



Note by the Secretary-General

IMPLEMENTATION PLAN: COUNCIL RESOLUTION 1424

Purpose

This 4-year proposed Implementation Plan (2026–2029) has been developed in alignment with ITU’s mandates to implement its resolutions and considering that appropriate fundings are made available for the ITU to proceed with the implementation of this plan, and considering the following ITU resolutions:

- ITU Council Resolution 1424 (2024),
- Plenipotentiary Resolution 125 (Rev. Bucharest, 2022),
- WTDC Resolution 18 (Rev. Kigali, 2022), and
- WRC Resolution 12 (Rev. WRC-23, Dubai, 2023).

The plan is designed to assist the State of Palestine in rebuilding, modernising, and strengthening the resilience of its telecommunications and digital infrastructure. It addresses four national ICT & Telecommunications priority areas, to be implemented in order of significance.

Action required by the Council

This document is transmitted to the Council **for information**.

References

Council Document [C26/69](#)



Implementation Plan: Council Resolution 1424

Assistance and Support to the State of Palestine for Rebuilding the Telecommunications & ICT Sector

Executive Summary

This 4-year proposed Implementation Plan (2026–2029) has been developed in alignment with ITU’s mandates to implement its resolutions and considering that appropriate fundings are made available for the ITU to proceed with the implementation of this plan, and considering the following ITU resolutions:

- ITU Council Resolution 1424 (2024),
- Plenipotentiary Resolution 125 (Rev. Bucharest, 2022),
- WTDC Resolution 18 (Rev. Kigali, 2022), and
- WRC Resolution 12 (Rev. WRC-23, Dubai, 2023).

The plan is designed to assist the State of Palestine in rebuilding, modernising, and strengthening the resilience of its telecommunications and digital infrastructure. It addresses four national ICT & Telecommunications priority areas, to be implemented in order of significance.

- 1) **Assistance to the Technology & Telecommunication Sector Recovery and Resilience**, to restore connectivity and ensure continuity under crisis conditions (**Activity I**).
- 2) **The modernisation of national ICT and Telecommunications policies, strategies, regulatory and legal frameworks**, creating an enabling environment for innovation, private sector engagement, and inclusive digital growth (**Activity II**).
- 3) **The acceleration of digital transformation of national public services and society** through enhanced cybersecurity preparedness, the development of inclusive and efficient e-government services, digital skills assessment, the promotion of sustainable and responsible AI adoption, strengthened emergency telecommunications planning, and improved ICT accessibility for all (**Activity III**).
- 4) **The strengthening of institutional capacities** for post-recovery resilience, digital transformation, policymaking, and regulatory strengthening for advanced and secure digital networks (**Activity IV**).

The sequencing of activities within this Implementation Plan follows a structured building-block approach designed to guide the progressive recovery and modernisation of the telecommunications and digital ecosystem over the four-year period. The plan begins with **foundational diagnostic assessments**, examining telecommunications infrastructure and

connectivity, digital infrastructure resilience, and the maturity of ICT and telecommunications regulatory frameworks. These assessments are conducted in parallel to provide an evidence base across infrastructure, digital resilience, and regulatory readiness.

Building on these findings, the next phase focuses on establishing **core governance and policy frameworks**, clarifying institutional roles and strengthening national coordination mechanisms. This is followed by the **modernisation of legal and regulatory foundations**, ensuring that telecommunications laws and regulatory frameworks support fair competition, infrastructure deployment, secure digital transactions, and effective sector governance.

Once this enabling environment is established, **technical sector planning activities** are undertaken, including spectrum management and infrastructure planning, to guide the efficient development of advanced telecommunications networks. The plan then advances **national sector strategies**, including ICT and telecommunications strategies and broader digital transformation planning, providing a strategic roadmap for sector growth and digital innovation.

Finally, the implementation supports the development of **digital economy and emerging technology policies**, such as artificial intelligence readiness, digital entrepreneurship, and advanced digital skills development, to foster a resilient and inclusive digital ecosystem. Throughout all phases of the plan, **capacity-building activities are embedded across interventions and implemented in parallel with policy, regulatory, and technical support**, ensuring that national institutions progressively strengthen their expertise and institutional capabilities to sustain and scale these reforms beyond the duration of the programme.

In alignment with key World Summit on the Information Society (WSIS) Action Lines, the plan advances critical areas including C2 (Infrastructure), C4 (Capacity Building), C5 (Security), and C6 (Enabling Environment). It also contributes to the achievement of several Sustainable Development Goals (SDGs), most notably SDG 9 (Industry, Innovation and Infrastructure), while also supporting SDG 8 (Decent Work and Economic Growth), SDG 10 (Reduced Inequalities), and SDG 17 (Partnerships for the Goals). Through a coordinated, multi-stakeholder approach, this Implementation Plan provides a clear step-by-step roadmap for fostering resilience, inclusion, and digital empowerment across the State of Palestine, ensuring that no one is left behind in the digital era.

I. Activity Description

1. Assistance to the Technology & Telecommunication Sector Recovery and Resilience

Implementing Entity	ITU & MTDE
Funding Source	ITU

Activity Name	Task(s)	Output(s)	Outcome(s)	Partners
1.1 Post-Conflict Recovery Gaps Assessment for ICT & Telecommunication* <i>Pending.</i>	<ul style="list-style-type: none"> Assess the current ICT and Telecom sectors' resilience and recovery needs in terms of damage, vulnerabilities, infrastructure and connectivity gaps (mobile, fixed, and internet). 	<ul style="list-style-type: none"> 1 ICT & Telecom Sector Resilience and Recovery Report, including a needs assessment with a prioritised investment plan (short-medium-and long-term cost estimates). 	<ul style="list-style-type: none"> Improved <i>institutional understanding and evidence-based and actionable decision-making</i> for ICT & Telecom sectors' resilience and recovery. 	<ul style="list-style-type: none"> MTDE TRA Telecom Operators
1.2 Implementation Plan of the ITU Council Resolution 1424 * <i>Completed.</i>	<ul style="list-style-type: none"> <i>Develop</i> a structured implementation framework for Council Resolution 1424, including priority interventions, timelines, costing, coordination mechanisms, and resource mobilisation strategy. 	<ul style="list-style-type: none"> 1 Approved Implementation Plan for Resolution 1424, including prioritised actions and short-, medium-, and long-term budget estimates. 	<ul style="list-style-type: none"> Strengthened strategic coordination and structured implementation of ICT and telecommunications recovery interventions in Palestine. 	<ul style="list-style-type: none"> MTDE
1.3 Palestine Trust-in-Fund <i>* Ongoing.</i>	<ul style="list-style-type: none"> <i>Establish and operationalise</i> a dedicated financing mechanism to mobilise, manage, and disburse resources for priority ICT and telecommunications recovery and development projects. 	<ul style="list-style-type: none"> 1 Operational Palestine Trust Fund with defined governance structure, financial management framework, and funded priority projects. 	<ul style="list-style-type: none"> Improved financial sustainability and predictable funding streams for ICT and telecommunications reconstruction and resilience-building efforts. 	<ul style="list-style-type: none"> P2C ITU Member States UN Agencies Development Banks Regional Telecommunications Organisations.

