



# Palestinian National Plan 2011-13

Information and Communications Technology Strategy

## 1. Sector Profile

Information and communications technology (ICT) plays an essential role in the development process. ICT promotes scientific, knowledge and economic status of societies, enhances the quality of life, facilitates communication between nations, and helps keep pace with the revolution of the ICT and post services. ICT is a basic pillar for the establishing and promoting knowledge, social and economic development.

In its leadership capacity, the Ministry of Telecommunications and Information Technology (MoTIT) has sought to keep pace with developments and changes to bridge the digital gap and benefit from the ICT revolution. In Palestine, ICT sector contributes with 17% of the total service sector production, enhancing economic and social growth and development rates. In cooperation with the private sector and partners in other sectors, the role of the government, and MoTIT in particular, necessarily requires the provision of expedient capacities and needs in order to promote the ICT sector and enable it to play its essential role in the inclusive national development process. In addition to sharpening applied skills, the sector will further be a part of the comprehensive strategic concept of ICT, which will facilitate the flow of direct and indirect, national and foreign investments. These are indispensable entry points to a comprehensive, sustainable development, which has not only been local, but requires a high level of regional and international connectivity to knowledge and production sites. These will also introduce a substantial adjustment to the quality of life in Palestine.

## Development Approach

This ICT Strategy is based on a participatory approach, in which all respective government bodies, the private sector, civil society organisations and universities took part. On grounds of national goals set forth under the 13<sup>th</sup> Government Programme *Palestine: Ending the Occupation, Establishing the State*, extensive consultations were in place through a series of workshops, meetings and discussions about the Strategy development approach.

Work on the development of this Strategy has been followed up through:

- Chaired by Mr. Basem Joudeh, Director General of the Council of Ministers Affairs Units, an internal team within MoTIT was established to coordinate with partners in the development process.
- The Ministry of Planning and Administrative Development (MoPAD) participated in preliminary meetings, which elaborated on the Strategy throughout development phases.
- A national team, including representatives of the private sector and universities, also involved the Sector Advisory Council to discuss the Strategy and introduce needed amendments.

- Donors that fund projects and programmes supporting ICT sector, including USAID, were engaged in the development process.
- On 6 January 2010 and 2 March 2010, two workshops were held with the Sector Advisory Council for discussion of the Strategy drafts.
- Many workshops and meetings were organised for elaboration on items addressed by the Strategy. The latest of these was a meeting by the Sector Advisory Council, which endorsed the establishment of four committees to produce the final version of the Strategy.

Representatives of government agencies, civil society actors, the private sector, donors and international organisations also took part in the said workshops.

## **2. Vision**

A Palestinian IT community that is based on providing knowledge to everybody, making available ICT tools and techniques and employing post services by creating an enabling and proper legal and legislative environment. Fair and transparent policies and processes will be implemented so as to allow an effective, efficient and real partnership, in which the private sector plays its active role within a promotional environment that secures that flow of national and foreign investments. Ultimately, the comprehensive, sustainable development process will be supported, citizens' quality of life enhanced, the Palestinian people promoted, and Palestinian aspiration of establishing an independent State of Palestine materialised.

## **3. Situation Analysis**

In Palestine, ICT plays a distinctive, unique role in providing communication and outreach means between all segments of the Palestinian people as well as with the regional and international surroundings. ICT supports the Palestinian economy and secures perseverance against challenges posed by the Israeli occupation. Israel has sought to fragment the PNA-controlled territory into isolated cantons by setting up military checkpoints, imposing a strict blockade and closure regime, and constructing the Separation Wall. Israeli measures and practices threaten the Palestinian social and economic fabric and deny movement of persons and goods as well as control of border crossings. Moreover, Israel tightens its grip on the Palestinian ICT sectors, seizes Palestine's right to its natural resources and national frequencies, thereby effectively disrupting implementation of sovereign projects and programmes and inhibiting potential statehood. To this avail, Israel uses its own ICT companies as a strong arm to impose its policies, jeopardise the Palestinian national economy, illegally flood the Palestinian market with Israeli products, and deprive Palestinian licensed corporations from constructing necessary infrastructure projects, using natural resources, and accessing markets.

