



**State of Palestine**

**AHLC Report**

**September 2016**

## **The Palestinian National Policy Agenda**

In late 2015, the Council of Ministers approved the dissolution of the Ministry of Planning and Administrative Development and integration of its core functions into several ministries, most notably the Ministry of Finance, the Prime Minister's Office and the General Secretariat. In November 2015, the Council of Ministers approved a new national planning methodology. Key changes included:

- Extend the planning horizon for the national plan and sector strategies from three to six years.
- Produce a more concise National Policy Agenda (NPA) focused on national priorities.
- Annually review the NPA to ensure it remains politically and fiscally relevant.
- Develop sector strategies within a realistic fiscal framework that builds on the existing fiscal framework and commitments of the three-year Medium-Term Budget.
- Establish realistic targets and establish a monitoring framework where progress in targets is regularly reported to the Prime Minister and Cabinet with a view to initiating remedial measures to address performance gaps.
- Require the preparation of six-month Government Work Plans that identify major ministry/agency initiatives (e.g., legal amendments) requiring Council of Ministers approval, with an emphasis on those supporting the priorities set out in the NPA.

The NPA matrix has now been approved by Cabinet and is reflected in this document. Over the remainder of the year, ministries and agencies will be finalizing their medium-term budgets and relevant Sector Strategies and accordingly we will finalize the NPA document. The final National Plan, produced by the end of the year, will reflect decisions taken with respect to fiscal policy, Sector Strategies and the Medium-Term Budget.

The NPA is organized under a hierarchy that includes the National Vision, 3 Pillars, 10 National Priorities and 29 National Policies, elaborated by a series of policy interventions that are planned over the next six years as fiscal resources materialize. The full NPA policy matrix is set out in Annex 1.

## National Policy Agenda: Policy Matrix

| Pillar                  | National Priorities                               | National Policies  |
|-------------------------|---|--|
| Path to Independence    | Ending the Occupation; Achieving Our Independence | Mobilizing National and International Support                    |
|                         |   | Holding Israel to Account  |
|                         | Strengthening Palestine's International Status    | One Land; One People   |
|                         |   | Upholding Democratic Principles                                  |
|                         | Strengthening Palestine's International Status    | Broadening Palestine's International Participation               |
|                         |   | Expanding Palestine's Bilateral Relations                        |
| Government Reform       | Citizen-Centred Government                        | Responsive Local Government                                      |
|                         |   | Improving Services to Citizens                                   |
|                         | Effective Government                              | Strengthening Accountability and Transparency                    |
|                         |   | Effective, Efficient Public Financial Management                 |
| Sustainable Development | Economic Independence                             | Building Palestine's Future Economy                              |
|                         |   | Creating Job Opportunities                                       |
|                         |   | Improving Palestine's Business Environment                       |
|                         |   | Promoting Palestinian Industry                                   |
|                         | Social Justice and Rule of Law                    | Escaping Poverty   |
|                         |   | Strengthening Social Protection                                  |
|                         |   | Improving Access to Justice                                      |
|                         |   | Gender Equality and Women's Empowerment                          |
|                         |   | Our Youth; Our Future  |
|                         | Quality Education for All                         | Improving Early Childhood and Pre-School Education               |
|                         |   | Improving Primary and Secondary Education                        |
|                         |   | From Education to Employment                                     |
|                         | Quality Health Care for All                       | Better Health Care Services                                      |
|                         |   | Improving Citizens' Health and Well-Being                        |
|                         | Resilient Communities                             | Ensuring Community Security, Public Safety and the Rule of Law   |
|                         |   | Meeting the Basic Needs of Our Communities                       |
|                         |   | Ensuring a Sustainable Environment                               |
|                         |   | Revitalizing Agriculture and Strengthening Our Rural Communities |
|                         |   | Preserving Our National Identity and Cultural Heritage           |

At this juncture, the NPA builds on previous National Plans as it focuses on the path to independence and the steps required to strengthen Palestine's institutions and improve services to citizens. The reform agenda is ambitious and builds on previous reforms. However, fiscal reality must intrude on this discussion. If the domestic and external revenue needed to ensure Palestine's fiscal sustainability does not materialize, there is little point in pretending that these reforms, many of which were and are strongly supported by donors, can proceed unaffected. The Government will be forced to focus on its resources on

protecting its citizens, particularly the vulnerable. This does not mean that the reform agenda must be suspended; it does, however, suggest that the Government will need to undertake a frank dialogue with its development partners on the funding that will be available and what can reasonably be accomplished with it. Looking ahead to implementation, the Plan that will be approved by year end will aim to achieve four principles.

***First, the Plan will be politically realistic.*** Little on the political horizon suggests that Israel's annexation agenda will change course without significant international pressure. This will take time to mobilize. Accordingly, reforms dependent on the lifting of the occupation will be assigned to the years beyond the 2017-19 Medium Term Budget. This does not, in any way, infer that efforts to realize our National Vision will be relaxed; on the contrary, Palestine's drive to enlist international support and increase pressure on Israel will intensify.

***Second, the Plan will be fiscally realistic.*** Without any progress on lifting the occupation or restoring steep foreign aid cuts, the pace and scope of Palestine's reform agenda will be severely curtailed. In place of a lengthy list of unaffordable promises, it will identify a small number of current spending priorities while establishing future policy directions in all sectors to be pursued as the fiscal situation improves. If revenue shortfalls persist, we must ask our development partners to be equally realistic about the pace of reform and the expectations placed on the Government.

***Third, the plan will be operationally realistic.*** Although vision must guide actions, the National Plan must balance ambition with pragmatism and affordability. In the real world, progress is rarely accomplished through great leaps, but step-by-step through gradual, continuous improvement.

***Fourth, the Plan will be citizen-centred.*** In the near term, Palestine obviously faces fiscal challenges that require a series of difficult decisions to increase revenue and reduce expenditure. Although the necessary decisions to ensure fiscal sustainability must be taken, constraint will be implemented in a way that minimizes the impact on services to citizens.

