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2050 Strategic Plan

**BETWEEN THE
MEDITERRANEAN SEA AND
THE JORDAN RIVER**

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THE JORDAN RIVER

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Jerusalem, 2017

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PREFACE

This document, Strategic Plan 2050: Between the Mediterranean Sea and the Jordan River, was jointly prepared by a Palestinian team and an Israeli team. Working together for three years, from April 2014 to March 2017, both teams came to realize that such a plan is indeed crucially necessary for the region.

By 2050, the population in this area will have grown from 13 million in 2016 to between 24 to 32 million. This population growth will lead to heavy pressure on public resources and the environment and will compel the two parties to cooperate on issues critical to both of them.

Indeed, the area between the Mediterranean and the Jordan River is too small to be strictly separated. Thus, it will be both necessary and beneficial for the sides to cooperate on a wide variety of issues, including: Jerusalem as an open city to all religions; shared historical, cultural and religious sites; shared water resources, such as streams, water reservoirs, and sewage; connecting roads that serve social and economic needs and labor markets and provide mobility for workers; shared economic opportunities, such as tourism; shared environmental hazards; health, educational material and social services. Furthermore, this cooperation will provide support for a political solution, initially by providing the incentives that pave the road towards this solution and, subsequently, after the agreement is signed, by providing dividends that will ensure that the two state solution is sustainable.

This strategic plan for the year 2050 is a bottom-up initiative. We are confident that this initiative will lead to a process that will, in due course, prove to be inevitable and will be adopted by both governments.

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We wish to thank the government of the Kingdom of the Netherlands for their kind support of this work.

THE OPERATIVE FRAMEWORK

At the foundation of our plan is a central question: What is needed in order to establish sustainable cross-border cooperation between Israel and Palestine? While other projects have focused on the road to peace, our project focusses on what must be done to ensure the sustainability of that peace.

We believe that in order for any peace agreement to remain viable and robust, it must be accompanied by social, economic and political dividends for all citizens of the two nations. We therefore emphasize the crucial importance of cross-border cooperation during both the process of peace building and in the post-peace era.

We are well-aware of the current situation and that the peace talks have stalled completely. Yet we also know fully well that this situation is bound to shift over the coming years. In response, we consistently compare our vision with the possible realities we might encounter over the coming years. By confronting the disparities between our vision and changing realities, we expose the barriers and discover the opportunities that are strewn along the road that leads to fulfillment of the vision.

Having exposed these barriers and discovered these opportunities, we develop a set of strategies to reduce barriers and enhance opportunities, building, in part, on relevant analogous projects and successes elsewhere. Then, based on these strategies, we distill several concrete projects that we have identified as crucial for cross-border cooperation. At this point we will search for funding and means to market these projects to the public.

Figure 1 illustrates a general operative framework, which, based on our work, will subsequently be modified to fit our specific situation.

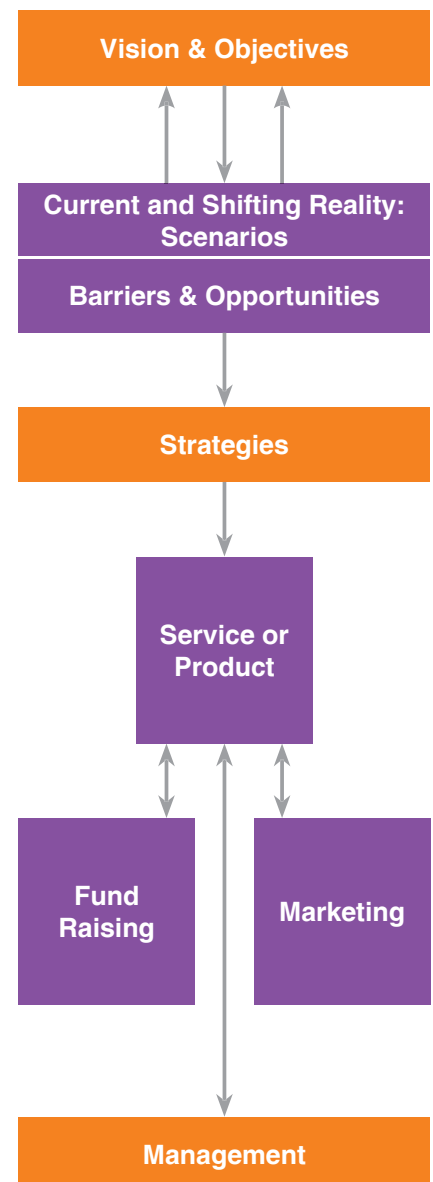


Figure 1:
Vision, scenarios,
strategies and
projects

Below, we present the basic components of our working framework in greater detail.

STAGE 1: Charting the Joint Vision

According to our underlying premise, by the year 2050 there will be sustainable peace between the two independent states of Palestine and Israel, secured through intensive cross-border relations.

The special importance of Jerusalem is situated at the center of the relations between the two states. In our shared vision, Jerusalem is an open, vibrant city that serves as the national capital of two states. This vision is developed in detail as a cornerstone for future cross-border cooperation between the two national groups.

STAGE 2: Analysis of Current Processes

At this stage, we explore past and current processes across different variables that are relevant to this strategic plan. This includes analyses of economic relations, energy, water, transportation, environment, joint planning, cooperation between municipalities, health, education, and the current situation in Jerusalem.

STAGE 3: Building Scenarios

Exploration of future trends and development of scenarios are essential for any strategic plan. Since we cannot predict the future, we must be prepared for a variety of vastly-different alternative situations. In order to reach this level of preparedness, we examine a wide variety of demographic, social, economic, geopolitical, political, legal, environmental and other variables. This enables us to discover the critical driving forces that move the entire system.

STAGE 4: Analyses of Barriers and Opportunities

At this stage, the vision developed in Stage 1 will be compared and contrasted with the possible future scenarios developed in Stage 3. Running the vision through the different scenarios enables us to identify the barriers that may hinder and the opportunities that may promote the realization of the vision.

Stage 5: Developing Strategies

The strategies developed in this plan are intended to reduce the barriers and maximize the opportunities revealed in Stage 4. The literature on successful cross-border relations emphasizes the important role played by horizontal and vertical coalitions. Horizontal coalitions incorporate players on both sides of the border while vertical coalitions connect the local initiative with rural and urban, metropolitan, regional and national initiatives. Additional studies point to the important role played by institutional, public and private sector and civil society entrepreneurs in the initiation of and support for cross-border cooperation.

STAGE 6: Identifying Specific Projects for Development

Based on the strategies developed in Stage 5, we distill forty-three concrete projects for development. The two teams are currently involved in the implementation of several of these projects, along with marketing and fundraising.



THE JOINT VISION

INTRODUCTION

We believe that by the year 2050 there will be **two sovereign states**, Israel and Palestine, living in peace with each other in the region that lies between the Mediterranean Sea and the Jordan River. Borders will be open to free movement of workers, capital, commodities and services; at the same time, individuals will reside in their home states and will not be permitted to reside in the other state unless their immigration is formally approved by state officials.

Our vision reveals our conviction that for peace to last, all of the stakeholders, including the most vulnerable members of society, must feel that peace brings them personal and communal advantages. We know that viable peace demands that individuals on both sides of the conflict must learn to change hostile, fearful mindsets. We are confident that the political, economic and social benefits brought by cross-border cooperation will make a crucial contribution to ensuring that these goals are achieved and that peace becomes sustainable.

OUR GUIDING PRINCIPLES

Cross-border relations between the two states will be predicated on four key pillars: freedom; justice; equivalent definitions of peace; and social and economic viability and opportunity.

- 1. Freedom** refers to the existence of two independent and democratic states, both of which are committed to personal freedom and choice, religious freedom, and tolerance. Both of these states are stable and legitimate, accepted by all parties within their jurisdictions. This means that agreements signed by the two states, including cross-border cooperation, will not be challenged by intra-state groups. In turn, this legitimacy suggests recognition by neighbors as well as global economic and social partners.
- 2. Justice** has a threefold meaning: 1. *A morally-just* Israeli-Palestinian peace agreement is essential for the security of both peoples. 2. Cross-border cooperation based upon *just division and mutual responsibility* towards natural resources shared by the two states (e.g., ground water, streams, mineral resources, and ecological corridors). 3. Distribution of benefits associated with cross-border cooperation among all sectors of the two societies, in accordance with the principles of *social and distributive justice*.

Cross-border cooperation will provide social and economic benefits to all members of the two societies, rather than serving as a source for increased intra- and inter-state inequality, in which the already-rich profit at the expense of the rest of society. This will be achieved through expansion of the economic pie and creation of opportunities for more people to share in this bounty. Thus, cross-border cooperation will contribute to sustainable peace.

3. **Equivalent definitions of peace** implies that the educational systems and the national narratives –although *aware of the historical and emotional ties* of each ethno-national group to the localities, towns and landscapes that are now under the jurisdiction of the other nation – will *recognize that the other country has full political control over its territory*, as delineated in the peace agreement. This process requires genuine reconciliation based upon inquiries by a truth and reconciliation committee, changes in consciousness and perception, and mutual recognition.
4. **Social and economic viability** refers to the stable existence of two prosperous, flourishing states, based on economic, social and political dividends generated by cross-border cooperation.

Freedom, justice, equivalent meanings, and social and economic viability are all essential elements of cross-border cooperation. While our vision focuses on the fourth element, it rests solidly on the first three.

THE MAJOR COMPONENTS OF THE VISION

Jerusalem. Cross-border cooperation will reach its highest levels in Jerusalem. While Jerusalem will be politically divided into two municipalities, it will function economically and geographically as one city. Thus, Jerusalem will be able to fulfill its destiny as an open, shared city of peace, respected by people all over the world.

Economy. Cross-border cooperation will help to reduce economic gaps between Israel and

Palestine. Building directly on the region's historical role as a trade and economic crossroad for the Middle East and the entire trading world, cross-border cooperation will generate new economic enterprises, especially in high-tech industries, banking and finance, trade and tourism. The two countries will form a leading regional economic hub and, as a result, the GDP of the two countries will increase significantly.

Social Welfare and Safety. Cross-border cooperation in development of health and educational services in border areas will ensure high levels of social welfare.

With the expansion of roads, railways and efficient transportation systems, the entire space between the Mediterranean Sea and the Jordan River will become accessible to citizens on both sides and to the world. This will increase access to economic opportunities, employment, health and educational services, and social opportunities, thus enhancing social inclusion on both sides. Individuals and communities will feel safe and secure, and will therefore be supportive of the peace agreements between the two states.

Ecosystem Sustainability. The regional environment will be protected and sustained through cross-border cooperation, which will ensure defense and preservation of ecological systems and renewable and non-renewable resources, energy and water conservation, sewage control, and protection of ecological corridors and sensitive areas.

Joint planning. This vision is predicated on the idea that the political process of peace making must be supported by a parallel process of joint planning carried out by Palestinian and Israeli professional teams. Through mutual learning, information sharing and cooperative planning, these teams will explore and develop challenging new ideas regarding future relations between the two states, thus moving economic, political and social cooperation ever-forward.

At a later stage, other Arab countries, such as Jordan and Egypt, may be invited to join the process.

An aerial photograph of a rural landscape. A wide, light-colored river or canal flows vertically through the center of the image. To the left of the river, there is a dense residential area with many small, brown-roofed buildings. To the right of the river, there are large, rectangular agricultural fields, some of which are green and others are brown. The overall scene depicts a typical rural settlement with a central waterway.

ANALYSIS of CURRENT PROCESSES

At this stage critical issues are explored by the two teams. Some of these findings are presented here.

The Palestinian economy and Israeli – Palestinian economic relations

The Palestinian economy is in structural crisis, due to multi-faceted fundamental weaknesses and the economic impact of periodic eruptions of violent conflict. The “Status Quo” economic and trade regime has raised Palestinian transaction costs, denied economies of scale and technology transfer, lowered productivity, and undermined Palestinian competitiveness at home and abroad. As a result, it has restricted the development of the Palestinian domestic economy. Israel is the nearly-exclusive export market of for the Palestinian Territories and the dominant source of imports; the current situation has thus impeded Palestinian exports to non-Israeli markets while considerably limiting Palestinian exports to Israel as well.

IT – Innovation

The information and communication technology sector is a critical part of the Palestinian economy. Currently, over 5,000 employees are employed in IT and communication in the West Bank, East Jerusalem, and Gaza district. This sector thus constitutes a critical component in the Palestinian infrastructure, and it is crucial in order to develop and sustain the local economy of the future state of Palestine. IT companies in Palestine are currently concentrated in Ramallah, while the Gaza district and the city of Jenin have the second and third highest concentrations, respectively. However, due to political and economic instability, most of these IT companies are headquartered in other regions such as USA, Europe and/or the Gulf countries. Within Israel, Tel Aviv is the hub of local and international IT companies, while the northern region has the second highest number.

Tourism

As a city of central, sacred importance for the three monotheistic religions (Islam, Christianity and Judaism), Jerusalem is and has always been a magnet for tourism. Currently,

75% of the visitors coming to Palestine and/or Israel visit Jerusalem. However, Jerusalem suffers from a chronic shortage of hotel rooms; as far back as 2009, the Israeli Ministry of estimated that Jerusalem was in immediate need of an additional 9,500 rooms, 2,000 of these in East Jerusalem.