## **Telecommunications**

In 2006, the Council of Ministers issued a decision on the opening of the telecommunications markets and supporting competitive operation. New licences were granted to new operators to provide a variety of services, including the internet, broadband communications, added services, and radio and satellite television broadcast. Most notably, a second operator of mobile telecommunications was launched.

In addition to its role as policy maker, MoTIT has regulated the telecommunications sector. On 2 August 2010, the Council of Ministers made a decision on the establishment of an independent, effective Telecommunications Regulatory Commission (TRC), the functions and responsibilities of which will be governed by a law. As part of their concerted effort, the public and private sector proposed a respective draft law, along with required amendments. Eventually, Decree Law No. (15) of 2009 Concerning the Palestinian Commission for Regulation of the Telecommunications Sector was promulgated, endorsing establishment of the TRC.

Palestine's telecommunications sector suffer from external limitations. Israel restricts movement of technicians and transportation of equipment; attacks telecommunications network components, does not allow operators to build basic network components throughout PNA territory; forced operators to construct them in areas beyond coverage; and deprives Palestine from using the frequency spectrum necessary for operation. Israel also imposes unjust restrictions and conditions, rendering operators incapable of implementing tenders to operate mutual mobile telecommunications, providing licensed modern G3 services, and increasing operational costs of delivered services. Therefore, Israeli companies have illegally benefited from an uncompetitive advantage of providing services throughout the Palestinian territory, violating respective agreements and laws.

MoTIT has made considerable strides towards establishing and restoring Palestinian ICT rights through decisions made by the International Telecommunications Union (ITU) and through negotiations with the Israeli side. MoTIT also seeks to build on achievements, the accomplishment of which has been long disrupted by Israel.

Palestine has become an observer at the ITU and Universal Post Union (UPU). MoTIT seeks to present draft resolutions to raise the representation level of Palestine as well as increase the volume of technical and training assistance provided to Palestine. MoTIT will demand that clear and definite operational mechanisms be in place for implementation of the said decisions. On the other end, the internet infrastructure is witnessing a significant shift and development as new operators and companies have been licensed. These will play an important role in developing the internet basic infrastructure in relation to Voice over Internet Protocol (VoIP) and mobile telephone applications. Infrastructure of the Palestinian Telecommunications Company (PALTEL) will be used for the service of licensed corporations as well as projects run by the Government, including development of the government network, establishment of the Government Data Centre, and E-government initiative. These also include other government projects and initiatives, such as the Palestinian Education Initiative and projects of the Ministry of Finance (MoF), such as the Central Financial System which will connect all MoF directorates to a single database.

## **IT and Government Automation**

PNA is making a relentless effort to build an information community that is capable of keeping pace with all IT breakthroughs and contributing to expediting the economic and social development process by providing an inclusive access to IT. PNA has made a modest progress towards realising this concept. Having started with the E-government Project, work is underway on building the government portal, which includes all government services. To facilitate communication between various databases, the Government has commenced to construct the Government Transmitter of Electronic Transactions. Additionally, MoITT has developed the Law on Electronic Transactions, including e-signatures and e-correspondence, as well as finalised technical steps towards the issuance of e-signature cards, assurance of information security, and connection of some PNA bodies to the Government Computer Centre. However, this sector still suffers from the following problems and predicaments:

- Continued division between the West Bank and Gaza Strip, resulting in multiple databases.
- Ministries do not make serious efforts to connect to and participate in databases, rendering difficult the implementation of the Government decision on the application of the E-government initiative.
- A government data centre is not in place for computerisation of all government documents, forms and services.
- Administrative processes are not consolidated or simple. Operations of the government sector services should also be reengineered.

## **Post**

The Palestinian post has undergone hard conditions because of Israel's restrictions on post service delivery and control over borders. However, PNA has been determined to alleviate the Palestinian post sector from this limitation. In the second of 2008, the Council of Ministers made a decision on the establishment of a technical committee, which developed a plan to promote post services and enhance performance of the sector. Most importantly, the plan provides for improving effective performance of post services, developing the post operation both qualitatively and quantitatively, adding new post services that meet citizens' needs, and introducing the commercial and competitive spirit to the post service. Accordingly, successive Palestinian governments have added a set of improvements to the Palestinian post. These included:

1. An important, historic event was launched as Palestine joined the list of states with an international postal code. Palestine has obtained its own international postal code, whereby postal exchange will be accessed directly to Palestine. Since the post is a symbol of national

sovereignty, a unified sovereign post logo has been adopted and used throughout all Palestinian post facilities, including post vehicles.

