

Transport Sector Strategy 2011-13

Sector Profile

Under the Ottoman rule on Palestine, transport networks developed in the 19th century from primitive roads and lanes to paved roads. The first of these was the Jaffa-Jerusalem road, which was constructed in 1867, and the Nablus-Ramallah-Jerusalem road in early 1900s. Later, roads connecting Palestinian cities, towns and villages were constructed. In 1978, the West Bank was separated from the Gaza Strip. Both areas had already been severed from the transport network in historic Palestine occupied in 1948. Additionally, Israel has constructed settler bypass roads. Roads throughout the Palestinian territory have not been built on economically-feasible grounds, nor did they take account of the shortest distances between residential areas. Therefore, road networks are weak and inefficient. After the Palestinian National Authority (PNA) was established, the transport sector witnessed major developments: existent road networks were improved and new networks and mechanisms were in place, including the Gaza International Airport and Gaza Port. However, Israeli arbitrary measures have obstructed further development of the sector. During the second Intifada, for example, the Israeli forces caused immeasurable losses to the Palestinian economy.

To meet needs of the transport sector, the Government will provide necessary facilities and infrastructure to secure access to public transport services as well as develop transport-related policies and strategies to guide the sector development process. The Government itself may not necessarily provide, manage and operate transportation installations, infrastructure or equipment. However, the Government should provide the means, through which such facilities and installations are made available.

To create and operate transportation facilities and infrastructure is not an end, but a means towards more general and comprehensive purposes. These are a mixture of political, economic, security and social goals. Implementation and maintenance of transportation facilities and infrastructure will result in economic “goods”, which contribute to benefiting the Palestinian society as a whole.

Future Vision

Also a part of the Arab and international networks, Palestine houses a safe, developed transportation network that connects all governorates. It contributes to enhancing the quality of life, provides a solid basis for sustainable human development, and constitutes part of the infrastructure of the State of Palestine, which is founded on the rule of law, political pluralism, social justice, and respect of human rights. Accordingly, the mission of the Ministry of Transport (MoT) is **to develop a distinctive transport sector, which provides necessary services to regulate a high-quality transport industry in order to contribute to developing and sustaining the Palestinian economy.** MoT’s mission will be materialised by developing and improving the transport sector

service delivery, protecting the environment, enhancing public safety, enacting and upgrading respective legislation, and promoting private sector investment, cooperation and coordination with all relevant local and international actors, thereby realising national goals and promoting the competitive capability of Palestine's economy.

Goals and Objectives

With the implementation of the National Sector Transport Strategy as well as relevant plans, the transport sector will contribute to the development process and support economic and social development initiatives by achieving the following goals:

- (a) Continue to play a central role in developing transport infrastructure, select projects in consistence with PNA's economic reform policy, and operate transport infrastructure under an open, competitive and transparent economy.
- (b) Provide a road network in line with applicable international standards and specifications to link production and consumption centres as well as export and import portals. The network will also connect Palestine to neighbouring countries and provide highly competent transportation.
- (c) Reconstruct the Palestinian harbour and increase its capacity to receive exported and import goods, provide transit services, and ship passengers. The Palestinian maritime fleet will be developed both quantitatively and qualitatively. Dry ports will in place to also serve sustainable economic development.
- (d) Construct, equip and operate the Palestine International Airport in Al Buqei'a area in Jerusalem as a major sovereign gateway to Palestine; reconstruct, expand and increase capacity of the Yasser Arafat International Airport (with new buildings and yards added); construct the Palestine International Airport in Jericho; and receive, develop and operate the Qalandiya (Jerusalem) Airport. Aviation will also be strengthened, service delivery enhanced, and number of aeroplanes belonging to the Palestinian Airlines increased. At the same time, the highest standards of safety and security will be maintained.