Activity Name	Task(s)	Output(s)	Outcome(s)	Partners
1.4 Pledging Roundtable on the Reconstruction of Telecommunication in Palestine * <i>Ongoing.</i>	<ul style="list-style-type: none"> • <i>Organise and convene</i> a high-level pledging roundtable to mobilise financial and technical commitments from bilateral, multilateral, and private-sector partners for ICT and telecommunications reconstruction. 	<ul style="list-style-type: none"> • 1 High-Level Pledging Roundtable Event, including documented pledges, partnership expressions of interest, and follow-up engagement framework. 	<ul style="list-style-type: none"> • Increased international commitment and resource mobilisation to accelerate ICT and telecommunications recovery and reconstruction in Palestine. 	<ul style="list-style-type: none"> • MTDE
1.5 Programme Implementation & Management Technical Assistance (Programme Coordinator)	<ul style="list-style-type: none"> • <i>Provide</i> technical, operational, and project management support to ensure effective implementation, monitoring, reporting, and coordination of ICT and telecommunications recovery initiatives. 	<ul style="list-style-type: none"> • 1 Technical Assistance and Programme Management Support Framework, including deployed experts, monitoring tools, and reporting mechanisms. 	<ul style="list-style-type: none"> • Enhanced institutional capacity, accountability, and timely delivery of ICT and telecommunications recovery and development interventions. 	<ul style="list-style-type: none"> • MTDE

2. The Modernisation of National ICT and Telecommunications Policies, Strategies, Legal Frameworks, Bylaws

Implementing Entity	ITU & MTDE
Funding Source	TBD

*Workshops can occur physically, virtually or in hybrid mode, depending on circumstances in the country. The indicated number of workshops is set as a minimum.

Activity Name	Task(s)	Output(s)	Outcome(s)	Proposed Partners
2.1 Assessment of Telecommunications Infrastructure & Connectivity <i>In parallel with Capacity Building Activity 4.1. & 4.2.</i>	<ul style="list-style-type: none"> Assess current infrastructure (all networks) and international connectivity design through Infrastructure Connectivity Mapping Toolkit, and ICT infrastructure business planning toolkit – 5G networks. 	<ul style="list-style-type: none"> 1 Infrastructure Connectivity Mapping Report. 1 ICT Infrastructure Business Planning for 5G Networks Report. 	<ul style="list-style-type: none"> Improved <i>national capacity to plan and optimise resilient telecommunications infrastructure and connectivity</i>, informed by assessments of international connectivity, and 5G business planning. 	<ul style="list-style-type: none"> MTDE TRA
2.2 Digital Infrastructure Resilience Assessment <i>In parallel with Capacity Building Activity 4.3. & 4.4.</i>	<ul style="list-style-type: none"> Conduct an assessment <i>and develop</i> a roadmap for resilient national digital infrastructure, including government cloud environments, national data hosting platforms, disaster recovery mechanisms, secure digital service continuity solutions, and governance models supporting trusted and resilient digital operations aligned with international best practices. 	<ul style="list-style-type: none"> 1 National Digital Infrastructure Resilience Assessment and Roadmap Recommendation, including an assessment of existing digital infrastructure, resilience requirements, national hosting architecture options, implementation scenarios, investment priorities, and a phased implementation plan. 	<ul style="list-style-type: none"> Strengthened <i>national capacity to ensure secure and resilient digital service delivery</i> through robust digital infrastructure, improved data protection and service continuity, and reduced dependency on external digital hosting environments. 	<ul style="list-style-type: none"> MTDE Government Entities National Data Centre Operators International Development Partners Technical Experts

Activity Name	Task(s)	Output(s)	Outcome(s)	Proposed Partners
2.3 Assessment of Additional Telecom & ICT Regulatory Frameworks <i>In parallel with Capacity Building Activity 4.5. & 4.6.</i>	<ul style="list-style-type: none"> Identify gaps, modernisation needs, and areas for regulatory advancement, beyond the frameworks already being revised, in alignment with regulatory maturity level toward G5 collaborative regulation. 	<ul style="list-style-type: none"> 1 G5 Regulatory Alignment Assessment Report that includes a gap analysis, stakeholder inputs, and a prioritised roadmap for modernising additional ICT and telecom regulatory frameworks. 	<ul style="list-style-type: none"> Strengthened <i>national readiness to adopt next-generation (G5) regulation</i> through enhanced alignment of ICT and telecom regulatory frameworks with G5 benchmarks, enabling improved governance, collaboration, and digital market development. 	<ul style="list-style-type: none"> MTDE TRA
2.4 ICT & Telecommunications Resilience and Recovery Policy <i>In parallel with Capacity Building Activity 4.7.</i>	<ul style="list-style-type: none"> Formulate an ICT & Telecommunications Resilience and Recovery Policy, aligned with ITU's and international best practices. 	<ul style="list-style-type: none"> 1 ICT & Telecommunications Resilience and Recovery Policy Recommendation and Roadmap. 	<ul style="list-style-type: none"> Enhanced <i>national policy coordination and strategic planning</i> for ICT sector resilience. 	<ul style="list-style-type: none"> MTDE TRA Telecom Operators Ministry of Finance.
2.5 Revision of Telecommunications Laws <i>In parallel with Capacity Building Activity 4.8.</i>	<ul style="list-style-type: none"> Review telecommunications laws for quality of service, numbering, licensing, telecoms dispute resolutions, infrastructure sharing, Regulation and licensing of trust service providers. 	<ul style="list-style-type: none"> 1 Revised Telecommunications Laws, including quality of service, numbering, licensing, telecoms dispute resolutions, infrastructure sharing, regulation and licensing of trust service providers. 	<ul style="list-style-type: none"> Increased <i>legal certainty and effectiveness in the telecommunications sector</i>, fostering trust in digital services. 	<ul style="list-style-type: none"> MTDE TRA

Activity Name	Task(s)	Output(s)	Outcome(s)	Proposed Partners
<p>2.6 Revision of Infrastructure and Interconnection Regulatory Framework</p> <p><i>In parallel with Capacity Building Activity 4.9. & 4.10.</i></p>	<ul style="list-style-type: none"> Devise regulatory framework for private networks, infrastructure sharing, mobile tower deployment, and interconnection. 	<ul style="list-style-type: none"> 1 Regulatory Framework for the establishment of Private Telecommunications Network, Infrastructure Sharing, Licensing Tower Construction and Infrastructure Interconnection. 	<ul style="list-style-type: none"> Improved <i>infrastructure sharing and interconnection practices</i>, enabling broader, more efficient network rollout, reduced duplication of investment, and <i>enhanced national and cross-border connectivity</i>. 	<p>TRA</p>
<p>2.7 Revision of Market and Competition Protection Regulatory Framework</p> <p><i>In parallel with Capacity Building Activity 4.11.</i></p>	<ul style="list-style-type: none"> Devise regulatory framework for fair market competition, defining competitive and non-competitive telecommunications services, accounting separation, and set tariff and pricing rules. 	<ul style="list-style-type: none"> 1 Competition Protection Framework, including the identification of competitive and non-competitive telecom services, accounting separation, and set tariff and pricing rules. 	<p>Increased <i>transparency and efficiency in the telecommunications market through fair competition rules, cost-based tariff regulation, and protection against anti-competitive practices</i>, fostering consumer trust and investor confidence.</p>	<ul style="list-style-type: none"> MTDE TRA Ministry of National Economy