2. Steps have been taken towards finalising Postal coding of the Palestinian territory. As is internationally applicable, addresses will be identified through the postal code.
3. The Government has launched services of internal post parcels, internal express mail, government mail, and advertisement mail. The mail is now delivered to addressees within a period of not more than 36 hours from the date of delivery.
4. Work is underway to develop the Palestinian Post Law, which will provide for separating the post function from MoTTT and establishing an independent post commission for regulation of the post operations. Once finalised, the draft law will be submitted to the Council of Ministers for approval.

Notwithstanding these positive steps, the post sector still faces a number of impediments, including:

- Inadequate capacities necessary to automate the post operation and connect post branch offices to a computerised network.
- Weak capacity of mail transportation in light of inadequate resources and continued division between the West Bank and Gaza Strip.
- Weak and short laws and regulations that govern the post sector.
- Lacking a public policy as well as a long-term vision of the post sector.
- Post functions are limited to traditional tasks.
- Short and weak human resources and capacities so as to carry out various functions of the post.

#### 4. Policies and Interventions

The tables below summarise strategic objectives as well as major policies and intervention to be implemented in the in ICT sector. The full ICT Sector Strategy includes detailed policies and interventions.

##### In the telecommunications field:

Policy	Policy Interventions
<b>Strategic Objective (1): Liberated and regulated telecommunications market, which operates within a fair, competitive and investment promotional environment</b>	
1. Regulate the telecommunications market and promote competitiveness	<ul style="list-style-type: none"> <li>- Enable new telecommunications service providers to access the market.</li> <li>- Enable telecommunications service providers to connect to public telecommunications networks and access respective subscribers.</li> <li>- Announce clear and definite mechanisms on the required licences to provide telecommunications services.</li> <li>- Reactivate the use of a clear advisory approach in order to identify operational trends within bounds of available options.</li> </ul>
2. Consolidate the legal and legislative framework regulating the telecommunications sectors, as well as encourage operation of the TRC	<ul style="list-style-type: none"> <li>- Complete construction of the TRC.</li> <li>- Allocate financial resources necessary to help establish the TRC.</li> <li>- Develop and upgrade laws, regulations and bylaws on the telecommunications sector.</li> <li>- Promote a comprehensive, resilient legal framework to help keep pace with ongoing changes in the telecommunications sectors. This will highlight PNA's regulatory role, which sets forth the rules and policies ensuring a liberated telecommunications market, prevention of monopoly, and creation of a competitive climate.</li> <li>- Develop clear mechanisms for resolving dispute between telecommunications companies.</li> <li>- Develop a solid and deterrent penal system in order to protect investment against uninformed adventures.</li> </ul>
3. Put in operation a system of accounts separation and cost calculation	<ul style="list-style-type: none"> <li>- Develop fair rules and standards to set cost prices of services and network components in order to enable cost-based participation.</li> <li>- Develop and upgrade a procedural manual on the organisational accounts of providers as well as audit accounts by independent auditors.</li> </ul>
<b>Strategic Objective (2): A free Palestinian space, which allows control over natural resources as well as direct international access.</b>	
1. Promote Palestinian control over the frequency spectrum and implement the national Plan on Digitisation and International Direct Access	<ul style="list-style-type: none"> <li>- Rejuvenate activity, through the Joint Technical Committee and bodies responsible for negotiations, to access resources and direct international access as well as liberate Palestine's frequency spectrum.</li> <li>- Urge friendly states, the Quartet and human rights organisations to exercise pressure on the Israeli side to redeem the Palestinian people's right to manage its own natural resources and frequency spectrum.</li> </ul>
2. Liberate the Palestinian market from the piracy exercise by Israeli	<ul style="list-style-type: none"> <li>- Take legal measures against companies that impinge on Palestinian licensing conditions.</li> <li>- Impose exorbitant fines on those who violate regulatory conditions of the Palestinian telecommunications sector.</li> </ul>

