

Gaza Strip Economic Development Strategy

**Ministry of National Economy
In Cooperation with
Ministry of Planning**

**Consultant:
Development Alternatives Inc.
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PREFACE

The Israeli withdrawal from Gaza Strip has formed a historical transformation in the Arab-Israeli conflict. Meanwhile, the international and regional attitude supported this step as a part of the Road Map and the beginning of the establishment of a Palestinian independent state on 1967 occupied territories that co-exist side by side with Israel.

To achieve that, stability and regional cooperation are very important for development because the international community and donors give priority for the economic and social revitalization in Palestine.

For the first time since 55 years, the Ministry of National Economy has worked on the preparation of an economic plan for developing Gaza Strip over the coming three years. This plan has been prepared by the public sector in cooperation with the private and civil society sectors including 80 local experts.

The plan focused, through its first dimension, on the political, environmental, economic, legal and social issues and on basic concepts represented in transparency, good governance, improvement of living standards, poverty combat and creating the appropriate investment environment.

The second dimension focused on importance of stability and geographic communication between the West Bank and Gaza Strip and the world through land, sea and air in addition to rehabilitation of the infrastructure.

The third dimension is represented in the role of the international community in supporting the basic needs in development through a package of projects all participants unanimously agreed on its importance in building the foundation for the Palestinian developed economy.

The fourth dimension affirmed the role of the private sector and its various institutions in leading the private investments in the various economic activities.

This modest effort and the international stand supporting this plan, especially the Quartet and specifically its envoy James Wolfensohn, give further hope and confidence to expand this program to include the entire Palestinian territories.

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I. Introduction:

The Gaza Economic Strategic Plan is prepared for inclusion in the national Medium Term Development Plan (MTDP) 2006-2008. The Gaza plan commissioned by the Ministry of National Economy in cooperation with the Ministry of Planning comes at a very unique time in the history of Gaza. This time witnesses the Israeli Occupation withdrawal from Gaza for the first time since 1967.

The Gaza Strip is one of the highest population density areas in the world estimated at 3,800 persons/Sq. Km. This has put a lot of pressure on the economy to sustain a certain level of living for Gaza residents. In addition, during the current Intifada the Gazan economy has been the target of many Israeli actions such as the bulldozing of land, commercial and industrial establishment. Also, border closures and internal closures were imposed. These measures together with the already weak economy worsened the economic situation in Gaza to the point that it is no longer able to sustain the pre Intifada level of living.

The 2005 economic indicators reflect the needs of the Gazan economy to support a recovery that would alleviate some of the affects of the recent Israeli measures. In the first quarter of 2005, the unemployment rate reached 38% compared to approximately 10% before the Intifada while the percentage of people below the poverty line reached approximately 80% compared to less than 40% before the Intifada. Furthermore, the per capita GDP dropped from approximately \$ 1,200/capita in 2000 to about \$ 600/capita in 2004, a 50% drop.

These circumstances and the resulting economic conditions where taken into consideration when designing the Gaza Economic Development Strategy. The vision and mission of the strategy reflect a real desire to foster positive change in the economic system to produce sufficient momentum for change.

The Gaza Economic Development Strategy has been developed using a participatory approach where more than 90 participants from the public, private and civil society sectors participated. The process was launched with a two day workshop to define the strategic factors of the plan. During these two days, the participants produced a SWOT analysis of Gaza to guide them through the process of planning. This process reflected a true partnership between the public and private sector and a high degree of consensus among participants.

The following sections of the report present the strategy development process and the conclusions.

II. The Strategic Management Approach:

The strategic management process is a streamlined approach that consists of three major phases; thinking, planning and implementation. This process identifies present and future needs of a town and empowers its leaders to provide excellent services and guidance to meet those needs.

The Town Strategic Management requires time and resources – both factors in short supply in most circumstances. However it's a process that is worth the trouble:

- Gives the town the best chance for a successful future
- Provides consistent organizational focus and direction
- Offers a rational basis for resource allocation
- Builds teamwork among leaders and staff

The chart below summarizes this process and shows the dynamics involved throughout the exercise.



First: Thinking

Strategic thinking is the process of assessing the future effects of outside forces on the town and consists of two steps, Environmental Scanning and Scenario Planning

1- Environmental Scanning

This is the starting phase of the process by which the participants define the environmental factors to scan and assess. The participants determined five environmental factors to scan, as follows:

- **Social Factors**

These are the factors that affect and are affected by the individual behavior and thus the community as a whole. Those factors include health, education, and social services.

- **Environmental Factors**

The factors that have direct impact on the state of the environment including land, air and sea.

- **Legal Factors**

The legal factors are regulations that organize relations in Palestine which includes the Constitution, Laws, Presidential Decrees, Administrative Orders, International Agreements and other instruments.

- **Political Factors**

These are the group of factors, indicators, tools and political powers that guarantee achieving Palestinian national goals through a multi party and separation of powers system.