Activity Name	Task(s)	Output(s)	Outcome(s)	Proposed Partners
<p>2.8 Revision of Regulatory Frameworks for E-Transactions, and Data Protection (Led by ITU-TSB)</p> <p><i>In parallel with Capacity Building Activity 4.12.</i></p>	<ul style="list-style-type: none"> Review regulatory frameworks for e-transactions/digital signature and data protection. 	<ul style="list-style-type: none"> 1 Revised Regulatory Frameworks for e-transactions/digital signature and data protection. 	<ul style="list-style-type: none"> Enhanced <i>consumer protection and trust in digital services</i>, enabling secure and reliable digital transactions. 	<ul style="list-style-type: none"> MTDE
<p>2.9 Advanced Spectrum Management Plan</p> <p><i>In parallel with Capacity Building Activity 4.13. & 4.14.</i></p>	<ul style="list-style-type: none"> Devise a 2026-2030 National Frequency Allocation Plan, Review the spectrum fee. 	<ul style="list-style-type: none"> 1 2026-2030 National Frequency Allocation Plan, including a revision of the spectrum fee. 	<ul style="list-style-type: none"> Strengthened <i>national capacity for efficient, equitable, and transparent spectrum management and planning</i>, embedded cross-border coordination in licensing frameworks, and enhanced monitoring coverage. 	<ul style="list-style-type: none"> MTDE TRA (Technical Role)
<p>2.10 National ICT & Telecommunications Strategy</p> <p><i>In parallel with Capacity Building Activity 4.7.</i></p>	<ul style="list-style-type: none"> Define strategy, key pillars, roadmap, KPIs, and financing plan for the implementation of the National ICT & Telecommunications Strategy. 	<ul style="list-style-type: none"> 1 National ICT & Telecommunications Strategy. 2 National Stakeholders Workshops*. 	<ul style="list-style-type: none"> Improved <i>national capacity to operationalise ICT and telecommunications policy</i> through a results-oriented strategy with clear implementation mechanisms. 	<ul style="list-style-type: none"> MTDE TRA

Activity Name	Task(s)	Output(s)	Outcome(s)	Proposed Partners
<p>2.11 National Digital Transformation Strategy</p> <p><i>In parallel with Capacity Building Activity 4.15.</i></p>	<ul style="list-style-type: none"> Finalise the Digital Transformation Strategy (2026-2030), aligned with the ITU's Digital Transformation Framework. 	<ul style="list-style-type: none"> 1 National Digital Transformation Strategy, including governance guidelines, implementation roadmap, and financing framework. 2 National Consultation Workshops* with 60 stakeholders across public sector, academia, private tech sector, telecom companies, and the entrepreneurship ecosystem. 	<ul style="list-style-type: none"> Strengthened <i>national ownership and alignment for digital transformation</i>, supported by an inclusive strategy development process, guiding post-crisis recovery and innovation. 	<ul style="list-style-type: none"> MTDE
<p>2.12 AI Readiness Framework</p> <p><i>In parallel with Capacity Building Activity 4.24.</i></p>	<ul style="list-style-type: none"> Assess the potential integration of Artificial Intelligence in domains such as health and agriculture. Devise e-health and e-agriculture strategies. 	<ul style="list-style-type: none"> 1 AI Readiness Framework with potential integration scenarios and strategies for (e-)health and (e)agriculture. 	<ul style="list-style-type: none"> Improved <i>national readiness for inclusive and responsible adoption of Artificial Intelligence</i>. 	<ul style="list-style-type: none"> UN/WHO UN/FAO MTDE Ministry of Health Ministry of Agriculture
<p>2.13 Digital Entrepreneurship Policy</p> <p><i>In parallel with Capacity Building Activity 4.25.</i></p>	<ul style="list-style-type: none"> Devise a Digital Entrepreneurship Policy, based on the draft general framework to support digital entrepreneurship and startups. 	<ul style="list-style-type: none"> 1 Digital Entrepreneurship Policy Framework outlining financial and non-financial incentives, regulatory reforms, PPP models, and ecosystem support mechanisms. 	<ul style="list-style-type: none"> Enhanced <i>national capacity to nurture digital startups, stimulate innovation</i> and strengthen the digital entrepreneurial ecosystem. 	<ul style="list-style-type: none"> MTDE

Activity Name	Task(s)	Output(s)	Outcome(s)	Proposed Partners
<p>2.14 Advanced Digital & ICT Literacy Development Policy</p> <p><i>In parallel with Capacity Building Activity 4.27.</i></p>	<ul style="list-style-type: none"> Develop a national policy framework for advanced digital and ICT literacy, building on existing digital skills strategies. 	<ul style="list-style-type: none"> 1 Advanced Digital & ICT Literacy Policy Framework outlining priority skills, implementation mechanisms, integration strategies, and monitoring tools. 	<ul style="list-style-type: none"> Strengthened <i>national capacity to develop, deploy, and sustain advanced digital and ICT skills</i>, enabling citizens, students, and professionals to access, apply, and innovate with emerging digital technologies, and supporting the broader digital economy and innovation ecosystem. 	<ul style="list-style-type: none"> MTDE Ministry of Education and Higher Education
<p>2.15 National Telecommunications Infrastructure Deployment & Sharing Feasibility Study (Phase I)</p>	<ul style="list-style-type: none"> Conduct <i>technical, commercial, financial, and regulatory assessments of national telecommunications infrastructure</i> Analyse <i>infrastructure deployment models (independent vs. shared – passive and active)</i> Develop <i>governance and risk mitigation frameworks</i> Conduct <i>benchmarking against international best practices</i> Facilitate <i>stakeholder consultations</i> Develop <i>a policy and implementation roadmap</i> 	<ul style="list-style-type: none"> 1 Feasibility and Policy Roadmap Report, including: <ul style="list-style-type: none"> Infrastructure assessment (fixed and mobile) Benchmarking analysis Deployment scenarios (independent vs. shared models) Regulatory reform recommendations Cost models (CAPEX/OPEX) Risk assessment Implementation roadmap with milestones and KPIs 	<ul style="list-style-type: none"> National authorities adopt evidence-based decisions on telecommunications infrastructure models Improved coordination among sector stakeholders on infrastructure deployment and sharing Increased efficiency in infrastructure investment planning and resource allocation 	<ul style="list-style-type: none"> Ministry of Telecommunications / Digital Economy (MTDE) Telecommunications Regulatory Authority (TRA) Telecom operators Ministry of Planning & International Cooperation International technical experts