Strategy

- **Raise contributions of the PNA, private sector and foreign investment in the transport sector:**
 1. Relevant ministries will play the role of supervisor and controller: they will provide needed databases and statistics in order to contribute to creating an enabling environment for the private sector and for Palestinian, Arab and foreign investors.
 2. Provide a most ideal investment climate by reviewing and upgrading laws on investment promotion, licensing, taxation, contracting works, bidding procedures. In addition to helping attract local, Arab and foreign investors, these reforms will be

line with respective European-Arab partnership agreements as well as promote foreign investment initiatives in relatively distinctive transport projects.

3. Pay attention, provide support and build capacities to rejuvenate and develop promotion and marketing techniques with a view to attract the largest number of investors.
4. Develop the investment map for the transport sector, develop preliminary economic feasibility studies on transport projects, and take part in relevant conferences, exhibitions and seminars to promote investment initiatives on the local, Arab and international levels. Projects will be proposed in line with the BOT system or the Separation of Ownership and Control principle or any other attractive investment formula.
5. Introduce projects and programmes that contribute to achieving regional balance within Palestinian governorates, thereby reducing migration to major cities and encouraging return migration.
6. Provide a road and railroad networks that connect cities and villages to industrial estates as well as archaeological, tourist and religious sites. These will also achieve effective links with the neighbouring countries on equitable and sovereign grounds.
7. Prioritise transport projects that serve Jerusalem, Jordan Valley and Gaza in order to promote economic and social development in these areas.
8. Provide speedy, safe, high-quality and affordable services to both the environment and the humans so as to encourage the transit service, invigorate tourism, and contribute to developing other sectors.
9. Conduct an integrated study to propose alternatives of transportation means, which provide integrated and high-quality service delivery and maintain urban, heritage, economic competence, environmental safety standards, and speedy transportation. In this vein, existent transportation means will be developed and modern, integrated and environment-friendly systems, which use clean energy such as electricity and gas, will be will in place. Accordingly, the status of current road network will be enhance, traffic jams alleviated, and environmental pollution reduced.
10. Build capacities of the transport sector administrative and technical staff in order to keep pace with planned development processes over upcoming stages.

In cooperation with the Ministry of Public Works and Housing (MoPWH) and Ministry of Local Government (MoLG), MoT decided to divide the transport sector into six sections to facilitate analysis and understanding. These are: land transport; internal transport; aerial transport; maritime transport; international transport; and meteorology. In this regard, the National Transport Sector Strategy sheds light on the respective legislative framework and institutional framework.

(i) Land transport:

Under the National Transport Sector Strategy, land transport is divided into (1) road networks, and (2) public and private internal transportation.

Road networks:

Since established, PNA has rehabilitated and developed a road network, which connects a vast majority of cities, towns and villages in the West Bank and Gaza Strip. Over 1994-99, approximately 2,068 km of roads were constructed. In addition, 338 km of regional or main road were built. Between 1994-2007, road rehabilitation cost around USD 336.7 million, including construction of the Gaza International Airport and Gaza Port.

In the Palestinian territory, road are categorised into main and regional roads as well as entrances to villages. With these, Israel has constructed settler bypass roads to serve settlements. Measuring 936 km in length and connecting major cities, **main roads** comprise four lanes in two directions. Traffic speed on these road is relatively high – a maximum of 90 km/h in inhabited areas. These include the Jenin-Nablus, Jerusalem-Hebron, and Qalqiliya-Nablus roads. All paved, **Regional roads** measure 782 km and link West Bank governorates. With four lanes in both directions, traffic speed on regional roads is relatively high – a maximum of 60 km/h. Designated for longitudinal or transit traffic, **ring roads** are constructed around major cities to avoid accessing city centres. Combined roads are usually used to concentrate and distribute the traffic from and to local roads, ensuring free access to main roads. Comprising two or four lanes, traffic on combined roads is less dense and speed allowed is 80 km/h. Though measuring 4,150 km, only 2,308 km of local roads are paved. These provide local traffic service to residential areas and neighbourhoods. With two lanes, traffic volume on local roads is low and speed permitted is a maximum of 50 km/h. Israeli settler bypass roads measure 907 km and are all paved. Accordingly, the total length of the road network in the West Bank is 6,874 km, including 5,000 km of paved roads. Let alone new road construction works, resource requirements for regular maintenance and construction is around USD 100 million a year.