- **Economic Factors**

These are a group of policies, plans, programs, regulations that organizes economic activities in Palestine. These factors contribute to the creation of a sustainable and comprehensive development taking into considerations the special case of Gaza.

Each of these factors was analyzed in terms of their impact on Gaza using a well known and tested technique, Strength, Weaknesses, Opportunities and Threats (SWOT) Analysis. Participants were divided into five groups corresponding to the five factors. This exercise resulted in the following SWOT compiled from all of the above factors.

Gaza Strip SWOT Analysis:

Strengths	Weaknesses
<ul style="list-style-type: none"> ▪ Geographic Location ▪ Highly Educated Workforce ▪ Active Civil Society ▪ Long Beaches ▪ A Package of Good Economic Laws ▪ International Solidarity with Gaza ▪ Dynamic and Adaptive Private Sector 	<ul style="list-style-type: none"> ▪ Underdeveloped Infrastructure for Economic Growth ▪ High Poverty ▪ Security ▪ High Population Density ▪ Limited Natural Resources ▪ Limited Local Markets ▪ High Dependence on Israel, and lack of Trading Partners ▪ Lack of Environmental Awareness ▪ Differing Laws between the West Bank and Gaza ▪ Low Level of Community Participation in the Policy Making Process ▪ Rule of Law is not Respected ▪ Geographic Disconnection from the West Bank
Opportunities	Threats
<ul style="list-style-type: none"> ▪ Israeli Withdrawal from Gaza ▪ Efficient Utilization of Donor Support ▪ Attracting Palestinian Diaspora Professionals ▪ Opening of New Labor Markets in Arab Countries ▪ Construction of a Sea Port and Operating Gaza Airport ▪ Regional Cooperation ▪ New legislations are about to be adopted ▪ International Willingness to Support the Development of Gaza ▪ Some Natural Resources (Gas) 	<ul style="list-style-type: none"> ▪ Israeli Interventions ▪ State of Chaos due to Lack of Security Control ▪ Migration of Qualified Individuals ▪ No Control over Resources and Borders ▪ High Population Growth Rate ▪ No Geographic Contiguity between West Bank and Gaza ▪ Insufficient Donor Funding for Economic Growth ▪ Israel to use the Gaza Withdrawal to continue the Building of the Segregation Wall. ▪ Lack of progress in the reform process

For each of the five factors described above, the groups were able to provide a list of indicators that measure progress. These indicators were later compiled by a process of eliminating similar ones and joining together similar ones. This process resulted in the following 13 strategic factors.

The Strategic Factors:

1. Israeli Withdrawal from Gaza
2. Israeli Control over the Borders
3. Geographic Continuation
4. The Israeli Position towards the Construction of the Air and Sea Ports
5. Israeli Policies towards Palestinian Labor Force
6. Donors Policies
7. Control over Palestinian Financial Resources
8. Policies of Neighboring and Surrounding Arab Countries
9. Sovereignty and the Continuation of the Peace Process
10. Regional and International Cooperation through Economic Agreements and Regulatory Reform to comply with International Standards
11. Enhancing Public Performance and Rule of Law
12. The Level of Cultural and Education Conscious, Social Belonging and Abiding to Laws
13. Population Density

These factors will be assessed for their impact on the various indicators identified for each of the five factors as in the following two matrices.

The Relationship between the Strategic Factors and Indicators for the Social, Environmental and Legal factors

Strategic Factors	Social Aspects							Environmental Aspects							Legal Aspects						
	Poverty and Unemployment Rate	Education Percentage	Per Capita Income	Income Distribution	Women Participation	Crime Rate	Avg. Age	Upper respiratory tract disease rate	Pollution measures	Food Safety	Green Area	Biological Equilibrium	Water Availability	Related Rules and Regulations	Business Environment	Safety Situations	Crime Rate	Rule of Law	Independence of Judiciary System	Efficiency of Judiciary System	Change of Power
Israeli Withdrawal	X	x	X			x		x	x	x	X	x	x	x	x	x	x	x	x		x
Israeli Control over the borders	X		X	x						x					x	x					
Geographic Continuation	X		X	x					x	x		x	x	x	x	x	x	x	x	x	x
The Israeli Position towards the construction of the air and sea ports	X		X	x				x	x	x		x		x							
Israeli policies towards Palestinian Labor force	x	x	x	x	x	x	x														
Donors Policies	x	x	X	x	x				x	x	X	x	x	x	x	x		x	x		
Control over Palestinian Financial Resources	x	x	X	x											x	x					
Policies of Neighboring and surrounding Arab countries	X		X	x				x	x	x		x	x	x							
Sovereignty and the continuation of the peace process	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x
Regional and International Cooperation through economic agreements and regulatory reform to comply with international Standards	X		x	x	x	x		x	x	x	x	x	x	x	x		x	x	x	x	
Enhancing public performance and rule of law	x	x	x	x	x	x	x	x	x	x	X	x	x	x	x	x	x	x	x	x	x
The level of cultural and education conscious, social belonging and abiding to laws	X	x	X		x	x	x	x								x	x	x			
Population Density	x	x	x	x	x	x	x	x	x		x	x	x	x		x	x				