3. Digital Transformation across the State of Palestine

Implementing Entity	ITU & MTDE
Funding Source	TBD

Activity Name	Task(s)	Output(s)	Outcome(s)	Proposed Partners
3.1 Digital Skills Assessment* <i>Currently being piloted at a smaller scale.</i> <i>In parallel with Capacity Building Activity 4.27.</i>	<ul style="list-style-type: none"> Assess national baseline of digital skills (citizens, youth, women, civil servants, regulators) against ITU benchmarks. 	<ul style="list-style-type: none"> 1 National Digital Skills Assessment Report. 	<ul style="list-style-type: none"> Improved <i>national capacity to develop inclusive digital skills strategies</i> through a baseline assessment aligned with international benchmarks, enabling targeted interventions for citizens, youth, women, civil servants, regulators, and schools. 	<ul style="list-style-type: none"> MTDE
3.2 National Cybersecurity Capacity Strengthening <i>In parallel with Capacity Building Activity 4.21.</i>	<ul style="list-style-type: none"> Define incident reporting workflows. Run 2 national cyber-drills in collaboration with currently established CERTs. Launch cybersecurity awareness workshops. 	<ul style="list-style-type: none"> 1 Incident Reporting Workflow Document. 2 National Cyber-Drill Exercises. 1 Cybersecurity Awareness Workshop. 	<ul style="list-style-type: none"> Strengthened <i>national capacity for operational cybersecurity response and preparedness</i> through improved incident reporting mechanisms, cyber-drill exercises, and increased public awareness. 	<ul style="list-style-type: none"> MTDE CIRT (established in 2018).
3.3 National Digital Identity Design Framework <i>In parallel with Capacity Building Activity 4.16. & 4.20.</i>	<ul style="list-style-type: none"> Conduct a baseline assessment of the existing digital identity and civil registration ecosystem, including legal, regulatory, and institutional frameworks. Design and implement a pilot Digital ID use case for selected public services. Develop guidelines and a roadmap for scaling the Digital ID ecosystem nationally. 	<ul style="list-style-type: none"> National Digital Identity Ecosystem Assessment Report. 1 Digital ID Pilot Design and Technical Architecture Document. 1 Operational Digital ID Pilot implemented for selected services. 	<ul style="list-style-type: none"> Improved <i>efficiency and accessibility of public service delivery</i> through the design and piloting of a national Digital ID system, enabling secure digital authentication, trusted digital transactions, and enhanced interoperability across government services. 	<ul style="list-style-type: none"> MTDE Private Technology Providers International Development Partners

Activity Name	Task(s)	Output(s)	Outcome(s)	Proposed Partners
		<ul style="list-style-type: none"> 1 National Digital ID Implementation and Scale-up Roadmap. 		
3.4 GovStack (E-Government and Digital Services) <i>In parallel with Capacity Building Activity 4.17. & 4.18.</i>	<ul style="list-style-type: none"> <i>Design</i> Gov-ERP. <i>Integrate</i> RMS e-VAT. <i>Assess</i> the service quality, citizen satisfaction, and user registration on the Hukumati e-services portal. 	<ul style="list-style-type: none"> 1 Gov-ERP Design. 1 RMS e-VAT Integrated. 1 assessment report on service quality, citizen satisfaction, and user registration on the Hukumati e-services portal. 	<ul style="list-style-type: none"> Improved <i>efficiency and accessibility of public service</i> delivery through the design and piloting of digital government systems, including digital identity, e-tax integration, and a one-stop services platform. 	<ul style="list-style-type: none"> MTDE Ministry of Finance
3.5 National Emergency Telecommunications Plan <i>In parallel with Capacity Building Activity 4.122. & 4.23.</i>	<ul style="list-style-type: none"> <i>Adopt and deploy</i> a Common Alerting Protocol. <i>Plan</i> a Cell Broadcast Early Warning System (EWS) Pilot. <i>Run</i> Emergency Telecommunications Training and Simulation Drills. <i>Pilot</i> the National Emergency Telecommunications Plan V1.1 (NETP). <i>Integrate</i> the NETP fully with operators with roaming-based alerts and satellite backup for critical sites. 	<ul style="list-style-type: none"> 1 Common Alerting Protocol Adopted & Deployed. 1 Cell Broadcast EWS Pilot. 1 Emergency Telecommunications Training and Simulation Drills. 1 Updated National Emergency Telecommunications Plan. 	<ul style="list-style-type: none"> Enhanced <i>national preparedness and institutional capacity to deploy, coordinate, and manage emergency telecommunications systems</i>, improving early warning readiness and crisis response coordination in the face of conflict and disasters. 	<ul style="list-style-type: none"> MTDE TRA Environment Quality Authority Ministry of Interior
3.6 National Self-Assessment for ICT Accessibility <i>In parallel with Capacity Building Activity 4.28.</i>	<ul style="list-style-type: none"> <i>Conduct</i> a self-assessment to monitor progress on digital inclusion (incl. government services) to ensure ICT accessibility by all people, irrespective of age, gender, ability, literacy level, or 	<ul style="list-style-type: none"> 1 ICT Accessibility Assessment Report. 	<ul style="list-style-type: none"> Improved <i>national capacity to assess ICT accessibility gaps and monitor progress</i> toward digital inclusion, supporting evidence-based planning aligned with international accessibility standards. 	<ul style="list-style-type: none"> MTDE Ministry of Social Development

Activity Name	Task(s)	Output(s)	Outcome(s)	Proposed Partners
	geographical location, in line with international standards.			
3.7 National ICT Accessibility Strategy <small>In parallel with Capacity Building Activity 4.28 & 4.29.</small>	<ul style="list-style-type: none"> Devise a national strategy for digital inclusion with guidelines (including government services) to ensure ICT accessibility for all people, irrespective of age, gender, ability, literacy level, or geographical location, in line with international standards. 	<ul style="list-style-type: none"> 1 ICT Accessibility Strategy Report with accessibility guidelines. 	<ul style="list-style-type: none"> Established <i>national strategy and guidelines to advance ICT accessibility and digital inclusion</i>, ensuring equitable access to digital government services for all population groups. 	<ul style="list-style-type: none"> MTDE Ministry of Social Development
3.8 GovTech Sandbox Framework <small>In parallel with Capacity Building Activity 4.20.</small>	<ul style="list-style-type: none"> Develop a GovTech Sandbox Framework, aligned with Palestine’s GovTech Lab strategy. 	<ul style="list-style-type: none"> 1 refined GovTech Sandbox framework, including a co-created national Sandbox vision and operational model; clearly defined governance structures, processes, and workflows; approved TOR specifying human resource requirements, internal units, and oversight roles; identified digital tools and platforms for Sandbox operations; a capacity-building programme for MTDE teams; a full suite of operational tools, templates, manuals, and guidance materials; and a 2–3-year phased implementation roadmap. 	<ul style="list-style-type: none"> Strengthened <i>national capacity to design, test, and scale GovTech innovations</i>, enabling MTDE and government partners to manage structured government–start-up collaboration with clearer institutional arrangements, improved operational processes, enhanced evidence-driven testing models, and standardised digital tools that support long-term Sandbox institutionalisation. 	<ul style="list-style-type: none"> MTDE