The process of developing the NPA has been more consultative than ever before. Several consultation sessions were held with representatives from the civil society, private sector and international development partners. Strong involvement from within the government and outside the government has made the process more transparent and inclusive than any time before. In every stage of the process, materials were available to the public on social media and the government official website in order to allow for average citizens to contribute to the process. Comments were received from all partners and were reflected in the final NPA matrix.

## Foreign Aid at a Crossroads

In a post-colonial world, it is bitterly ironic that Palestine suffers not only the pervasive human rights violations arising from occupation, but the economic extractions familiar to former colonies. As a result, Palestine remains dependent on foreign aid to assist the Government fulfil its basic functions, a fact that is neither desirable nor inevitable.

It may be indelicate, but the question must be asked: why has the international community slashed aid to a Palestinian Government that has consistently urged the desired two-state solution and a peaceful transition to independence?

In World Bank and IMF reports, it is speculated that “donor fatigue” has set in. We acknowledge the frustrations that donors must feel when billions of dollars in infrastructure is destroyed by Israeli bombing and the humanitarian catastrophe in Gaza is prolonged through siege. We further concede that Palestine’s economic growth, the surest route to lessening aid reliance, has not met the targets that required an easing of movement and access restrictions that have not been lifted.

Nonetheless, we submit that “occupation fatigue” presents a far more insidious and dangerous condition. Maintaining the support of the Palestinian people for the two-state solution will be increasingly challenging if the Government’s fiscal sustainability must be wholly secured by imposing what will be perceived as punitive measures by citizens. Responsible constraint can and should proceed in consultation with Palestine’s civil society, private sector and our development partners. However, there is little to be gained by trying to gloss over the damaging socio-economic impacts if the current trends in foreign aid reductions are not reversed.

## The Two-State Solution at a Crossroads

The overarching and most vicious circle of all is, of course, the occupation. Since our last AHLC report, Israel has intensified its perilous annexation agenda unabated and unsanctioned.

- *Settlements continue to spread across the West Bank.* If the current rate of expansion continues, their population will surpass one million by 2030.
- *Gaza remains in humanitarian crisis.* Only 18 percent of 18,000 displaced families have been able to return to reconstructed or repaired homes. 57 percent of households remain food insecure. 70 percent of Gaza’s population suffer severe water shortages.
- *Palestinians are increasingly shut out of Area C.* A mere 0.5 percent of Area C is now accessible for construction by Palestinians. Moreover, the Separation Wall will hibe

off over 9 percent of the West Bank and entrap over 335,000 Palestinians, including East Jerusalem, between the Wall and the Green Line.

- *Confiscation of our natural resources intensifies.* The most egregious example is water, where Israel continues to extract 80 percent of the West Bank's estimated potential water resources. Consequently, Palestinians encounter chronic water shortages with access to only 79 litres per capita per day, well below the WHO minimum health standard of 100.
- *Violence Against Palestinians continues to rise.* The average monthly number of Palestinians killed in direct conflict in 2016 has more than doubled since 2010.
- *Demolition of Palestinian properties reaches a new high.* The first four months of 2016 saw the highest number of demolitions of West Bank homes and livelihood-related structures since data began being collected in 2009.

Another vicious circle is demographics. On its current path, Palestine's population could double by 2050. A persistently high birth rate has created a "youth bulge" that will continue to exert massive pressure on the job market, education system and social programmes over the medium to longer term. Educational advances for girls, who remain significantly under-represented in the labour market, create further pressure for expanded, rewarding job opportunities. Where will these jobs come from? How will the aspirations of our young graduates be fulfilled? With every passing month, ever-increasing numbers of young Palestinians face the frustrations arising from lack of opportunity that feed alienation and despair.

At a certain point, the threshold for a viable two-state solution will be breached, potentially giving way to an apartheid solution where millions of Palestinians live without basic human and democratic rights. To avert such a catastrophe, we need to replace Israel's "facts on the ground" with the Palestinian State as a "fact on the international stage."

This is the path forward that would transform vicious into virtuous circles. If sufficient international pressure were applied, the consequent of the Israeli occupation would not only unleash rapid economic growth and a jobs boom throughout Palestine, but bring a swift end to aid dependency.

These multiple challenges cannot be met by Palestine alone. If the two-state solution is to remain viable, concerted international action is required to reverse colonial Israel's annexation agenda and, together with the Palestinian Government, restore fiscal stability.

## **Budget Execution Highlights January- July 2016**

**Gross Revenues** amounted to NIS 7,740 million in Jan-July of 2016, which is an increase of 13.4% from the same period in 2015, where gross revenues stood at NIS 6,827 million. Gross revenues are 15% ahead of budget.

**Total Net Revenues** also experienced an increase of 17.2% during Jan-July 2016, compared to Jan-July 2015. Total Net Revenues during the aforementioned period in 2016 stood at NIS 7,582 million, whilst they stood at NIS 6,467 million during the same period in 2015, 17% ahead of budget.

**Domestic Tax Revenues** increased by 0.1% during the first seven months of 2016, where they reached NIS 1,475 million, compared to NIS 1,474 million during the first seven months of the year 2015. Domestic tax revenues are 15% ahead of budget.

**Clearance Revenues** reached NIS 5,354 million, an increase of 16.7% compared to the previous year. This can be attributed to the enhanced performance in both clearance VAT and clearance income tax, where they increased by 30.7% and 54.9% respectively. Customs and petroleum excise increased by 9.6% and 6.9% respectively.

**Tax Refunds** declined by 56.2% during the first seven months in 2016, relative to the seven months of 2015. This is due to focused efforts to reduce fuel subsidy to sustainable levels. Fuel subsidies declined by 46.4% during the aforementioned period of the year.

**Total Expenditures** increased by 3.9% during Jan-July 2016 when compared to the same period of 2015. Total expenditures are 5% ahead of budget.

**Wages and Salaries** increased by 5.5% where they reached NIS 4,558 million in Jan-July 2016 in comparison with NIS 4,321 million in Jan-July 2015.