Energy and transportation

Geopolitical circumstances have turned Israel into an “island-state” energy market, while five decades of the Israeli-Palestinian conflict have left the Palestinian territories almost totally dependent on Israel for the importation of fuel and the generation of power, gasoline, etc. Despite some recent agreements to import electricity from Jordan and Egypt, Israel also controls almost all energy imports into Palestine; thus the PA does not conduct any trade in electricity and petroleum products with other countries.

Transportation

Due to their long and narrow layout and similar topographic conditions, road systems in both Israel and in the West Bank share a similar, ladder-shaped orientation of long main north- to-south arteries crossing east-to-west paths. Border checkpoints are usually located at the ladders’ edges, where the Palestinian main north to south route (Road No. 60) crosses the Green Line near Afula in the north, around Jerusalem, and near Beer Sheva in the south. Stretching mostly along the West Bank watershed line, Road No. 60 passes through major Palestinian cities and connects them to (East) Jerusalem, traditionally the main Palestinian metropolitan hub. Despite its major role, Road no. 60 consists of a mixed composition of segments that vary in terms of their road capacity, designed speed and other features. For example, while one of the segments, located south of Jerusalem, is a multi-lane modern highway, others are single-lane paths with low-speed features. At the eastern side of the West Bank, along the Jordan Valley, there is another north-to-south route, Road No. 90. Although it is the longest road between the Mediterranean and the Jordan River, linking Eilat in the south to Metula in the north via the West Bank, this route is

currently of minor importance in terms of Palestinian and Israeli domestic traffic because it does not directly serve any metropolitan area. From Road No. 6, following the Green Line, almost all roads connect a major Palestinian city to its western vicinity (such as Nablus via Road No. 55 and Hebron via Road No. 35). Only a few of these are multi-lane high-speed highways (such as Road No. 5 and Road No. 443, which is currently used primarily by Israeli vehicles). As there are no sea ports or international airports in the West Bank, transportation relies on road access to the Israeli air and sea ports (such as the port of Haifa via Road No. 60, and the port of Ashdod via Road No. 35); in the future, these may also be served by railway. Access between the West Bank and the Gaza Strip relies on the non-continuous operation of the 'Safe Passage' - a composite of Israeli roads that run from the Erez passage north of Gaza to the Tarkumiya Checkpoint.

Water

Israelis and Palestinians share several water sources. The most important are the three Mountain aquifers, all karstic, which include the western, north-eastern, and eastern aquifers. In addition, the Jordan River flows from Israel, between Jordan and the West Bank, down to the Dead Sea. However, the flow in the lower Jordan River is minimal, as almost all of the water is used further north, and the quality is poor. Much of the West Bank is connected to the Israeli system, which is a national system that connects all of the major water sources, from the Lake of Galilee, the only natural lake in the region, down to the northern Negev. Thus, the system in the West Bank is largely augmented by the Israeli system. Since 2005, Israel has augmented its fresh-water supply through seawater desalination. As the Ashdod plant comes on-line this year, seawater desalination will be able to supply 600 MCM per year, which is approximately half of the domestic and industrial use in Israel. Desalination also increases the water available to agriculture, as it allows more wastewater to be recycled. Today Israel is a world leader in wastewater recycling, as more than 75% of the wastewater is recycled to agriculture. In

contrast to the situation within Israel, most of the sewage in the WB is not treated. This is true for both Palestinian towns and villages and for Israeli settlements, as well as for East Jerusalem. Only one wastewater treatment plant, near El-Bireh, operates in the WB, and its operation is less than optimal. Hence, many of the streams in the WB are polluted and threaten the quality of the aquifers. The water situation in Gaza, which is based on a local, coastal aquifer, is dire, as this aquifer has been over-utilized since Egyptian times and seawater has seeped into the aquifer along with water from Israel, due to the over-pumping of saline water. Furthermore, the Gaza aquifer is shallow and highly susceptible to pollution, due to the poor quality of sewage collection in the Gaza Strip, and salinity levels have increased as a result of intensive irrigation.

Cross-border cooperation between Israeli and Palestinian localities

Currently, the setting for local cross-border cooperation is favorable. The many European examples of successful cross-border cooperation serve as an inspiration for other countries, including in this region. Moreover, examples of cross-border cooperation between Arab and Jewish localities in Israel provide hope for acceleration of existing and/or initiation of new cross-border cooperation projects between Palestinian and Israeli localities. By the end of 2015, at least three cross-border cooperation projects between Palestinian and Israeli localities were evolving. Some aspects of the cooperation include soft components; others include hard and physical components. The following is a short description of the three projects:

- I. The Gilbo'a Regional Council (Israel) and Jenin City (West Bank) Project,** which will include an industrial park on the West Bank side and a logistic center on the Israeli side, designed to serve the industrial park and connect it with the Haifa Port and Jordan. The project includes culture and language centers, one in Jenin for teaching Hebrew and one in the Gilbo'a Regional Council for teaching Arabic.

2. **The Menashe Regional Council (Israel) Baqa el-Gharbiya (Israel) and Baqa esh-Sharkiya (West Bank) Project** which will include turning the Abu-Nar valley of the Hadera/Mufjar stream, running from the West Bank into Israel, into a green park, cleaning the stream from pollutants and building a road alongside much of the valley that will connect Palestinian and Israeli localities.
3. **The Qalqilya (West Bank) and Drom Hasharon Regional Council (Israel) Project**, which will connect the sewage of the town of Qalqilya with the “Eyal” regional sewage treatment station within Israel.
4. **Jerusalem: Geopolitics and Civil Society.** Like other polarized cities, such as Sarajevo, Nicosia, and Belfast, Jerusalem is characterized by ethnic, religious and national conflicts. In polarized cities, the minority challenges the majority’s rule and refuses to accept its legitimacy, so that there is no consensus regarding the division of power. Since such cities lie at the heart of national conflict, the concept of sovereignty is much more complicated and emotionally-laden than the concept of equality or pluralism.

In polarized cities, segregation, especially with regard to residential, institutional and business areas, is a central problem, and, in Jerusalem, segregation between Israelis and Palestinians is almost total.

Palestinians and Israelis are becoming increasingly intransigent and less willing to compromise. As a result, members of the two communities rarely meet together for peace-related agendas. And yet, some Track II activity has continued, and relationships among individuals provide a minimal channel of communication. Despite the campaign of non-normalization there are some areas of interaction and shared activity; in particular activities related to children and education, health, and Israeli social benefits (such as the National Insurance), that seem to have been

“exempted” from the Palestinian demand for non-normalization.

Palestinian residents of East Jerusalem have grown increasingly dependent on the Israeli labor market. In 2011, some 50 percent of the Palestinian labor force worked in the Jewish sector, and fields of employment such as tourism, construction, industry and para-medical services are almost completely dependent on Arab labor. Palestinians and Israelis also interact in educational institutions, especially the David Yellin College of Education and Hebrew University.

BUILDING SCENARIOS

An aerial photograph of a rural landscape. The top of the image shows a multi-lane highway curving through a valley. Below the highway, the terrain is covered in green terraced fields. In the center, a small village with white-walled buildings and dark roofs is nestled in a valley. The hillsides are covered in dense green vegetation, and the overall scene is captured from a high-angle perspective.

Based on current analysis and extrapolation to the future, several major driving forces have been identified. Some of these forces operate at the global level and regional (Middle East) levels, while others operate at the national or local levels:

Global and regional levels

- Global-political pressures on both sides
- Regional geopolitical deterioration
- Environmental hazards and climate change
- Economies of scale & globalization: efficiency and competitiveness in global markets

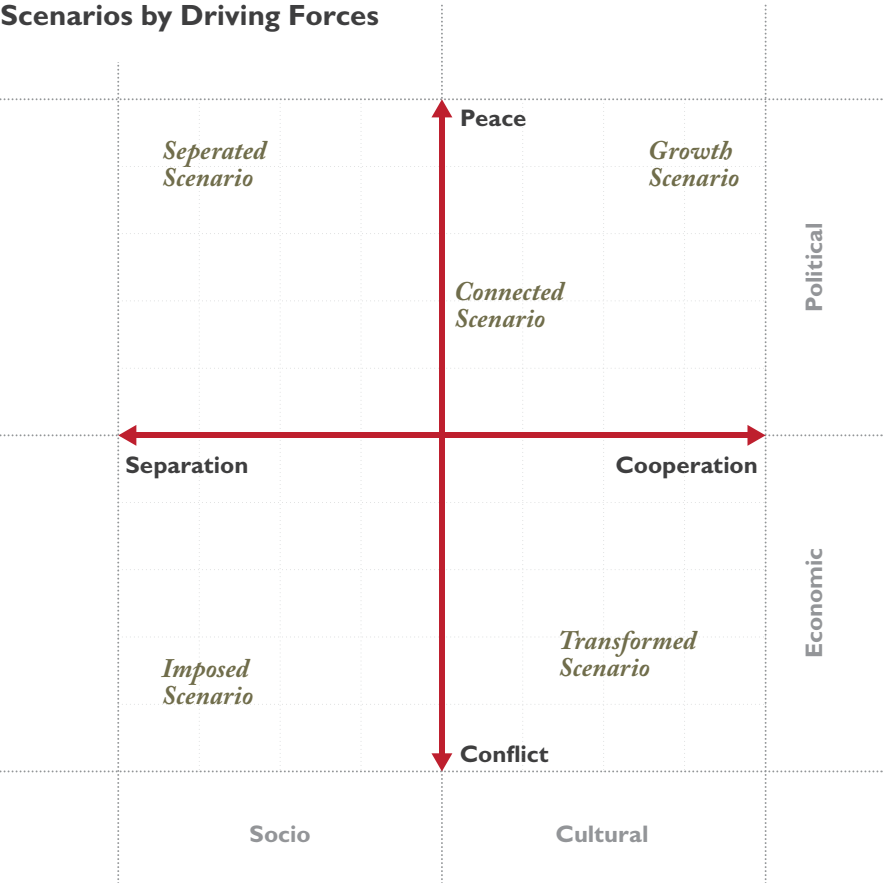
Local level

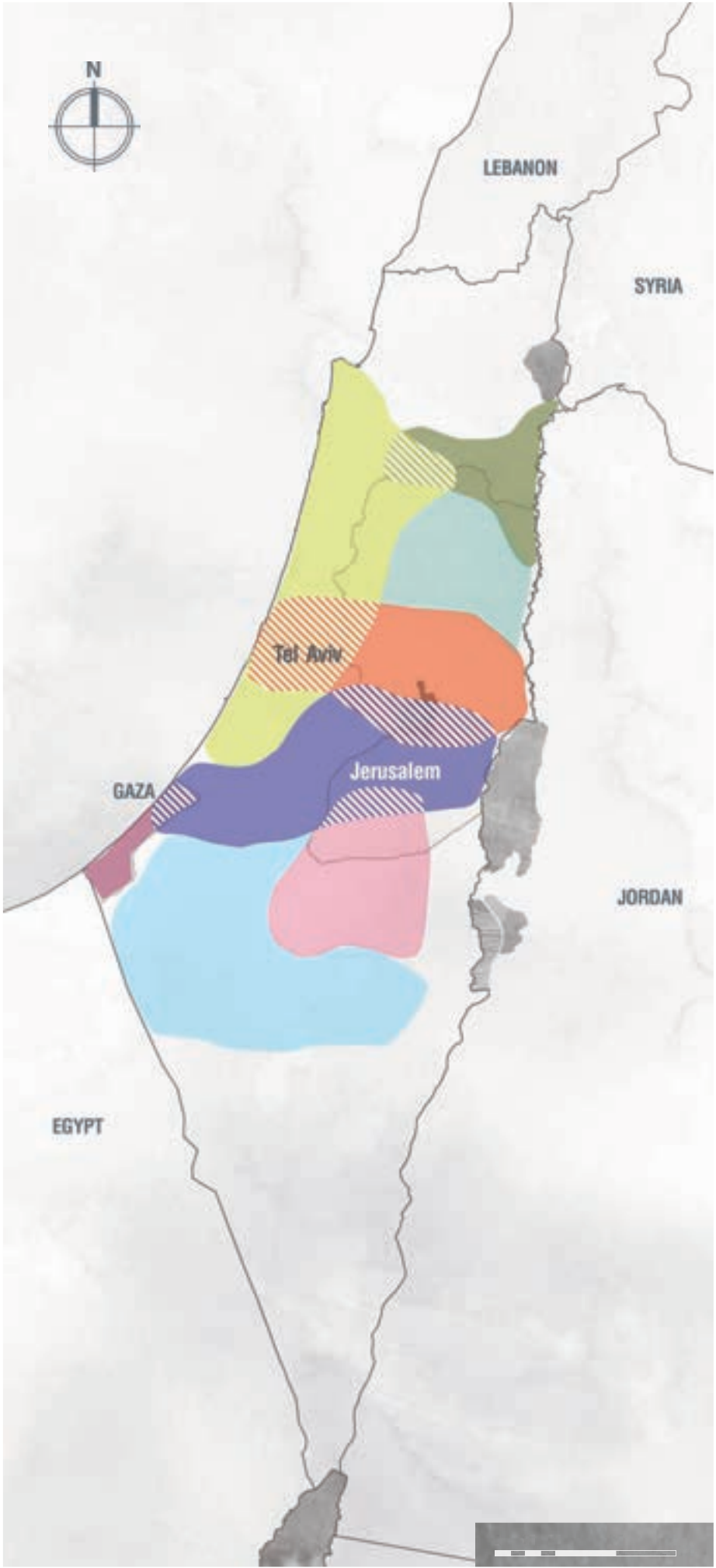
- Social disintegration of national entities
- New initiatives of central governments: top-down initiatives
- Human needs: water, energy, work, medical care
- Personnel constellations: bottom-up initiatives
- New initiatives at the local level: state, civil society and business

These driving forces were grouped into two major axes, which reflect two major uncertainties: the political-economic relations between the states of Israel and Palestine (*ranging from peace to conflict*) and social-cultural relations between the two societies (*ranging from separation to cooperation*). This generates four quartiles and five scenarios: (see figure).