(ii) Internal transport

(1) Public transportation:

MoT regulates public and private internal transportation by enhancing licensing services pertinent to licensing vehicles, machinery, garages, workshops, car shows, car rent offices, technical test centres, bus companies, driving schools, etc. In addition to ensuring vehicle validity, MoT develops training curricula, provide professional training courses; enhances traffic safety through guidance brochures and awareness programmes; and develops legislation to regulate traffic and achieve traffic safety in coordination with relevant actors. It should be noted that MoT has developed the Traffic Law No. (5) of 2000 and established the Higher Council of Traffic, which is responsible for developing the Traffic Facility General Policy, identifying tasks and responsibilities of respective ministries and government bodies implementing traffic plans, and setting up Local Traffic Committees. According to 2009 statistics, vehicles total 229,886 in the Palestinian territory, including 175,265 in the West

Bank and 54,621 in the Gaza Strip. Private vehicles comprise the highest percentage (67%), followed by commercial vehicles (17.8%), and public vehicles (7.4%).

In light of its large volume and economic significance, MoT pays a particular attention to restructuring the deteriorated passenger transportation sector in Palestine, thereby positively impacting both citizens and service providers. Available figures show that the Palestinian territory accommodates 9,138 public vehicles; 909 buses; 128 car rent officers with 1,205 vehicles; and 459 taxi offices; and 97 public transportation companies.

Public transportation sector suffers from several predicaments, including an outdated bus fleet, with one third of available buses will out of service in 2013. Service provision is yet inefficient and irregular. An unfair competition is in place between taxis and buses. Beside fragmenting the Palestinian territory, Israeli military checkpoints double travel time and cost. Furthermore, territory contiguity between the West Bank and Gaza Strip is severed.

(2) Private transportation:

In each governorate, MOT Directorate office supervise the registration and licensing of private vehicles, commercial vehicles, and tractors. According to available statistics, 68% of these vehicles is 20-30 years old, including 11% above 20 years and 21% ten years. This means maintenance cost is high and spare parts are no longer available. Many respective companies are not in existence. Gas emissions of such old vehicles also cause a hazardous environmental pollution.

In this sector, Palestinian citizens face multiple problems, including high prices of vehicles, especially in respect of citizens with low income (e.g. farmers, workers, and employees). This is because of Israel's control on border crossings, leading to exorbitant importation costs and customs. Compared to neighbouring countries, such as Jordan and Egypt, vehicles are expensive in Palestine.

(iii) International Transport

International transport of passengers and goods to and from the PNA-controlled territory is an essential pillar, which invigorate and develop the economy and achieve economic integration. However, because Israel fully controls all Palestinian international gateways and imposes a series of complicated security measures, crossings have been converted into security points that discourage commercial and transportation activity. Land border crossings include the Al Karama (Allenby) Bridge to Jordan in Jericho (accommodating an average of 75,000 passengers a year) as well as Al 'Awda (Rafah) Crossing to Egypt (with an average 350,000 passengers a year). Used for commercial purposes and by Palestinian workers to access their workplaces inside the Green Line, terminal centres between PNA territory and Israel include Beit Hanun (Erez), Tarqumiya, and Tulkarem. PNA seeks to enhance performance by restructuring border crossings and privatising service delivery. All studies developed by relevant international and local organisations recommend that integrated programmes should be in place so as to manage transportation of goods, develop an

infrastructure necessary to terminate the current back-to-back transportation procedures on all border crossings/commercial terminal centres, particularly Al Muntar and Al Jalama crossings. These programmes will help apply a transparent, manageable system. For further information on the conclusions and recommendations of these studies, see the National Transport Strategy.

