunities.



GOALS

Achieve a World Bank Doing Business ranking of 75 or better

Complete a comprehensive database of land ownership

Creating a
Better Business
Environment

Property Rights

Legal and Tax Framework

**Capital Markets and
Monetary Policy**

**International Trade and
Foreign Direct Investment**

CREATING A BETTER BUSINESS ENVIRONMENT

PROPERTY RIGHTS

(US\$ in mm unless otherwise specified)

Project	Description	Phase	Total Est. Cost	Financing			Implementation Timeline	
				Grants	Loans	Private		
1	Property Ownership Resolution	Enhance court capacity to quickly and effectively resolve property disputes and contested-ownership claims.	1	\$60	\$60	-	-	3 years; 50 percent within 1 year, the remainder within 3 years
2	Business Registration	Build an efficient, one-stop-shop for business registration and other resources for business owners.	1	50	50	-	-	1 year
3	Land Registration Database	Work with the Palestinian public sector and the private sector to ensure land ownership is effectively registered in a comprehensive database.	2	30	30	-	-	5 years
Phase 1 Subtotal				\$110	\$110	-	-	
Phase 2 Subtotal				30	30	-	-	
Phase 3 Subtotal				-	-	-	-	
Property Rights Total (All Phases)				\$140	\$140	-	-	

CREATING A BETTER BUSINESS ENVIRONMENT

LEGAL AND TAX FRAMEWORK

(US\$ in mm unless otherwise specified)

Project	Description	Phase	Total Est. Cost	Financing			Implementation Timeline
				Grants	Loans	Private	
1	New Laws and Reforms	1	\$50	\$50	-	-	3 years
			Phase 1 Subtotal	\$50	\$50	-	-
			Phase 2 Subtotal	-	-	-	-
			Phase 3 Subtotal	-	-	-	-
			Legal and Tax Framework Total (All Phases)	\$50	\$50	-	-

CREATING A BETTER BUSINESS ENVIRONMENT

CAPITAL MARKETS AND MONETARY POLICY

(US\$ in mm unless otherwise specified)

Project	Description	Phase	Total Est. Cost	Financing			Implementation Timeline
				Grants	Loans	Private	
1 Technical Assistance for the Financial Sector and Regulators	Provide technical assistance for Palestinian financial institutions and the Palestinian financial sector to support best lending practices and appropriately expand access to capital for underserved sectors and demographics.	1	\$25	\$25	-	-	2 Years
Phase 1 Subtotal			\$25	\$25	-	-	
Phase 2 Subtotal			-	-	-	-	
Phase 3 Subtotal			-	-	-	-	
Capital Markets and Monetary Policy Total (All Phases)			\$25	\$25	-	-	

CREATING A BETTER BUSINESS ENVIRONMENT

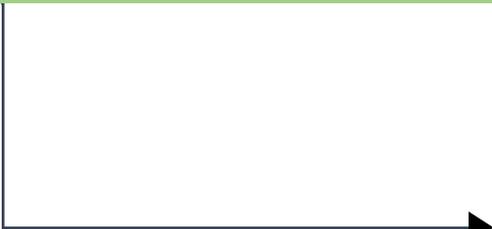
INTERNATIONAL TRADE AND FOREIGN DIRECT INVESTMENT

(US\$ in mm unless otherwise specified)

Project	Description	Phase	Total Est. Cost	Financing			Implementation Timeline
				Grants	Loans	Private	
1	Technical Support for Customs / Trade Functions	1	\$50	\$50	-	-	2 years
2	Technical Support to Develop Palestinian Trade Policy	1	25	25	-	-	2 years
Phase 1 Subtotal			\$75	\$75	-	-	
Phase 2 Subtotal			-	-	-	-	
Phase 3 Subtotal			-	-	-	-	
International Trade and Foreign Direct Investment Total (All Phases)			\$75	\$75	-	-	

INSTITUTION BUILDING

Implementing systems and policies that ensure government transparency and accountability to the people.



GOALS

Improve government transparency, with a Transparency International Corruption Perceptions Index score of 60 or better

Implement an e-government system, achieving a United Nations E-Government Development Index score greater than 0.75

Institution Building

Judicial Independence

Accountability

Transparency

Civil Society

INSTITUTION BUILDING

JUDICIAL INDEPENDENCE

(US\$ in mm unless otherwise specified)

Project	Description	Phase	Total Est. Cost	Financing			Implementation Timeline
				Grants	Loans	Private	
1	Court Filing Systems Automation	1	\$25	\$25	-	-	3 years
2	Court Capacity and Training	1	50	50	-	-	1 year; program to last 5 years
3	Supporting Independent Judicial Institutions	1	50	50	-	-	2 years
4	Alternative Dispute Resolution and Arbitration	2	50	50	-	-	5 years
Phase 1 Subtotal			\$125	\$125	-	-	
Phase 2 Subtotal			50	50	-	-	
Phase 3 Subtotal			-	-	-	-	
Judicial Independence Total (All Phases)			\$175	\$175	-	-	

INSTITUTION BUILDING

ACCOUNTABILITY

(US\$ in mm unless otherwise specified)

Project	Description	Phase	Total Est. Cost	Financing			Implementation Timeline
				Grants	Concessional Loans	Private	
1	Enhancing Anti-Corruption Bodies	1	\$25	\$25	-	-	3 years
2	Improving Internal Auditing Capabilities	1	25	25	-	-	3 years
3	Institutional Reforms	1	25	25	-	-	3 years
Phase 1 Subtotal			\$75	\$75	-	-	
Phase 2 Subtotal			-	-	-	-	
Phase 3 Subtotal			-	-	-	-	
Accountability Total (All Phases)			\$75	\$75	-	-	