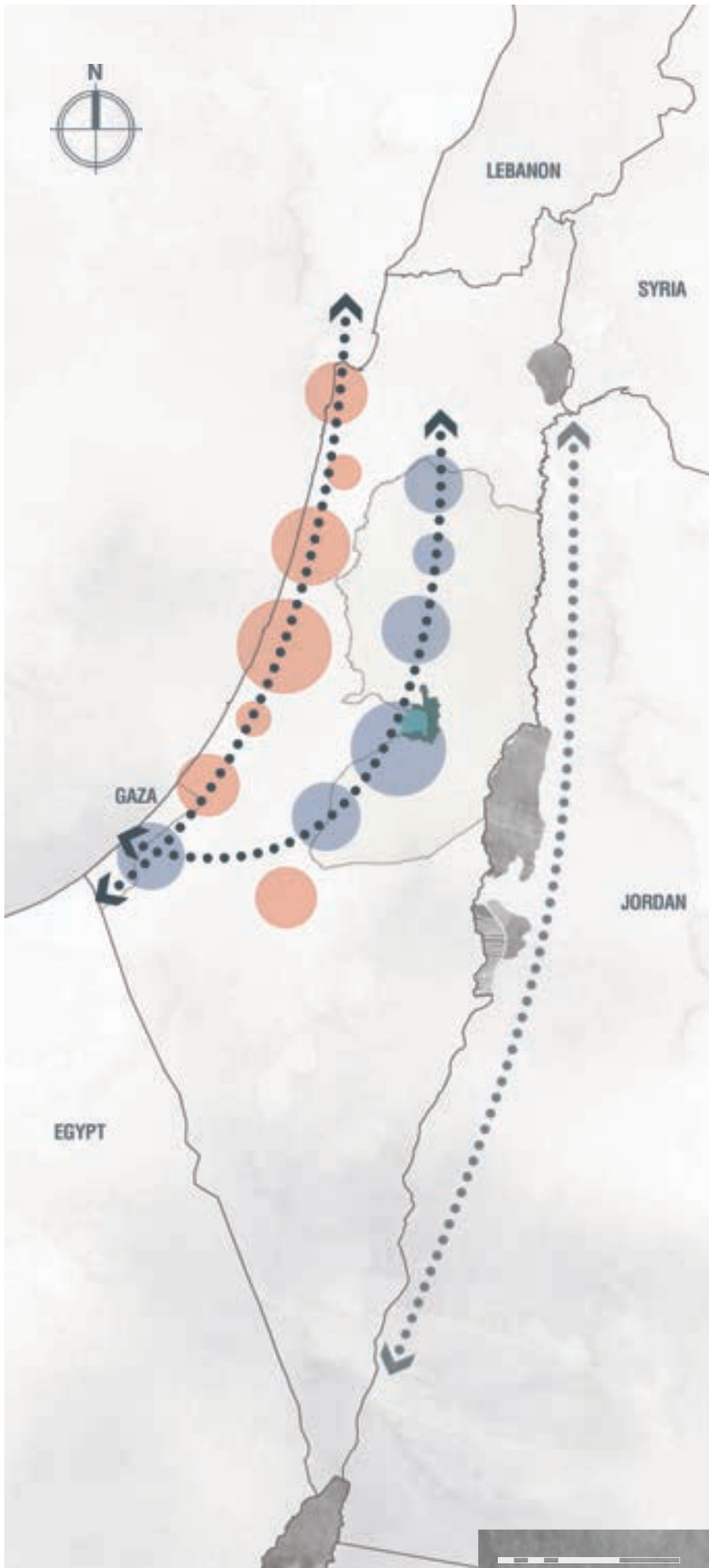
The imposed scenario reflects continuation of the current situation as Israel remains in control of the West Bank. *The transformed scenario* anticipates the emergence of a single state. *The separated scenario* refers to a cold peace in which the two communities avoid each other. *The connected scenario* sees the beginning of cooperation. Finally, *the growth scenario anticipates* full cooperation and sustainable peace. The two teams focused on the last 4 scenarios and developed them visually, as presented below.

Scenarios by Driving Forces

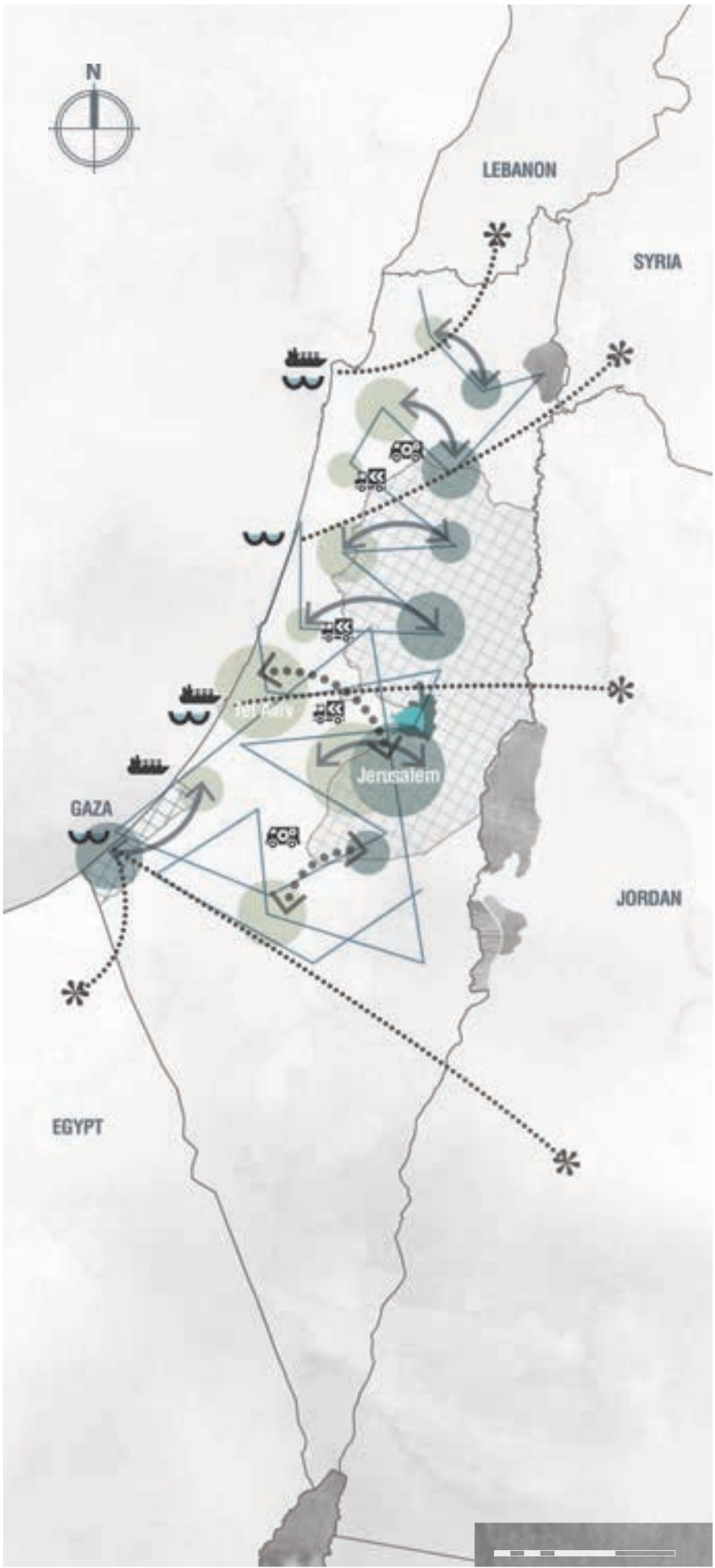




THE TRANSFORMED SCENARIO posits the fragmentation of the Palestinian community into several clusters, due to social and political conditions. The Israeli community is also fragmented into socio-economic clusters. On both sides, the private sector and civil society develop economic and social ties across geopolitical divides. As a result, the geopolitical situation is transformed. The two political entities, Israel and Palestine, maintain formal identities and their separate names, but that separation is increasingly irrelevant in terms of daily life. The regional, social and economic ties that cut across national boundaries are the determining factors.



THE SEPARATED SCENARIO represents cold peace. Although the governments are able to sign a peace agreement, the two societies cannot overcome years of conflict and prefer not to connect with each other. This situation is quite familiar to Israelis, as it resembles the cold peace that exists with Egypt and Jordan. As a result, each state chooses not to connect with the other by cross-national-latitude roads, gas and water pipelines, and both give precedence to longitudinal roads that run from north to south.

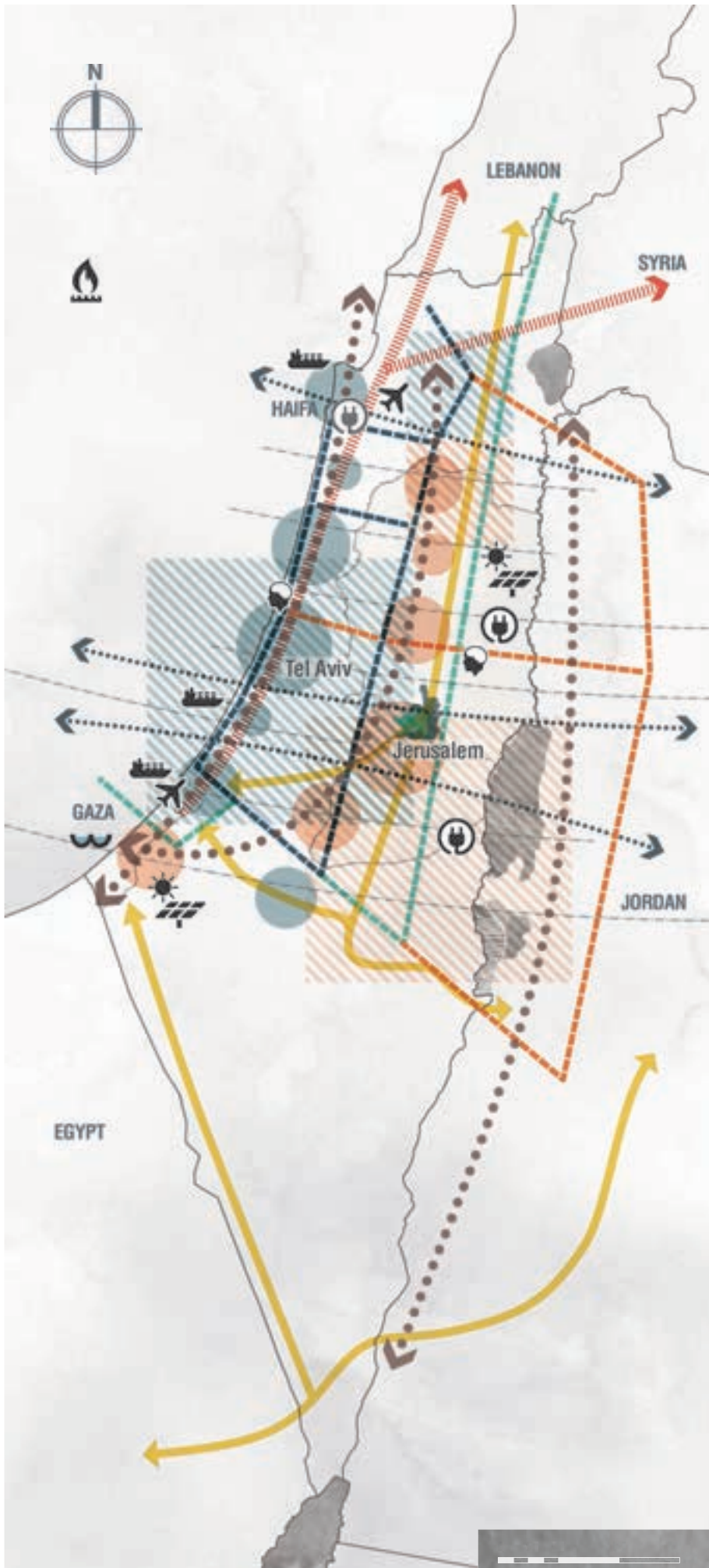


THE CONNECTED SCENARIO

is driven by the needs of local authorities and like-minded, entrepreneurial mayors who seek pragmatic, cooperative solutions to environmental, sewage, health, and education problems. These forms of cooperation create another tier of cross border relations, based on trade, employment, tourism, education and joint planning. Over time, the buffer zones between Israeli and Palestinian local authorities are transformed into connecting zones and corridors of cooperation.

