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# PEACE TO PROSPERITY

THE ECONOMIC PLAN: A NEW VISION FOR THE PALESTINIAN PEOPLE

A photograph of two young women with dark hair, wearing blue and white striped shirts, laughing and hugging each other. The image is overlaid with a semi-transparent blue filter. The text is centered over the image.

*PEACE TO PROSPERITY*  
WILL **EMPOWER THE**  
**PALESTINIAN PEOPLE**  
TO BUILD A BETTER  
FUTURE FOR THEMSELVES  
AND THEIR CHILDREN.

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# FOREWORD

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Generations of Palestinians have lived without knowing peace, and the West Bank and Gaza have fallen into a protracted crisis. Yet the Palestinian story will not end here. The Palestinian people continue their historic endeavor to build a better future for their children.

*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 Palestinian people to date. It has the ability to fundamentally transform the West Bank and Gaza and to open a new chapter in Palestinian history—one defined, not by adversity and loss, but by freedom and dignity.

**1** The first initiative will **UNLEASH THE ECONOMIC POTENTIAL** of the Palestinians. By developing property and contract rights, the rule of law, anti-corruption measures, capital markets, a pro-growth tax structure, and a low-tariff scheme with reduced trade barriers, this initiative envisions policy reforms coupled with strategic infrastructure investments that will improve the business environment and stimulate private-sector growth. Hospitals, schools, homes, and businesses will secure reliable access to affordable electricity, clean water, and digital services. Billions of dollars of new investment will flow into various sectors of the Palestinian economy; businesses will have access to capital; and the markets of the West Bank and Gaza will be connected with key trading partners, including Egypt, Israel, Jordan, and Lebanon. The resulting economic growth has the potential to end the current unemployment crisis and transform the West Bank and Gaza into a center of opportunity.

**2** The second initiative will **EMPOWER THE PALESTINIAN PEOPLE** to realize their ambitions. Through new data-driven, outcomes-based education options at home, expanded online education platforms, increased vocational and technical training, and the prospect of international exchanges, this initiative will enhance and expand a variety of programs that directly improve the well-being of the Palestinian people. It will strengthen the Palestinian educational system and ensure that students can fulfill their academic goals and be prepared for the workforce. Equally important, access to quality healthcare will be dramatically improved, as Palestinian hospitals and clinics will be outfitted with the latest healthcare technology and equipment. In addition, new opportunities for cultural and recreational activities will improve the quality of life of the Palestinian people. From parks and cultural institutions, to athletic facilities and libraries, this initiative's projects will enrich public life throughout the West Bank and Gaza.

**3** The third initiative will **ENHANCE PALESTINIAN GOVERNANCE**, improving the public sector's ability to serve its citizens and enable private-sector growth. This initiative will support the public sector in undertaking the improvements and reforms necessary to achieve long-term economic success. A commitment to upholding property rights, improving the legal and regulatory framework for businesses, adopting a growth-oriented, enforceable tax structure, and developing robust capital markets will increase exports and foreign direct investment. A fair and independent judicial branch will ensure this



pro-growth environment is protected and that civil society flourishes. New systems and policies will help bolster government transparency and accountability. International partners will work to eliminate the Palestinian public sector's donor dependency and put the Palestinians on a trajectory to achieve long-term fiscal sustainability. Institutions will be modernized and made more efficient to facilitate the most effective delivery of essential services for the citizens. With the support of the Palestinian leadership, this initiative can usher in a new era of freedom and opportunity for the Palestinian people and institutionalize the policies required for successful economic transformation.

These three initiatives are more than just a vision of a promising future for the Palestinian people—they are also the foundation for an implementable plan. Capital raised through this international effort will be placed into a new fund administered by an established multilateral development bank. Accountability, transparency, anti-corruption, and conditionality safeguards will protect investments and ensure that capital is allocated efficiently and effectively. The fund's leadership will work with beneficiary countries to outline annual investment guidelines, development goals, and governance reforms that will support project implementation in the areas identified within *Peace to Prosperity*. Grants, concessional loans, and other support will be distributed to projects that meet the defined criteria through a streamlined process that will enable both flexibility and accountability.

If implemented, *Peace to Prosperity* will empower the Palestinian people to build the society that they have aspired to establish for generations. This vision will allow the Palestinians to see a better future and realize an opportunity to pursue their dreams. With the support of the international community, this vision is within reach. Ultimately, however, the power to unlock it lies in the hands of the Palestinian people. Only through peace can the Palestinians achieve prosperity.

**PEACE TO PROSPERITY: OVERALL VISION GOALS**  
WITHIN 10 YEARS



MORE THAN DOUBLE PALESTINIAN  
GROSS DOMESTIC PRODUCT

**1 MILLION**

CREATE OVER ONE MILLION PALESTINIAN JOBS



REDUCE THE PALESTINIAN UNEMPLOYMENT  
RATE TO NEARLY SINGLE DIGITS



REDUCE THE PALESTINIAN  
POVERTY RATE BY 50 PERCENT

## UNLEASHING ECONOMIC POTENTIAL

*A lasting peace agreement will ensure a future of economic opportunity for all Palestinians.*

The first initiative of *Peace to Prosperity* will establish a new foundation for the Palestinian economy, generating rapid economic growth and job creation. This part of the plan is built around four core programs and will be supported by an institutional foundation for economic growth and business investment. *Peace to Prosperity* will create a business environment that provides investors with confidence that their assets will be secure by improving property rights, the rule of law, fiscal sustainability, capital markets, and anti-corruption policies.

**1** The first program will reduce constraints on Palestinian economic growth by **OPENING THE WEST BANK AND GAZA** to regional and global markets. Major investments in transportation and infrastructure will help the West Bank and Gaza integrate with neighboring economies, increasing the competitiveness of Palestinian exports and reducing the complications of transport and travel. To complement these investments, this program will also support steps to improve Palestinian cooperation with Egypt, Israel, and Jordan, with the goal of reducing regulatory barriers to the movement of Palestinian goods and people.

**2** The second program will support the Palestinian economy by **CONSTRUCTING ESSENTIAL INFRASTRUCTURE** that the Palestinian people and their businesses need to flourish. This program will facilitate billions of dollars of investment in the electricity, water, and telecommunications sectors, increasing generation capacity while creating efficient transmission and distribution networks. The applicable authorities will receive training and assistance to manage this infrastructure and to increase competition to keep costs low for consumers.

**3** The third program focuses on **PROMOTING PRIVATE-SECTOR GROWTH** with the potential to reduce unemployment to nearly single digits and to create over a million new Palestinian jobs. Following the adoption of key policy reforms and the construction of essential infrastructure, *Peace to Prosperity* envisions extraordinary private-sector investment in entrepreneurship, small businesses, tourism, agriculture, housing, manufacturing, and natural resources. The goal of early-stage investment will be to remove constraints to growth and to target key projects that build momentum, generate jobs, and increase gross domestic product (GDP). From the father working in his shop to support his family, to the young college graduate building her first company, Palestinians working throughout the private sector will benefit from this program.