Activity Name	Task(s)	Output(s)	Outcome(s)	Proposed Partners
<p>3.8 National Entrepreneurship Playbook</p> <p><i>In parallel with Capacity Building Activity 4.26.</i></p>	<ul style="list-style-type: none"> • <i>Develop</i> a national entrepreneurship playbook outlining the practical steps for establishing startups in Palestine. • <i>Map</i> and describe all relevant legal, administrative, and regulatory procedures required for business registration and compliance. • <i>Consolidate</i> information on national financing mechanisms, grant programmes, loans, equity options, and support services available to entrepreneurs. • <i>Integrate</i> best practices for planning, developing, and scaling digital ventures, including innovation management and digital business models. 	<ul style="list-style-type: none"> • 1 National Entrepreneurship Playbook serving as a practical and accessible reference guide covering startup establishment processes, regulatory requirements, financing options, and digital venture development best practices 	<ul style="list-style-type: none"> • Strengthened <i>entrepreneurial capacity across Palestine, enabling aspiring and existing entrepreneurs to establish, manage, and grow sustainable ventures</i> • with clearer guidance, improved access to resources, and better compliance with national procedures. 	<ul style="list-style-type: none"> • MTDE • Local Incubators & Accelerators
<p>3.10 Digital Transformation Centre, Hosted Nationally</p>	<ul style="list-style-type: none"> • <i>Establish</i> Digital Transformation Centre to deliver nationwide digital skills training and certifications in areas such as digital literacy, coding, cybersecurity awareness, AI, cloud, and IoT. 	<ul style="list-style-type: none"> • 1 Nationally Hosted Digital Transformation Centre established and operational, providing certified training programmes in digital literacy, coding, cybersecurity, AI, cloud, and IoT. 	<ul style="list-style-type: none"> • Enhanced <i>national digital skills and workforce readiness</i> to participate in and benefit from the digital economy. 	<ul style="list-style-type: none"> • Subject to application and capacity to host.
<p>3.11 ITU Acceleration Centre, Hosted Nationally</p>	<ul style="list-style-type: none"> • <i>Establish</i> an ITU Acceleration Centre, hosted nationally, to Serve as an innovation hub that equips diverse stakeholders with strategic foresight and collaborative capabilities to accelerate digital policy, foster national innovation 	<ul style="list-style-type: none"> • 1 Nationally Hosted ITU Acceleration Centre. 	<ul style="list-style-type: none"> • Enhanced <i>national capacity to drive inclusive digital transformation through a functioning innovation hub</i>, fostering cross-sector collaboration and strengthening innovation ecosystems. 	<ul style="list-style-type: none"> • Subject to application and capacity to host.

Activity Name	Task(s)	Output(s)	Outcome(s)	Proposed Partners
	ecosystems, and drive inclusive digital transformation across sectors.			
3.12 Digital Transformation of Regulator's Operations <small>In parallel with Capacity Building Activity 4.19.</small>	<ul style="list-style-type: none"> Digitise internal workflows and operations. Define and implement digital tools and e-services. Train TRA staff on digital tools and services. 	<ul style="list-style-type: none"> 1 automated process workflow and operation scheme. 1 digital service portal with defined tools and e-services. ~ 60 trained TRA personnel. 	<ul style="list-style-type: none"> Improved <i>efficiency and transparency of regulator's operations</i> through digitised workflows, digital service delivery, and strengthened staff capacity within the Telecommunications Regulatory Authority (TRA). 	<ul style="list-style-type: none"> MTDE TRA

4. Institutional Capacity Building across the State of Palestine

Implementing Entity	ITU Arab States Office and the ITU Academy
Funding Source	TBD

**All capacity-building programmes can take place physically with a twinning partner opportunity, virtually on the ITU Academy or hybrid depending on circumstances in the country. Cohorts of learners have been defined as between 5 and 30 individuals.*

Course Name	Course Objective	Target Learners
4.1 Broadband and Backbone Network Planning	Build capacity to plan and oversee broadband and backbone infrastructure through open-access models, infrastructure sharing, fibre planning, and ITU tools.	MTDE, TRA
4.2 Core ICT Infrastructure and Systems Administration	Strengthen government ICT operational capacity through standardized training in systems administration, networking, virtualisation, Linux environments, and infrastructure security.	MTDE

Course Name	Course Objective	Target Learners
4.3 National Data Centre Operations and Resilience	Strengthen capacity to operate secure and resilient national data centres through cloud operations, data governance, and disaster recovery and business continuity planning.	MTDE
4.4 Telecom Network Security and Cyber Resilience	Build institutional capacity to protect telecom infrastructure through cybersecurity risk management, incident response planning, and resilience frameworks.	MTDE, TRA
4.5 Regulatory Decision-Making for Telecommunications Authorities	Build regulatory capacity to make transparent, evidence-based decisions by strengthening governance, stakeholder consultation, and regulatory performance assessment mechanisms.	MTDE, TRA
4.6 Regulation of Modern Telecom Network Technologies	Strengthen technical regulatory oversight of modern telecom networks by building knowledge of 4G/5G, SDN/NFV, licensing, inspections, and emerging technologies.	TRA, MTDE
4.7 Implementing National ICT and Telecommunications Policy	Strengthen MTDE and TRA capacity to operationalize national ICT policies through policy implementation frameworks, regulatory impact assessment, KPI design, and inter-ministerial coordination.	MTDE, TRA
4.8 Consumer Protection and Quality of Service Regulation	Enhance regulators' ability to protect consumer rights and enforce service quality through QoS/QoE frameworks, monitoring tools, analytics, and dispute resolution mechanisms.	TRA
4.9 Interconnection and Wholesale Access Regulation	Enhance regulators' ability to ensure fair market access through interconnection frameworks, wholesale regulation, cost-oriented pricing, and dispute resolution.	TRA
4.10 Technical Licensing and Type Approval	Strengthen regulatory enforcement by enhancing licensing accuracy, type approval processes, and compliance with ETSI and ITU technical standards.	TRA
4.11 Tariff Regulation and Telecom Market Analysis	Enhance regulatory capacity to promote competition and fair pricing through cost modelling, market analysis, tariff regulation, and dominance assessment.	TRA, MTDE
4.12 Data Protection and Digital Trust Frameworks	Strengthen institutional capacity to support data protection and digital trust through privacy principles, enforcement mechanisms, audits, and international best practices.	MTDE
4.13 Spectrum Management, Planning, and Pricing	Strengthen institutional capacity for efficient spectrum planning, assignment, and pricing through spectrum economics, RF planning, interference management, and ITU-aligned frameworks.	MTDE, TRA