This bottom-up process is augmented by the private sector and international firms seeking investment opportunities on the Palestinian side. This leads to the development of solar energy plants in the West Bank, investment in the development of a port in Gaza, and aid in the development of connecting roads between Israel, Gaza, the West Bank, Jordan and Egypt. These functional ties build trust, lead to joint ventures and pave the road towards geopolitical settlement.

- Palestinian urban centers
- Israeli urban centers
- Main corridors
- Desalination Plant
- Water Trading
- Port
- Building Materials
- Labor
- Water Grid System



THE GROWTH SCENARIO

reflects a new geopolitical situation in which the two parties are able to reach a peace agreement, due to increasing international pressure, rapid geopolitical deterioration in the region, a worsening environmental situation and motivation stemming from the opportunities provided by the global economy. In order to make the political agreement sustainable, the two parties adopt a cross national policy based on close economic relations. In line with this policy, Israel and Palestine develop a macro-regional plan that leads to the establishment of connecting roads, cross-border trade, and tightly-connected, high-tech brain ports. Within this macro-regional framework, the Palestinians are able to realize their national plans and to establish a national airport and a sea port in Gaza. Moreover, due to economic and demographic developments, the metropolitan areas of Tel Aviv and Jerusalem become closely connected.

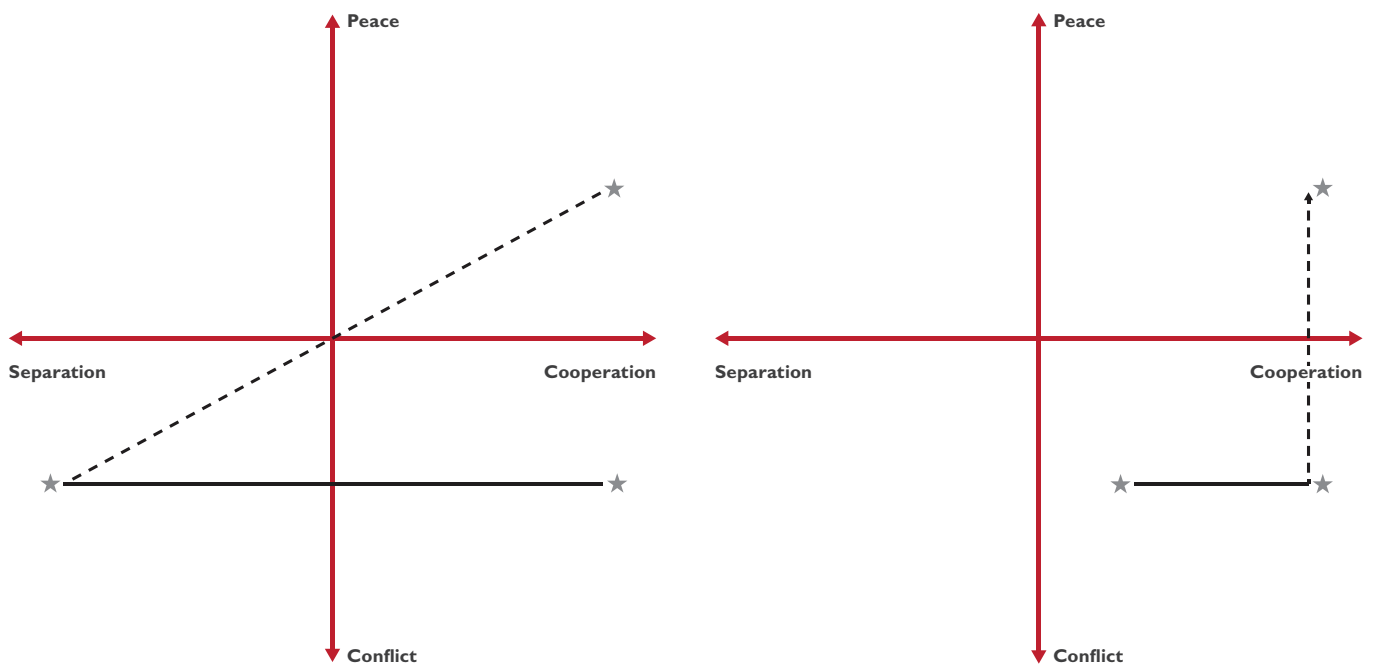
- Palestinian urban centers
- Israeli urban centers
- ▨ Metropolitan area of Tel Aviv
- ▨ Metropolitan area of Jerusalem
- ↔ Main corridors
- ↔ Over bridging corridors
- Separate corridors
- Proposed road connections
- ||||| Railways
- Existing pipeline
- proposed pipeline
- Proposed pipeline (abroad)
- 🧠 Brainport
- ☀️ Solar plants
- ⚡ Existing power plants
- ⚡ Proposed power plants
- 🔥 Natural gas
- 🌊 Proposed desalination plant
- 🚢 Port

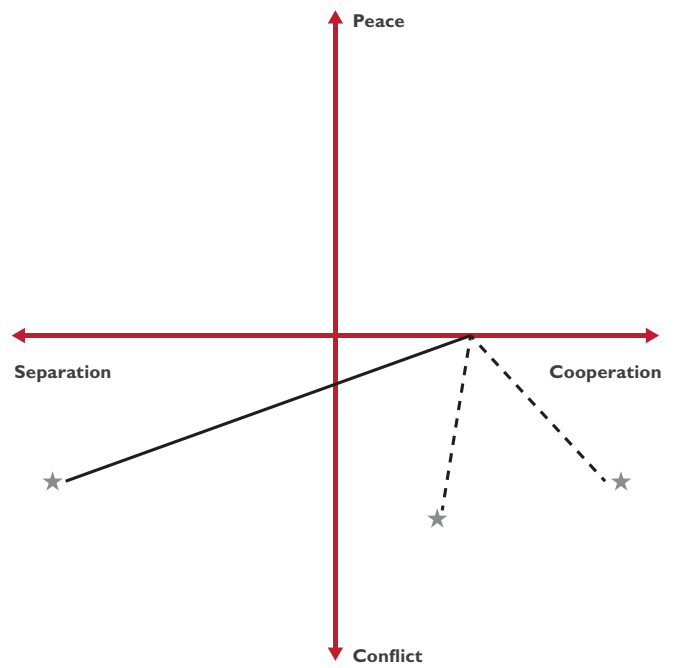
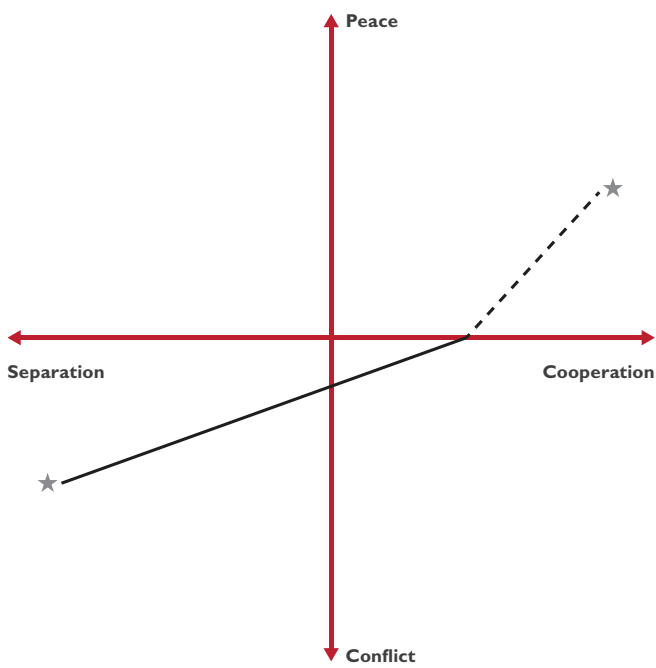
The paths between the scenarios


Is it possible to move in one step from the current situation of imposed relations to the growth scenario? Most Palestinian and Israeli teams believe it is not. As can be seen from the figure below, the dominant trend recommends moving from the current situation to the transformed scenario; that is, to move towards economic cooperation even in the absence of a political solution, on the assumption that cooperation will make it possible to reach the desired political solution.

Two-step approach

—— Material
----- Political





An aerial photograph of a valley. A river flows through the center, surrounded by a dense grid of agricultural fields in various shades of green and brown. The surrounding hillsides are arid and rocky, with some sparse vegetation. The overall scene depicts a transition from natural terrain to intensive agriculture.

ANALYSIS of BARRIERS & OPPORTUNITIES

After developing the different scenarios, the vision developed in stage 1 was run against the background of the different possible scenarios in order to identify barriers and opportunities that could hinder or promote realization of the vision.

There may be different kinds of barriers:

1. Geopolitical influences reflecting the depth and scope of the ethno-national struggle, including territorial, national, cultural, religious, economic and cultural issues. This barrier could be exacerbated or reduced according to future developments in the Middle East and the security policies that regional governments assume.
2. The nature of the political regime and its openness to dialogue, free enterprise, and cross-border entrepreneurship.
3. Cultural and social sensitivities, expressed in public opinion, trust-levels, and positions adopted by key public figures in each state towards the other state. These may include legitimization or de-legitimization of cross-border cooperation, internal splits within each national group, and so forth.
4. Social relations between members of the two national groups, which are affected by a myriad of forces, including cultural, psychological and language proximity, ideologies, economic gaps and previously-existing social ties.
5. Disparities in economic potential, educational achievement and capacity could form a major barrier to the vision if both national groups do not equally benefit from and support the potential that cooperation holds to build a bigger economic pie than that which is created separately.
6. Demographic composition of the border area, in particular the spatial distribution of ethnic, cultural and social groups on both sides of the border and the relations between them.
7. The role of regional and international powers: the international community and regional powers have played and

will continue to play a major role in the conflict and its resolution. The internal and external reasons for this intervention will be explored in order to ascertain their potential to serve as a barrier to or opportunity for a sustainable resolution.

Similarly, there may be different kinds of opportunities that enhance cross-border coordination, cooperation and complementarities:

1. General climate and atmosphere, reflecting the readiness of the two peoples/communities to benefit from sustainable peace building.
2. National and local leaders who support cross-border cooperation.
3. Individuals and groups that work to enhance cooperation in response to particular needs, as in, for example, the fields of health and education.
4. Environmental hazards that may lead to cross-border cooperation in an effort to avoid or stave off environmental disasters.
5. Development of infrastructure (e.g., roads, water, sewage, energy facilities) that serve groups on both sides of the border.
6. Globalization of ideas and commerce, which facilitates the movement of people, commodities and capital. Cities on both sides, for example, may serve as centers of cross-border communication.
7. Symbols, family ties, and historical sites that connect people over the borders.
8. Social, economic and public sector entrepreneurs and local authorities who seek collective and personal rewards through the development of cross-border relations.
9. Building on the differences that exist in the two national economies to maximize the competitiveness of the jointly-shared economy.

An aerial photograph showing a vast, patchwork agricultural landscape. The fields are divided into numerous small, irregular plots, some of which are green, suggesting active crops, while others are brown or tan, indicating harvested or fallow land. A central town or village is visible, characterized by a dense cluster of buildings and a network of roads. The overall scene depicts a rural, agricultural region.

DEVELOPING STRATEGIES

The strategies developed in this strategic plan aim to reduce the barriers and maximize the opportunities defined in Stage 4.

Six major strategies were identified:

1. **Social strategy** – Attaining popular support for the strategic plan by trust building and civic education. One of the projects derived from this strategy is a future academy for young Palestinian and Israeli students. Students in the academy will learn Arabic and Hebrew, study how to develop enterprises and take part in joint field trips. Another branch of the academy will deal with culture and arts. Trust-building will be also advanced by bottom-up initiatives that involve consultation with beneficiaries and their involvement in drafting the vision and implementation.

2. **Political strategy** – A sustainable plan must involve all levels of government: local, regional, national and supra-national. The local level will be engaged by the opportunity to advance the local quality of life. The regional level will be attracted by the opportunity to advance economic development. The national level will become involved through creation of conditions conducive to peace making and its sustainability. The supra-national will become involved in creating the conditions that could help to stabilize the region.

Table 1 presents this strategy in detail. Implementation of this strategy requires awareness on both sides of the potential for political refusal to engage the other. Cross-border cooperation may have to progress very far before it receives full political endorsement. Currently, both sides believe that politicians on both sides will block any progress, in contrast to Europe, where political involvement has been key. Therefore, rather than turning to politicians, this plan suggests inviting the private sector and the business community to participate in setting the agenda. Attention to the political level should be given only after this stage has been completed and achievements have been made, and, even then, the political level should be engaged cautiously and in stages, beginning with influential, supportive politicians.