corporations	
3. Promote investment and provide a fair, appropriate and competitive environment	<ul style="list-style-type: none"> <li>- Announce clear policies on investment promotion and creation of an enabling competitive environment.</li> <li>- Invigorate the consumer project system in the field of telecommunications.</li> </ul>
<b>Strategic Objective (3): A basic, inclusive service package to be made available to all citizens, including those living in isolated and remote areas as well as in the Jordan Valley area.</b>	
1. Ensure the provision of inclusive, basic services to all citizens and encourage private sector corporations to access isolated areas and the Jordan Valley area	<ul style="list-style-type: none"> <li>- Encourage and facilitate investment processes in targeted areas by reducing taxes and providing customs exemptions.</li> <li>- Provide regulatory processes to lead to: <ul style="list-style-type: none"> <li>o Providing high-quality and affordable basic services.</li> <li>o Expanding existent infrastructures so as to reach remote areas deprived of telecommunications services as well as consolidate the existence of the Palestinian population in the face of Israel's exploitation.</li> <li>o Continue to upgrade, develop and expand the telecommunications network, ensuring inclusive and easy access to information.</li> <li>o Put to the best alternative, unused resources in the transmission of information. These will be adopted as available techniques.</li> </ul> </li> </ul>
<b>Strategic Objective (4): Widespread and integrated infrastructure that provides the foundation for and advanced service delivery.</b>	
1. Promote the development of the internet infrastructure	<ul style="list-style-type: none"> <li>- Provide access to the internet, consequently raising the number of internet users.</li> <li>- Increase capacities and speeds in line with consumers' needs.</li> <li>- Promote and regulate the private sector's operation in the internet area.</li> <li>- Increase and establish access points on the national network in order to access to all internet services. Existent access points will also be developed and enhanced.</li> </ul>
2. Use the government network to interconnect public sector bodies	<ul style="list-style-type: none"> <li>- Provide necessary support to the government network in order to interconnect public sector bodies with one another, exchange information, and provide services.</li> <li>- Establish a framework of cooperation and information exchange between government agencies, thereby promoting the government functions and contributing to establishing the independent State of Palestine.</li> <li>- Consolidate infrastructure of the Government Computer Centre and work towards building an approved Government Data Centre.</li> </ul>
3. Use the academic and research network to interconnect higher education institutions	<ul style="list-style-type: none"> <li>- The Government will continue to support and provide high-speed interconnection of universities to regional and international academic networks in order to encourage scientific research.</li> </ul>
<b>Strategic Objective (5): Solid international relations and effective participation by Palestine, as an independent state, in international forums.</b>	
1. Consolidate international relations and confirm Palestine's membership, as an independent state, in international forums	<ul style="list-style-type: none"> <li>- Raise the representation level of Palestine at international unions and associations.</li> <li>- Diversify and increase support sources and volume of allocations needed to corroborate and develop the telecommunications sector.</li> <li>- Demand that clear and definite operational mechanisms be in place to implement previous resolutions made by</li> </ul>



	international unions and commissions in regard of the Palestinian telecommunications sector.
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**In the IT area:**

Policy	Policy Interventions
<b>Strategic Objective (1): Advanced, automated and highly effective government services.</b>	
1. Provide support needed to implement the E-government Strategic Plan and unify application to various government bodies	<ul style="list-style-type: none"> <li>- Build the administrative structure of the E-government Directorate.</li> <li>- Establish a unit or agency, to represent all ministries and work towards applying the e-government concept.</li> <li>- Encourage institutional transformation to render application of the e-government programme successful.</li> <li>- Develop necessary specifications and standards of electronic transactions and services as well as of the Government Transmitter.</li> <li>- Approve the Law on Electronic Transactions.</li> <li>- Implement the project of enumerating government transactions.</li> <li>- Develop rules and principles of the e-government databases, systems and initiatives, as well as develop respective data exchange and technological integration and interoperation.</li> <li>- Transform the Government Computer Centre into the Government Data Centre.</li> <li>- Develop policies of the Computer Emergency Centre.</li> <li>- Design the Portal of Government Services.</li> <li>- Apply national electronic initiatives under supervision and in coordination with the E-government Project Management.</li> <li>- Design sensitisation programmes on e-government related projects and initiatives in order to create unified concepts of respective objectives as well as of partners' role in implementation and application.</li> <li>- Train and transmit knowledge and expertise to public sector employees, enhancing their competence and skills so that they can implement the e-government project. Promotional incentives will also be offered to develop the public sector employees' capacities in this area.</li> <li>- Set forth instructions on public policies relating to the use of the computer and internet at public institutions.</li> </ul>
<b>Strategic Objective (2): An advanced, productive IT sector that contributes to the national economy.</b>	
1. Develop and promote IT as a productive sector, which contributes to growing the national economy	<ul style="list-style-type: none"> <li>- Promote the IT sector on the local and international levels.</li> <li>- Stimulate international ICT corporations to appoint direct agents in Palestine and convince them to refuse dealing with Israeli agents.</li> <li>- Develop internal capacities of ICT companies through specialised local seminars.</li> <li>- Create an enabling environment for an advanced Palestinian ICT industry.</li> <li>- Carry out a government-supported local media campaign to help disseminate IT concepts throughout other economic sectors.</li> <li>- Dispatch commercial missions to other countries in participation with the Palestinian private sector.</li> </ul>