The Relationship between the Strategic Factors and Indicators for the Political and Economical Factors

Strategic Factors	Political Aspects						Economical Aspects												
	Maturity of Palestinian Political factions	Election	Commitment of Political Parties for independence state	Role of International community	International and Arab Financial support	International support against the Israeli fence	Poverty Rate	Unemployment Rate	GDP Growth	Foreign and National Investment	Imports and Exports	Balance of Payments	Contribution of Economic Sectors in GDP	Volume of Trade with Israel	Private Sector Employment	Trade Partners	Amount of Debt	Amount of Donation	Amount of Loans and Deposits
Israeli Withdrawal	x		x	x	x		x	x	x	x	x	x	x	x	x	x	x	x	x
Israeli Control over the borders	x		x	x	x		x	x	x	x	x	x	x	x	x	x	x	x	x
Geographic Continuation	x		x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x
The Israeli Position towards the construction of the air and sea ports	x		x	x	x		x	x	x	x	x	x	x	x	x	x	x	x	x
Israeli policies towards Palestinian Labor force	x		x	x	x		x	x	x	x	x	x		x	x			x	x
Donors Policies	x	x	x	x	x		x	x	x	x	x	x	x	x	x	x	x	x	x
Control over Palestinian Financial Resources				x	x		x	x	x	x	x	x	x	x	x	x	x	x	x
Policies of Neighboring and surrounding Arab countries	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x
Sovereignty and the continuation of the peace process	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x
Regional and International Cooperation through economic agreements and regulatory reform to comply with international Standards				x	x		x	x	x	x	x	x	x	x	x	x	x	x	x
Enhancing public performance and rule of law	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x
The level of cultural and education conscious, social belonging and abiding to laws	x	x	x	x															
Population Density				x			x	x	x		x	x		x	x		x	x	x

The focus of the previous strategic planning exercise is to provide a plan with an economic vision for Gaza. The identification of the strategic axis of the plan will be those factors that will have the most impact on the economic conditions in the Gaza Strip. Therefore, the group found that the strategic factors that will highly impact economic conditions will be Israeli withdrawal from Gaza and Palestinian control over the borders.

2- Scenario Development

The above identified two factors constitute the strategic axis that will define the four scenarios as follows:

- Withdrawal with control over borders
- No withdrawal with control over borders
- Withdrawal without border control
- No withdrawal and no border control

		Control over Borders			
No Withdrawal	-+	Second Scenario Status Quo No Withdrawal with Control over Borders	++	First Scenario Withdrawal with Control over Borders	Withdrawal
	--	Fourth Scenario No Withdrawal and no Border Control	+-	Third Scenario Withdrawal without Border Control	
		No Control Over Borders			

The Four Future Scenarios

The second scenario (No withdrawal with control over borders) was decided by the group to be infeasible and so it was eliminated and only three scenarios were discussed in terms of status description, projects suggested and recommendations

At the end of the two day workshop, the participants had few tools in their hands to start working on drafting their strategic plans, starting from defining the mission, vision and objectives of the plan to suggesting specific projects that would achieve this plan.

A Realistic View:

The three expected Scenarios are not and should not be dealt with as scenarios but rather as three expected steps toward full independence. The strategy is to make each one of them a building block for the next, and every effort should be exerted to make the time frame for each step as short as possible

Second: Strategic Planning

A team of various expertise from related ministries, private sector and civil society was formed to define the strategy vision, mission and goals.

This process required frequent meetings of the group in order to reach to a consensus on these value statements. The team was finally able to draft these terms and present them to the group at large and the Minister of National Economy and they were adopted by the ministry as proposed.

1. Strategic Statements

Vision

Realizing the goals of the Palestinian people in declaring an Independent State while empowering them to support the comprehensive development efforts leading to achieving welfare and positioning Gaza to become an economic hub for National and regional economic activities.

Mission

Rehabilitation and restructuring of Gaza economy in the context of the Palestinian economy to guarantee achieving comprehensive economic development

2. Strategic Economic Goals

- Achieving stability, contiguity and control over land to support the Palestinian economy.
- Adopting effective economic policies to enable the rehabilitation of the Palestinian economy to achieve comprehensive development.
- Improving public performance and developing and unifying legislations to support the rule of law.
- Rehabilitation and developing infrastructural components to serve the development needs.

- Improving the mechanism for donor funding and directing it towards the development process.