**Net lending** decreased by 14.6%, NIS 635 million compared to NIS 743 million in the same period in 2015. Net Lending is 30% ahead of budget.

**Social contributions** increased by 5.8%, 3% ahead of budget.

**Use of goods and services** increased by 10.3%, 4% ahead of budget.

**Budget support** reached NIS 1,635 million in the first seven months of 2016 compared to NIS 1,899 million in the corresponding period of 2015, representing a decline by 13.9%, which is 14% below budget.

**Total Budget Deficit** as of July 2016 stood at NIS 2,342 million, which represents 21.6% decline from the same period in 2015. The recurrent deficit also witnessed a decrease of

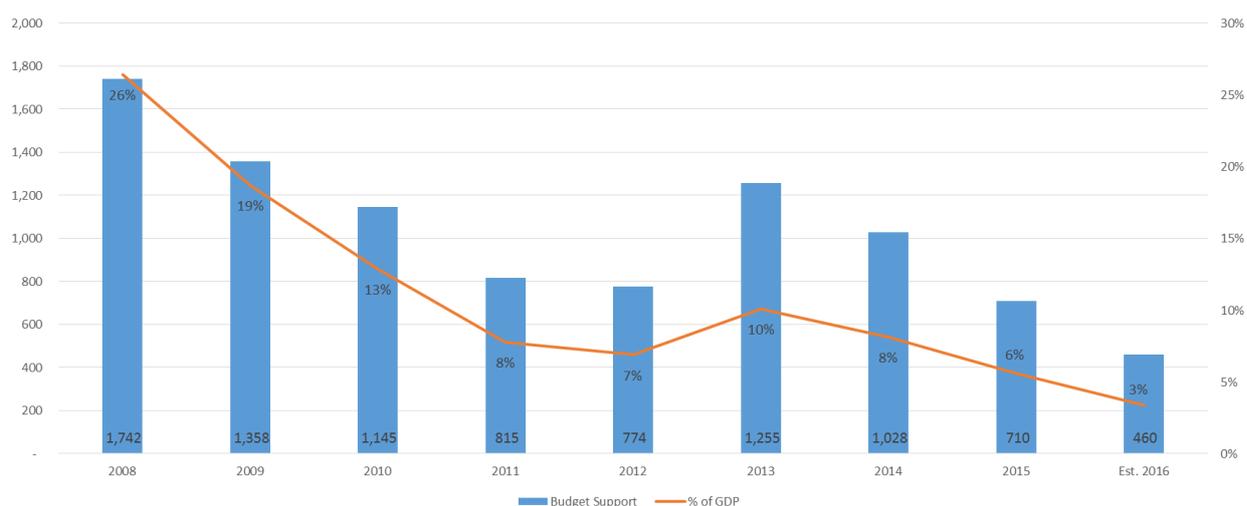
30.9% during this period, standing at NIS 1,703 million, compared to a NIS 2,466 million in 2015.

### Budget Performance Highlights 2016 - NIS Million

| Budget Items            | Jan-July 2016 | Jan-July 2015 | % of Change | Budget 2016 | % From Budget |
|-------------------------|---------------|---------------|-------------|-------------|---------------|
| Gross Revenues          | 7740.3        | 6827.5        | 13.4%       | 11,630      | 67%           |
| Net Revenues            | 7582.7        | 6467.9        | 17.2%       | 11,189      | 68%           |
| Gross Domestic Revenues | 2385.5        | 2237.5        | 6.6%        | 3,393       | 70%           |
| Domestic tax revenues   | 1475.9        | 1474.7        | 0.1%        | 2,193       | 67%           |
| Clearance revenues      | 5354.9        | 4590.0        | 16.7%       | 8,237       | 65%           |
| Non tax revenue         | 657.1         | 603.6         | 8.9%        | 1,199       | 55%           |
| Total expenditure       | 9286.5        | 8934.0        | 3.9%        | 15,212      | 61%           |
| Wages & salaries        | 4558.3        | 4321.3        | 5.5%        | 7,662       | 59%           |
| Other expenditures      | 3840.6        | 3709.5        | 3.5%        | 6,701       | 57%           |
| Net Lending             | 635.0         | 743.9         | -14.6%      | 850         | 75%           |
| Recurrent deficit       | (1703.8)      | (2466.1)      | -30.9%      | (4,023)     | 42%           |

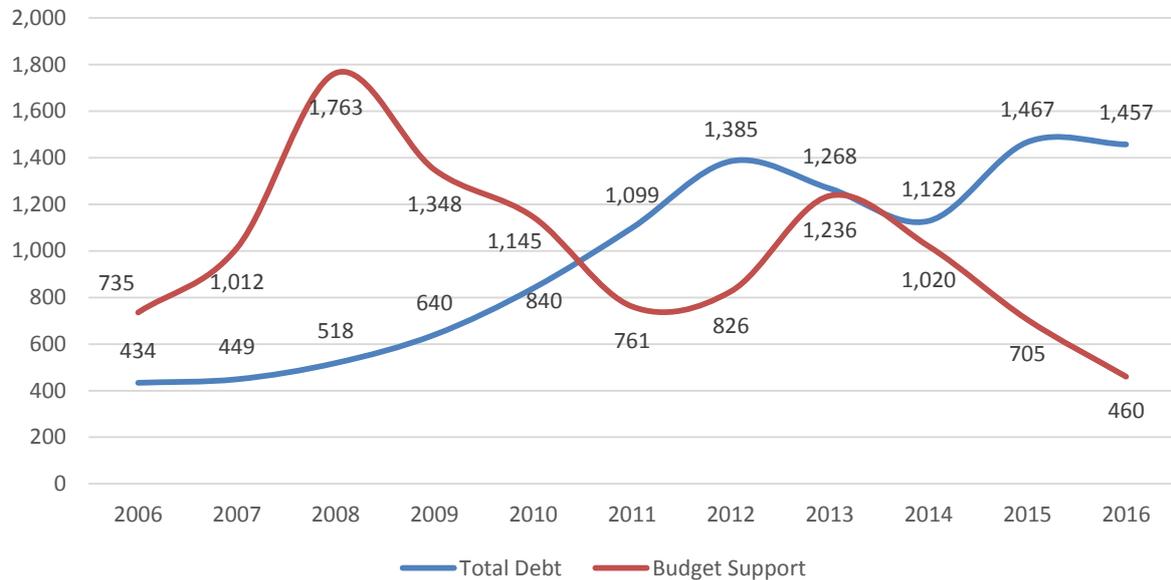
**Budget Support** is forecasted to be US\$ 460 m by the end of the year, which represents more than 60% decline from historical averages. In 2008 budget support stood at 26% of GDP, in 2016 budget support is expected to be 3% of GDP.