Table 1: Multiple governance development and planning

Governance levels	Functional cooperation			
	DOMINANT ASPECT	ISSUES	FORMS	ACTORS
Local: Urban & Rural	Shared territorial problems	Environment, infrastructure, health, education	Local planning	Local municipalities, private sector
Regional: Metropolitan and Rural	Economic development	Job markets, worker mobility, tourism, hi-tech	Spatial & economic development	Private sector, local, regional and national governments
National	Sustainable peace	Economic envelope, transportation, water, energy	Cohesion policy & territorial agenda	National governments
Networks: Supra-National	Geopolitical stability	Economic support	Regional strategy	National, neighboring and other governments, non-state actors

- 3. Planning strategy** – Planning must be both bottom-up and top-down, built upon pragmatic needs and long-range vision. Plans should address identified priorities; their impact should be transnational or macro-regional; they should be realistic and credible and yet visionary; and, finally, plans must be coherent and mutually supportive. Given the long-lasting hostility and lack of cooperation between the two planning systems, joint planning must proceed cautiously from the back-to-back format that currently characterizes relations to face-to-face working relationships. This necessitates cultural and social change, which is no less important than the planning products themselves.
- 4. Economic strategy** – This strategy implies resource mobilization through connection with the private sector, chambers of commerce on both sides and the joint Israeli-Palestinian Chamber of Commerce. Once resources are mobilized, an attempt should be made to extend this strategic plan to neighboring countries, including Egypt, Jordan and perhaps parts of Syria. The economic implosion in these countries, and especially in Egypt, could lead to another massive wave of refugees to Europe, significantly larger than even the current ones. Indeed, with its population of over 80 million, soon to grow to over 100 million, economic opportunities in Egypt are shrinking and water shortage is already adversely affecting agriculture. Cooperation in the spheres of water desalination could aid in alleviation of these problems. To further increase the economic sustainability of this plan, involvement of project members of the EU concerned with refugees is also suggested. A meeting of developers and members of the business community could be convened in Cairo to discuss these issues and/or a similar meeting with members of the World Bank. Finally, preparatory work should be done by our team regarding:
 - i.** Meetings with business people in Palestine and Israel, to be organized immediately by members of the two teams;
 - ii.** Proposals for economic cooperation with neighboring countries to be developed in the future;
 - iii.** Meetings with the EU Commission.
- 5. Knowledge sharing** – It is essential to encourage knowledge sharing in the following spheres:
 - a.** Academic exchange regarding strategic planning and cross-border cooperation;
 - b.** Practical exchange of best practices by extending our previous workshops to experiences in other locations. This includes preparation of a business plan for projects, composed of details regarding sustainability of the projects, budget and fund raising;
 - c.** Field trips to other centers engaged in cross-border cooperation in Europe.

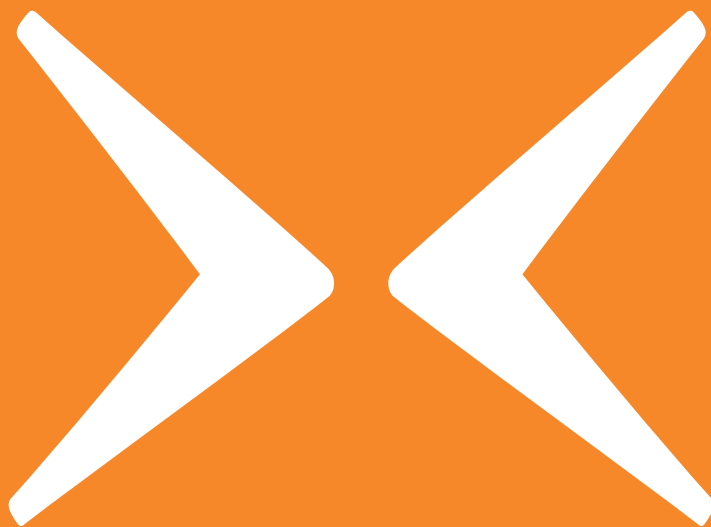
Cultural transformation

from



BACK to BACK – Policy makers and national planners prepare their national plans without any consideration of the other side.

to



FACE to FACE – Policy makers and planners on each side take into consideration the needs of the other side and relate to shared issues. In so doing, they learn from other countries engaged in cross-border cooperation and transfer best practices to the area. This leads to social and cultural exchange and foster an atmosphere of trust.

An aerial photograph of a mountainous region. A river flows through a valley in the center-left. In the bottom right corner, there is a large array of solar panels. The terrain is rugged with many ridges and gullies.

IDENTIFYING SPECIFIC PROJECTS for DEVELOPMENT

This section presents the projects identified for development. The projects are developed at three major geographic scales: local, regional and national. The fields of development at each level include economic relations, transportation, energy, water, environment, education, health and Jerusalem; in turn, each field is made up of 4 sections: issues of development, actions to be taken, main actors involved, and specification of the projects (*See Tables below*).

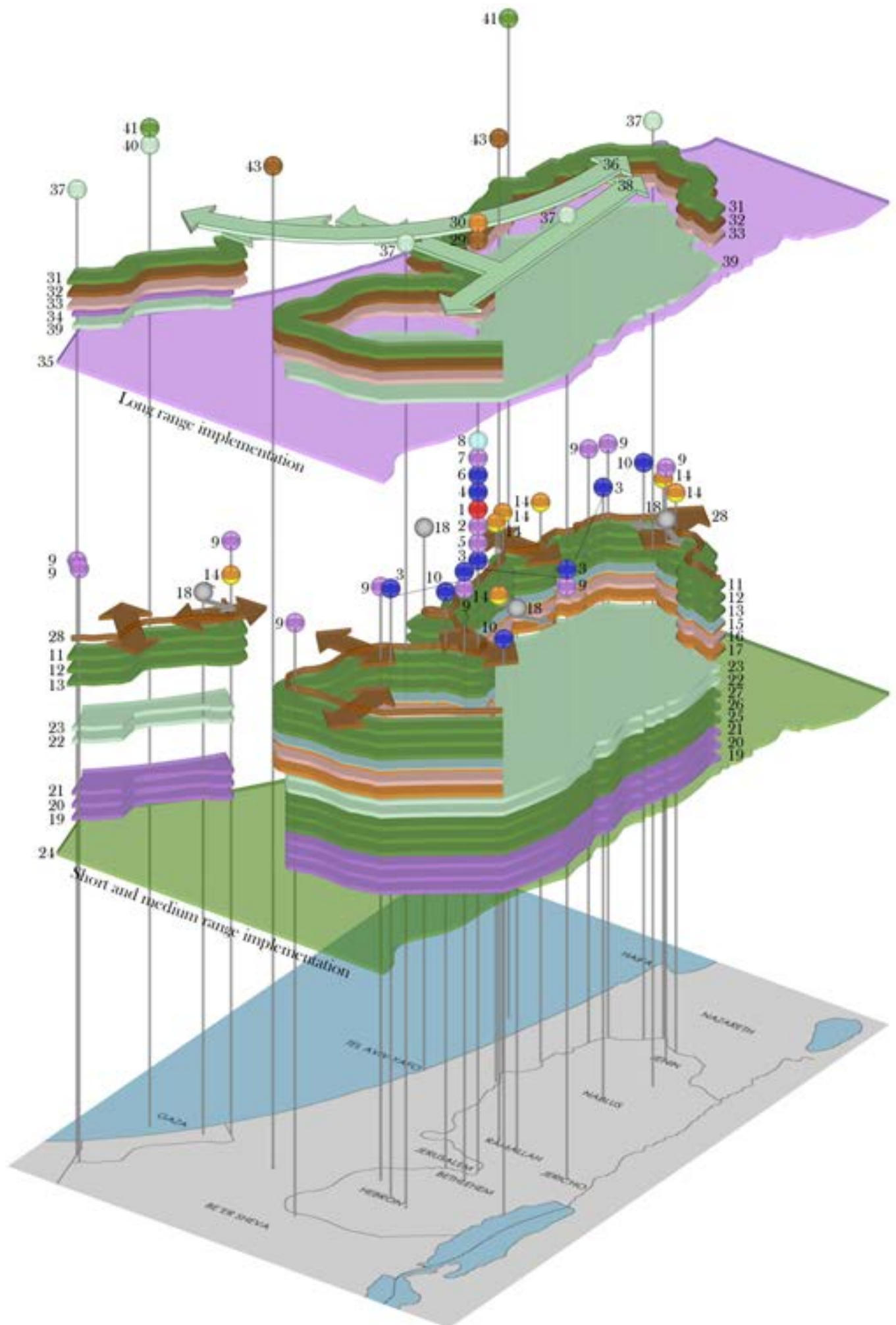
Table 2: Strategic Plan 2050: Action Plan - Example of Economic Development: IT Innovation

Issues	Action Plan's Components		
	ACTIONS	ACTORS	PROJECTS
Regional Level - Spatial Planning and Economic Development			
Economic Development: IT Innovation	Further studies need to be done on the topic of cross-border cooperation in IT innovation between Israel and the future state of Palestine.	Potential actors for economic cooperation in IT include, inter alia: Paltrade, PIBF (an Israeli-Palestinian business cooperation entity), Palestinian IT Association (PITA), the Peres Center, Israel Industrialists Association, and various leading Israeli IT companies.	Functional economic cooperation in IT Innovation between Ramallah and Tel Aviv, and between Jenin and Gaza and other Israeli IT centers. New corridors of functional cooperation between the two major IT centers in the west (Europe) and the east (Arab world). International IT companies as third parties mediating between the two sides.

Table 3: Strategic Plan 2050: Action Plan – Example of Jerusalem

Issues	Action Plan's Components		
	ACTIONS	ACTORS	PROJECTS
Local Level			
Jerusalem Planning	<p>*Mapping of points and areas of cooperation and friction and creating “physical bridges” between East and West.</p> <p>*Identifying economic sectors for cross-community cooperation.</p> <p>*Exposing narratives of fears, dreams, and emotions across ethno-national divides.</p> <p>*Using artistic expressions to describe how young people would like their neighborhood to look and function.</p> <p>*Action-oriented investigation by women to redefine “security”.</p>	Key political figures, planners and architects, economic entrepreneurs psychologists, community workers, teens and teachers, women and elderly on both sides.	<p>Preparing an “Open City” plan by civic society which builds bridges over ethno-national divides.</p> <p>Building bridges between the two groups at the objective-socio-economic and physical level, at the subjective-psychological level and at the inter-subjective-cultural level.</p> <p>Involving civil society in trust building and in providing incentives for peace making and making peace agreement sustainable by providing social and economic benefits .</p>

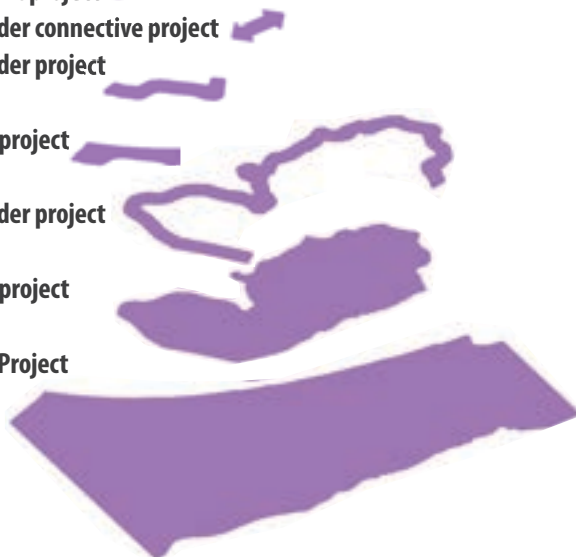
In this manner, forty-three projects have been developed. To present the projects on maps as a guide for future development, we developed a cartographic language based on points (*site specific projects*), corridors (*connecting projects*), belts (*projects affecting the entire interface between Palestinians and Israelis*), regions (*projects that spread over Palestinian and Israeli regions*) and nations (*projects encompassing the entire area between the Mediterranean Sea and the Jordan River*). In addition, we have marked the time frameworks according to short, mid- and long-term projects. The following maps illustrate the full spectrum of projects developed in this strategic plan. The first presents an overall view of the entire projects, and the maps following focus on specific areas, such as economic development, tourism, environment, education etc.