**4** The fourth program encourages **STRENGTHENING REGIONAL DEVELOPMENT AND INTEGRATION**, creates new opportunities for Palestinian businesses, and increases commerce with neighboring countries. This program will boost the economies of Egypt, Israel, Jordan, and Lebanon and reduce trade barriers across the region. Increased cooperation between trading partners will support companies in these countries, which are seeking to develop international business, particularly in the West Bank and Gaza. This program will help the Palestinian private sector capitalize on growth opportunities by improving access to strong, neighboring economies.



# UNLEASHING ECONOMIC POTENTIAL: GOALS

- Increase Palestinian exports as a percentage of GDP from 17 to 40
- 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
- Increase the foreign direct investment share of Palestinian GDP from 1.4 percent to 8 percent

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# UNLEASHING ECONOMIC POTENTIAL BY BUILDING A FOUNDATION FOR GROWTH AND BUSINESS INVESTMENT

## STRATEGY FOR REFORM

Successful economic transformations draw from core principles to build critical institutions and implement policy reforms that attract business investment and sustain long-term, private-sector-driven growth. Thriving business-friendly countries like **South Korea, Singapore, Taiwan, and Japan** built modern economies with an emphasis on investment-led growth, robust infrastructure development, and strong exports. In addition, property rights, the rule of law, fiscal responsibility and independence, capital markets, and anti-corruption safeguards are crucial elements in this vision's strategy for growth. *Peace to Prosperity* embraces these fundamental principles and prioritizes their role in the Palestinian people's journey toward sustained economic success. Advancing these core policy and regulatory reforms, along with supporting businesses and providing technical assistance, will create the business environment needed to foster an economic transformation capable of benefiting the generations to come.

## HUMAN CAPITAL

Creating the foundation for growth and business investment begins with the Palestinian people. Palestinians, like all people, dream of a better future for themselves and future generations and aspire to professional success. *Peace to Prosperity* offers a path to realize those dreams. Drawing from models used by **Germany and Sweden**, this program lays out a strategy for training, developing, and employing the next generation of Palestinian men and women business and civic leaders. It builds the base of human capital for the Palestinian economy and prioritizes investment in technical and vocational education; science, technology, engineering, and mathematics (STEM) programs; and workforce development training to better prepare Palestinians for the jobs of today and the economy of tomorrow. Businesses will have a greater confidence that Palestinians will have the skills necessary to fill the jobs they seek to create, which will lead to a virtuous cycle of new investment and the expansion of existing operations.

## ENTREPRENEURSHIP AND INNOVATION

Entrepreneurship, innovation, and private-sector growth are the cornerstones of vibrant economies. The recent success of Palestinian startups proves that Palestinian entrepreneurs have an impressive ability to build inventive, value-creating companies. To capitalize on their momentum, an institutional framework for growth should be adopted to position additional Palestinian entrepreneurs and companies for success. The incubator ecosystem in neighboring countries currently remains untapped by the Palestinian people, and Palestinians from around the world offer a talent pool that could support a strong, local startup culture. This program will support emerging Palestinian startups by helping Palestinian entrepreneurs overcome impediments to growth and break through the resource constraints they face today. Working in partnership with

growing Palestinian and international venture capital firms, this project will incentivize regional cooperation for, and private investment in, promising Palestinian startups. Coupled with other investments in education and digital services, this program will help empower the next generation of Palestinian entrepreneurs to innovate and build their own successful companies, creating a successful entrepreneurial environment in the West Bank and Gaza.

## SMALL AND MEDIUM BUSINESSES

Palestinian Micro, Small, and Medium Enterprises (MSMEs), which today employ a majority of the Palestinian labor force, are critical to the success of the Palestinian economy. A thriving domestic business sector in the West Bank and Gaza will require access to credit and reforms to core laws, rules, policies, and regulations that create barriers to business and stagnate private-sector growth. *Peace to Prosperity* will ensure that all Palestinians—not just the wealthy and connected—share in the benefits of peace. A robust local business sector will create good-paying, high-quality jobs for working-class Palestinians and is ultimately the key driver of prosperity. In order to promote a job-creating environment for the working class, this project will encourage the Palestinians to build a new commercial framework that includes all key elements of a thriving business sector and that nurtures small- and medium-business growth. This program will support loans to small businesses in the West Bank and Gaza to ensure that these enterprises have access to the capital needed to reinvest in their operations and in the growth of their companies. Support to small and medium businesses will spur the growth of local enterprises, which can serve as partners to large international companies seeking to do business or make foreign direct investment. Prioritizing the creation of an institutionalized pro-growth policy framework will end the vicious cycle of poverty plaguing the Palestinian people and begin a transformation toward sustainable development and prosperity.

### BREAKOUT VENTURE

**PROJECT:**

Startup Equity-Matching and Lending Facilities

**LOCATION:**

West Bank and Gaza

**FINANCING:**

\$100 million in grant equity funding  
\$300 million in concessional financing

**PROJECT OVERVIEW:**

This project will support the creation of equity-matching and lending facilities focused on Palestinian startups and emerging technology companies. The equity-matching component will encourage venture capital and private equity firms to invest in Palestinian startups. The lending component will incentivize Palestinian banks to increase their lending to qualified startups. Together, these facilities will help Palestinian entrepreneurs attract the equity and debt capital they need to build the next generation of innovative Palestinian companies.

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# UNLEASHING ECONOMIC POTENTIAL BY OPENING THE WEST BANK AND GAZA

## ROADS AND RAIL

The Palestinian people routinely encounter logistical challenges in the West Bank and Gaza, impeding travel, stagnating economic growth, reducing exports, and stunting foreign direct investment. *Peace to Prosperity* presents an opportunity to physically integrate the Palestinian community through an efficient, modern transportation network. This project will support the construction of roads across the West Bank and Gaza. Additional investment will finance the development of a transportation corridor directly connecting the West Bank and Gaza through a major road and, potentially, a modern rail line. These improvements will reduce the complications of travel for Palestinians and remove impediments that delay or prevent goods from reaching end markets by directly connecting population centers and easing barriers to movement.

## BORDER CROSSINGS

To sustain economic growth, Palestinian goods and people must be able to easily and securely move across borders. This project will provide financial and technical assistance to build the capacity of immigration and customs officials to operate and manage crossing points in coordination with neighboring states. This project will also upgrade facilities at key crossing points along borders and construct new ports of entry. Upgraded or newly constructed terminals will be equipped with the latest border crossing technology, and older terminals will be refurbished and improved with amenities for travelers to use while in transit. Ultimately, this project has the potential to unlock unprecedented levels of trade, grow exports, and increase foreign direct investment in the West Bank and Gaza and its neighbors—particularly Egypt, Israel, and Jordan.