### Budget Support – As a % of GDP - US\$ million

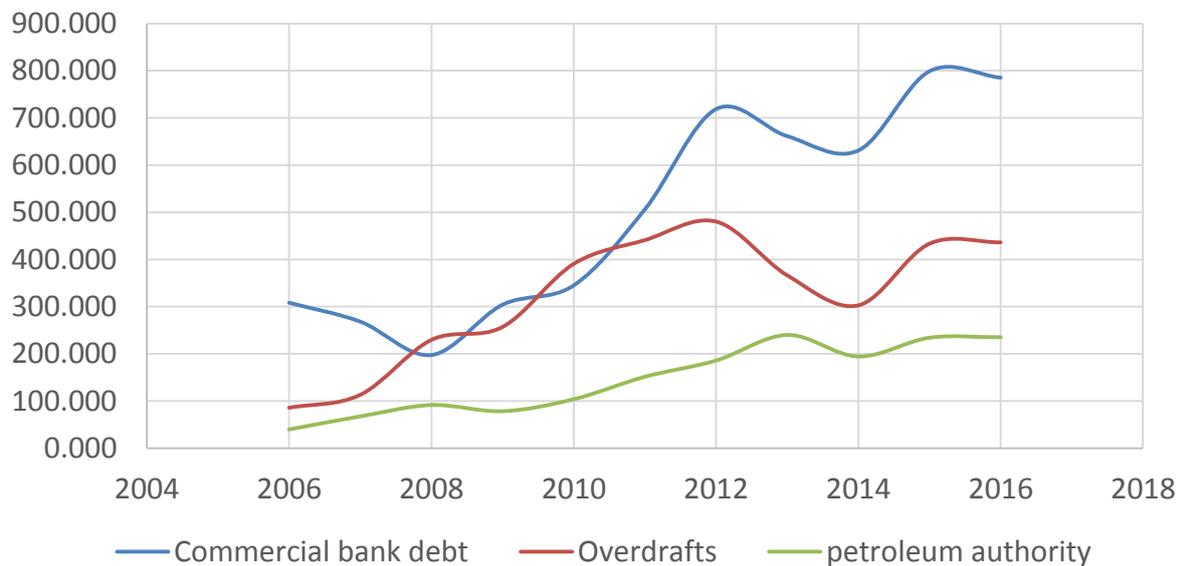


Even though budget support declined to unprecedented levels, so far we managed not to increase our domestic bank loans. This is a result our revenue increasing measure.

### Budget Support vs. Domestic Debt - US\$

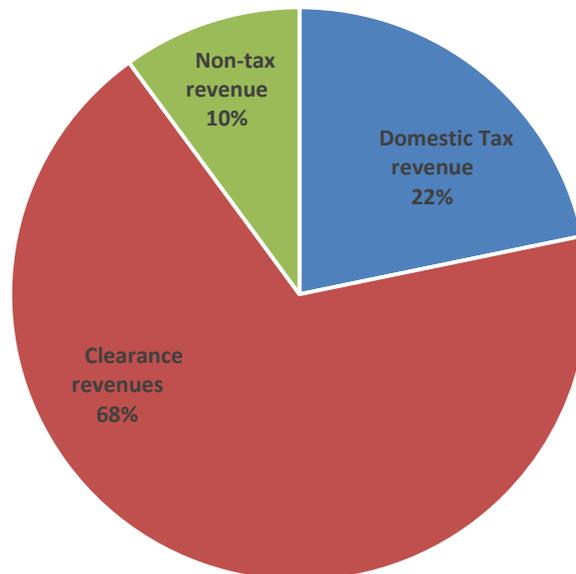


### Domestic Debt Break Down – US\$



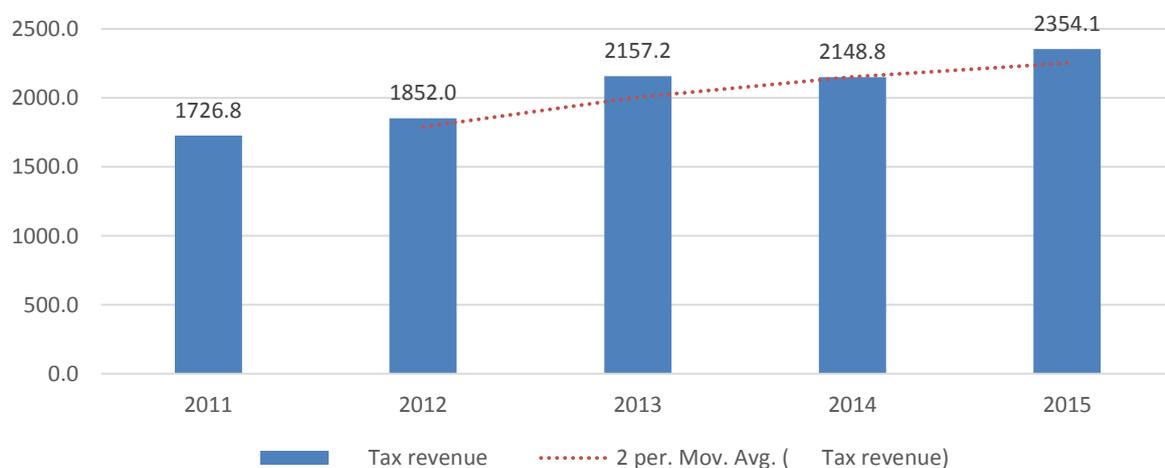
Clearance revenue continues to account for almost two thirds of our revenues.