BETWEEN THE MEDITERRANEAN SEA AND THE JORDAN RIVER ACTION-PLAN INDEX | COMPILED MAP

PROJECT TYPES

- **Site-specific project** 
- **Cross-border connective project** 
- **Cross-border project**
Gaza Strip 
- **Regional project**
Gaza Strip 
- **Cross-border project**
West Bank 
- **Regional project**
West Bank 
- **Inclusive Project** 



SUBJECTS

-  **Society**
-  **Economic development**
-  **Tourism**
-  **Transportation**
-  **Education and culture**
-  **Municipal cooperation**
-  **Water management & sewage**
-  **Environment**
-  **Health**
-  **High tech**
-  **Energy**

PROJECT LIST

Short and medium range implementation

1. Jerusalem Open City plan
2. Labor movement facilitation
3. "Holy Land" tourism brand
4. Cross Jerusalem tourist accommodation
5. Cross border advanced industries cooperation
6. Jerusalem cultural cluster
7. Jerusalem joint tourist logistic center
8. Jerusalem International University
9. Cross border employment centers
10. Joint tourist sites
11. Joint sewage treatment plants
12. Cross border water quality control program
13. Cross border drainage project
14. Cross border streams cleaning project
15. Border cultural and language centers
16. Cross border immunization program
17. Cross border spatial plans
18. IT functional economic cooperation
19. Administrative constraints relaxation initiative
20. Trade facilitation measures package
21. Export promoting incentives and measures
22. Solar feed-in tariff program
23. Electricity transmission and distribution reform enhancement
24. Shared water policy facilitation
25. Palestinian water distribution network amendment
26. Joint waste water treatment plants
27. Cross border natural water sources management
28. Palestinian-Israeli cross border transit system project

Long range implementation

29. Jerusalem international airport
30. Jerusalem metropolitan cooperation project
31. Cross border water supply
32. Cross border local transportation network
33. Neighboring communities public health services
34. Gaza trade relations encouragement
35. Advanced free trade agreement (FTA)
36. Gaza-West Bank gas and energy supply
37. West Bank solar energy plants development
38. Cross border gas network
39. Gas powered electricity network
40. Gaza Marine gas reservoir utilization
41. Cross border water desalination project
42. Cross border regional transportation masterplan
43. Joint Israeli-Palestinian international airport

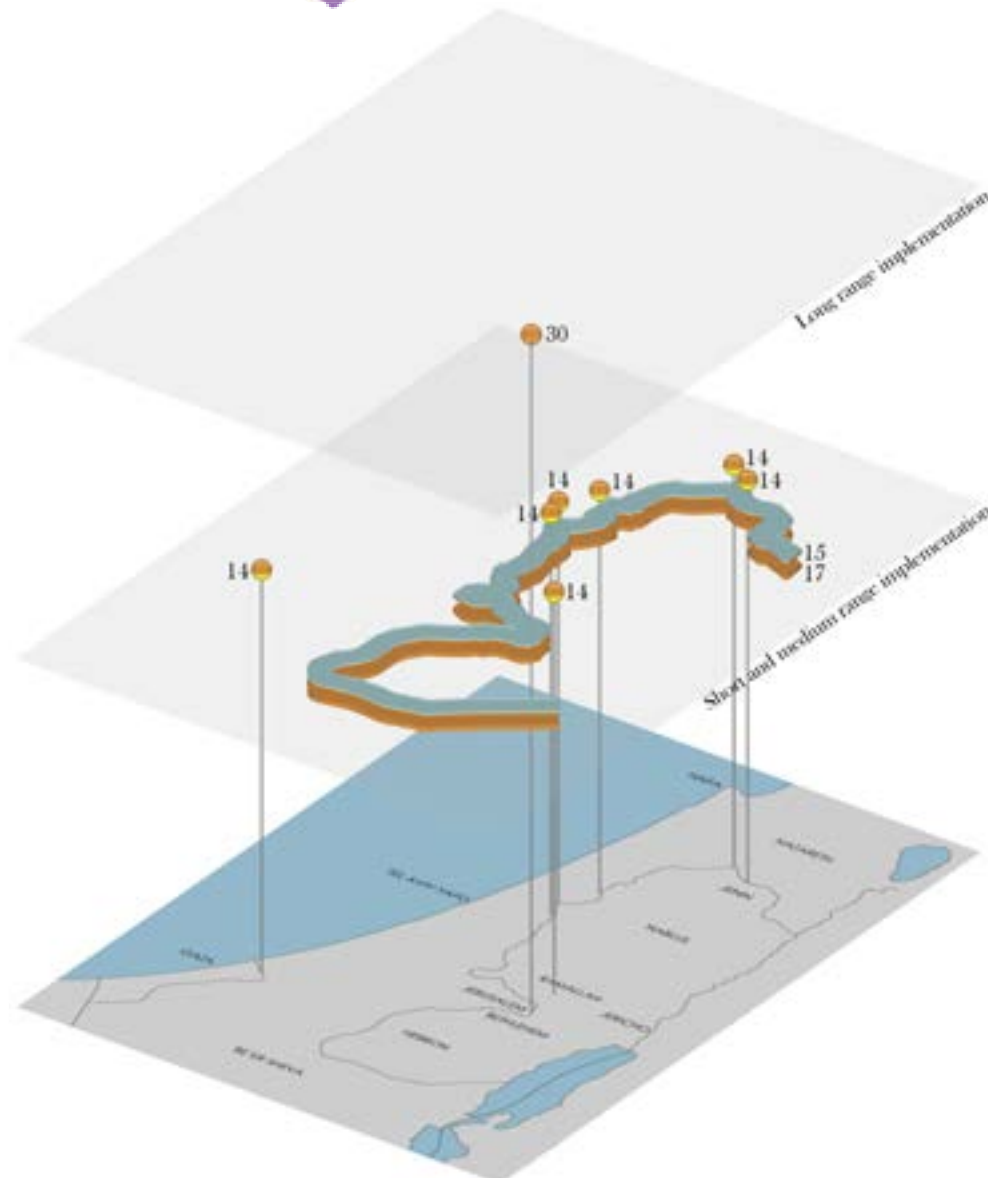
BETWEEN THE MEDITERRANEAN SEA AND THE JORDAN RIVER ACTION-PLAN INDEX | PROJECTS BY SUBJECT

PROJECT TYPES

- Site-specific project
 - Cross-border connective project
 - Cross-border project
Gaza Strip
 - Regional project
Gaza Strip
 - Cross-border project
West Bank
 - Regional project
West Bank
 - Inclusive Project
-

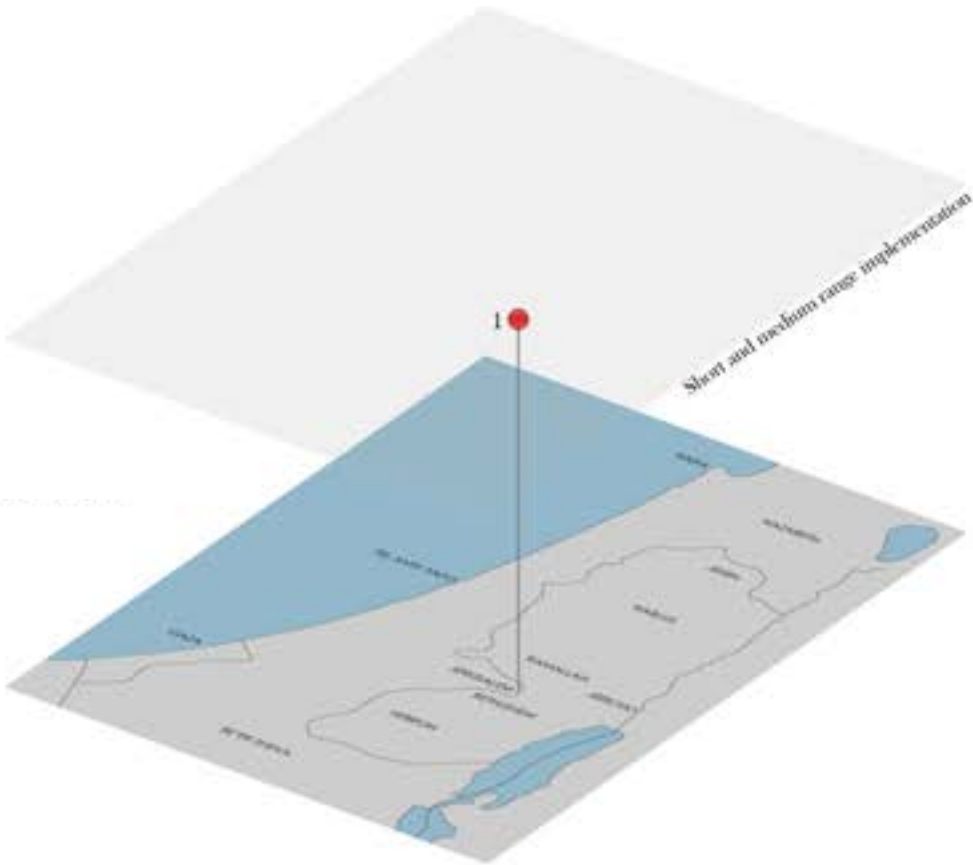
SUBJECTS

- Society
- Economic development
- Tourism
- Transportation
- Education and culture
- Municipal cooperation
- Water management and sewage
- Environment
- Health
- High tech
- Energy



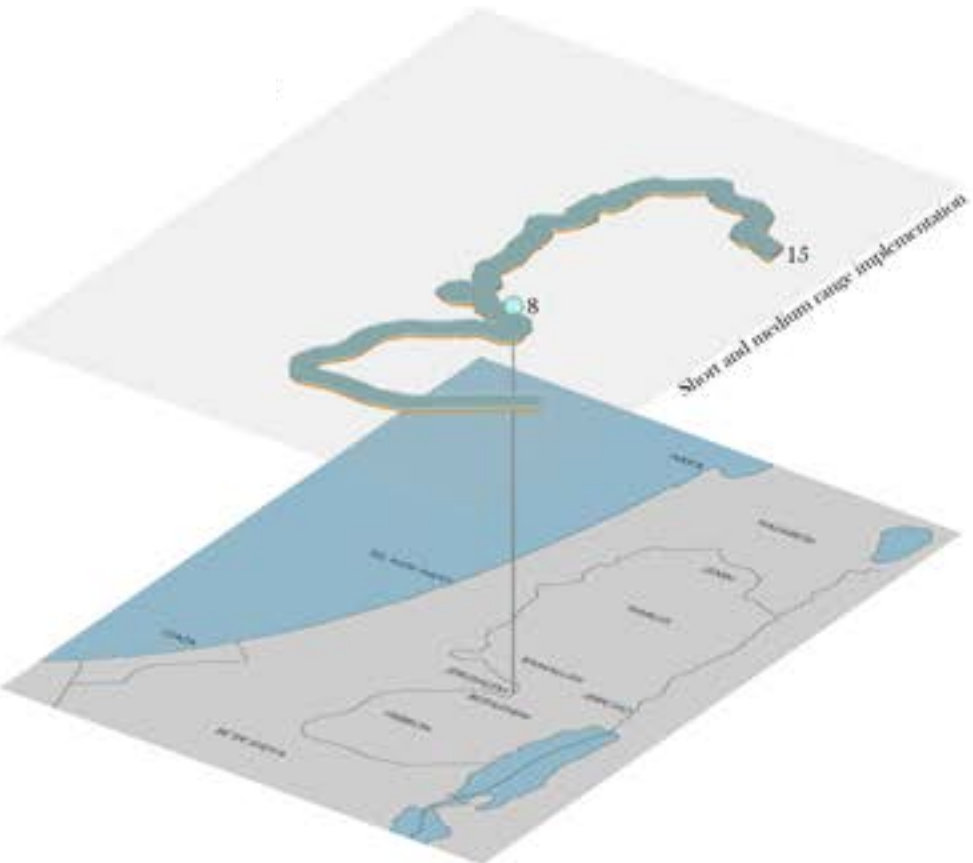
MUNICIPAL COOPERATION

- 14. Cross border streams cleaning project
- 15. Border cultural and language centers
- 17. Cross border spatial plans
- 30. Jerusalem metropolitan cooperation project