International transport sector is impaired by several impediments, including a declining activity during political unrests. Due to the Israeli aggression and blockade on the PNA territory over 2001-2006 as well as frequent and extended closure, most Palestinian international gateways, especially in the Gaza Strip, were out of function. Additionally, the back-to-back transportation method delayed delivery of goods, wasted invaluable time, raised the cost of transportation, caused the damage of goods, and increased losses.

(iv) Railroad transport:

The Hejaz railroad (Palestine's section) was an Islamic Waqf property. Comprising a narrow gauge of 105 cm, the Hejaz railroad measured 1,400 km and ran from Damascus in Syria all the way to the Medina in Saudi Arabia. It branched off to connect countries of the Levant with one another. Started in 1900, the railroad was inaugurated in 1908. With the outbreak of World War I in 1916, the Hejaz railroad ceased operation after it was damaged during the Arab Revolution and with the fall of the Ottoman State in the wake of WWI. Constructed at the behest of the Ottoman Sultan Abdul Hamid II, the main purpose of the Hejaz Railroad was to establish a connection between Constantinople, the capital of the Ottoman State and the seat of the Islamic Caliphate, and Hejaz in Arabia, the site of the holiest shrines of Islam and the holy city of Mecca, which is the yearly pilgrimage destination of the Hajj. Another important reason was to facilitate the transportation of military forces in case of need. The track stretched from Turkey, to Syria, Palestine, Jordan, towards Saudi Arabia (Attached in the Strategy is a map of the main line of the Hejaz Railroad).

As part of its effort to rehabilitate the Palestine-Hejaz track as well as add new lines, PNA developed economic feasibility studies and infrastructure assessment in order to implement a project to connect the Gaza Strip to neighbouring countries as well as to construct a light rail between Gaza and the West Bank. PNA also developed a master plan for construction of a railroad in the West Bank, to link historic cities to eastern slopes and Jordan Valley. The line will then cross bridges to the East Bank and connect to the railroad between Jordan and Saudi Arabia. However, the Israeli occupation obstructs implementation of these strategic projects.

(v) Aerial Transport:

Two airports are in place in Palestine. The Jerusalem-based Qalandiya Airport is under Israel's control and Palestinians are prevented from rehabilitating or using it. Yasser Arafat International Airport was the first to be constructed following establishment of the PNA. According to the

Council of Ministers' decision, MoT is developing designs of the Palestine International Airport in Al Buqei'a Area in the Jerusalem governorate. In reality, airport construction is a most important strategic project on political, economic and security levels. Politically, airports are an embodiment of the sovereignty of the State of Palestine, national independence, and overall statehood. Economically, airports contribute to promoting foreign trade (imports and exports), provide employment opportunities, invigorate tourism, and install manufacturing installation, thereby increasing GDP and income. In relation to security, airports secure personal freedom to travel from and to Palestine and the outside world. They will alleviate Palestinians' suffering from Israeli humiliating measures at land crossings.

Early in 1998, the operational plans of the Palestine Airline was put in place; Palestinian aeroplanes operated weekly flights to Amman, Cairo, Jeddah, Doha, Abu Dhabi, Dubai, Larnaca, and Istanbul. In implementation of bilateral exchange agreements with Arab and foreign airlines, Gaza International Airport received regular weekly flights of the Royal Moroccan Airlines, Egyptian Airlines, Romanian Airlines, and Russian Airlines. With the outbreak of the second Intifada in 2000, however, Israeli completely destroyed Yasser Arafat International Airport, which has ever since been out of operation. MoT estimates that emergency reconstruction of the Airport costs around USD 36 million (For further information, see the National Transport Strategy).

(vi) Maritime Transport

Palestine lacks a maritime transport system because sovereignty over territorial waters is restricted by the Israeli occupation. Having suspended with the outbreak of the second Intifada, the Gaza Port construction project was ceased and completed structure destroyed by the Israeli forces. As a result, European contractors (EGDG2000) withdrew and major donors (the Netherlands, France and European Investment Bank) suspended funding of the project. Then, construction cost was estimated at EUR 66 million. As the PNA obtained approval of the implementation of this strategic project, the Government has to intensify efforts to reaffirm donors' financial pledges to refund the project. The PNA should also provide its share in line with the terms of the project-related agreement.