### Government Revenue Composition (Five year avg.)



**Domestic Tax Revenues** are continuing on the right path and have increased by more than 35% over the past 5 years. This is a result of concentrated efforts to increase the tax base and tax collections.

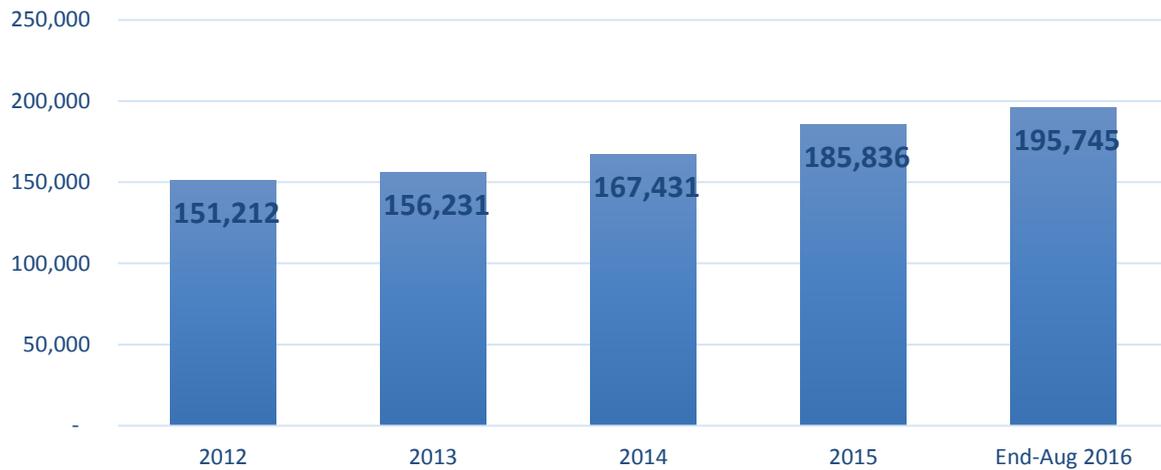
### Domestic Revenues - NIS million



Part of the PFM strategy is to focus on expanding the tax base, leading to increased domestic tax revenues.

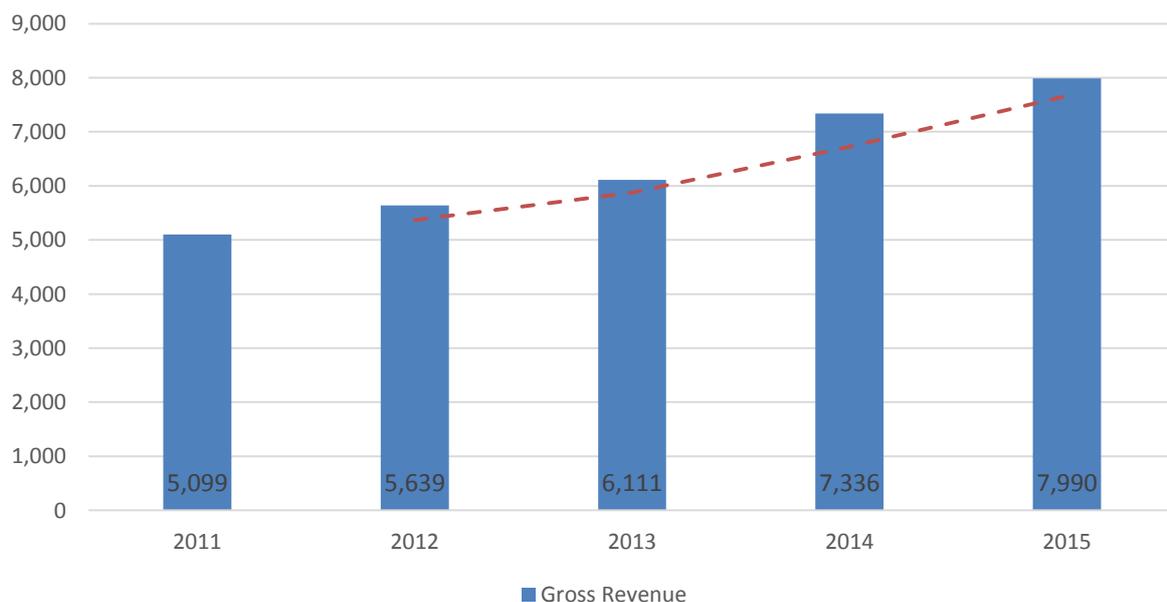
The number of registered tax payers is forecasted to reach 200,000 by the end of the year, an increase of almost 35% over the past 5 year.

### Number of Registered Tax Payers



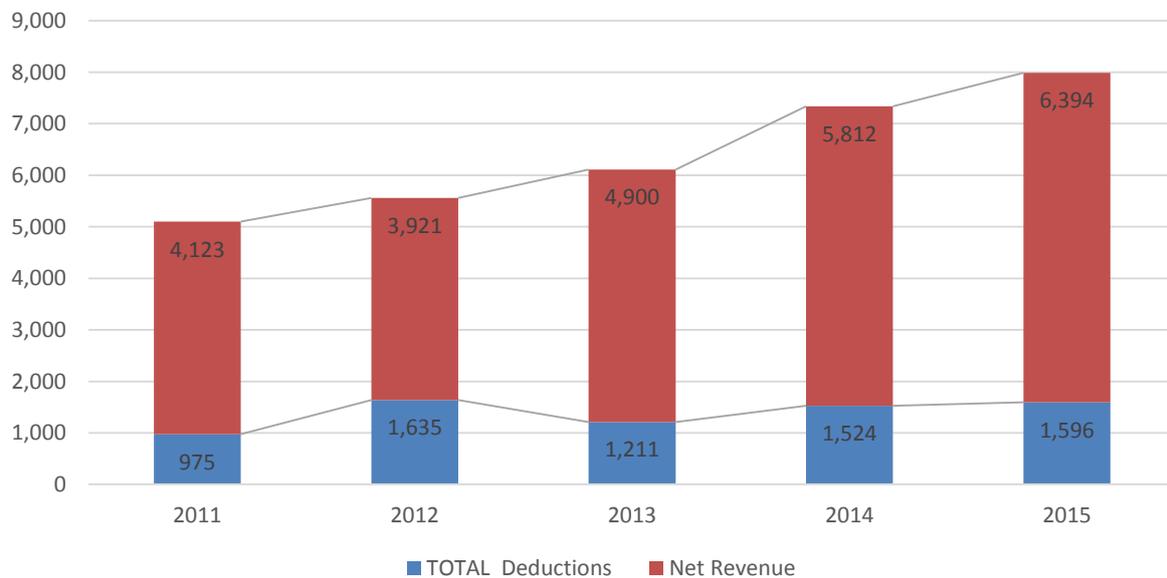
As a result of enhanced follow up efforts and increased enforcement, clearance revenues increased by more than 60% over the past 5 years.