## BREAKOUT VENTURE

### PROJECT:

“Breaking Down Barriers” Border Crossing Points Upgrades

### LOCATION:

West Bank and Gaza

### FINANCING:

Up to \$900 million in grant funding

### PROJECT OVERVIEW:

New cargo terminals, special access roads, and other infrastructure will be built at major crossing points. These funds will also support capacity-building programs to train Palestinian officials in best practices and to finance the deployment of new systems and technologies. These investments will reduce wait times and improve customer service at crossing points. The project will create hundreds of direct jobs in construction and crossing-point management and thousands of jobs across the Palestinian economy by reducing the costs of trade and travel.

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# UNLEASHING ECONOMIC POTENTIAL BY CONSTRUCTING ESSENTIAL INFRASTRUCTURE

## POWER

The shortage of affordable electricity has had profound effects on the well-being of the Palestinian people, particularly in Gaza. In the near term, this project will focus on bringing the Gaza electricity crisis to a swift end—ensuring that Palestinians in Gaza receive at least 16 hours of electricity per day within a year of project implementation. This objective will be accomplished through investments in grid upgrades, the Gaza Power Plant, and new renewable energy facilities. Additional investments in energy infrastructure will ensure Gaza has continuous access to electricity within five years and will reduce the cost of electricity in the West Bank by increasing domestic supply and improving grid infrastructure. Finally, this project will provide technical support to increase the capacity of Palestinian utilities to manage and service this sector.

## WATER AND WASTEWATER

Access to water is a critical enabler of economic activity across many sectors of the Palestinian economy. By channeling significant investments into infrastructure that increases water supply, including desalination facilities, wells, and distribution networks, this project has the potential to double the amount of potable water available to Palestinians, per capita, within five years. Additional funding will support the development of new wastewater treatment facilities in the West Bank and Gaza, putting an end to the ongoing public-health risk posed by untreated wastewater. This treated water will be reused, creating vast supplies of affordable water for agricultural and industrial use.

## BREAKOUT VENTURE

**PROJECT:**  
“Power Gaza” Power Plant Upgrade

**LOCATION:**  
Gaza

**FINANCING:**  
Up to \$590 million in grants and concessional financing

### PROJECT OVERVIEW:

Stage One of this project will provide up to \$90 million in grant funding to support the conversion of the Gaza Power Plant from diesel fuel to natural gas and connect it to a natural gas supply. This will increase electricity supply in Gaza by approximately 70 megawatts (MW) and significantly reduce the cost of electricity for Palestinians. In Stage Two, an additional investment of \$500 million will expand the production capacity of the Gaza Power Plant by an additional 400 MW. The project will create hundreds of jobs in construction. It will also support the creation of thousands of jobs by supplying businesses in Gaza with reliable and affordable electricity for the first time in years.



## **DIGITAL SERVICES**

While much of the world has experienced a digital technology revolution, digital services in the West Bank and Gaza are limited. This project will help the Palestinians leap a generation forward in digital services by providing financial incentives and technical expertise to support the Palestinian private sector in developing 4G LTE and 5G telecommunications services. To further expand internet access, other financial incentives will support Palestinian companies and municipalities in providing public high-speed wireless internet services. These investments will generate a digital transformation in the West Bank and Gaza and support economic growth across multiple sectors of the Palestinian economy.

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# UNLEASHING ECONOMIC POTENTIAL BY PROMOTING PRIVATE-SECTOR GROWTH

## TOURISM

Unique and exciting characteristics give the West Bank and Gaza the potential to transform into a successful global tourism destination. Very few places in the world are home to such remarkable historical and religious sites. In addition, over forty kilometers of coastline in Gaza along the Mediterranean Sea could develop into a modern metropolitan city overlooking the beach, drawing from examples like **Beirut, Hong Kong, Lisbon, Rio de Janeiro, Singapore, and Tel Aviv**. Equally promising, traditional Palestinian cuisine varies across regions and excites visitors. Each Palestinian city boasts its own trademark dishes and flavors, from Ramallah's Rukab ice cream to the famed knafeh of Nablus. Together, these attractions endow the West Bank and Gaza with rich potential tourism opportunities. To unlock the benefits of increased tourism in the West Bank and Gaza, this project will support investment in hotels, food and beverage establishments, and other tourism-related industries. Additional funding will be used to improve hospitality training and to renovate and upgrade tourist sites. Finally, this project will also finance a major international marketing campaign to highlight tourism attractions in the West Bank and Gaza to audiences around the world. Through these and other investments, the Palestinians will gain access to the resources they need to build a thriving tourism industry—one with the potential to bring tens of thousands of visitors a year to the West Bank and Gaza and to stimulate economic growth across multiple sectors of the Palestinian economy.



## BREAKOUT VENTURE

### PROJECT:

Tourism Lending Facility and Site Rehabilitation

### LOCATION:

West Bank and Gaza

### FINANCING:

Up to \$750 million in concessional financing

Up to \$200 million in grant funding

### PROJECT OVERVIEW:

To fully develop the Palestinian tourism industry, new investments are needed to improve accommodations and attractions close to popular tourist sites. This project will provide hoteliers and tourism companies with access to low-interest loans through a new lending facility managed in conjunction with Palestinian banks. Up to \$375 million of loan capacity will be available for the five-year life of the program, ensuring Palestinians have access to the capital required to quickly develop this sector. After five years, this facility could be extended and expanded for an additional five years. Separately, an additional \$200 million in grant funding will support the rehabilitation and development of potential tourism sites.

## AGRICULTURE

While agriculture accounts for approximately eight percent of Palestinian employment, this sector has not met its potential due to limited access of Palestinian farmers to land, water, and technology. An improved business environment in the West Bank and Gaza and access to more land will create an enormous opportunity for farmers to expand their operations. At the same time, this project will support farmers who seek to secure financing from local banks and work with financial technology (FinTech) innovators. With increased access to capital, farmers will have the opportunity to purchase new seeds and fertilizers while developing greenhouses, irrigation systems, and other infrastructure. Other funding will help to rehabilitate arable land and build a new educational center to enhance agricultural education and training. These improvements will grow the capability of Palestinian farmers to shift their efforts to producing higher-value crops and afford them the opportunity to use modern farming techniques, further benefiting their businesses and, ultimately, their families.

## HOUSING

High real estate prices across the West Bank and Gaza have made it difficult for many Palestinians to purchase a home. Peace will increase construction in the West Bank and Gaza and drive down property costs. The ability to access new housing stock, supported by mortgages from Palestinian banks to qualified homebuyers, will support a growing housing market, improve the quality of life for average Palestinians, and help build strong communities. As property rights strengthen, Palestinian homeowners also will be able to utilize their home assets as loan collateral, which may be used for small business borrowing or capital investment, further stimulating the Palestinian economy and increasing employment.