Fishing harbour:

Under instructions of the late President Yasser Arafat, the project was launched to provide protection to fishing boats, which used to be damaged during sea storms, causing economic losses the fisheries and fishing sector – an important source of employment and food security in the Gaza Strip. Apriority of the MoT Maritime Ports Authority over 2010 is to develop studies necessary to enhance and fortify the Gaza fishing harbour on sound foundation, ensuring safety of users. The project will also develop the harbour to increase the fisheries and prepare it as a tourist and entertainment destination. Requiring a budget of USD 16 million, the project will deepen and protect the harbour's basin, fortify the breakwater structure, and repair the northern coast in order to cease erosion in the area of Ash Shati' refugee camp.

(vii) Meteorology

In 1958, the Palestinian Meteorology Department was established with a limited number of meteorological stations. Stations in the West Bank report to the Jordanian Meteorology Directorate and those in Gaza to the Egyptian Meteorology Department. Following occupation of the West Bank and Gaza Strip in 1967, the Palestinian Meteorology Department was subject to Israel's administration. After it was established, PNA has paid a special attention to meteorology as an important tool of maritime and aerial transport sectors. Late in 1995, a first Palestinian specialist team was delegated to Cairo, Egypt, to train on meteorology and weather forecast. The team also comprised staff of the Palestinian Civil Aviation Authority. In 1997, other specialists were delegated to Morocco. At the beginning of 1998, the nucleus of the Palestinian Meteorology Directorate was established, starting operation with a competent cadre. Ever since, the Palestinian Meteorology Directorate has issued daily weather forecast bulletins based on domestic information and capacities. By the end of 1998, the Palestinian Meteorology Directorate acceded to the World Meteorological Organisation and became a permanent member on the Arab Meteorology Organisation of the Arab League of Nations.

(viii) Legislative Framework and Institutional Structure

The transport sector is governed by the Palestinian Traffic Law No. (5) of 2000 as well as the relevant bylaw. As part of the policy on effective regulation, rationalisation and monitoring of government-owned vehicles, the Government Transport Law has also been developed. In addition, the Maritime Regulation, Regulation on the Ownership of Leased Public Vehicle Registration Numbers, Regulation on Traffic Violations, and Regulation on the Higher Council of Traffic were also devised. To keep pace with accelerating developments, MoPWH is developing a Draft Law on Roads. Meantime, MoT is finalising the new Draft Traffic Law and the respective bylaw. The present Traffic law is short in many ways, including:

1. Technical errors and legal contradictions in the Law's provisions.
2. Certain provisions are deficient and unclear.
3. The Law does not cover all issues relating to traffic.
4. The Law does not provide for sanctions on traffic violations.
5. The Law does not take account of administrative issues to materialise road safety and security and preserve citizens' lives and properties.

Objectives to be realised by the new Law:

1. Develop a up-to-date, environment-friendly and safe traffic system that meets public needs, contributes to sustainable development, and conforms to modern traffic and transport regulations.

2. Enhance service delivery throughout MoT relevant sectors.
3. Improve the transportation of passengers and goods as well as road safety and security.
4. Reduce road accidents and environmental contamination emanating from vehicles.
5. Build drivers' capacities and competence.
6. Ensure transparent public service delivery.
7. Promote and increase the volume of PNA revenues by setting new fees for a large number of MoT services, which the current Law does not provide for a respective fee collection.

Challenges and Risks

The transport sector faces multiple problems, including:

1. Territorial separation between the West Bank and Gaza because Israel is in control of the majority of the Palestinian territory in both areas.
2. Debilitated Palestinian control over most infrastructure facilities of the transport sector, including regional roads.
3. Palestinian use of settler bypass roads is subject frequent denials and military checkpoints.
4. Israel's full control over all border crossings, maritime ports, and airports which connect Palestine to the outside world.
5. Destroyed infrastructure of the transport sector and PNA's incapability of rebuilding necessary facilities because of the occupation.