	<ul style="list-style-type: none"> <li>- Develop clear plans on accessing foreign markets in cooperation with Palestinian embassies abroad.</li> <li>- Adopt clear ministerial policies, reflecting the Investment Promotion Law, particularly those provisions which support ICT as a productive sector that contributes to the development process.</li> <li>- Implement and stimulate e-commerce initiatives and inaugurate electronic portals and sites of the Palestinian commercial activity.</li> </ul>
<p>2. Deal with ICT as a significant sector of our national economy. Accordingly, ICT should receive support that matches its significance by:</p>	<ul style="list-style-type: none"> <li>- Allocating a certain percentage of the Government's annual Public Budget in order to develop and support ICT projects throughout government bodies.</li> <li>- Providing incentives and preferential treatment to develop and sponsor productive projects and creative thoughts of emerging companies.</li> <li>- Supporting the Palestinian Information and Communications Technology Incubator (PICTI) and excellence centres at academic institutions.</li> <li>- Supporting several projects, including the municipalities development, use of ICT applications to develop municipalities' operation, enhancement of the operation of chambers of commerce using ICT applications, and training of rural women on the use of ICT tools for promotion of rural women's products.</li> <li>- Supporting the establishment of TechnoParks.</li> <li>- Providing government support to local companies by prioritising them concluding contracts with the government. If not, contracts will be concluded with foreign corporations in the presence of a Palestinian local partner. Palestinian ICT standards will also be adopted in tenders and bids.</li> <li>- Benefiting from commercial agreements ratified between Palestine and other countries worldwide.</li> <li>- Supporting local conferences, which focus on the ICT sector.</li> <li>- Supporting Palestinian corporations in local and foreign exhibitions.</li> <li>- Supporting the introduction of ICT to government bodies in financial, administrative, human or documentary fields, thereby assisting in improving the government performance and facilitating the process of oversight and good governance on grounds of principles of transparency, justice, integrity and accountability.</li> </ul>
<p><b>Strategic Objective (3): A safe environment which secures trust and security in the use of ICT.</b></p>	
<p><b>Strategic Objective (4): An enabling environment which promotes investment in the ICT sector.</b></p>	
<p>1. Prepare an enabling environment which promotes investment in the ICT sector</p>	<ul style="list-style-type: none"> <li>- Establish the rule of law, implement the reform plan, and fight corruption.</li> <li>- Consolidate trust and confidence and establish security in the ICT.</li> <li>- Develop policies to address deficiencies in the market as well as to preserve fair competition with a view to serve national priorities.</li> <li>- Adopt a productive, service- and export-oriented policy in order to develop and improve the ICT sector, leading to an increase in the number of local corporations and relevant staff members.</li> <li>- Maintain cooperation on the national, regional and international levels to combat cybercrimes and ICT abuse.</li> <li>- Reactivate adherence to the free market rules, as approved by the Palestinian Basic Law, with a view to promote investment and create an environment to attracts private capital.</li> </ul>