**WE ENVISION A FUTURE WHERE  
PRODUCTS MADE BY PALESTINIAN  
PEOPLE WILL HAVE THE POTENTIAL  
TO FILL THE SHELVES OF STORES AND  
WAREHOUSES AROUND THE WORLD.**

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## MANUFACTURING

From olive-wood carvings to exquisite embroidery, Palestinian craftsmanship has been in international demand for hundreds of years. Today, Palestinians have the opportunity to revive their legacy of high-quality manufacturing in the West Bank and Gaza. This program will support the development of state-of-the-art industrial zones and other manufacturing facilities in which Palestinian companies will benefit from tax and financing incentives that will lower the cost of doing business. Further, these specialized zones will provide companies with on-site services and training facilities in order to increase competitiveness and productivity. Part of the funding provided by this project will be dedicated to the development of joint facilities with neighboring countries, which will help enable the Palestinians and their neighbors to pool resources for their mutual benefit. Through this program, products made by Palestinians will be known for quality and value and have the potential fill the shelves of stores and warehouses around the world.

## NATURAL RESOURCES

The West Bank and Gaza have significant endowments of stone and marble, hydrocarbons, and other minerals. This project will provide support for the development of major resource reserves, such as the Gaza Marine natural gas field, oil fields, and quarrying sites in the West Bank. It will also provide technical assistance to develop a regulatory framework for natural resource exploitation, including for shared resources along border areas. These resources have the potential to generate billions of dollars in revenue and create thousands of high-quality and good-paying Palestinian jobs.

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# UNLEASHING ECONOMIC POTENTIAL BY STRENGTHENING REGIONAL DEVELOPMENT AND INTEGRATION

## ECONOMIC STABILIZATION AND DEVELOPMENT

The long-term economic outlook for the West Bank and Gaza is correlated to the economic strength and stability of neighboring countries. Presently, Egypt, Jordan, and Lebanon—important markets for the Palestinians—face distinct economic challenges. This project will draw upon these countries' national development plans to help them overcome obstacles to their economic growth by supporting efforts to provide reliable domestic electricity, improve water delivery, bolster private-sector businesses, strengthen financial institutions, and modernize public-sector services. These investments will reduce the risk of regional economic instability and create a significant opportunity for the Palestinians to increase exports, grow foreign direct investment, and build new business partnerships with companies in the region.

## REGIONAL TRADE AND COMMERCE

Regional integration and cooperation have the potential to create significant new economic opportunities for the Palestinian people. Just as **Dubai and Singapore** have benefited from their strategic locations and flourished as regional financial hubs, the West Bank and Gaza can ultimately develop into a regional trading center. This project will encourage the construction of new infrastructure to facilitate trade and transportation across the West Bank and Gaza, Jordan, Egypt, Israel, and Lebanon. From the improvement of neighboring countries' airports and seaports to the development of a regional natural gas trading hub in Egypt, this project will improve mobility in the region and unlock new trade opportunities for the Palestinian private sector.

## BREAKOUT VENTURE

### PROJECT:

Regional Tourism

### LOCATION:

West Bank and Gaza, Egypt, Jordan, Lebanon

### FINANCING:

Up to \$1.5 billion in concessional financing

Up to \$500 million in grants

### PROJECT OVERVIEW:

With its culture, natural beauty, and historical and religious sites, the region has extraordinary tourism potential. This project will support private-sector domestic businesses and public-private partnerships to develop tourism sites and infrastructure in West Bank and Gaza, Egypt, Jordan, and Lebanon.

Additional funding will be allocated to develop a regional-tourism strategy and marketing campaign focused on increasing the number of tourists that travel to multiple countries in the region within a single trip. These investments have the potential to increase tourism to the region as a whole and attract tens of thousands of additional tourists to the West Bank and Gaza each year.

## REGIONAL INVESTMENT

To improve the economic prospects of the region as a whole, attention must be devoted to igniting organic growth in the private sectors of neighboring countries. Drawing from the lessons of **Poland** in the 1990s and **Egypt** and **Tunisia** after the Arab Spring in 2011, enterprise funds have had proven success in promoting growth by using public-sector seed money for investment funds targeting private equity and credit. Jordan, and possibly Lebanon and others, could benefit tremendously from new enterprise funds that support

domestic companies. Such funds could invest equity capital into early-stage, promising private-sector businesses in these countries, create tens of thousands of new direct and indirect jobs for their citizens, and facilitate partnerships with employees and their companies and experts in industries around the world. Successful new enterprise funds in the Middle East region would benefit the West Bank and Gaza, and could provide the basis for larger regional enterprise funds or a dedicated West Bank and Gaza enterprise fund in the future.



## CROSS-BORDER SERVICES

From water pollution to electricity shortages, the countries of the region face many shared challenges. New developments along border areas between the West Bank and Gaza, Egypt, Israel, and Jordan can address many of these issues while generating new economic activity. This project will support the development of major wastewater treatment plants, desalination facilities, and power plants in and for this region. These improvements will provide necessary services to people in need, while also facilitating collaboration, integration, and cooperation between the governments of countries in the region.

## REGIONAL TOURISM

The Palestinian tourism industry would benefit significantly from increased tourism activity in neighboring countries. Building on the appeal of attractions like the Egyptian Pyramids, the archaeological wonders of Petra in Jordan, and the beaches of Lebanon, the neighbors of West Bank and Gaza have immense potential to grow their tourism industries. This project will support private companies or public-private partnerships to develop tourism sites, transportation options, and hotel and restaurant accommodations across Egypt, Jordan, and Lebanon. In tandem with these investments, this project envisions that these countries, in collaboration with the Palestinians, will develop a cohesive regional tourism strategy, including shared investment plans, marketing campaigns, and regional tourism packages.

## EMPOWERING THE PALESTINIAN PEOPLE

*The greatest resource of every nation is its people.*

The second initiative of *Peace to Prosperity* will unlock the vast potential of the Palestinian people by empowering them to pursue their goals and ambitions. This part of the vision will support the Palestinian people through four core programs.

**1** The first program will **ENHANCE THE QUALITY OF THE EDUCATION SYSTEM** in the West Bank and Gaza and ensure that no Palestinian is disadvantaged by inadequate educational opportunity. This program will support the development and training of Palestinian educators while expanding access to educational opportunities to underserved communities and demographics. Other projects will help encourage educational reforms and innovation. By providing financial incentives to support the development of improved academic standards and curricula, this program will help turn the West Bank and Gaza into a center of educational excellence.

**2** The second program will **STRENGTHEN WORKFORCE DEVELOPMENT PROGRAMS**, reducing unemployment rates and increasing the occupational mobility of the Palestinian workforce. By supporting apprenticeships, career counseling, and job placement services, this program will help ensure Palestinian youth are fully prepared to enter the job market and achieve their professional goals. Additional projects will help employed workers receive the training they need to enhance their skills or change careers. Ultimately, this program will ensure that all Palestinians have access to the tools they need to compete in the global economy and take full advantage of the opportunities offered by this vision.