Course Name	Course Objective	Target Learners
4.14 National Numbering Resource Management	Build capacity to manage national numbering resources efficiently by strengthening numbering planning, utilization monitoring, and alignment with ITU-T standards.	TRA
4.15 Executing Digital Transformation Policy and Strategy	Build institutional capacity to translate digital transformation strategies into actionable programs using ITU tools, sequencing methodologies, and monitoring frameworks.	MTDE
4.16 Cloud, Big Data, and Emerging Government Platforms	Strengthen capacity to adopt and manage scalable, data-driven government platforms through cloud architectures, big data systems, and emerging technologies.	MTDE
4.17 User-Centric E-Government Service Design	Build capacity to design efficient, accessible, and user-centric e-government services through service re-engineering, UX design, and interoperability frameworks.	MTDE
4.18 ERP Systems and Paperless Government	Strengthen public sector capacity to implement ERP systems and paperless processes through governance models, process transformation, and change management	Public Sector
4.19 Financial Administration and Digital Tools for Regulators	Improve regulatory financial transparency and efficiency through digital finance systems, analytics, and business intelligence tools.	TRA, MTDE
4.20 Software Development and Database Management for Government	Build practical capacity to develop and maintain government applications through modern software development practices, database management, and system integration.	MTDE
4.21 Cyber Resilience and Incident Response for ICT Infrastructure	Enhance national capacity for cyber incident preparedness and response through incident handling frameworks, SOC operations, and coordinated cyber drills.	MTDE
4.22 National Emergency Telecommunications Planning	Strengthen institutional capacity to develop and implement the National Emergency Telecommunications Plan through governance frameworks and crisis coordination mechanisms.	MTDE, TRA, Civil Defence
4.23 Cell Broadcast and CAP-Based Early Warning Systems	Build capacity to design, deploy, and operate interoperable Cell Broadcast and CAP-based early warning systems using international standards, alert authoring, and live testing.	MTDE, TRA, MNOs
4.24 Data, AI, and Smart Government Tools	Build institutional capacity to apply data analytics, AI, and smart government tools for evidence-based policymaking, service delivery, and responsible innovation.	MTDE

Course Name	Course Objective	Target Learners
4.25 Building Start-Up and Innovation Ecosystems	Strengthen institutional capacity to design and manage start-up and innovation ecosystems through incubation models, GovTech, AI innovation, and R&D commercialization.	MTDE & Incubators
4.26 SME Digital Transformation Programs	Build capacity to support SMEs in adopting digital technologies through e-commerce, automation, AI adoption, FinTech, and digital marketing strategies.	SMEs
4.27 Digital Skills Assessment and Framework Development	Build national capacity to assess digital skills gaps and develop structured skills frameworks using skills taxonomies, measurement tools, and workforce planning approaches	National
4.28 Digital Literacy for Vulnerable Groups	Enhance institutional capacity to design inclusive digital literacy programs through basic digital skills development, accessibility approaches, and impact monitoring.	Vulnerable Groups
4.29 Advanced Skills for ICT Professionals	Upgrade advanced ICT professional competencies in cloud computing, AI, cybersecurity, and advanced network technologies to support innovation and sector growth.	National

5. Recovery, Restoration, and Reconstruction of Essential ICT and Telecommunications Infrastructures

*The ITU has strictly a coordination and observer role.

Implementing Entity	MTDE
Funding Source	TBD

Activity Name	Task(s)	Output(s)	Outcome(s)	Proposed Partners
5.1 Telecommunications Network Recovery and Restoration Programme (Phase II)	<ul style="list-style-type: none"> Rehabilitate damaged telecommunications infrastructure, including mobile base stations, transmission systems, fibre backbone networks, switching 	<ul style="list-style-type: none"> Restored mobile and fixed telecommunications connectivity in affected areas. 	<ul style="list-style-type: none"> Re-established telecommunications service availability, improved network reliability, and strengthened operational resilience 	<ul style="list-style-type: none"> MTDE MTDE TRA Telecom Operators

Activity Name	Task(s)	Output(s)	Outcome(s)	Proposed Partners
<i>Following Activity XXX</i>	<p>facilities, and international connectivity links.</p> <ul style="list-style-type: none"> • Deploy temporary connectivity solutions to maintain continuity of communications services. • Re-establish and stabilise mobile and fixed telecommunications services, including emergency communication capacity. 	<ul style="list-style-type: none"> • Rehabilitated telecommunications infrastructure sites and systems. • Operational emergency communication capacity established. • Stabilised national telecommunications services. 	<p>supporting emergency response and public communications.</p>	<ul style="list-style-type: none"> • Humanitarian Agencies • Multilateral Donors
5.2 Telecommunications Infrastructure Reconstruction and Expansion Programme (Phase III)	<ul style="list-style-type: none"> • Modernise telecommunications networks through deployment of advanced mobile technologies (4G/5G). • Expand fibre optic networks and upgrade transmission and core network systems. • Enhance international connectivity capacity and implement resilient infrastructure solutions. 	<ul style="list-style-type: none"> • Expanded mobile and fibre telecommunications networks. • Upgraded transmission and core network systems. • Enhanced international connectivity capacity. • Improved nationwide network coverage. 	<ul style="list-style-type: none"> • Improved broadband availability, enhanced telecommunications resilience, reduced infrastructure limitations, and strengthened the foundation for digital economic growth. 	<ul style="list-style-type: none"> • MTDE • MTDE • TRA • Telecom Operators • Humanitarian Agencies • Multilateral Donors
5.3 ICT Systems Recovery and Digital Services Continuity Programme (Phase II)	<ul style="list-style-type: none"> • Rehabilitate government ICT infrastructure and restore critical digital service platforms. • Recover data systems and establish secure data recovery and backup mechanisms. • Deploy temporary hosting solutions and re-establish essential digital public services. 	<ul style="list-style-type: none"> • Recovered government ICT systems. • Restored digital service platforms. • Operational emergency ICT facilities established. • Secured data recovery and backup mechanisms in place. 	<ul style="list-style-type: none"> • Improved continuity of digital public services, restored institutional operational capacity, and strengthened resilience of national ICT systems. 	<ul style="list-style-type: none"> • MTDE • Government Agencies • Data Center Operators • Telecom Operators • Development Partners
5.4 National ICT Infrastructure	<ul style="list-style-type: none"> • Rebuild national ICT infrastructure, including data centres, cloud 	<ul style="list-style-type: none"> • Operational and resilient data centre infrastructure established. 	<ul style="list-style-type: none"> • Enhanced national digital infrastructure resilience, improved data governance, and strengthened 	<ul style="list-style-type: none"> • MTDE • Private Technology Providers