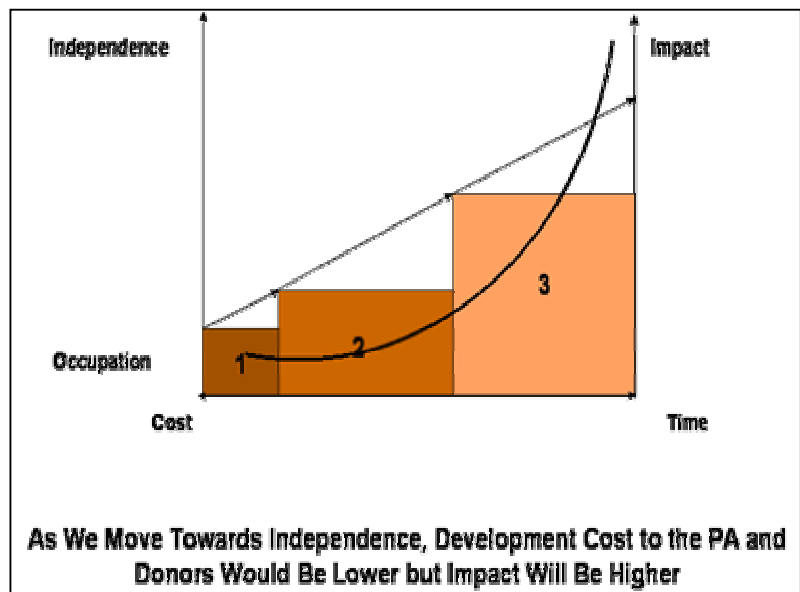
Third: Strategic Implementation

The above goals represent the foundation used to suggest specific projects that would achieve them. Each goal was assigned to a team from the public and private sectors to determine how to achieve it. Annex (I) provide a summary sheet of these projects as defined by the groups. The projects were carefully selected to serve a specific economic purpose such as:

- Emergency assistance
- Infrastructure Development
- Access to Market
- Good Governance (Enabling Environment)
- Access to Finance
- Access to Technology and know-how

1- The Project Impact Path

The degree of impact of these projects on the economy is represented over time as per the below graph. As we move towards independence, the development cost to the PA and Donors become lower, but the impact is higher and visa versa. Translating this to project types, occupation and early independence time will require emergency projects that are high cost in nature and have low impact on the development and economic growth. As we move towards a state, projects become more specialized, lower in cost but higher impact.



2- The Development Matrix

This matrix reflects how different economic indicators are affected by the specified project types identified above. The matrix indicates that emergency projects have the lowest impact on the economy while infrastructure projects have higher impact. The impact on the economy becomes higher as we move towards more specialized projects. This path of projects is a normal path for post war countries to go through as they need immediate assistance in the beginning before they start building their infrastructure. During this time, businesses start to be formed and grow and will require the service of a modern infrastructure.

The Economic Development Matrix

Unemployment (38%)	X	X	X	X	X	X
Poverty (81%)	X	X	X	X	X	X
GDP - \$800 m		X	X	X	X	X
GDP / Capita (\$800)			X	X	X	X
Volume of Trade with Israel			X	X	X	X
Trade Partners				X	X	X
FDI					X	X
Projects	Emergency	Infrastructure	Access to Market	Good Governance (Enabling Environment)	Access to Finance	Access to Tech. & Know How
	- Rehabilitation of Evacuated Areas and Surrounding - Rehabilitation of Destroyed Industrial and Commercial Establishments - Repair and Replacement	- Natural Gas Carrier Line Project - Municipal, National and Border Industrial Zones - Constructing a Central Waste Water Treatment Plant in Middle Area and Gaza	- Safe Passage - Establishing Gaza Harbor - Modernization Program & Upgrading of Industrial Firms	- E-Government Project - Industrial and Information Technology Incubators & Parks - Development and Establishment of Vocational Training Centers	- Study and Establish a Credit Insurance Fund - Re-mortgage Facility for Refinance of Private Sector Bad Debt	- Development of R&D Centers at National Universities -Joint International MBA Program with National Universities - Solid Waste Recycling Project

3- Proposed Projects Under the Gaza Strategic Economic Plan:

First: Public Sector Proposed Projects

The following table provides a summary of all proposed projects. A more detailed list can be found in Annex I. The estimated budgets for the public sector proposed projects is estimated at US\$ 3.384.3 m

Project Type	Budget (\$ US Million)
Emergency	366
Infrastructure	932*
Access to Market	589.9
Good Governance (Enabling Environment)	95.4
Access to Finance	341
Access to Technology	60
Pension Fund, Education, Health	1,000
Total	3384.3

*This includes \$ 400 m for the construction of the Natural Gas Carrier Line according to British Gas

Second: Private Sector Projects

The table below provides a summary of private sector proposed projects.

