



AT LAST, WATER
PROBLEM RESOLVED



PAVING PROJECTS
UNDERWAY



PROPERTY DEEDS (TABO)
ISSUED FOR HUNDREDS
OF HOMES

LIVE, WORK, AND GROW IN THE FIRST PALESTINIAN PLANNED CITY

RAWABI

ACHIEVEMENTS ADVANCE WITH THE SEASONS

With the passing of each season, the dream of Rawabi - a vibrant city where beauty and creativity abound – comes closer and closer to reality. The city's welcoming hills and panoramic vistas are the perfect setting for get-togethers; a place to spend happy, healthful days with public green spaces, groomed walking trails and open terrain for nature hikes never more than a few steps away. Rawabi's network of safe roads and wide sidewalks allow pedestrian and car traffic to peacefully coexist, connecting litter-free neighborhoods designed to encourage daily social interaction and outdoor activity. By night, the view from hillside terraces is quiet and clear, with stars so bright they seem close enough to touch. This is Rawabi...not just a place to live, but a way to live.

This issue of Rawabi Home literally overflows with long-awaited good news – starting with the announcement that at last, approval has been granted to build the water pipeline securing new homeowners' access to water. And with the water flowing into Rawabi, the arrival of the city's first families is just the few short months away needed to build the pipeline.

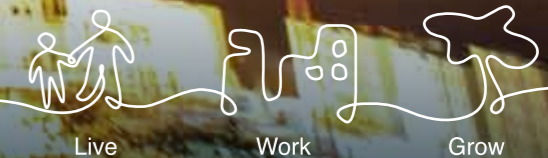
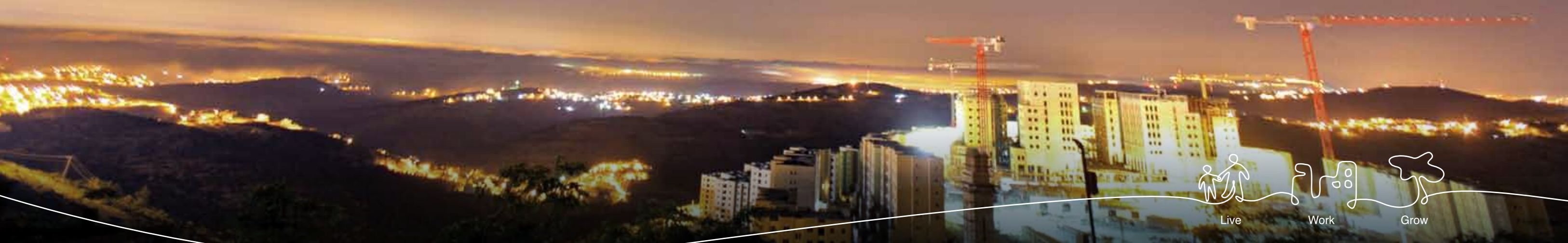
Join us in this issue as we begin the last leg of this exciting journey. We will chart our progress towards completion of the infrastructure that will bring the Rawabi dream to life – construction of the sophisticated road network, the smart water system and the incredible technological advances found throughout the city.

At Rawabi, the arts, entertainment and culture are also part of the wondrous landscape. This issue features a photo exhibit of magnificent public sculptures created for the Palestinian people by artisans around the globe honoring the city of Rawabi.

We'll show you how Rawabi forges economic progress through our impact on local industry. With hundreds of new jobs created in the metal-working sector, Palestine's welding workshops are responding to the demand from Rawabi with world-class products and unparalleled craftsmanship.

In other stories, you'll walk with us on the bridges of friendship and academic cooperation built between Rawabi and local and international universities. Travel with us to Dubai as we share with you the excitement of Rawabi at CityScope, attended by thousands of guests from across the globe, and on to Saudi Arabia to see Rawabi raise Palestinian flag high as a Masterplanned City of the Future featured at Cityquest 2014.

WITH ALL THE ABOVE ACHIEVEMENTS AND MUCH MORE YET TO DO, AT RAWABI, THE BEST IS YET TO COME.



Rawabi is a new community for Palestinian families providing opportunities for affordable home ownership, employment, education, leisure and an attractive environment in which to live, work and grow.

Rawabi, the first Palestinian planned city, provides more than 5,000 housing units with multiple floor plans spread across 23 neighborhoods, each with its own individual aesthetic and wonderful modern amenities. The City Center offers a retail business district with hotels, cinemas and a convention center, all supported by the latest smart technologies and a high-speed fiber optic network. Rawabi also features education and medical facilities, houses of worship, public green spaces and recreation facilities – creating a new Palestinian economic and cultural destination.

Watch us now on Rawabi Live 24 hours a day
www.rawabi.ps/cams.php

Panoramic view
www.rawabi.ps/panorama.php



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AT LAST, UNIVERSAL RIGHT TO WATER REALIZED AT RAWABI



DELIVERY OF RAWABI APARTMENTS TO COMMENCE

At last, the necessary approvals to complete construction of the water pipeline from the delivery point near the village of Um Safa through Area C to Rawabi (in Area A) have materialized. With completion of the pipeline, Rawabi residents can rest assured that a safe and adequate water supply will serve their new homes and meet the standards required for the provision of the city's public services. According to the work plan in place, the carrier pipeline will take roughly four months to completely construct and test. With water rights at last secured, Rawabi will soon come alive as hundreds of new families move into the homes of their long-delayed dreams. It is fitting that the first chapter of Rawabi's history tells a story of perseverance and standing fast on the land in order to achieve the ambition of a better future. Political hurdles (with

the universal right to water at their core) resulted in delivery delays of completed Rawabi homes to their new and rightful owners as well as staggering increases in construction costs which were absorbed by the developer. Despite the protracted struggle, Rawabi's developers never faltered in a steadfast determination and refusal to be defeated on the water issue. Even as hope ran as low as the water itself, the indestructible Palestinian spirit and ability to stand strong remained and eventually, led to victory. The political impasse over Palestinian water at Rawabi became a human rights story covered in the international press in hundreds of languages. Over time, the politicians, academics, business leaders and even artists who visited the city carried back the message that Rawabi's right to water was a fundamental human right being denied to the Palestinian people.