	<ul style="list-style-type: none"> <li>- Adopt the principle of partnership between the public sector, private sector and civil society organisations.</li> <li>- Work towards establishing a free industrial estate to specialise in the IT industry.</li> </ul>
<b>Strategic Objective (5): A legislative and legal environment for the IT sector</b>	
1. Put in place a legislative and legal framework to govern the IT sector	<p>Finalise compilation of respective draft laws and submit them to the Council of Ministers for discussion and approval in due form. The process will take account of IT developments in legislation, IT laws, and legal analysis of changes to avoid obsolete management techniques and legal procedures. These drafts will include:</p> <ul style="list-style-type: none"> <li>o Law on the Regulation of Electronic Signatures;</li> <li>o Law on Electronic Transactions;</li> <li>o Law on the Protection of Individual and Personal Data;</li> <li>o Law on the Protection of Intellectual Property;</li> <li>o Law on Electronic Exchange and Commerce;</li> <li>o Law on the Internet and Informatics;</li> <li>o Law on the Freedom and Secrecy of Information in Electronic Correspondence; and</li> <li>o Law on Cybercrimes.</li> </ul>
<b>Strategic Objective (6): A creative, trained and qualified generation to help promote the ICT status in Palestine.</b>	
1. Rehabilitate, train and develop a creative generation to contribute to promoting ICT in Palestine	<ul style="list-style-type: none"> <li>- Develop human resources and encourage creativity, including the concept of human resources development as well as education and training. All national sectors (the Government, the private sector, civil society, universities, institutes and colleges) will take part in the accomplishment of these assignments. Palestine is in need of ambitious and creative programmes in order to build human capacities, utilising opportunities provided by available IT as well as excellence centres provided by donors. Also, IT education and training at all levels, starting with basic schools towards adult education, will be promoted. Thereby, opportunities will be given to the largest number of people, including those with special needs, and necessary material capacities be provided.</li> <li>- Learn IT on all levels, starting with compulsory education, secondary school education, university and higher education, and ending with continuing education. Accordingly, a vital, effective and efficient process will ensure combating computer illiteracy and help citizens use IT in various walks of their lives.</li> <li>- Promote IT education and enhance the quality of school education using IT.</li> <li>- Improve IT skills of teachers and educational programmes so that they will be capable of teaching IT concepts to students.</li> <li>- Continue to rehabilitate and train public sector employees in the field of IT. This role is, in fact, assigned to MoTIT, which will fulfil it through the Government Computer Centre.</li> <li>- Provide cadres who are capable of better promoting IT.</li> <li>- Develop policies that encourage creativity and spirit of work in projects, which support and promote development operations, especially software programming.</li> <li>- Support reducing prices of computer sets and disseminate internet services so as to contribute to enhancing competence and quality educational services as well as accessing broad target groups.</li> <li>- Adopt distance learning as an unconventional method of education and learning at schools and universities, whenever</li> </ul>

	<p>possible. Multiple advantages of distant learning will also be utilised, including the potential engagement of all groups in the educational process and cost reduction.</p> <ul style="list-style-type: none"> <li>- Rehabilitate and increase the number of IT specialists. Basic, secondary and higher education should be improved to help produce highly competent IT professionals and experts by: <ul style="list-style-type: none"> <li>o Enhancing quality and increasing the number of graduates by contributing to revising and developing academic programmes oriented to the local market needs.</li> <li>o Creating an enabling environment to preserve qualified cadres, maintaining cooperation with migrant Palestinian IT cadres, and working towards their return to the homeland.</li> <li>o Encouraging cooperation between the academia, private sector and businesses so that they take part in identifying grounds to be adopted in compiling study plans and promote the level of graduates in consistence with the market needs.</li> </ul> </li> </ul>
2. Develop scientific and applied research as well as develop and transmit technology	<ul style="list-style-type: none"> <li>- Allocate a reasonable percentage of the government budget for this purpose.</li> <li>- Promote the private sector to fund scientific research, transmit technology, and encourage partnership in scientific research projects with academic institutions.</li> <li>- Stimulate universities and research centres to pay attention to this aspect in order to contribute to devising new IT solutions, especially in software programming, to meet the market needs.</li> <li>- Develop a comprehensive national strategy on scientific research and development of the ICT sector.</li> </ul>
<b>Strategic Objective (7): A Palestinian content that supports the 13<sup>th</sup> Government Programme <i>Palestine: Ending the Occupation, Establishing the State</i> and promote the presence of Palestine on the worldwide web.</b>	
<b>Strategic Objective (8): Arabic content to serve all walks of life.</b>	
A Palestinian content that supports the 13 <sup>th</sup> Government Programme <i>Palestine: Ending the Occupation, Establishing the State</i> and promote the presence of Palestine on the worldwide web	<ul style="list-style-type: none"> <li>- Develop clearly demarcated plan to promote the Palestinian national content consolidate the volume of Palestine's existence on the internet.</li> <li>- Identify components of the required content (objectives, tools, and capacities).</li> <li>- Define monitoring standards and indicators to be approved in the content building process.</li> <li>- Put forwards linguistic, cultural and ethical terms of reference for the content.</li> <li>- Work towards building human resources who will be capable of producing the desired content.</li> <li>- Contribute to enriching the Arabic content that serves all walks of life.</li> </ul>
<b>Strategic Objective (9): An IT cultured community.</b>	
Disseminate the IT culture to all segments of the Palestinian society	<ul style="list-style-type: none"> <li>- Promote the concept of a Palestinian IT community and raise awareness of Palestinian citizens so that they will an effective element in building the Palestinian IT community.</li> <li>- Contribute to bridging gaps between males and females in light of women's low participation in various areas. Priority should be given to provide women with IT expertise and knowledge, thereby preparing them for a full participation in the IT community.</li> <li>- Work towards building human cadres through training initiatives currently in place at ministries or by recruiting new employees with a high level of expertise and competence.</li> </ul>