Project Type	Budget (\$ US Million)
Industry Construction Material Food & Agro business Paper and Packaging Textile	400
Health Hospitals Training Centers Developing Health Care Systems	100
Education and Education Services Private Universities and Schools Specialized Training and Research Centers	150

Tourism and Tourism Services Rehabilitation of Existing Facilities Establish New facilities Supporting for the tourism supporting industry	250
Services ICT Banking and Finance Logistics	200
Agriculture Rehabilitation of Agricultural Projects Developing the Fishing and Animal Sectors	150
Total	1,250

III. Annexes:

- Annex I: Project Matrix for the Gaza Strip economic development strategy
- Annex II: Timeline for the development of the Gaza Strip economic development strategy
- Annex III: Attendance of Gaza Strip economic development strategy workshop

Annex I: Project Matrix for the Gaza Strip economic development strategy

#	Project	Status	Estimated Duration (Years)	Project Priority	Lead Institution	Budget (US\$ Million)	Donors
1.	Emergency						
1.1	Rehabilitation of Evacuated Areas and Surroundings <ul style="list-style-type: none"> • Qualified Agricultural Zones • Applied Agricultural Lab Centers • Tourism Facilities • Infrastructure & Remove Rabbles 	Proposed	1	Urgent	Ministry of National Economy Ministry of Agriculture Ministry of Tourism and Antiques Ministry of Housing and Public Works	150	–
1.2	Establishment and Development of Public Markets	Proposed	2	Important	Ministry of National Economy + Municipalities	10	–
1.3	Establishment of Commercial Warehouses	Proposed	2	Important	Ministry of National Economy	15	–
1.4	Rehabilitation of Destroyed Industrial & Commercial Establishments	Proposed	2	Urgent	Ministry of National Economy in coordination with private sector	35	–
1.5	Reclamation of Agricultural Land	Proposed	2	Important	Ministry of Agriculture	15	–
1.6	Fishing Sector Support <ul style="list-style-type: none"> • Development of the Existing Fishermen Harbor • Fishermen Training and Capacity Building 	Proposed	2	Important	Ministry of National Economy, Ministry of Agriculture and Ministry of Transportation	30	–
1.7	Development of Salah Eddin Road	Proposed	1	Urgent	Ministry of Transportation Ministry of Public Works	25	–
1.8	Rehabilitation of Internal Roads	Proposed	2	Urgent	Ministry of National Government	20	–
1.9	Rehabilitation and Development Program for Low Voltage Networks	Proposed	2	Important	Palestinian Authority of Energy	6	–

#	Project	Status	Estimated Duration (Years)	Project Priority	Lead Institution	Budget (US\$ Million)	Donors
1.10	Beautiful City Campaign <ul style="list-style-type: none"> • Street Cleaning • Planting Fences • Management of Natural reservations 	Proposed	2	Important	National Government	10	-
1.11	New Graduate Program: <ul style="list-style-type: none"> • Employment Opportunities Program • Innovative Idea Seed Money Program 	Proposed	1	Important	Ministry of Labor & Ministry of National Economy (MoNE)	30	--
1.12	National Government Support Project (Municipalities)	Under Execution	3	Important	Ministry of National Government	20	USAID
Total						366	

#	Project	Status	Estimated Duration (Years)	Project Priority	Lead Institution	Budget (US\$ Million)	Donors
2.	Infrastructure						
2.1	Municipal, National and Border Industrial Zones	Proposed	3	Urgent	Ministry of National Economy	100	–
2.2	Central Industrial Laboratories	Proposed	2	Important	PSI	15	–
2.3	Grains Silos	Under Execution	3-5	Important	Ministry of National Economy	20	–
2.4	Constructing a Central Waste Water Treatment Plant in Middle Area and Gaza	Under Execution	3-5	Urgent	Palestinian Authority of Water	84	Germany
2.5	Constructing a Central Waste Water Treatment Plant in Khan Younis	Proposed	2	Urgent	Palestinian Authority of Water, Municipality of Khan Younis	10	–
2.6	Constructing a Central Waste Water Treatment Plant in Rafah	Proposed	3	Urgent	Palestinian Authority of Water, Municipality of Rafah	15	–
2.7	Constructing a Central Waste Water Treatment Plant in North	Under Execution	3	Urgent	Palestinian Authority of Water, Municipalities of North Area	32	WB + Sweden + France
2.8	Sea Water Desalinization Plant	Proposed	2	Urgent	Palestinian Authority of Water	60	–
2.9	Constructing a Water Carrier from North Gaza Desalinization Plant to City Gaza	Proposed	1	Urgent	Palestinian Authority of Water	65	–
2.10	Natural Gas Carrier line Project	Proposed	3	Necessary	Palestinian Authority of Energy	400 (British Gas BP Estimates)	–

#	Project	Status	Estimated Duration (Years)	Project Priority	Lead Institution	Budget (US\$ Million)	Donors
2.11	161 KV Interconnection (Gaza-Israel)	Proposed	1	Important	Palestinian Authority of Energy	5	–
2.12	Rehabilitation and Development for Medium Voltage Distribution System	Proposed	2	Important	Palestinian Authority of Energy	8	–
2.13	Development of Costal Road	Proposed	3	Important	Ministry of Transportation	75	–
2.14	Development of Transmission Networks in Gaza Strip - Phase II	Proposed	3	Important	Palestinian Authority of Energy	21.5	–
2.15	Development of Transmission Networks in Gaza Strip - Phase III	Proposed	2	Important	Palestinian Authority of Energy	11.5	–
2.16	Solid Waste Projects (Landfills, Facilities and Equipment)	Proposed	3	Urgent	Ministry of National Government	10	–
	Total					932	