Strategic Objectives

| Strategic Objectives, Policies and Policy Interventions | |
|---|--|
| Strategic Objective (1): A legislative framework (laws, regulations, instructions, etc.) that is consistent with applicable international standards for excellence in public service delivery. | |
| Policy | Policy Interventions |
| Change and develop current legislation | <ul style="list-style-type: none"> • Review laws and regulations in force • Review legal drafting of laws and regulations • View expertise of neighbouring countries • Raise public awareness on legal procedures applicable to the transport sector, including various means, as well as identify target groups |
| Strategic Objective (2): An excellent, transparent institutional framework that contributes to promoting and sustaining the Palestinian economy. | |
| Policy | Policy Interventions |
| Redesign MoT functions so as to deliver integrated services throughout Palestinian governorates (i.e. | <ul style="list-style-type: none"> • Identify services delivered by the Ministry • Identify mechanisms of each delivered service • Define deficient services |

| | |
|---|--|
| Unified Outlet) | <ul style="list-style-type: none"> • View expertise of neighbouring countries • Relevant staff participation in service development • Raise awareness of both the staff and beneficiaries of the significance and benefit of reengineered functions |
| Strategic Objective (3): Effective and efficient transport sector. | |
| Policy | Policy Interventions |
| Develop and enhance performance of the transport sector | <ul style="list-style-type: none"> • Develop and rehabilitate the transport sector infrastructure • Expand technical, economic and environmental research to enhance performance of transport services • Upgrade the public transport system in Palestine and develop respective regulations and bylaws • Develop a transport sector information centre • Coordinate with the Ministry of Tourism and Antiquities for promotion of tourist transportation • Take account of the disable persons' needs in all transport activities • Coordinate with relevant bodies to rejuvenate the private transport sector, especially school transportation |
| Strategic Objective (4): Palestine is an integral part of the Arab and international transport network | |
| Policy | Policy Interventions |
| Regional connection with neighbouring countries and contribute to the growth of the Palestinian economy | <ul style="list-style-type: none"> • Promote coordination and cooperation on the Arab and international levels • International cooperation as well as land, maritime and aerial connection with countries around the world • Take part in all relevant activities on all international and Arab levels |
| Strategic Objective (5): An advanced performance and appropriate technical environment | |
| Policy | Policy Interventions |
| Improve performance and create an enabling technical environment | <ul style="list-style-type: none"> • Expand the use of IT and computer systems in various fields of activity • Build capacities of the transport sector workforce through the provision of advanced training programmes that meet operational needs • Develop MoT's website, enabling contribution to the e-government application |

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| | <ul style="list-style-type: none"> • Improve performance by benefiting from expertise of local and international organisations as well as participate in conferences and forums and make use of resultant research • Provide suitable systems to connect MoT electronically with the private sector corporations, with which the Ministry deals. |
| Strategic Objective (6): A safe traffic environment. | |
| Policy | Policy Interventions |
| Enhance safety and security on the road network | <ul style="list-style-type: none"> • Issue forth respective regulations • Coordinate with stakeholders to develop and launch traffic awareness programmes on the ideal use of vehicles • Adhere to traffic regulations and expand sensitisation on the principles of safe driving • Support programmes targeting service delivery as well as safety and first aid centres for road users in liaison with relevant actors • Create road user guidance centres • Coordinate with other bodies to develop driver rehabilitation programmes, devise vehicle safe specifications, and define valid vehicles |
| Strategic Objective (7): A transport sector that is a partner and supporter of the private sector | |
| Policy | Policy Interventions |
| Encourage the private sector to contribute to and invest in the transport sector activities | <ul style="list-style-type: none"> • Encourage the private sector to construct, operate and manage central passenger transport stations • Encourage the private sector to invest in the land and maritime transport sectors • Develop projects that create initiatives to enhance to institutional functions • Implement and evaluate institutional development initiatives • Apply systems of development, honorariums and incentives |