Activity Name	Task(s)	Output(s)	Outcome(s)	Proposed Partners
Reconstruction Programme (Phase III)	<p>environments, and digital platforms.</p> <ul style="list-style-type: none"> Strengthen national hosting capabilities to support scalable and secure digital services. Upgrade ICT platforms and reinforce resilient digital infrastructure environments. 	<ul style="list-style-type: none"> Enhanced national hosting capacity. Upgraded ICT platforms. Strengthened digital infrastructure environments. 	capacity for secure and reliable digital service delivery.	<ul style="list-style-type: none"> International Development Partners

II. Budget

Activity Names	Required Funding (USD)	Funding Source
1 Assistance to the Technology & Telecommunication Sector Recovery and Resilience		
1.1 Post-Conflict Recovery Gaps Assessment for ICT & Telecommunication * <i>Currently being implemented.</i>	0	ITU
1.2 Implementation Plan of the ITU Council Resolution 1424 * <i>Completed.</i>	0	ITU
1.3 Palestine Trust-in-Fund * <i>Ongoing.</i>	0	ITU
1.4 Pledging Roundtable on the Reconstruction of Palestine * <i>Ongoing.</i>	0	ITU
1.5 Programme Implementation & Management Technical Assistance (Programme Coordinator)		
Total for Activity I		
2 The Modernisation of National ICT and Telecommunications Policies, Strategies, Legal Frameworks, and Bylaws		
2.1 Assessment of Telecommunications Infrastructure & Connectivity		
2.2 Digital Infrastructure Resilience Assessment		

2.3 Assessment of Additional Telecom & ICT Regulatory Frameworks		
2.4 ICT & Telecommunications Resilience and Recovery Policy		
2.5 Revision of Telecommunications Laws		
2.6 Revision of Infrastructure and Interconnection Regulatory Framework		
2.7 Revision of Market and Competition Protection Regulatory Framework		
2.8 Revision of Regulatory Frameworks for E-Transactions, and Data Protection (Led by ITU-TSB)		
2.9 Advanced Spectrum Management Plan		
2.10 National ICT & Telecommunications Strategy		
2.11 National Digital Transformation Strategy		
2.12 AI Readiness Framework		
2.13 Digital Entrepreneurship Policy		
2.14 Advanced Digital & ICT Literacy Development Policy		
Total for Activity II		
3 National Digital Transformation across the State of Palestine		
3.1 Digital Skills Assessment* <i>Currently being piloted at a smaller scale.</i>		
3.2 National Cybersecurity Capacity Strengthening		
3.3 National Digital Identity Design Framework		
3.4 GovStack (E-Government and Digital Services)		
3.5 National Emergency Telecommunications Plan		
3.6 National Self-Assessment for ICT Accessibility		
3.7 National ICT Accessibility Strategy		
3.8 GovTech Sandbox Framework		

3.9 National Entrepreneurship Playbook		
3.10 Digital Transformation Centre, Hosted Nationally		
3.11 ITU Acceleration Centre, Hosted Nationally		
3.12 Digital Transformation of Regulator's Operations		
Total for Activity III		
4 Institutional Capacity-Building across the State of Palestine		
4.1 Broadband and Backbone Network Planning		
4.2 Core ICT Infrastructure and Systems Administration		
4.3 National Data Centre Operations and Resilience		
4.4 Telecom Network Security and Cyber Resilience		
4.5 Regulatory Decision-Making for Telecommunications Authorities		
4.6 Regulation of Modern Telecom Network Technologies		
4.7 Implementing National ICT and Telecommunications Policy		
4.8 Consumer Protection and Quality of Service Regulation		
4.9 Interconnection and Wholesale Access Regulation		
4.10 Technical Licensing and Type Approval		
4.11 Tariff Regulation and Telecom Market Analysis		
4.12 Data Protection and Digital Trust Frameworks		
4.13 Spectrum Management, Planning, and Pricing		
4.14 National Numbering Resource Management		
4.15 Executing Digital Transformation Policy and Strategy		
4.16 Cloud, Big Data, and Emerging Government Platforms		

4.17 User-Centric E-Government Service Design		
4.18 ERP Systems and Paperless Government		
4.19 Financial Administration and Digital Tools for Regulators		
4.20 Software Development and Database Management for Government		
4.21 Cyber Resilience and Incident Response for ICT Infrastructure		
4.22 National Emergency Telecommunications Planning		
4.23 Cell Broadcast and CAP-Based Early Warning Systems		
4.24 Data, AI, and Smart Government Tools		
4.25 Building Start-Up and Innovation Ecosystems		
4.26 SME Digital Transformation Programs		
4.27 Digital Skills Assessment and Framework Development		
4.28 Digital Literacy for Vulnerable Groups		
4.29 Advanced Skills for ICT Professionals		
5 Recovery, Reconstruction, and Restoration of Essential ICT and Telecommunications Infrastructures		
5.1 Telecommunications Network Recovery and Restoration Programme (Phase II)		
5.2 Telecommunications Infrastructure Reconstruction and Expansion Programme (Phase III)		
5.3 ICT Systems Recovery and Digital Services Continuity Programme (Phase II)		
5.4 National ICT Infrastructure Reconstruction Programme (Phase III)		
Total for Activity IV		
GRAND TOTAL		

III. Timeline

**Delivery timeline, exclusive of project closing phase. All dates tentative, subject upon signing of funding.*

Expected Quarters	Year 2026				Year 2027				Year 2028				Year 2029			
	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4
1 Assistance to the Technology & Telecommunication Sector Recovery and Resilience																
1.1 Post-Conflict Recovery Gaps Assessment for ICT & Telecommunication <i>* Currently being implemented.</i>																
1.2 Implementation Plan of the ITU Council Resolution 1424 <i>* Completed.</i>																
1.3 Palestine Trust-in-Fund <i>* Ongoing.</i>																
1.4 Pledging Roundtable on the Reconstruction of Palestine <i>* Ongoing.</i>																
1.5 Programme Implementation & Management Technical Assistance (Programme Coordinator)																
2 The Modernisation of National ICT and Telecommunications Policies, Strategies, Legal Frameworks, and Bylaws																
2.1 Assessment of Telecommunications Infrastructure & Connectivity																
2.2 Digital Infrastructure Resilience Assessment																
2.3 Assessment of Additional Telecom & ICT Regulatory Frameworks																
2.4 ICT & Telecommunications Resilience and Recovery Policy																
2.5 Revision of Telecommunications Laws																
2.6 Revision of Infrastructure and Interconnection Regulatory Framework																
2.7 Revision of Market and Competition Protection Regulatory Framework																
2.8 Revision of Regulatory Frameworks for E-Transactions, and Data Protection (Led by ITU-TSB)																
2.9 Advanced Spectrum Management Plan																
2.10 National ICT & Telecommunications Strategy																