#	Project	Status	Estimated Duration (Years)	Project Priority	Lead Institution	Budget (US\$ Million)	Donors
3.	Access to Market						
3.1	Modernization Program and Upgrading of Industrial Firms	Proposed	3	Urgent	Ministry of National Economy	50	–
3.2	Capacity Building and Support for Private Sector Institutions	Proposed	3	Urgent	Ministry of National Economy	20	–
3.3	Export Guarantee and Promotion Fund	Proposed	3	Urgent	Ministry of National Economy, Ministry of Finance	30	–
3.4	Trade Information Center						
	<ul style="list-style-type: none"> Support PCBS to continue provide economic information as indicators 	Proposed	2	Important	PCBS + Palestinian Monetary Authority + Ministry of National economy	5	–
	<ul style="list-style-type: none"> Information Development at PNA Institutions 	Proposed	3	Necessary	Ministry of Telecommunication and Information Technology + Cabinet	10	–
3.5	Activation of Regional and International Trade Agreements including Paris Protocol	Proposed	2	Urgent	Ministry of National Economy + Private Sector	3	–
3.6	Establish Palestinian Permanent and Temporary Commercial Centers Abroad	Proposed	2	Important	Ministry of National Economy + Ministry of Foreign Affairs	20	–

3.7	Preparing and harmonizing Palestinian Standards inline with International Standards	Proposed	3	Important	Ministry of National Economy + PSI	5	
3.8	Preparing a legislative package for facilitating Market Access		1			1.5	EU + USAID
•	Maritime Law	Under Execution		Necessary	Ministry of National Economy + Private Sector		
•	E-Signature Law	Under Execution		Important	Ministry of National Economy + Ministry of Telecommunication and Information Technology		
•	E-Commerce Law	Under Execution		Important	Ministry of National Economy + Ministry of Telecommunication and Information Technology		
•	Intellectual Property Rights Law	Under Execution		Urgent	Ministry of National Economy + Ministry of Culture		
•	Supporting the participation of Private sector and NGOs in preparing laws on Market Access <ul style="list-style-type: none"> • Competition and Anti Trust law 	Under Execution		Important	Ministry of National Economy + Private Sector		
3.9	Finalizing the Legislative Package on regulating activities towards Market Access		2			0.5	-

#	Project	Status	Estimated Duration (Years)	Project Priority	Lead Institution	Budget (US\$ Million)	Donors
•	Trade Marks Law	Proposed		Important	Ministry of National Economy		
•	Commercial Registrar Law	Proposed		Important	Ministry of National Economy		
•	Patents law	Proposed		Important	Ministry of National Economy		
3.10	Upgrading and modernizing several laws leading to Community development and Capacity Building		1			0.2	EU + USAID
•	Amendments to Promotion of Investment Law	Under Execution		Urgent	Ministry of National Economy + Ministry of Finance + PIPA		
•	Amendments to Industrial zones and free industrial areas Law	Under Execution		Urgent	PIEFZA + Ministry of National Economy + Private Sector		
3.11	Preparing Regulation (secondary Legislation)		1			0.2	EU + USAID
•	PIEFZA regulations	Proposed	1	Urgent	MNE + PIEFZA		–
•	PIPA regulations	Proposed	1	Important	MNE +PIPA		–
•	Commercial Agency Regulations	Under Execution	1	Important	MNE		–
•	Standard technical regulations	Proposed	1	Important	MNE + PSI		–
•	Social Insurances Regulations	Proposed	1	Important	Ministry of Works		–

#	Project	Status	Estimated Duration (Years)	Project Priority	Lead Institution	Budget (US\$ Million)	Donors
3.12	Develop and Establish Fish Breeding Facilities	Proposed	2-3	Important	Private Sector	5	–
3.13	Establishing Gaza Harbor	Proposed	5	Urgent	Ministry of Transportation	110	–
3.14	Establishing Gaza Airport						
•	Rehabilitation of Gaza International Airport	Proposed	1	Urgent	Ministry of Transportation	22	–
•	Cargo Unit of Gaza Airport	Proposed	2	Important	Ministry of Transportation	25	–
3.15	Rehabilitation of External Roads	Proposed	2	Urgent	Ministry of Housing and Public Works	40	–
3.16	Development of Border Crossing	Proposed	1	Urgent	Ministry of Transportation	50	–
3.17	Gaza Railway	Proposed	2	Important	Ministry of Transportation	40	–
3.18	Safe Passage	Proposed	3	Important	Ministry of Transportation	150	–
3.19	Development of National Post System (Postal Services)	Proposed	3	Necessary	Ministry of Telecommunication and Information Technology	1.5	–
3.20	Exhibition Complex	Proposed	3	Necessary	Ministry of National Economy + Private Sector	10	–
	Total					598.9	