### Clearance Revenues – NIS Million



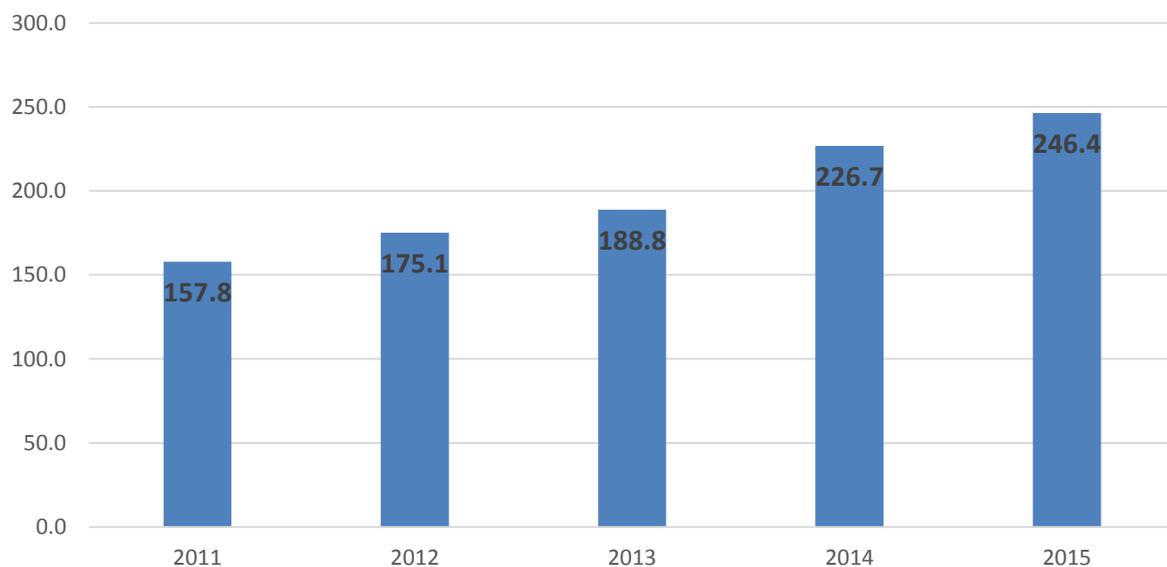
As clearance revenues continued to increase, deduction increased by almost similar percenter, almost 60% increase over the past 5 years.

### Clearance Revenues & Deductions - NIS million



Clearance administration and handling fee continued to increase to reaching NIS 246 million, an increase of almost 57% over the past 5 y ears.

### Clearance Administration/Handling Fees - NIS million



## Conclusion

National Plans constitute a series of promises to citizens. Unfortunately, many of the promises set out in past National Plans have not been realized. Most often, the implementation gap results from barriers imposed by Israeli occupation; in other cases, because of insufficient funding or overambitious planning. Whatever the cause, failure to deliver promises feeds the growing frustration of citizens. These unwelcome, inter-related trends must be reversed.

This new, integrated approach to planning and budgeting is based on two mutually reinforcing principles: planning for results and focus on implementation. Planning for results means identifying the concrete outputs and outcomes that support national policies and can be delivered within available funding rather than setting aspirational performance targets that cannot possibly be achieved. Focus on implementation means establishing a performance monitoring mechanism. This new performance-focused planning and budgeting system will be titled the *Comprehensive Results Framework*.

Before the end of the year, the *Comprehensive Results Framework* will be developed to guide implementation of the National Policy Agenda and Sector Strategies. This unswerving focus on results and implementation will set a high bar for judging the 2017-22 National Policy Agenda: success will only be claimed when promises are delivered.

Admittedly, the tone of Palestine's 2016 Report to the AHCL is sombre. The theme "Palestine at the Crossroads" can certainly be interpreted as pessimistic. However, to be at the crossroads means that there are still choices to be made, still a path to be taken that could change the tone of conversation and reshape the political and financial environment away from dangerous trends that risk fiscal collapse and political chaos. Working together with our domestic and international partners, we must find ways to choose that better route and make the decisions that will best serve, support and engage our citizens despite the vicious circle of occupation, denied rights and lost opportunities.