INSTITUTION BUILDING

TRANSPARENCY

(US\$ in mm unless otherwise specified)

Project	Description	Phase	Total Est. Cost	Financing			Implementation Timeline
				Grants	Concessional Loans	Private	
1	Improving Access to Information	1	\$50	\$50	-	-	3 years
Phase 1 Subtotal			\$50	\$50	-	-	
Phase 2 Subtotal			-	-	-	-	
Phase 3 Subtotal			-	-	-	-	
Transparency Total (All Phases)			\$50	\$50	-	-	

INSTITUTION BUILDING

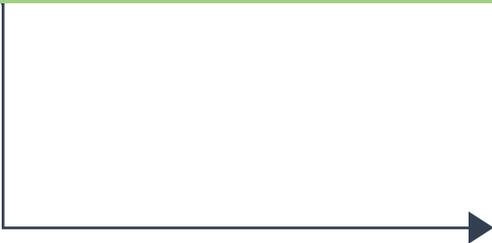
CIVIL SOCIETY

(US\$ in mm unless otherwise specified)

Project	Description	Phase	Total Est. Cost	Financing			Implementation Timeline	
				Grants	Loans	Private		
1	Protecting Journalists and Civil Society	Support independent organizations capable of investigating claims of abuse or intimidation of journalists and NGO workers.	1	\$30	\$30	-	-	1 year
2	Supporting Independent Civil Society Groups	Provide grants to advocacy organizations and civil society groups that focus on transparency and accountability.	1	150	150	-	-	1 year; program to last 10 years
Phase 1 Subtotal				\$180	\$180	-	-	
Phase 2 Subtotal				-	-	-	-	
Phase 3 Subtotal				-	-	-	-	
Civil Society Total (All Phases)				\$180	\$180	-	-	

IMPROVING GOVERNMENT OPERATIONS

Enhancing government services through civil service training and ensuring a sustainable public-sector budget.



GOALS

Pass a sustainable Palestinian public-sector budget

**Improving
Government
Operations**

Fiscal Sustainability

Civil Service

Service Delivery

IMPROVING GOVERNMENT OPERATIONS

FISCAL SUSTAINABILITY

(US\$ in mm unless otherwise specified)

Project	Description	Phase	Total Est. Cost	Financing			Implementation Timeline
				Grants	Loans	Private	
1	Arrears Payments / Operations & Maintenance Contingency Reserve	1	\$1,750	\$1,000	\$750	-	6 months; program to last 5 years
2	Increasing Revenue Collection Efficiency	1	25	25	-	-	3 years
3	Managing Expenditures	1	25	25	-	-	3 years
4	Procurement Management	1	25	25	-	-	3 years
Phase 1 Subtotal			\$1,825	\$1,075	\$750	-	
Phase 2 Subtotal			-	-	-	-	
Phase 3 Subtotal			-	-	-	-	
Fiscal Sustainability Total (All Phases)			\$1,825	\$1,075	\$750	-	

IMPROVING GOVERNMENT OPERATIONS

CIVIL SERVICE

(US\$ in mm unless otherwise specified)

Project	Description	Phase	Total Est. Cost	Financing			Implementation Timeline	
				Grants	Concessional Loans	Private		
1	Civil Service Training and Certifications	Support the development of a civil service training program to provide educational opportunities for public-sector employees.	1	\$50	\$50	-	-	3 years
2	Streamlining Civil Service	Develop incentives for civil servants to transition to the private sector while increasing salaries for top-performing civil servants through a merit-based standard. This will create new efficiencies, improve service delivery, and help ensure the Palestinian public sector is fiscally sustainable.	1	250	250	-	-	3 years
3	Attracting Global Expertise	Support the development of a team of experts—from the West Bank and Gaza and internationally—to work with the Palestinian public sector and rapidly scale up capacity and implement and manage new projects.	1	100	100	-	-	1 year; program to last 5 years
Phase 1 Subtotal				\$400	\$400	-	-	
Phase 2 Subtotal				-	-	-	-	
Phase 3 Subtotal				-	-	-	-	
Civil Service Total (All Phases)				\$400	\$400	-	-	

IMPROVING GOVERNMENT OPERATIONS

SERVICE DELIVERY

(US\$ in mm unless otherwise specified)

Project	Description	Phase	Total Est. Cost	Financing			Implementation Timeline	
				Grants	Concessional Loans	Private		
1	Public-Private Partnerships	Identify services and utilities that could be provided by the private sector to improve efficiency and reduce costs, particularly in areas of service delivery such as electricity, transportation, and telecommunications.	1	\$35	\$35	-	-	3 years
2	Palestinian E-Governance	Implement a system to expand the scope of online public-sector services, including payment services, job searches, passport requests, and commercial registration.	2	300	300	-	-	5 years
Phase 1 Subtotal				\$35	\$35	-	-	
Phase 2 Subtotal				300	300	-	-	
Phase 3 Subtotal				-	-	-	-	
Service Delivery Total (All Phases)				\$335	\$335	-	-	

CONCLUSION



While the vision is ambitious, it is achievable. The future of the Palestinians is one of huge promise and potential. The Palestinian story does not end here. Their story is just being written.