	Project	Status	Estimated Duration (Years)	Project Priority	Lead Institution	Budget (US\$ Million)	Donors
4.	Good Governance (Enabling Environment)						
4.1	Preparing Economic Legislation Package on creating the enabling economic environment		2			3	EU + USAID
	• Real estates Law	Under Execution		Urgent	Palestinian Land Authority		
	• Mortgage of movable property Law	Under Execution		Important	MNE		
	• Public Debt Law	Under Execution		Important	MOF + PMA		
	• Customs Law	Proposed		Important	MNE + MOF		
	• Palestinian Federation of Industries and Industrial associations Law	Under Execution		Important	MNE + Private sector		
	• Law on Regulating Palestinian Industries	Under Execution		Urgent	MNE + Private sector		
	• Companies law	Under Execution		Urgent	MNE + Private sector		
	• Chambers of Commerce and industries Law	Under Execution		Urgent	MNE + Private sector		
	• Consumer Protection Law	Under Execution		Urgent	MNE + NGOs		

#	Project	Status	Estimated Duration (Years)	Project Priority	Lead Institution	Budget (US\$ Million)	Donors
	• Concessions Law	Under Execution		Important	MNE + Private sector		
	• Amendments to Commercial Agency Law	Under Execution		Important	MNE + Private Sector		
	• Amendments to standards Law	Under Execution		Urgent	MNE + PSI		
	• Amendments to Labor Law	Proposed		Important	MOL + Private Sector + Civil Society Institutions		
	• Amendments to Hallmarking Law	Proposed		Important	MNE		
	• Leasing Law	Under Execution		Important	MOHPW + Palestinian Land Authority		
4.2	Development of Public Tendering System Project	Under Execution	1	Important	Ministry of Finance +Ministry of Housing and Public Works +Ministry of National Government	0.4	World Bank
4.3	The Establishment of the Palestinian Capital Market Regulatory Authority	Under Execution	2	Urgent	Ministry of Finance	2	Ministry of Finance + Sweden
4.4	Rule of Law Project		1			2	EU + USAID

#	Project	Status	Estimated Duration (Years)	Project Priority	Lead Institution	Budget (US\$ Million)	Donors
•	Constitutional Court law	Under Execution		Urgent	MOJ + Judicial Council		
•	Penal code Law	Under Execution		Urgent	MOJ + Judicial Council		
4.5	Capacity Building of Judiciary and judgments enforcement		2			4	
•	Judicial Training Institute	Proposed		Urgent	MOJ + Judicial Council		-
•	Training (National and abroad)	Proposed		Urgent	Judicial Council		-
•	Legal Conferences	Proposed		Important	MOJ + Judicial Council		-
4.6	Creation of Public Administration Institute	Proposed	3	Important	Civil service department + MOHE	4	-
4.7	Industrial and Information Technology Incubators & Parks	Proposed	5	Necessary	Public Sector + Ministry of Telecommunication and Information Technology + Ministry of National Economy	20	-
4.8	Development and Establishment of Vocational Training Centers (Equipment + Human Resources)	Proposed	3	Important	Ministry of Labor + Private Sector + Ministry of Higher Education + Ministry of National Economy (MoNE)	20	-