**ANNEX 1: NATIONAL POLICY AGENDA: NATIONAL PRIORITIES, POLICIES & POLICY INTERVENTIONS**

NOTE: THE ENGLISH TRANSLATION IS UNOFFICIAL. FOR ACCURACY AND OFFICIAL REFERENCE, PLEASE USE THE ARABIC VERSION OF THE NPA

| Pillar               | National Priorities                               | National Policies                             | Policy Interventions  |
|----------------------|---|---|---|
| Path to Independence | Ending the Occupation; Achieving Our Independence | Mobilizing National and International Support | <ul style="list-style-type: none"> <li>• Reassert sovereignty over the whole territory of the State of Palestine based on the 1967 borders including East Jerusalem and all Palestine’s natural resources.</li> <li>• Establish and develop East Jerusalem as the capital of the State of Palestine.</li> <li>• Internationalize the conflict and mobilize international support for the Palestinian people’s inalienable rights, including the right to self-determination and right of return, and the release of prisoners.</li> <li>• Increase political, legal, economic and grassroots pressure to end the occupation.</li> <li>• Lift the siege of Gaza and establish a geographic link with the West Bank.</li> </ul> |
|                      |   | Holding Israel to Account                     | <ul style="list-style-type: none"> <li>• Utilize international tribunals and other mechanisms for opposing colonialism and apartheid against Palestine.</li> <li>• Urge other nations to uphold their obligations under International Law with respect to ending the colonial Israeli occupation.</li> </ul>  |
|                      | National Unity                                    | One Land; One People                          | <ul style="list-style-type: none"> <li>• Reunify the West Bank and Gaza and implement the Gaza Early Recovery and Reconstruction Plan.</li> <li>• Consolidate and modernize Palestine’s body of law, ensuring consistency with international obligations.</li> <li>• Work with international organisations and host countries to improve the quality of services to Palestinian refugees.</li> <li>• Strengthen ties between Palestinians, inside and outside Palestine, and expand their contributions to state-building and independence.</li> </ul>  |
|                      |   | Upholding Democratic Principles               | <ul style="list-style-type: none"> <li>• Ratify a Palestinian Constitution consistent with international human rights treaties.</li> </ul>  |

|                      |  |  |   |
|----------------------|--|--|---|
|                      |  |  | <ul style="list-style-type: none"> <li>• Hold regular democratic elections at all levels across Palestine.</li> <li>• Safeguard citizens' rights and promote respect for pluralism, equality and freedom from discrimination.</li> </ul>  |
| Path to Independence | Strengthening Palestine's International Status | Broadening Palestine's International Participation | <ul style="list-style-type: none"> <li>• Attain full membership in the United Nations.</li> <li>• Fulfil obligations arising from Palestine's accession to international treaties and membership in international organisations.</li> <li>• Actively participate in international forums.</li> <li>• Gradually seek accession to additional international conventions and organisations..</li> </ul>  |
|                      |  | Expanding Palestine's Bilateral Relations          | <ul style="list-style-type: none"> <li>• Expand bilateral recognition of the State of Palestine</li> <li>• Deepen bilateral relations with the State of Palestine</li> </ul>  |
| Government Reform    | Citizen-Centred Government                     | Responsive Local Government                        | <ul style="list-style-type: none"> <li>• Reform and restructure local government.</li> <li>• Decentralize services to LGUs, when capability and fiscal capacity permit.</li> <li>• Expand LGU taxation, revenue-raising and resource management mandates.</li> <li>• Develop an effective system of intergovernmental transfers.</li> <li>• Expand local economic development.</li> </ul>   |
|                      |  | Improving Services to Citizens                     | <ul style="list-style-type: none"> <li>• Develop and implement a government-wide service improvement strategy, with particular focus on Area C and East Jerusalem, in cooperation with our delivery partners.</li> <li>• Develop and implement an e-government strategy, focusing on the delivery of on-line services to citizens.</li> <li>• Strengthen service delivery through partnerships with the private sector and civil society.</li> <li>• Establish a comprehensive approach to land administration that optimizes land use, completes land registration and efficiently manages state lands.</li> </ul> |
|                      | Effective Government                           | Strengthening Accountability and Transparency      | <ul style="list-style-type: none"> <li>• Combat corruption in all its forms.</li> <li>• Implement a code of conduct for civil servants.</li> <li>• Strengthen transparency in government, including the approval and implementation of access to information legislation.</li> </ul>  |

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|                         |                       |  | <ul style="list-style-type: none"> <li>• Strengthen the role of financial and administrative audit institutions.</li> <li>• Strengthen results-based management and integrated planning and budgeting.</li> <li>• Promote effective human resources management and development.</li> <li>• Institutionalize gender mainstreaming in policy-making, planning and budgeting.</li> </ul>   |
| Government Reform       | Effective Government  | Effective, Efficient Public Financial Management | <ul style="list-style-type: none"> <li>• Ensure fiscal sustainability and improve public financial management, with a particular focus on strengthening macroeconomic/fiscal policy, public debt management and procurement.</li> <li>• Mobilize revenue by expanding the tax base; enhancing tax collection, restoring foreign aid levels and rationalising expenditures.</li> <li>• Reform the public sector pension system.</li> <li>• Reform and restructure Palestine's public institutions to increase efficiency and improve service quality.</li> <li>• Establish Palestine's utilities, prioritizing the electricity and water sectors.</li> </ul> |
| Sustainable Development | Economic Independence | Building Palestine's Future Economy              | <ul style="list-style-type: none"> <li>• Rebuild Palestine's productive sectors, focusing on manufacturing, agriculture, tourism and restoring Gaza's industrial base.</li> <li>• Attract domestic and foreign direct investment (construction, tourism, agriculture, and ICT sectors).</li> <li>• Expand international trade and exports.</li> <li>• Plan and invest in strategic infrastructure (water, electricity, transportation and telecom networks, airports, seaport and industrial parks).</li> <li>• Strengthen the financial sector's role in supporting private sector growth</li> <li>• Bridge the West Bank-Gaza development gap.</li> </ul> |