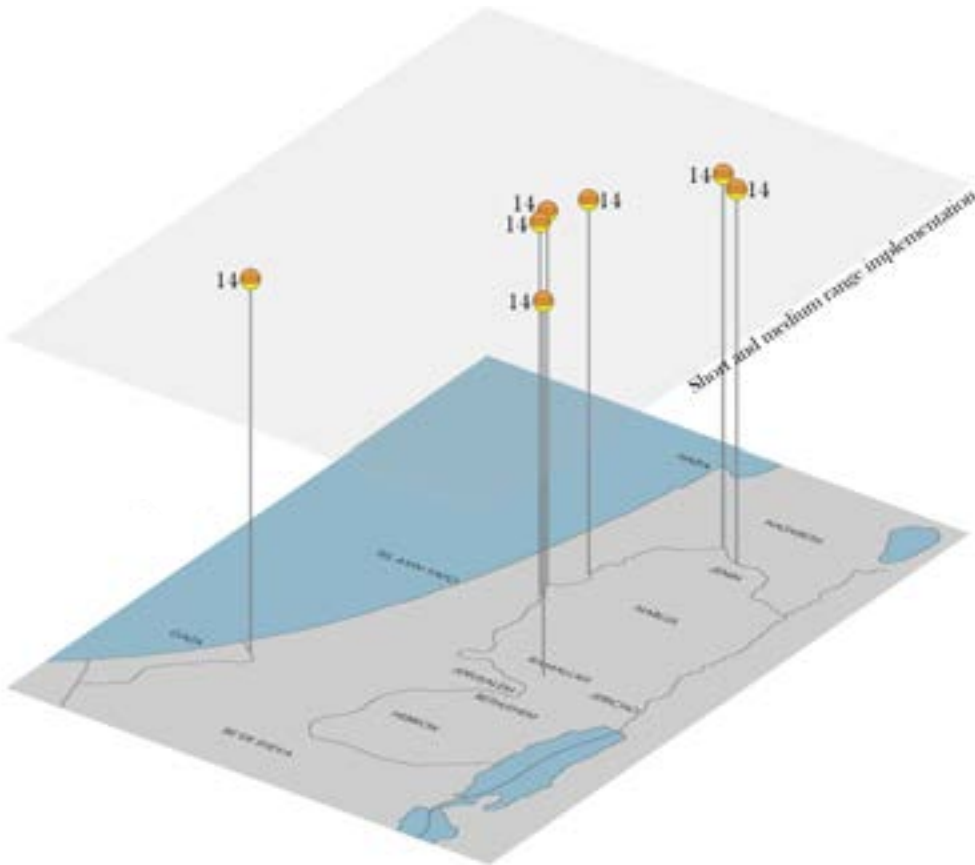
SOCIETY

- 1. Jerusalem Open City plan



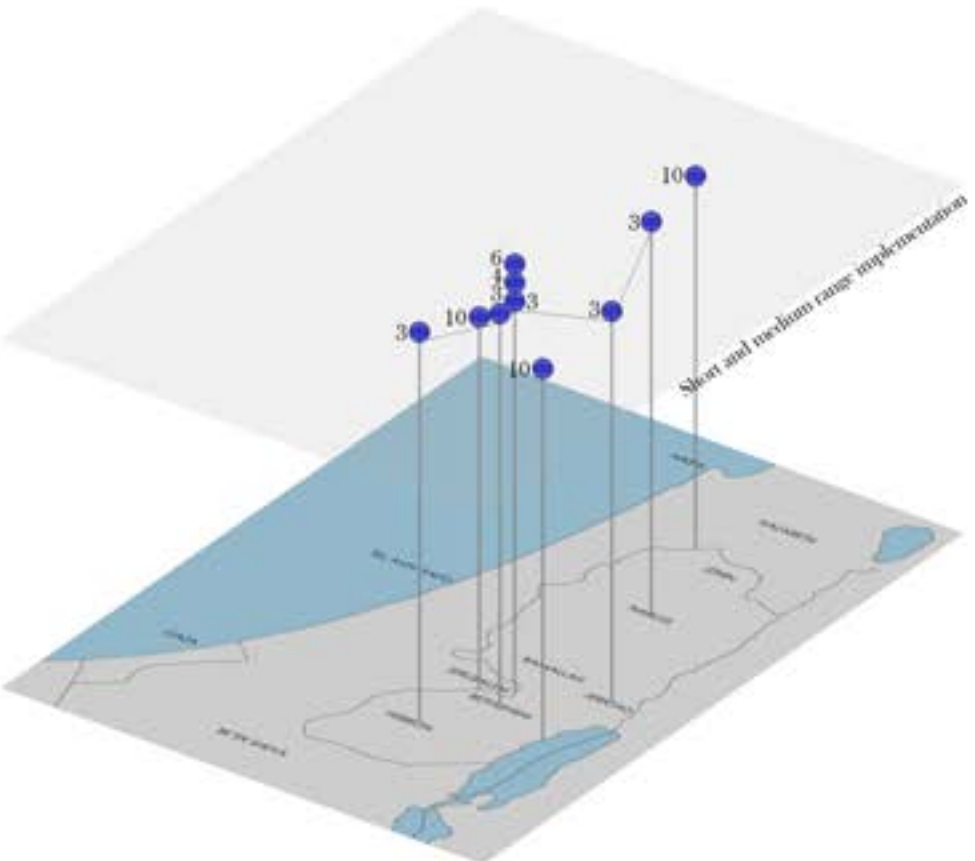
EDUCATION AND CULTURE

- 8. Jerusalem International University
- 15. Border cultural and language centers



ENVIRONMENT

- 14. Cross border streams cleaning project

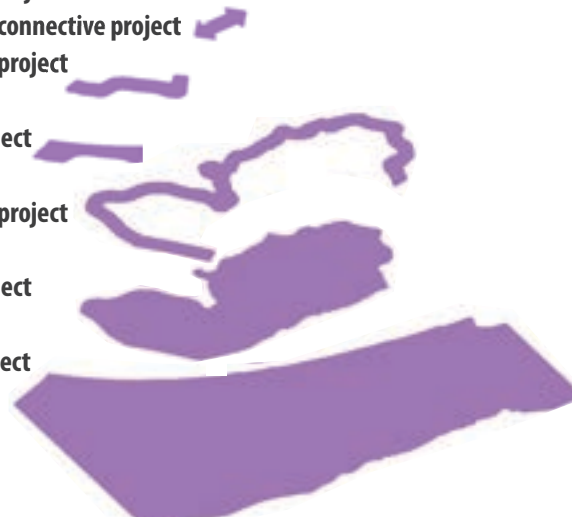


TOURISM

- 3. "Holy Land" tourism brand
- 4. Cross Jerusalem tourist accommodations
- 6. Jerusalem cultural cluster
- 10. Joint tourist sites

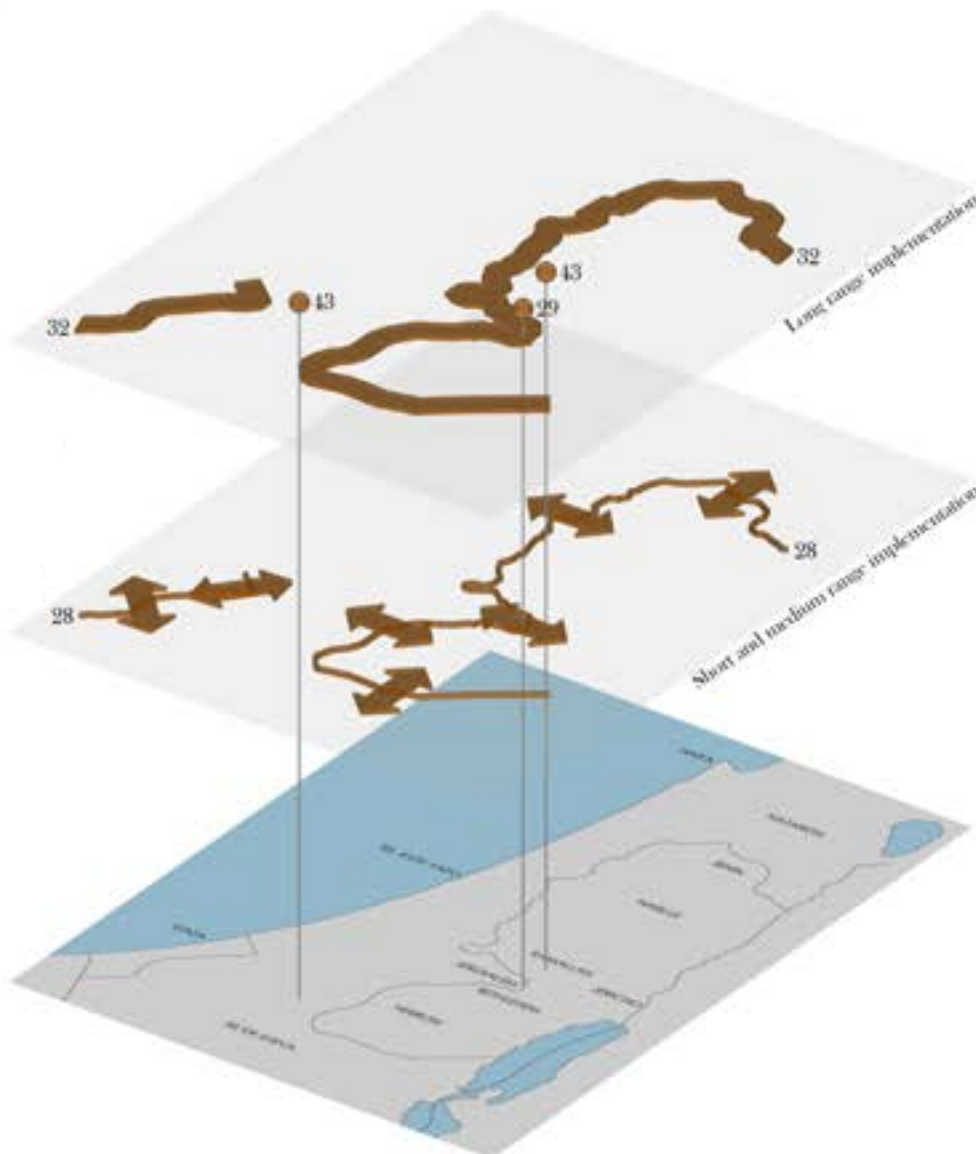
BETWEEN THE MEDITERRANEAN SEA AND THE JORDAN RIVER ACTION-PLAN INDEX | PROJECTS BY SUBJECT

PROJECT TYPES

- Site-specific project
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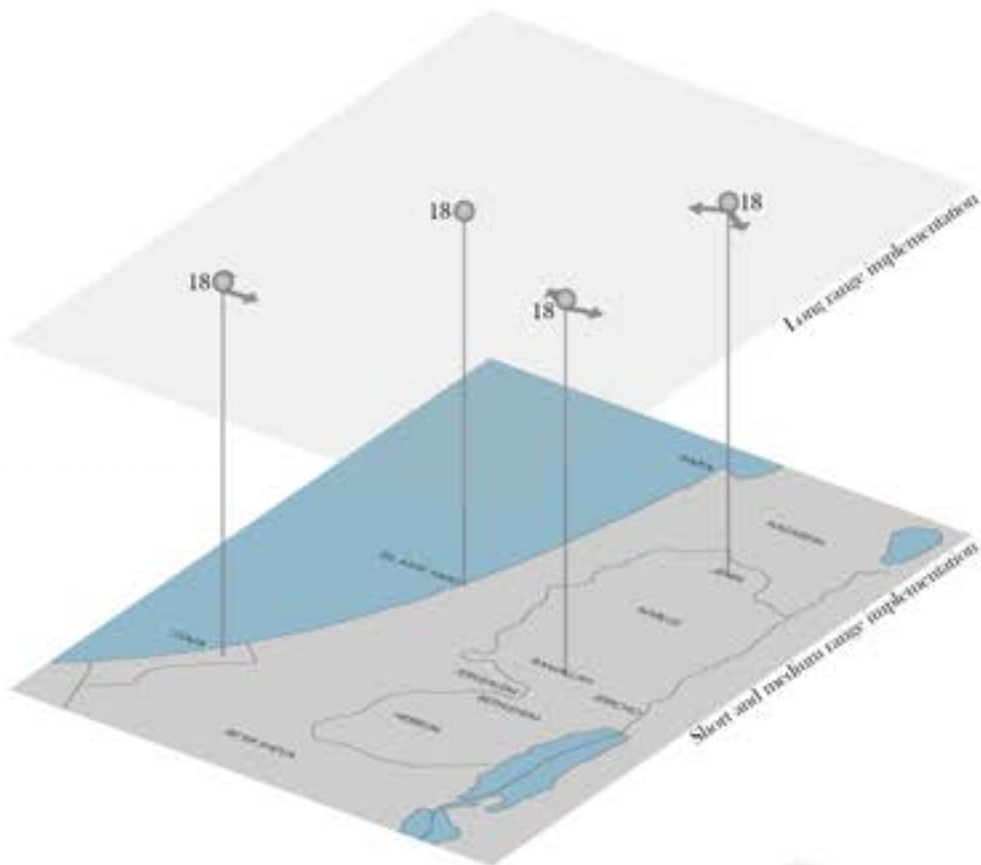
SUBJECTS

- Society
- Economic development
- Tourism
- Transportation
- Education and culture
- Municipal cooperation
- Water management and sewage
- Environment
- Health
- High tech
- Energy