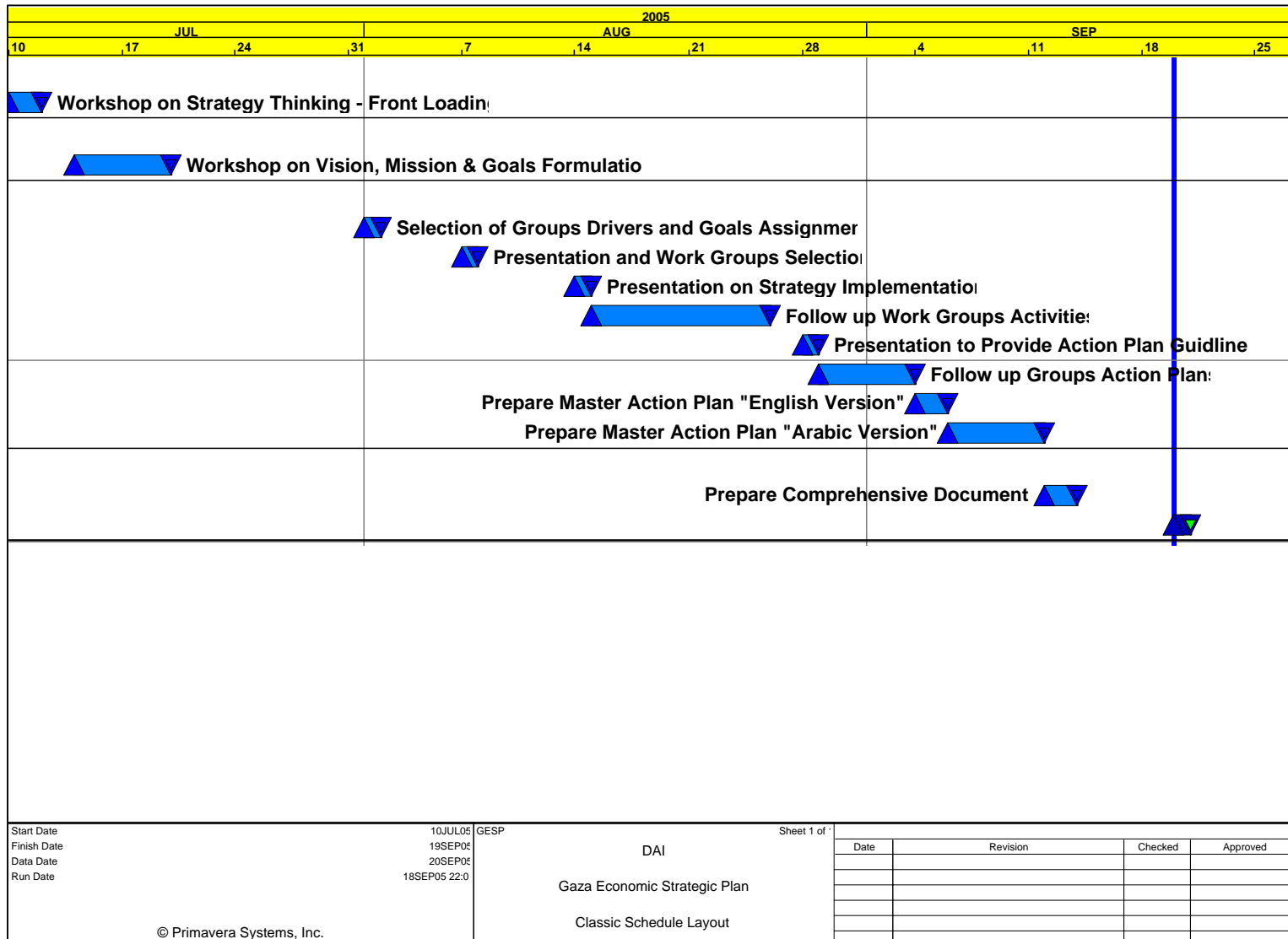
#	Project	Status	Estimated Duration (Years)	Project Priority	Lead Institution	Budget (US\$ Million)	Donors
4.9	Applied Research Centers	Proposed	3	Necessary	Private Sector + Universities	15	-
4.10	E- Government Project	Proposed	3	Necessary	Ministry of Telecommunication and Information Technology	25	-
Total						95.4	

#	Project	Status	Estimated Duration (Years)	Project Priority	Lead Institution	Budget (M. US\$)	Donors
5.	Access to Finance						
5.1	Capacity Building in Financial Monitoring at the Executive and Legislative Branches	Under Execution	1	Urgent	Ministry of Finance +Financial and Administrative Audit Bureau	10	
5.2	Developing the Credit System and it's laws and regulations	Proposed	2-3	Important	Ministry of National Economy + Credit Institutions + Palestine Monetary Authority+ Ministry of Finance	1	-
5.3	Study and Establish a Credit Risk Insurance Fund	Proposed	3	Necessary	Ministry of Finance + Ministry of National Economy + Palestine Monetary Authority+ Palestinian Legislative Council	200	-
5.4	Re-mortgage facility for refinance of private sector bad debt	Proposed	3	Urgent	Ministry of Finance, Ministry of National Economy	100	--
5.5	Long Term Financing Window for Private Sector Development (SME) Microfinance	Proposed	3	Urgent	Ministry of National Economy+ Banking System	30	
Total						341	

#	Project	Status	Estimated Duration (Years)	Project Priority	Lead Institution	Budget (US\$ Million)	Donors
6.	Access to Technology						
6.1	Solid Waste Recycling Project	Proposed	3	Important	Ministry of National Government + Municipalities	10	–
6.2	National Program for Technology Education	Proposed	3	Important	Ministry of Telecommunication and Information Technology + National Institute of Information Technology	5	–
6.3	Development of R&D Centers at National Universities	Proposed	3-5	Important	Higher Education	20	–
6.4	Joint International MBA Program with National Universities		3	Important	MOHE	15	–
6.5	Rehabilitation of Industrial Sectors	Proposed	3	Important	Ministry of National Economy +PFI	10	
	Total					60	

Note: All Projects submitted will be done in coordination with the private sector where applicable

Annex II: Timeline for the development of the Gaza Strip Economic Development Strategy



Annex III: Attendance of Gaza Strip economic development strategy workshop

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