|                         |                                |  |   |
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|                         |                                | Creating Job Opportunities                 | <ul style="list-style-type: none"> <li>• Expand the Palestinian Employment Fund .</li> <li>• Expedite job creation through public-private partnerships.</li> <li>• Develop job creation programs for graduates.</li> <li>• Ensure a safe work environment through application of health and occupational safety standards.</li> </ul>   |
|                         |                                | Improving Palestine’s Business Environment | <ul style="list-style-type: none"> <li>• Support business start-ups and MSMEs.</li> <li>• Expand co-operatives.</li> <li>• Cut red tape for business through smart regulation.</li> <li>• Support and promote the digital economy.</li> <li>• Enhance ICT’s role as a business enabler.</li> <li>• Strengthen Palestine’s cyber security and ensure the ICT sector’s freedom from external threats and domination.</li> </ul> |
| Sustainable Development | Economic Independence          | Promoting Palestinian Industry             | <ul style="list-style-type: none"> <li>• Support and protect national products, increase competitiveness and expand import substitution.</li> <li>• Increase Palestinian products’ share of the local market.</li> </ul>  |
|                         | Social Justice and Rule of Law | Escaping Poverty                           | <ul style="list-style-type: none"> <li>• Strengthen economic and social empowerment programmes benefiting vulnerable groups and the poor.</li> <li>• Ensure that economic and social policies address the needs of vulnerable groups and the poor.</li> <li>• Promote social integration by establishing job creation programmes for excluded groups (disabled, youth, women, ex-prisoners).</li> </ul>                       |
|                         |                                | Strengthening Social Protection            | <ul style="list-style-type: none"> <li>• Improve the effectiveness and coherence of our social protection system.</li> <li>• Ensure effective implementation of the social security law and regulations.</li> <li>• Promote corporate social responsibility and tripartite social dialogue.</li> </ul>  |
|                         |                                | Improving Access to Justice                | <ul style="list-style-type: none"> <li>• Strengthen and implement human rights legislation.</li> <li>• Ensure a fair, transparent, efficient and independent judicial system.</li> </ul>  |

|                         |                             |  |   |
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|                         |                             |  | <ul style="list-style-type: none"> <li>• Ensure effective implementation of court decisions.</li> <li>• Ensure integrated delivery of and fair access to judicial services, particularly for women and children.</li> <li>• Strengthen the institutional capacity and organization of the justice sector.</li> </ul>  |
|                         |                             | Gender Equality and Women's Empowerment            | <ul style="list-style-type: none"> <li>• Eliminate all forms of discrimination and violence against women and girls.</li> <li>• Remove barriers that prevent the full participation of women in community and economic development and public life.</li> </ul>  |
|                         |                             | Our Youth; Our Future                              | <ul style="list-style-type: none"> <li>• Empower and equip Palestine's youth to participate meaningfully in public life and state building</li> <li>• Ensure that our youth are provided with opportunities for a successful future.</li> <li>• Place a particular focus on assisting disadvantaged youth.</li> </ul>   |
| Sustainable Development | Quality Education for All   | Improving Early Childhood and Pre-School Education | <ul style="list-style-type: none"> <li>• Develop early childhood education programmes.</li> <li>• Expand and improve pre-school education.</li> </ul>   |
|                         |                             | Improving Primary and Secondary Education          | <ul style="list-style-type: none"> <li>• Reform and modernise primary and secondary school curricula.</li> <li>• Develop e-learning programmes.</li> <li>• Ensure equitable access to education, particularly in marginalized areas and for vulnerable groups.</li> <li>• Provide continuing training programmes for teachers and support staff.</li> <li>• Upgrade educational facilities to ensure a safe, healthy learning environment.</li> </ul> |
|                         |                             | From Education to Employment                       | <ul style="list-style-type: none"> <li>• Align TVET and higher education with development and labour market needs.</li> <li>• Upgrade TVET infrastructure and facilities.</li> <li>• Strengthen Palestine's science and research capacity.</li> </ul>   |
|                         | Quality Health Care for All | Better Health Care Services                        | <ul style="list-style-type: none"> <li>• Reform the public health insurance system.</li> <li>• Ensure the fiscally sustainability of the health care system,</li> </ul>   |

|                         |                       |  |   |
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|                         |                       |  | <p>including the establishment of a cost-effective approach to patient referrals and procurement of medical services.</p> <ul style="list-style-type: none"> <li>• Improve the quality of health care services (infrastructure, equipment, drugs, IT, training of health care workers, standards)</li> <li>• Increase equitable access to health care services.</li> </ul>  |
|                         |                       | Improving Citizens' Health and Well-Being                        | <ul style="list-style-type: none"> <li>• Strengthen preventive health care, raise awareness and promote healthy lifestyles.</li> <li>• Introduce a family health care approach.</li> <li>• Improve and implement national policies on chronic disease management.</li> </ul>  |
|                         | Resilient Communities | Ensuring Community Security, Public Safety and the Rule of Law   | <ul style="list-style-type: none"> <li>• Implement measures to enhance community security and public safety.</li> <li>• Strengthen capacity for disaster response and crisis management.</li> <li>• Reform and develop Palestine's security sector institutions.</li> </ul>   |
|                         |                       | Meeting the Basic Needs of Our Communities                       | <ul style="list-style-type: none"> <li>• Expand community access to clean water and sanitation.</li> <li>• Expand community access to reliable energy.</li> <li>• Improve public transportation and road safety.</li> <li>• Support affordable, safe housing.</li> <li>• Ensure food security.</li> </ul>   |
| Sustainable Development | Resilient Communities | Ensuring a Sustainable Environment                               | <ul style="list-style-type: none"> <li>• Reduce and effectively control pollution.</li> <li>• Expand solid waste management and recycling.</li> <li>• Expand wastewater management, treatment and reuse.</li> <li>• Manage, protect and promote sustainable use and conservation of natural resources (land, water and energy).</li> <li>• Keep Palestine green (conserve biodiversity, establish nature preserves and expand green spaces).</li> <li>• Increase energy efficiency and reliance on renewable energy.</li> </ul> |
|                         |                       | Revitalizing Agriculture and Strengthening Our Rural Communities | <ul style="list-style-type: none"> <li>• Increase agricultural plant and livestock production and develop value chains.</li> <li>• Protect and support farmers, particularly in areas under threat.</li> </ul>  |
|                         |                       | Preserving Our National Identity and                             | <ul style="list-style-type: none"> <li>• Support cultural innovation and production.</li> </ul>   |

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|  |  | Cultural Heritage | <ul style="list-style-type: none"><li>• Implement initiatives to preserve and develop Palestine's cultural heritage.</li><li>• Develop traditional handicrafts.</li><li>• Promote Palestine as a tourist destination</li></ul> |
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