**3** The third program will provide new resources and incentives to **TRANSFORM THE PALESTINIAN HEALTHCARE SECTOR** and ensure the Palestinian people have access to the care they need within the West Bank and Gaza. This program will rapidly increase the capacity of Palestinian hospitals by ensuring that they have the supplies, medicines, vaccines, and equipment to provide top-quality care and protect against health emergencies. Other funds will help improve services and standards in Palestinian healthcare facilities. Through targeted investments in new facilities, educational opportunities for medical staff and aspiring healthcare professionals, and public awareness campaigns to improve preventative care, this program will significantly improve health outcomes throughout the West Bank and Gaza.

**4** The fourth program will support projects that **IMPROVE THE QUALITY OF LIFE** for the Palestinian people. From investments in new cultural institutions to financial support for Palestinian artists and musicians, this program will help the next generation of Palestinians explore their creativity and hone their talents. It will also support improved municipal services and the development of new public spaces across the West Bank and Gaza. These developments will help turn the West Bank and Gaza into a cultural and recreational center to the benefit of all Palestinians.

# EMPOWERING THE PALESTINIAN PEOPLE: 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
- Increase female labor force participation rate from 20 to 35 percent
- Reduce infant mortality from 18 to 9 per 1,000 births
- Increase average life expectancy from 74 to 80 years

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# EMPOWERING THE PALESTINIAN PEOPLE BY ENHANCING EDUCATION SERVICES

## EDUCATIONAL QUALITY



From Birzeit to Bethlehem, strong academic programs exist in the West Bank and Gaza to educate Palestinians, yet the quality of education varies widely between institutions. This project will enhance educational quality and consistency throughout the West Bank and Gaza by focusing on educational outcomes. It will also provide financial incentives to public and private Palestinian academic institutions to meet certain benchmarks, such as raising standards, improving curricula, and increasing post-graduation employment rates. In addition, expanding pre-service and in-service teacher training and certification opportunities will help ensure Palestinian teachers have the tools they need to help the next generation of Palestinians realize their full potential. Finally, this project will identify financial awards to recognize the accomplishments of Palestinian teachers and educational

administrators who demonstrate success as measured by adopted metrics and standards.

## EDUCATIONAL ACCESS

While Palestinians have among the highest graduation rates in the region, many Palestinian schools are stretched beyond their capacity, with too few teachers and classrooms to support their students. To ensure all Palestinians have access to quality education, priority will be placed on expanding the capacity of early childhood, primary, and secondary schools, with a focus on supporting schools operating in underserved communities. This project will enable schools to expand their infrastructure and hire new teachers. To improve higher education, this project will support the creation of a new university in the West Bank and Gaza. Modeled after successful initiatives in the **United Arab Emirates and Qatar**, this new landmark institution will provide Palestinian students with direct access to a top international institution without leaving home.



## EDUCATIONAL AFFORDABILITY

Like many students around the world, young Palestinians often encounter financial constraints that limit their educational opportunities. This project will reduce the financial burden on Palestinian students by expanding the resources available to finance their education. *Peace to Prosperity* will support a scholarship program whereby colleges and universities from around the world are encouraged to provide full and partial scholarships for Palestinian students to study abroad and obtain a world-class education. Palestinian banks will be offered technical assistance to support responsible student-lending, which will provide Palestinians options to supplement their scholarships and enroll in a quality academic program. Following graduation, these students would be expected to return home, as is typical in other countries with similar programs, to become a core element of the future generation of leaders in the West Bank and Gaza.

### BREAKOUT VENTURE

**PROJECT:**

New Palestinian University

**LOCATION:**

West Bank or Gaza

**FINANCING:**

Up to \$500 million in grants

**PROJECT OVERVIEW:**

To prepare Palestinian students to join the workforce of the 21st century, this project envisions the construction and development of a new flagship liberal arts and sciences university in the West Bank and Gaza. The project will incorporate input from Palestinian academic leaders to construct facilities that use the latest technology to deliver the highest-quality education. Top teachers and administrators will be recruited to impact the lives of Palestinians who are eager to learn and succeed academically. This project will also develop partnerships between the new university and top institutions abroad, which will incentivize academic exchanges and distance learning programs for Palestinian students and teachers. A separate **Educational Affordability** program will help ensure this university remains accessible to the general Palestinian public.

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# EMPOWERING THE PALESTINIAN PEOPLE BY STRENGTHENING WORKFORCE DEVELOPMENT

## YOUTH AND WOMEN

Whether for a recent female tech graduate or a craftsman with 20 years of experience, building a brighter future in the West Bank and Gaza will require the contributions of all Palestinians. Unfortunately, Palestinians currently experience one of the highest youth-unemployment rates in the world. Equally problematic, while Palestinian women achieve higher levels of educational attainment than Palestinian men, Palestinian women constitute only a small percentage of the Palestinian workforce. By providing the Palestinian public sector with policy advice on best practices, encouraging private-sector attention to this problem, and promoting a comprehensive strategy to empower youth and women, more women and youth will join the Palestinian labor force. *Peace to Prosperity* envisions a West Bank and Gaza where youth and women become entrepreneurs and business owners, have access to capital, and learn the skills needed to succeed. This project will increase job placement rates for Palestinian youth and women by providing them with career counseling, specialized training, and job placement services in a concentrated effort to employ them in higher-wage, high-growth occupations.

## SCIENCE, TECHNOLOGY, ENGINEERING, AND MATHEMATICS

For hundreds of years, the Arab world was the global center of science and mathematics. But, in modern times, neither the West Bank nor Gaza has kept pace with the leaders in these fields. *Peace to Prosperity* will support the Palestinian scientific community by generating research and employment opportunities in the West Bank and Gaza. This program will sponsor research and development partnerships between Palestinian and international companies and global research institutions, while also encouraging international firms to partner with Palestinians in the development of new commercial technologies and scientific research. Those efforts should create many more opportunities for Palestinian science, technology, engineering, and mathematics (STEM) students.

## TECHNICAL AND VOCATIONAL EDUCATION

From students who graduate without the training and skills to perform the jobs companies need, to employers who seek well-taught, workforce-ready employees, more and better technical and vocational education is both sought and needed in the West Bank and Gaza. Drawing from successful models such as those deployed in **Germany and Sweden**, and using the tools of community college and distance-learning programs, this project expands overall enrollment capacity in technical and vocational institutions and tailors educational training to improve marketability and employability for students. This project also supports the development of new partnerships between these institutions and Palestinian companies to ensure students coming out of school have a relevant knowledge of the workplace, a better understanding of employers' expectations, and a higher likelihood of success entering the workforce.



## INTERNSHIPS AND APPRENTICESHIPS

*Peace to Prosperity* seeks to expand opportunities for on-the-job training and pre-graduation work experience for Palestinian students, with a particular focus on STEM fields. By partnering with the Palestinian public sector, the private sector, and non-profit organizations to develop new internship and apprenticeship programs for Palestinian students, this program will help Palestinian students gain work experience, identify gaps in their skill sets, and adjust their coursework accordingly. The goal of this project is to ensure that all Palestinians enrolled in universities and vocational schools have opportunities to intern or train at an institution that matches with their career goals, thereby increasing the likelihood they develop the skills needed for the jobs of the future and secure post-graduation gainful employment.