Resource Allocation

The National Transport Strategy identifies resource requirements for each policy/intervention mentioned in the table above. Costs vary according to policy interventions of each policy as well as the volume and significance of each intervention. These can be summed up as follows:

| # | Policy | 2011 | 2012 | 2013 | Total |
|---|----------------------------|------|------|------|-------|
| 1 | Change and develop current | 500 | 500 | 500 | 1500 |

| | | | | | |
|--------------|---|---------|---------|---------|---------|
| | legislation | | | | |
| 2 | Redesign MoT functions so as to deliver integrated services throughout Palestinian governorates (i.e. Unified Outlet) | 350 | 350 | 350 | 1050 |
| 3 | Develop and enhance performance of the transport sector | 1390000 | 1390000 | 1390000 | 4170000 |
| 4 | Regional connection with neighbouring countries and contribute to the growth of the Palestinian economy | 79500 | 79300 | 79300 | 238100 |
| 5 | Improve performance and create an enabling technical environment | 2100 | 2100 | 2100 | 6300 |
| 6 | Enhance safety and security on the road network | 1050 | 1050 | 1050 | 3150 |
| 7 | Encourage the private sector to contribute to and invest in the transport sector activities | 600 | 600 | 600 | 1800 |
| Total | | 1474100 | 1473900 | 1473900 | 4421900 |

Priority Investment Projects

| Programme/Project | Responsible Body | Total Budget (USD million) |
|--|---|----------------------------|
| Rehabilitate and develop roads: Jenin-Hebron, Al Mu'arrajat, Al Kafriyat, and Wadi an Nar | MoT, MoPWH and MoLG | 300 |
| Plan and design a railroad network in the West Bank and Gaza and connect it with neighbouring countries | MoT and MoPWH | 3 |
| Construct Palestine International Airport and rehabilitate Yasser Arafat International Airport | MoT and Palestinian Civil Aviation Authority (PCAA) | 220 |
| Seaport | MoT and Palestinian Ports Authority (PPA) | 140 |
| Regulated and rehabilitated fishing harbour | MoT and PPA | 6 |
| Construct and equip complexes of Licensing Departments in Nablus, Ramallah, Hebron, Gaza, and Khan Yunis | MoT and MoPWH | 10 |
| Procure and install warning and guidance signs, as well as install road safety barriers, | MoT and Higher Traffic Council | 5 |

| | | |
|--|--------------------------|----|
| reflectors, traffic lights, and road marks | | |
| Develop and regulate the public transport sector and relevant facilities | MoT and MoPWH | 80 |
| Establish and institutionalise the Roads Fund | MoT, MoPWH, MoLG and MoF | 1 |
| Develop Palestine's Roads and Transport Master Plan | MoT, MoPWH and MoLG | 2 |

Development Approach

In collaboration with other ministries, government bodies and civil society actors, MoT led the National Strategy Team in the developing of the National Transport Strategy. Prior to approval, an action plan was devised and discussed with respective partners. Development approach included a review of all previous documents, report and operational plans, as well as strategies compiled by other ministries and government bodies. A total of 15 focused meetings and workshops were organised. During conclusive meetings MoT held with MoLG, MoPWH and MoPAD, the National Transport Strategy and relevant programmes were reviewed.

Performance Monitoring Indicators

- Transport sector statistics to follow up on development and investment achievements in the sector, status of transport institutions and corporations, development reports, periodic reports on production and employment, and statistics on monitoring the implementation of the strategy, policies and procedures of adopted reforms.
- Statistical reports to follow up on macro indicators of improved productivity, quality management, operational progress, adherence to environment standards, and service delivery in line with applicable international standards.
- Monthly, quarterly and annual reports to monitor the implementation of the Strategy and respective projects.