	<ul style="list-style-type: none"> <li>- Give the private sector the required national role so that it can contribute to materialising the IT community and deliver high-quality and reasonably affordable IT services.</li> </ul>
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**In the post area:**

Policy	Policy Interventions
<b>Strategic Objective (1): Rehabilitated and advanced post sector that is capable of competition as an investment and economic unit. It responds to substantial transformations resulting from the globally liberated post services.</b>	
Rehabilitate and develop the post sector, convert it into an investment and economic unit, and prepare it to fathom substantial changes resulting from the liberation of post services worldwide. The sector will be competitive, effective and productive as well as allow for efficient partnership with the private sector.	<ul style="list-style-type: none"> <li>- Establish the Post Bank.</li> <li>- Connect post offices to an electronic information network, which provides all types of high-quality post and banking services at one outlet.</li> <li>- Establish service units, which fulfil customs' advanced needs and requirements. Service delivery structures will also be improved, ensuring simplified procedures and summary processing.</li> <li>- Contribute to enhancing security conditions for the transportation and processing of postal items and money as well as safeguard their safety and secrecy.</li> <li>- Enhance and promote the quality of post and financial services, define strict criteria of service quality, monitor implementation of these criteria, and announce respective results to customs and beneficiaries.</li> <li>- Deliver certain post services in partnership with the private sector.</li> <li>- Adopt the coding of streets and residential units to facilitate access to addresses.</li> </ul>
<b>Strategic Objective (2): A legal and legislative environment to regulate post functions.</b>	
Prepare a legislative, legal and international environment to help promote post functions.	<ul style="list-style-type: none"> <li>- Finalise development of the Draft Post Law and submit it to the Council of Ministers for discussion and approval in due form. The Law will provide for the establishment of a post commission.</li> <li>- Locate access points for international post services, such as Jordan and Egypt.</li> <li>- Complete efforts to convert the status of Palestine from an observer to an active member on the ITU. Action will also be taken to operate direct mail from and to all UPU members in accordance with the UPU Constitution, ITU conventions and international law. The fact that Palestine has obtain an international postal code should also be utilised.</li> <li>- Control and follow up with service quality and set forth standards to govern operators of international services.</li> <li>- Develop a regulation on the licensing of all post operators and mail distribution services.</li> <li>- Implement an explicit, public regulation to ensure fair treatment of clients and operators.</li> <li>- Develop proper regulations to encourage and promote competitiveness as well as safeguard social services and approved tariff.</li> <li>- Put forward a framework to promote the post sector growth through creativity and investment in IT.</li> <li>- Develop appropriate regulations to promote investment, encourage competitiveness, and protect social services and</li> </ul>

	prescribe tariff.
<b>Strategic Objective (3): Rehabilitated post offices, which function as access points to the e-government and an interface to deliver e-services.</b>	
Adopt post offices, which function as access points to the e-government and an interface to deliver e-services	<ul style="list-style-type: none"> <li>- Connect post offices to a computerised government network.</li> <li>- Post offices will empower the public to obtain various e-government services.</li> <li>- Adopt post services in e-commerce. Post offices may be rendered capable of endorsing purchases, transport merchandise, and collect values on both the local and the international levels.</li> <li>- Connect post offices to the Arab Post Network in order to track postal items, parcels and money in the regional and international domains.</li> </ul>