## WORKFORCE TRAINING

To improve productivity and occupational mobility, employed Palestinians need access to training and educational opportunities that will help them develop new skills and advance their careers. This project will provide financial incentives to private-sector companies to develop training centers for their employees. These new facilities will be housed within industrial zones, which will be areas within the West Bank and Gaza designed to encourage investment and employment through preferential tax treatment. This project will also support Palestinians seeking to change careers by providing scholarships and fellowships to empower them to pursue new training and educational opportunities in Palestinian universities and vocational schools.

### BREAKOUT VENTURE

**PROJECT:**

Career Counseling and Job Placement

**LOCATION:**

West Bank and Gaza

**FINANCING:**

Up to \$30 million in grants

**PROJECT OVERVIEW:**

*Peace to Prosperity* envisions women within the West Bank and Gaza receiving the financing, market opportunities, and workforce training to succeed as entrepreneurs and private business owners. As a part of promoting the adoption of a comprehensive strategy to advance economic opportunities for women, this project will support the development of a central institution to facilitate career counseling and job-placement services for women and young Palestinians throughout the West Bank and Gaza. This institution will be connected to Palestinian universities and local chambers of commerce to coordinate with career services centers and recommend curriculum improvements. It will also serve as a job portal, providing Palestinian youth and women access to listings for potential jobs, as well as resume guidance and other services.

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## EMPOWERING THE PALESTINIAN PEOPLE BY INVESTING IN HEALTHCARE

### HEALTHCARE ACCESS

Deficiencies of staff, medicine, equipment, and supplies in Palestinian medical facilities cause gaps in the Palestinian healthcare system and force many Palestinians to forgo care or travel abroad to receive the care they need. In the near term, this project will support the deployment of more mobile and neighborhood clinics to meet the healthcare needs of underserved Palestinian communities and provide financial support to ensure hospitals and clinics receive medicine and equipment to improve treatment for those most in need of care. Other, later-stage projects will outfit public hospitals with new, state-of-the-art equipment to improve their ability to treat a variety of ailments and diseases—reducing both wait times and the number of Palestinians that must be referred to hospitals abroad for treatment.

### HEALTHCARE QUALITY

The shortage of resources within the Palestinian healthcare system has made it challenging for healthcare professionals to fully focus on improving quality standards and for Palestinian medical institutions to meet the highest standards and achieve international accreditation. This project will support technical and private-sector experts assisting hospitals and clinics in identifying areas for improvement and provide them with the resources to address existing needs. To further improve quality of care, this project will encourage doctors, nurses, and other medical staff to pursue international certifications, trainings, and research opportunities. These skilled professionals and modernized facilities can provide the foundation for the long-term quality of healthcare in the West Bank and Gaza.

# A HEALTHY ECONOMY REQUIRES A HEALTHY POPULATION.

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## PREVENTIVE HEALTHCARE

The threat of non-communicable diseases in the West Bank and Gaza is growing and made worse by the lack of primary and secondary prevention programs. This project will help Palestinian healthcare facilities expand the availability of services like vaccines, family-health-history assessments, and regular physical and mental-health checkups. This project will also finance a public-awareness campaign to inform the people about healthcare risks and the resources available to them within the Palestinian healthcare system. These efforts will reduce long-term healthcare costs and help the Palestinian people lead longer, healthier lives.

## BREAKOUT VENTURE

### PROJECT:

Strengthening Palestinian Hospitals and Clinics

### LOCATION:

West Bank and Gaza

### FINANCING:

Up to \$300 million in grant funding  
Up to \$600 million in concessional financing

### PROJECT OVERVIEW:

The Palestinian healthcare system requires better medical facilities to enhance treatment capabilities. This project envisions the development of new private specialized treatment centers, ensuring Palestinians are able to receive quality treatment for a wide range of illnesses and conditions within the West Bank and Gaza, while partnering with Palestinian health officials to focus on cost-control and affordability reforms.

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# EMPOWERING THE PALESTINIAN PEOPLE BY IMPROVING QUALITY OF LIFE

## ARTS AND CULTURE

From ancient to modern times, the West Bank and Gaza have been a center of arts and culture. They are home to many of the region's most renowned artists and poets and are steeped in historic traditions, like the annual Nabi Musa festival. This great cultural legacy should be celebrated and supported. Working with Palestinian cultural institutions, this project will lift up the next generation of great Palestinian artists, musicians, and writers. Palestinians will have the opportunity to apply for year-long fellowships to study, train, and work in artistic and cultural fields at home and abroad. Other grants will finance the development of new cultural centers and museums across the West Bank and Gaza. These institutions will showcase the richness of Palestinian history and culture for thousands of local and international visitors each day.

## SPORTS AND ATHLETICS

In addition to improving public health, sports and athletics can help Palestinian youth foster new ties with their peers and within their communities, and Palestinian teams can be a source of entertainment and pride for all Palestinians. This project will expand options for competitive, healthy activities for Palestinians through the construction of public athletic facilities in the West Bank and Gaza. This project seeks to inspire the next generation of Palestinian athletes dreaming to be on, and training for, future Palestinian teams competing on the world stage.

## BREAKOUT VENTURE

### PROJECT:

Urban Renewal

### LOCATION:

West Bank and Gaza

### FINANCING:

Up to \$200 million in grant funding

### PROJECT OVERVIEW:

Working with top Palestinian urban planners, this project will assist Palestinian municipalities in developing and rehabilitating infrastructure which will improve the quality of life within Palestinian urban areas. These funds will finance the development of sidewalks, libraries, parks, and other public spaces in cities and towns. They will also support the renovation of public buildings and other revitalization projects that beautify and improve urban areas across the West Bank and Gaza.



## MUNICIPAL SERVICES

Palestinian municipalities lack the resources to deliver the basic services their citizens require to thrive. This project will improve services in Palestinian cities and towns by providing short-term funding to municipalities and non-governmental organizations focused on improving the lives of local citizens. These funds will allow local governments and institutions to improve basic services, including trash collection, emergency assistance, and traffic management. This funding will be linked to a series of reforms that will put Palestinian municipalities on a path toward independently funding and sustainably providing public services. Other funding will support the development of public spaces across the West Bank and Gaza, giving Palestinians more opportunities to spend time outdoors with their families and friends while also helping attract tourism to the West Bank and Gaza.

## ENHANCING PALESTINIAN GOVERNANCE

*While implementing Peace to Prosperity will require significant international support, no vision for the Palestinians can be realized without the full support of the Palestinian people and their leadership.*

The third and final initiative of *Peace to Prosperity* seeks to encourage the Palestinian public sector to provide the services and administration necessary for the Palestinian people to have a better future. If the government realizes its potential by investing in its people and adopting the foundational elements identified in *Peace to Prosperity*, job growth will ensue and the Palestinian people and their economy will thrive. This vision establishes a path that, in partnership with the Palestinian public sector, will enable prosperity through three programs.