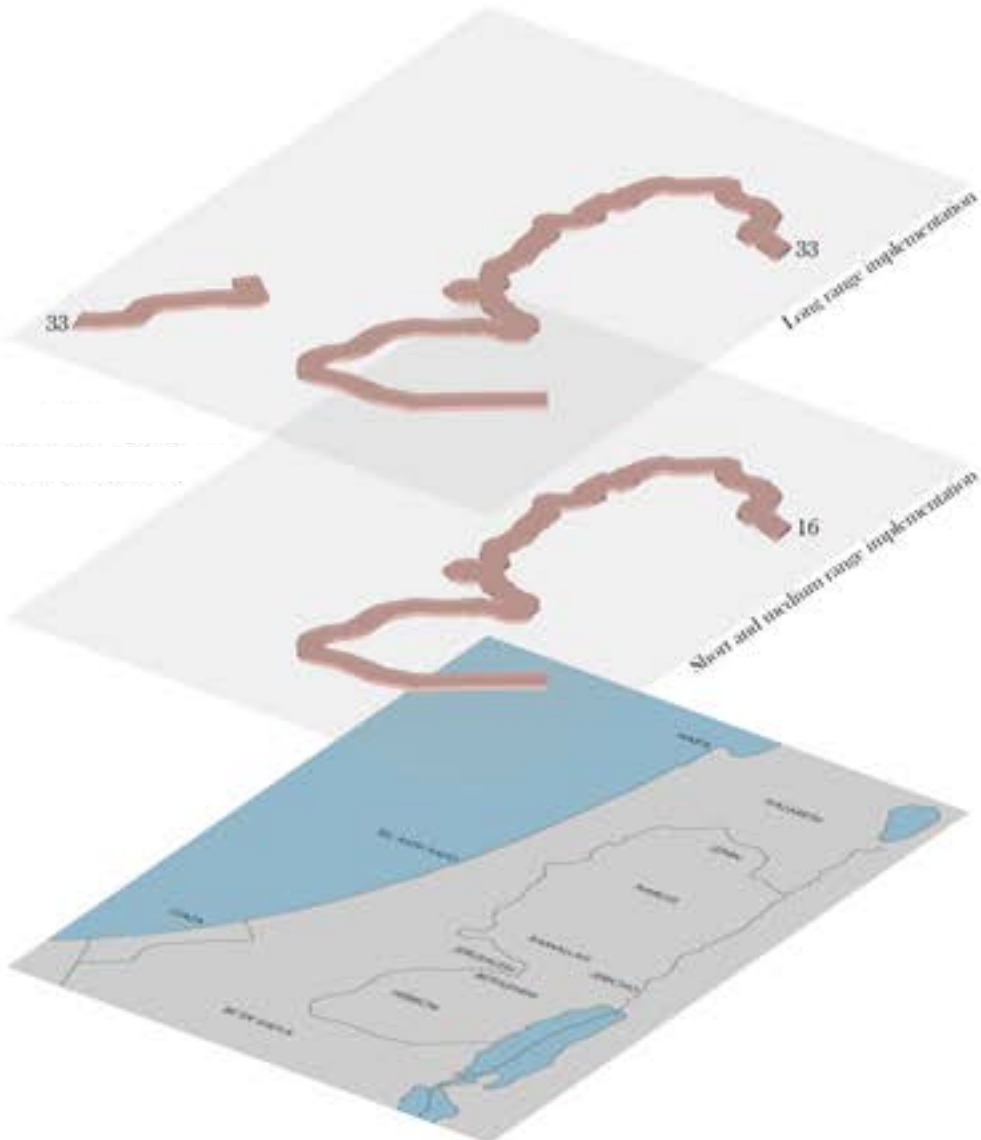
TRANSPORTATION

- 28. Palestinian-Israeli cross border transit system project
- 29. Jerusalem international airport
- 32. Cross border local transportation network
- 43. Joint Israeli-Palestinian international airport



HIGH TECH

18. IT functional economic cooperation



HEALTH

16. Cross border immunization program
 33. Neighboring communities public health services

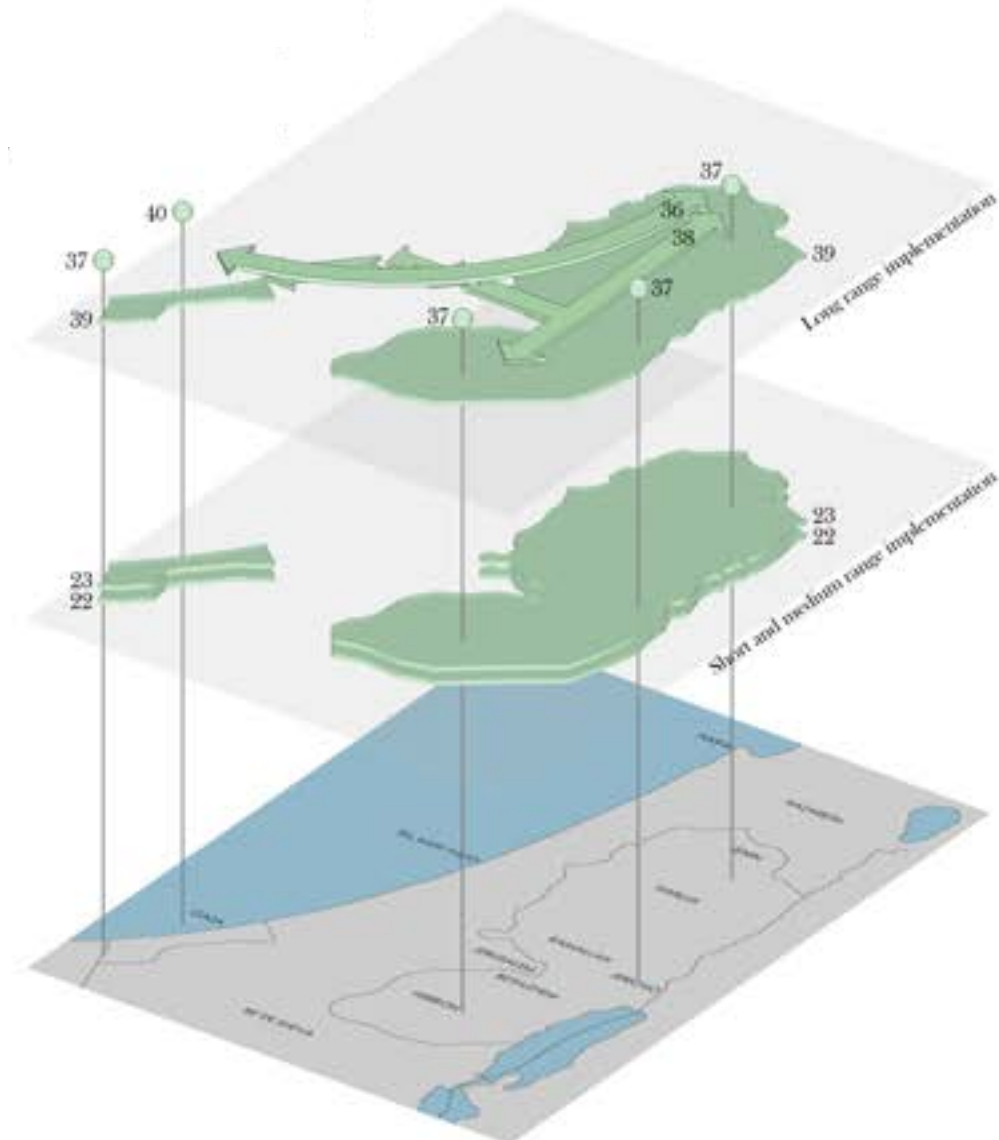
BETWEEN THE MEDITERRANEAN SEA AND THE JORDAN RIVER ACTION-PLAN INDEX | PROJECTS BY SUBJECT

PROJECT TYPES

- Site-specific project
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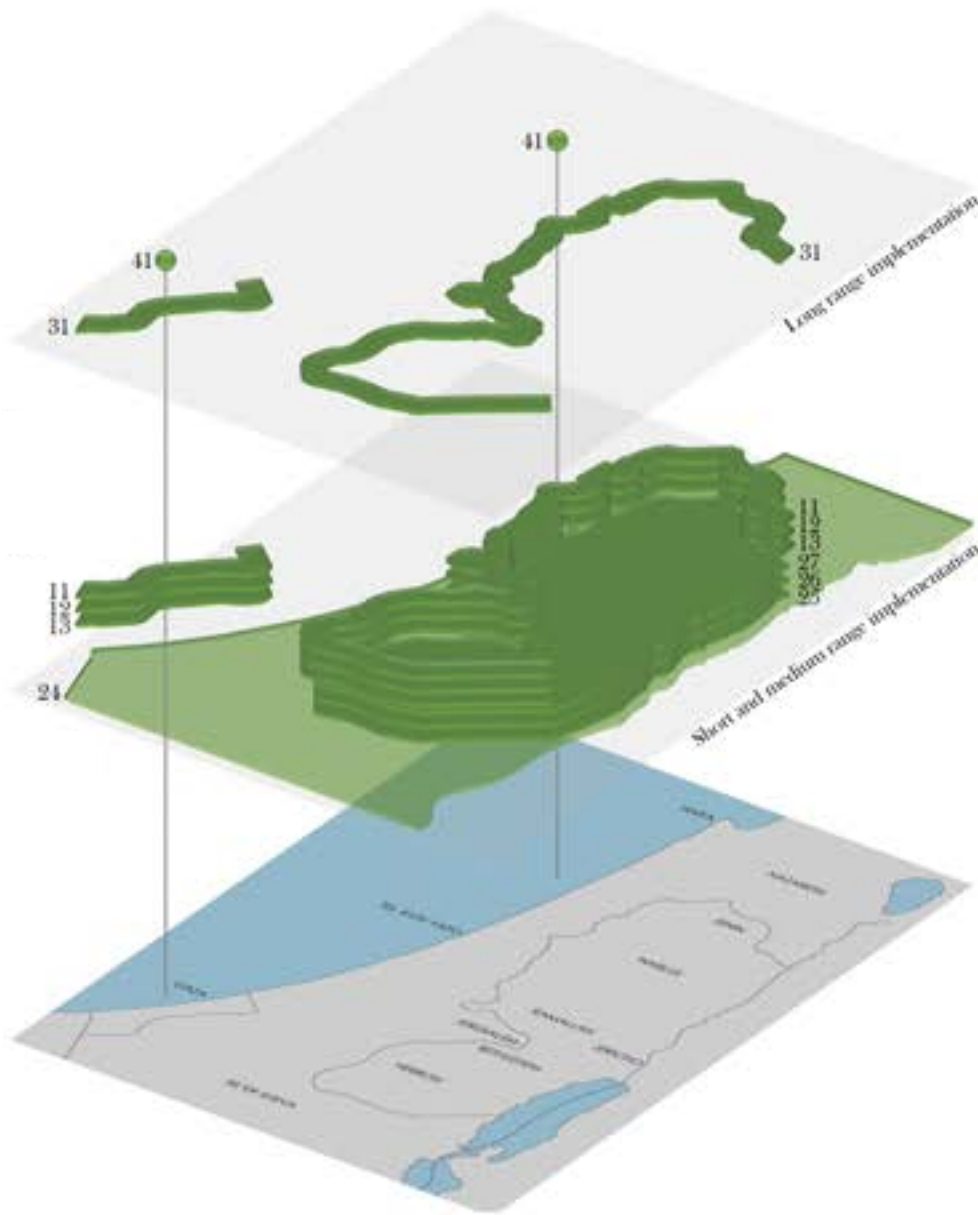
SUBJECTS

- Society
- Economic development
- Tourism
- Transportation
- Education and culture
- Municipal cooperation
- Water management and sewage
- Environment
- Health
- High tech
- Energy



ENERGY

- 22. Solar feed-in tariff program
- 23. Electricity transmission and distribution reform enhancement
- 36. The Gaza-West Bank gas and energy supply
- 37. West Bank solar energy plants development
- 38. Cross border gas network
- 39. Gas powered electricity network
- 40. Gaza Marine gas reservoir utilization



WATER MANAGEMENT AND SEWAGE

- 11. Joint sewage treatment plants
- 12. Cross border water quality control program
- 13. Cross border drainage project
- 24. Shared water policy facilitation
- 25. Palestinian water distribution network amendment
- 26. Joint waste water treatment plants
- 27. Cross border natural water sources management
- 31. Cross border water supply
- 41. Cross border water desalination project

An aerial photograph of agricultural fields, showing a grid of rectangular plots. Overlaid on this grid is a pattern of semi-transparent circles in various shades of green and yellow. The circles vary in size and are scattered across the field, creating a complex, layered visual effect. The overall color palette is dominated by greens and yellows, with some greyish-brown areas representing roads or bare earth.

THE NEXT STEPS

1 *Work on detailed planning and design for projects.*

2 *Work on project feasibility and stability and develop a sustainable model.*

3 *Set bilateral and trilateral forums to promote projects and to identify potential investors and donors.*

4 *Mobilize human and financial resources in order to institutionalize this initiative and engage with private sector and civil society on both sides.*

5 *Develop a media strategy to promote the 2050 plan.*

6 *Prioritize tourism, IT and energy sectors for immediate planning and implementation.*

7 *Develop plan for the Jerusalem Metropolitan Area.*

8 *Engage in leadership education.*



JERUSALEM AS AN OPEN CITY



THE HEBREW UNIVERSITY OF JERUSALEM
Shasha Center for Strategic Studies

SHASHA CENTER FOR STRATEGIC STUDIES *The Hebrew University of Jerusalem*

The Shasha Center for Strategic Studies at the Hebrew University strives to combine research and action. The Center focuses on strategic issues of national importance, produces position papers, conducts research and initiates seminars. The vision of the Center is based on three pillars:

1. ***Development of Strategic Thinking*** with regard to the issues at the top of the political and social agenda. This is achieved through two levels of activity: consultation to government bodies engaged in top-down approaches and initiatives that focus on bottom up thinking.
2. ***Focus on Topics*** compelling to socio-economic policy makers and entrepreneurs, who are able to engage political and social support.
3. ***Promotion of Viable Effective Projects*** that can be completed in a relatively short period of time, while raising new ideas to generate new short-term processes with long-term effects.

www.shasha-center.huji.ac.il



INTERNATIONAL PEACE & COOPERATION CENTRE

(IPCC) is a Palestinian research, training, and planning organization based in Jerusalem. Founded in 1998, IPCC's activities have focused on issues related to Jerusalem; many IPCC projects seek to establish data and information bases that bear on the complex problems that will inevitably impinge on Jerusalem. These projects frequently result in publications that are distributed to a broad array of local, national and international decision-makers within both governmental and NGO organizations. IPCC also conducts training projects designed to raise the information, competency and involvement levels of various civil society groupings, including journalists, urban architects and planners, youth, labor and women. IPCC is supported by numerous international foundations and frequently partners with European and American universities and Middle East institutions in its projects.

www.ipcc-jerusalem.org