Expected Quarters	Year 2026				Year 2027				Year 2028				Year 2029			
	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4
2.11 National Digital Transformation Strategy																
2.12 AI Readiness Framework																
2.13 Digital Entrepreneurship Policy																
2.14 Advanced Digital & ICT Literacy Development Policy																
3 National Digital Transformation across the State of Palestine																
3.1 Digital Skills Assessment* <i>Currently being piloted at a smaller scale.</i>																
3.2 National Cybersecurity Capacity Strengthening																
3.3 National Digital Identity Design Framework																
3.4 GovStack (E-Government and Digital Services)																
3.5 National Emergency Telecommunications Plan																
3.6 National Self-Assessment for ICT Accessibility																
3.7 National ICT Accessibility Strategy																
3.8 GovTech Sandbox Framework																
3.9 National Entrepreneurship Playbook																
3.10 Digital Transformation Centre, Hosted Nationally																
3.11 ITU Acceleration Centre, Hosted Nationally																
3.12 Digital Transformation of Regulator's Operations																
4 Institutional Capacity-Building across the State of Palestine																
4.1 Broadband and Backbone Network Planning																
4.2 Core ICT Infrastructure and Systems Administration																
4.3 National Data Centre Operations and Resilience																
4.4 Telecom Network Security and Cyber Resilience																
4.5 Regulatory Decision-Making for Telecommunications Authorities																
4.6 Regulation of Modern Telecom Network Technologies																

Expected Quarters	Year 2026				Year 2027				Year 2028				Year 2029			
	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4
4.7 Implementing National ICT and Telecommunications Policy																
4.8 Consumer Protection and Quality of Service Regulation																
4.9 Interconnection and Wholesale Access Regulation																
4.10 Technical Licensing and Type Approval																
4.11 Tariff Regulation and Telecom Market Analysis																
4.12 Data Protection and Digital Trust Frameworks																
4.13 Spectrum Management, Planning, and Pricing																
4.14 National Numbering Resource Management																
4.15 Executing Digital Transformation Policy and Strategy																
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4.23 Cell Broadcast and CAP-Based Early Warning Systems																
4.24 Data, AI, and Smart Government Tools																
4.25 Building Start-Up and Innovation Ecosystems																
4.26 SME Digital Transformation Programmes																
4.27 Digital Skills Assessment and Framework Development																

Expected Quarters	Year 2026				Year 2027				Year 2028				Year 2029			
	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4
4.28 Digital Literacy for Vulnerable Groups																
4.29 Advanced Skills for ICT Professionals																
5 Recovery, Reconstruction, and Restoration of Essential ICT and Telecommunications Infrastructures																
5.1 Telecommunications Network Recovery and Restoration Programme (Phase II)																
5.2 Telecommunications Infrastructure Reconstruction and Expansion Programme (Phase III)																
5.3 ICT Systems Recovery and Digital Services Continuity Programme (Phase II)																
5.4 National ICT Infrastructure Reconstruction Programme (Phase III)																

IV. Staffing Plan

A. Staffing Structure

A Programme Coordinator, internationally recruited, on a 1-year renewable consultancy contract for a duration of 4 years, to coordinate the delivery of all activities above and to manage 9 experts, internationally and locally recruited, for each cluster of activities. The Programme Coordinator closely collaborates with the Programme Management Officer at the ITU Arab States Office, MTDE, donors, and ITU Headquarters for the delivery of these activities.

B. Profile of Staff

The Programme Coordinator and Experts are required to have the following, non-exhaustive:

- Advanced university degree in ICT/telecommunications, digital technology, engineering, public policy, economics, law, international development, cybersecurity, or a related field; or equivalent professional qualification.
- Minimum 7–10 years of progressively responsible experience in the ICT, telecom, digital transformation, or related sector (5+ years for mid-level experts; 10+ for senior profiles).
- Strong understanding of the global ICT and digital ecosystem, including telecom regulation, digital policy trends, emerging technologies, and development-sector practices.
- Proven experience in one or more specialist areas, such as policy development, spectrum management, regulatory reform, digital government, cybersecurity, emergency telecommunications, innovation ecosystems, accessibility, skills development (depending on the expert’s role).
- Excellent analytical, research, and strategic planning skills, with demonstrated ability to produce high-quality assessments, policy documents, and technical reports.

- Strong communication and stakeholder engagement skills, including the ability to work effectively with governments, regulators, private sector, civil society, and international organizations.
- Demonstrated ability to design and implement projects, establish priorities, manage workplans, and deliver results under tight deadlines in complex environments.
- Language proficiency: Advanced English is required; knowledge of Levantine Arabic is an asset.
- Experience in fragile, post-conflict, development or multi-stakeholder environments is considered a significant advantage for all experts, and essential for resilience/emergency telecom specialists.
- High level of professionalism, teamwork, and intercultural competence, with the ability to maintain effective working relationships and ensure quality outputs in multidisciplinary teams.

C. Proposed Portfolio of Experts

#	Expert	Cluster of Activities
1	<i>Technology & Telecommunication Gaps Evaluation</i>	<ul style="list-style-type: none"> • Post-Conflict Recovery Gaps Assessment for ICT & Telecommunications
2	<i>Senior ICT Policy, Digital Transformation & Emerging Technologies Expert</i>	<ul style="list-style-type: none"> • ICT & Telecommunications Resilience and Recovery Policy • National Governance Framework for ICT & Telecommunications • National ICT & Telecommunications Strategy • National Digital Transformation Strategy • AI Readiness Framework
3	<i>Spectrum & Infrastructure Expert</i>	<ul style="list-style-type: none"> • Advanced Spectrum Management Plan • Assessment of Telecommunications Infrastructure & Connectivity
4	<i>Senior ICT & Telecom Regulatory Frameworks Expert</i>	<ul style="list-style-type: none"> • Revision of Telecommunications Laws • Assessment of Additional Telecom & ICT Regulatory Frameworks • Revision of Regulatory Frameworks for E-Transactions and Data Protection (in coordination with ITU-TSB) • Revision of Market and Competition Protection Regulatory Framework • Revision of Infrastructure and Interconnection Regulatory Framework
5	<i>Digital Inclusion, Accessibility, and Skills Development Expert (Policy, Strategy)</i>	<ul style="list-style-type: none"> • Advanced Digital & ICT Literacy Policy (co-shared with Policy Expert) • National Self-Assessment for ICT Accessibility • National ICT Accessibility Strategy • Digital Skills Assessment
6	<i>Cybersecurity Expert</i>	<ul style="list-style-type: none"> • National Cybersecurity Capacity Strengthening
7	<i>Emergency Telecommunication Expert</i>	<ul style="list-style-type: none"> • National Emergency Telecommunications Plan
8	<i>Innovations and Entrepreneurship Ecosystems Expert</i>	<ul style="list-style-type: none"> • Digital Entrepreneurship Policy • National Entrepreneurship Playbook (co-shared with Policy Expert)
9	<i>Digital Government Expert</i>	<ul style="list-style-type: none"> • GovStack (E-Government and Digital Services)

		<ul style="list-style-type: none">• GovTech Sandbox Framework
10	<i>Digital Transformation & Regulatory Operations Modernisation Expert</i>	<ul style="list-style-type: none">• Digital Transformation of Regulator's Operations