**1** The first program of this initiative will help the Palestinian public sector **TRANSFORM THE BUSINESS ENVIRONMENT** through private property rights; safeguards against corruption; access to credit; functioning capital markets along with pro-growth policies and regulations; and certainty and predictability for investors that result in economic growth, private-sector job creation, and increased exports and foreign direct investment. Just as the **Japanese, South Korean, and Singaporean** governments rose to meet the daunting challenges their societies faced at critical times in their respective histories, so too can the Palestinian leadership chart a new course for its people. This program identifies and addresses the requirements for developing human capital, igniting innovation, creating and growing small and medium businesses, and attracting international companies that will invest in the future of the West Bank and Gaza.

**2** The second program will invest in projects that **BUILD THE INSTITUTIONS** of the Palestinian public sector and enhance government responsiveness to the people. Through this program, government attention will be directed to increase judicial independence and grow civil society organizations. A stronger court system will better protect and secure the rights and property of the citizens. More government transparency will help foster trust from Palestinians—and outside investors—that court decisions are made fairly, contracts are awarded and enforced honestly, and business investments are safe.

**3** The final program will **IMPROVE GOVERNMENT OPERATIONS** and the provision of services to the Palestinian people. In line with successful private-sector models, the Palestinian public sector must strive to be fiscally stable, financially independent, caring to its workers, and efficient in providing services to its citizens. This program will work to eliminate public-sector arrears and implement a budgeting and tax plan that promotes long-term fiscal sustainability, without the need for budget support or donor funds. It will also assist with the adoption of new technologies that can provide Palestinian citizens the ability to directly request and access government support and services. The program will offer new training and opportunities for civil servants to improve their productivity, help prepare them to meet governance challenges, and make it easier for them to perform their jobs. And, finally, this program aims to provide government services at low cost and high efficiency, which will facilitate private-sector growth.

ENHANCING PALESTINIAN GOVERNANCE:

# GOALS

- Improve government transparency, achieving 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
- Enact a sustainable public-sector budget
- Enhance the business environment, achieving a World Bank Doing Business ranking of 75 or better

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## ENHANCING PALESTINIAN GOVERNANCE BY CREATING A BETTER BUSINESS ENVIRONMENT

### PROPERTY RIGHTS

Private property rights and legal protections for business owners are prerequisites for sustainable economic development. Through this program, the Palestinian public sector will receive assistance in creating and improving the legal frameworks that advance systems of commercial law, competition law, bankruptcy law, and contract law. This program will work with the Palestinian public sector to clearly define private property rights, develop institutional protections for property owners, and register land ownership in a national database. Land registration is a critical step in the transformation of the Palestinian economy, which will unlock property for use as collateral for capital and eliminate many existing barriers to development. Ultimately, *Peace to Prosperity* envisions Palestinians having the opportunity to develop and modernize cities, villages, industrial areas, and agricultural lands, potentially generating billions of dollars in new economic activity. Strong property rights are critical to realizing this future.

### LEGAL AND TAX FRAMEWORK

Long-term economic growth requires a legal and tax framework that supports the private sector and attracts investment. This project will provide technical and financial assistance to the Palestinian public sector to transition toward a pro-growth tax structure, install improved anti-corruption measures, open capital markets, and develop regulatory reforms that support economic growth. By developing new laws and regulations that increase competition, protect intellectual property and contract rights, and ensure legal recourse, this project will help give businesses the confidence they need to make new investments and expand existing operations. This project will also support ongoing efforts to develop a one-stop-shop for Palestinian business registration, which could dramatically reduce the cost and time required to start a company. These reforms will help ensure all Palestinians—not just major corporations—are able to take full advantage of the opportunities created by this vision.

# PRIVATE PROPERTY RIGHTS AND LEGAL PROTECTIONS FOR BUSINESS OWNERS ARE KEY TO TRANSFORMING THE PALESTINIAN ECONOMY.

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## CAPITAL MARKETS AND MONETARY POLICY

The Palestinian financial sector will be a critical partner in the implementation of *Peace to Prosperity*. This program will bolster the capacity of the financial authorities and private sector Palestinian banks to promote the health of the domestic financial system while facilitating an increase in productive lending, particularly to small and medium businesses. Palestinian banking authorities must be able to work with domestic banks to expand their capabilities to support a growing Palestinian business sector and to be effective channels for foreign investment and capital flows. Specifically, technical assistance will support efforts to preserve correspondent banking relations, optimize bank-lending practices, and build the capacity of financial authorities to regulate the banking sector and manage a portfolio of securities.

## INTERNATIONAL TRADE AND FOREIGN DIRECT INVESTMENT

In addition to infrastructure expansion, increasing Palestinian exports will require the development of new trade policies. Under this program, robust technical support will help the applicable Palestinian authorities to establish a fair and reciprocal trade regime, manage commercial crossing points, and implement regulatory reforms that attract new trading partners. In parallel with these efforts, this project will bring multinational corporate leaders to the West Bank and Gaza and facilitate international investor conferences that raise awareness of opportunities to partner with, and invest in, Palestinian companies. Technical experts will also work with Palestinian officials to help them develop beneficial free trade agreements. Expanded Palestinian regional and international trade will be central to the long-term growth of the Palestinian economy, and a focus on Palestinian exports will compel domestic companies to increase efficiency and quality to compete successfully in international markets.

### BREAKOUT VENTURE

**PROJECT:**

Land Registration

**LOCATION:**

West Bank and Gaza

**FINANCING:**

Up to \$30 million in grant funding

**PROJECT OVERVIEW:**

This program will help Palestinian property owners quickly register their land assets in a single database. Implemented in partnership with development institutions and the Palestinian public sector, it will help resolve contested-land ownership claims and clearly define private property rights. Reinforcing private property rights provides the security necessary for productive investments, while ensuring that owners are able to gain access to capital by mortgaging or selling their property.

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# ENHANCING PALESTINIAN GOVERNANCE THROUGH INSTITUTION BUILDING

## JUDICIAL INDEPENDENCE



In accord with the principles of rule of law and separation of powers, the independence of the Palestinian judicial branch must be reassessed and strengthened. A strong judiciary and reliable court system allow businesses to know that their investments will be secure and that their companies and the products they create will be protected from unfair treatment. Confidence in legal matters is a critical element of business risk reduction, which attracts private capital and foreign investment. To this end, this project will partner with the Palestinian authorities to encourage laws and regulations that secure the independence of the judicial system. It will invest in building the capacity of the courts, with a particular focus on enhancing their ability to handle cases covering potential government abuse. In addition, this program will promote legal education, which will, among other things,

help leaders better identify legal and regulatory reforms that would improve the government procurement process and the overall business environment.