## 5. Resources and Responsibilities

Development projects proposed under the Mid-Term Development Plan 2010-13 (Amount in NIS '000)

Proposed development projects (priority-based)	Project	Other relevant ministries/bodies	2011 resource requirements	2012 resource requirements	2013 resource requirements
<b>Post Reform Programme</b>					
Project 1	Invite tenders to purchase vehicles to increase means of mail transportation and distribution; consult with advisors to introduce modern services; and recruit 100 employees.	MoF	1560	1570	3000
Project 2	Develop necessary designs; conclude contracts with private companies for implementation; develop software programs, purchase relevant devices and equipment; and provide training on programs.	MoF	7000	7000	1000
Project 3	Recruit 165 postmen; purchase 70 motorcycles as well as 150 bicycles; and increase the number of private post office boxes.	MoF	2000	2000	1570
Project 4	Consult with experts on implementation of	MoF	2000	2000	3000

	the coding plan; purchase post coding equipment and supplies; coordinate with bodies responsible for numbering and naming streets; and launch a sensitisation campaign on audiovisual and printed means.				
Project 5	Organise internal seminars and workshops; delegate trainees to other countries; consult with experts, legal advice offices and Legal Counsel and Legislation Bureau about the Post Law as well as submit to the Council of Minister.	MoF	400	450	500
Project 6	Establish the Post Bank and Post Saving Fund.	MoF			3000
Project 7	Connect post offices to an electronic information network, which provides all types of high-quality post and banking services at one outlet.	MoF			1000
Project 8	Establish service units, which fulfil customs' advanced needs and requirements. Service delivery structures will also be improved, ensuring simplified procedures and summary processing.	MoF			500
Project 9	Contribute to enhancing security conditions for the transportation and processing of postal items and money as well as safeguard their safety and secrecy.	MoF			200
Project 10	Enhance and promote the quality of post and financial services, define strict criteria of service quality, monitor implementation of these criteria, and announce respective results to customs and beneficiaries.	MoF			200
Project 11	Deliver certain post services in partnership with the private sector.	MoF			300
Project 12	Adopt the coding of streets and residential	MoF			200

	units to facilitate access to addresses.				
Project 13	Establish a unit to process post stamps.	MoF			300
Project 14	Introduce other support services, including internal and external financial transfers and selling all telecommunications-related services, such as prepaid mobile recharge cards and chips.	MoF			300
<b>E-government Programme</b>					
Project 1	E-government Project	Council of Ministers	4000	4000	6000
Project 2	Government Data Centre Project; Government Computer Emergency Centre Project; and quality control.	Council of Ministers	1400	1468	1500
Project 3	E-government Network Project.	Council of Ministers	4000	4000	
Project 4	Contract advisors and establish specialised groups for implementation.		200	200	500
Project 5	Establish committees to develop necessary draft laws and regulations relating to electronic operations.		400	450	300
Project 6	Develop sector project tender documents for implementation.		25	25	100
<b>Telecommunications Programme</b>					
Project 1	Develop regulations for implementation of the Telecommunications Law.		990	950	990
Project 2	Establish and follow up on the equipping of six public service and inspection centres		2000	2000	1000
Project 3	Construct and equip a system to control frequencies and transmission.		1850	1535	1000
Project 4	Recruit competent employees.				360
<b>Total</b>			<b>27825</b>	<b>27648</b>	<b>26820</b>



## **6. Expected Results**

1. Implement the E-government Projects.
2. Endorse e-education.
3. The Telecommunications Regulatory Commission will exercise its tasks.
4. Complete opening the telecommunications market and introduce a third cellular telecommunications operator.
5. Amend the Investment Promotion Law with a view to the telecommunications market.
6. Boycott unlicensed Israeli telecommunications products.
7. Reduce prices and provide high-quality local and international calls and the internet.
8. Connect universities to an academic network that encourages information exchange and research.
9. Raise the representation of Palestine from the status of observer to a full member at international telecommunications unions and organisations.
10. Enhance the economic and development index of IT industry in Palestine.
11. Deliver ICT and post services to remote areas.
12. Establish the Post Regulatory Commission.
13. Establish the Post Bank.
14. Adopt post offices as e-service providers.