## BREAKOUT VENTURE

**PROJECT:**  
Palestinian E-Governance

**LOCATION:**  
West Bank and Gaza

**FINANCING:**  
Up to \$300 million in grant funding

### PROJECT OVERVIEW:

This project will fund the development of a central online e-government system. Modeled after similar systems implemented in countries like **Estonia**, this portal will empower government ministries and everyday Palestinian citizens to share information and communicate in real time. Through this system, Palestinians will be able to request information from public-sector institutions regarding decisions and policies. This system will also allow Palestinians to request public-sector services, as discussed in the **Service Delivery** project.

## ACCOUNTABILITY

Good governance requires rigorous systems that empower people to hold institutions accountable. Palestinians contribute tax revenue with the expectation that their government will spend it responsibly to provide services efficiently and effectively. Palestinians should have more and better avenues to seek accountability for allegations of government waste, fraud, and abuse; episodes of government corruption; instances of unfair or atypical decisions in criminal cases; and unnecessary obstacles to the creation or growth of a business. In order for the Palestinian people to build confidence in their government, they need mechanisms to express their concerns and see actions in response. This project will enhance the capacity of Palestinian anti-corruption institutions, including their capability to investigate allegations of corruption and mismanagement and to refer findings to competent domestic authorities without interference. This program will also provide technical and financial assistance to expand the capacity of the internal government auditor—empowering it to review public-sector expenditures and investigate anomalies in a timely and transparent manner.

## TRANSPARENCY

For the people to hold their government accountable, government policy decisions, the legislative process, and public-sector actions regarding procurement, contracts, licenses, and hiring need to be transparent. Palestinians should know how their government spends taxpayer money, and the government can improve its performance by making better use of the internet and digital platforms. New technologies have allowed and encouraged governments worldwide to improve transparency and accountability measures to the benefit of their citizens. This project will support the Palestinian institutions in adopting enhancements that improve public-sector transparency and communication directly with the Palestinian people. In order to sustain a future of prosperity, the Palestinian leadership owes its people a commitment to transparent governance, which inspires confidence in a bright future of opportunity.

## CIVIL SOCIETY

Robust civil society institutions and a free press are important parts of any well-functioning democracy. Preserving and expanding these important institutions within the West Bank and Gaza will require new laws and practices that protect their independence and improve their capacity. To support these efforts, this project will provide training to Palestinian officials to help them enhance protections for civil society and ensure the freedom of the press. It will also support civil society organizations by identifying the resources needed to perform their important functions.

# CONFIDENCE IN LEGAL MATTERS IS CRITICAL.

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## ENHANCING PALESTINIAN GOVERNANCE BY IMPROVING GOVERNMENT OPERATIONS

### FISCAL SUSTAINABILITY

To promote the long-term health of the Palestinian economy, the Palestinian public sector must have a fiscally-sustainable budget. Under this project, technical experts will advise the Palestinian financial authorities on developing a plan to put the government on a path towards fiscal sustainability, with focuses on ending reliance on donor aid, efficiently raising domestic tax revenue, and increasing capacity to manage a portfolio of government securities. To support this effort, this project will provide short-term financial support to the Palestinian public sector to pay off its arrears to the private sector. It will support the deployment of new systems that build in accountability and transparency and that enable the applicable Palestinian authorities to manage revenue collection at all commercial crossings and other ports of entry. The project will require the Palestinian public sector to implement systems that improve the efficiency, accountability, and transparency of payment collections for services such as electricity and water, which will help to reduce the long-term costs for consumers and encourage private investment.

### CIVIL SERVICE

Good Palestinian governance requires commitment to its customers: the Palestinian people. Government's core missions, top goals, and strategic objectives should be developed and aligned to increase the prosperity of the citizenry. To improve the quality of government employees in the West Bank and Gaza, this project will support the development of new educational programs and leadership training for civil servants, with a rigorous curriculum that focuses on being responsive to the needs of the people and providing excellent customer service. These programs will provide the next generation of Palestinian officials with skills in leadership, teamwork, negotiations, financial management, policy-making, and communications, while also promoting a culture of service and accountability. Performance metrics will be identified and career advancement will be rewarded based on measurable results. Leaders will learn to identify, prioritize, and showcase the government's most important goals—and metrics for those goals—to best produce outcomes that will improve life in the West Bank and Gaza and grow the economy. Progress against baselines will be measured, tracked, and produced on the internet for the citizens to hold their government accountable for success. Measurements for growth in exports, foreign direct investment, and job growth are examples of metrics that can easily be evaluated and published.



## SERVICE DELIVERY

A revitalized Palestinian economy will require modernized Palestinian public-sector services and institutions. This project will assist the applicable Palestinian authorities in implementing a comprehensive strategy to ensure the efficient delivery of services to its people. This effort will expand online government services, including payment services, utility management, school registration, and passport applications. These same systems will allow Palestinians to track the status of their requests and other performance indicators. To further boost the delivery of services, this project will work with the government to identify opportunities for public-private partnerships and to privatize services for which the private sector has a stronger, proven performance record.

## BREAKOUT VENTURE

### PROJECT:

Attracting Global Expertise

### LOCATION:

West Bank and Gaza

### FINANCING:

Up to \$100 million in grant funding

### PROJECT OVERVIEW:

The Palestinian diaspora offers a tremendous potential source of talent for the Palestinian economy. *Peace to Prosperity* will require a significant increase in human capital capacity, and this project will support efforts to bring together and empower talented Palestinians and other experts from around the world to implement it.

A photograph of three young girls, likely of Palestinian descent, standing in front of a wall with colorful graffiti. They are wearing blue and white striped school uniforms with white lace collars and carrying backpacks. The girl on the left has a purple backpack and a pink water bottle. The girl in the middle has a teal backpack. The girl on the right has a pink backpack. The image has a semi-transparent dark blue overlay.

## AFTERWORD

*PEACE TO PROSPERITY* LAYS OUT A **VISION FOR A PROSPEROUS PALESTINIAN SOCIETY** SUPPORTED BY A ROBUST PRIVATE SECTOR, AN EMPOWERED PEOPLE, AND AN EFFECTIVE GOVERNMENT. IT SHOWS WHAT IS POSSIBLE WITH PEACE PLUS INVESTMENT, AND HOW SUCCESS IS ACHIEVABLE THROUGH SPECIFIC PROGRAMS SUPPORTED BY A PORTFOLIO OF REALIZABLE PROJECTS.

A photograph of two young girls, likely of Palestinian descent, wearing matching blue and white striped dresses with white lace collars. They are smiling and looking towards the camera. The background is a light-colored wall with some Arabic text and a small logo. The text on the wall includes "نجاح زوروا ه", "التقليدية لقصر", "ية مصر ا", and "وال".

*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.** THROUGH THIS VISION, THE WEST BANK AND GAZA CAN PROVIDE A FUTURE OF DIGNITY AND OPPORTUNITY FOR THE PALESTINIAN PEOPLE.*



THE WHITE HOUSE