Decision-makers, who undoubtedly felt pressure from negative portrayals in the media, at last mustered the will to convene to solve the issue. Abdelkhalq Al-Karmi, General Manager of the Jerusalem Water Undertaking, considers the approval for construction of the pipeline at Rawabi a national achievement. He stated: "Securing adequate water supply is a challenge for Palestinians all over Palestine. Therefore, the progress made here with the approval to build this pipeline must be seen as a success with a larger context. Our work with Rawabi is part of a larger framework of goals for water source development and sustainability throughout the country. It is both the mandate and the vision of the Jerusalem Water Undertaking to ensure that every Palestinian resident get all the water they need to live and prosper on this land."

PIPELINE CONSTRUCTION TO IMMEDIATELY COMMENCE

Today, after obtaining this approval and the implementation of the internal water network has been finished. Once the monitoring systems are operational, following the water's route through the city from the central reservoir, passing under the main streets and feeding directly into the residential buildings, Rawabi will hand over hundreds of new housing units to their owners. And with first occupancy, rumors will be put to rest by reality on the ground. In order to speed delivery of Rawabi homes as soon as possible to residents, Arabtech Jardaneh, a sector-specialized firm, completed the design of the pipeline and its connection to the main water central

reservoir. The reservoir was built last year by another local specialized firm, Arab Brothers Construction. The bid for construction of the pipeline has been awarded to Dar Al Bina, with an anticipated delivery date within 4 months. As construction on the pipeline progresses and each building's connections are completed, homes will be transferred. Commenting on the water pipeline construction, Dar Al-Bina's General Manager Hasan al-Sholi said: "Our company has brought all of our expertise to bear on this project. We will work hand-in-hand with Rawabi's engineers to construct the pipeline in line with global standards and specifications, paying special

attention to ensure high efficiency and future sustainability for the transport of water over the supply network." Engineer Ali Naser, General Manager of Arab Brothers Construction and Infrastructure Group, responsible for the design and construction of the city's main water reservoir, said: "In cooperation with Rawabi engineers, the current water reservoir with its 5,000 cubic meter capacity guarantees the continuous uninterrupted supply of water to the city. Under the supervision of the Palestine Water Authority, the reservoir was professionally and meticulously tested to meet all relevant standards and the most efficient global quality regulations."

RAWABI WATER NETWORK: A QUALITATIVE LEAP FORWARD

Rawabi's water network boasts many features representing significant progress in water delivery systems in Palestine. The smart water network can minimize pipeline loss to levels approaching 0%, a benefit of the latest sensor technology. Central water lines eliminate the need for rooftop water tanks, which are hygienically and aesthetically undesirable as well as energy inefficient. International water purity standards, previously unattainable in Palestine due to antiquated delivery systems, will now be the benchmark in every Rawabi home. Remote meter reading will simplify the task of monitoring water usage for individual homes as well as result in accurate invoicing based on household consumption. An underground rainwater collection network has been completed; the network is an integral part of Rawabi's water conservation and reuse strategy. The city's new modern wastewater treatment plant is approaching completion and will be brought online at the conclusion of the testing phase to ensure total environmental and safety compliance.

"Securing adequate water supply is a challenge for Palestinians all over Palestine. Therefore, the progress made here with the approval to build this pipeline must be seen as a success with a larger context. Our work with Rawabi is part of a larger framework of goals for water source development and sustainability throughout the country."

Abdelkhalq Al-Karmi
General Manager of the Jerusalem
Water Undertaking





RAWABI'S ADVANCED ROAD NETWORK PAVES THE WAY TO PROGRESS

The design and construction of city roads and streets are foundational components of accurate, orderly and advanced urban planning. A well-built road system impacts quality of life in all of our cities, as it dictates ease of vehicular movement in, out and around a city.

Rawabi's road system was one of the first elements of its master plan, designed to meet the latest standards for safety, durability, maintenance and aesthetics. Roads are seldom thought of as a part of our landscape, but city thoroughfares can become iconic features of culture. When roads are built from quality materials and enhanced by attractive lighting, strong, even curbs and wide sidewalks, they carry cars and pedestrians from one point to another within a city with ease.

PAVING INTERNAL ROADS AND LINKAGE STREETS ACCELERATING

Construction works for Rawabi's intra-city road network in the first 6 neighborhoods is well underway. With the base course laid and compacted, road paving and the setting in of pedestrian sidewalks connecting residential areas to the shopping district, parks and athletic areas are on track for completion in advance of the arrival of Rawabi's first families.

FINALIZING ALL CONSTRUCTION AND PAVING ON THE NEW ROAD BETWEEN ATARA AND AJJOUL

To mitigate the possibility of future traffic congestion caused by heavy construction equipment, the route connecting Ajjou and Atara was given top priority and is now complete. Completion of this road gives construction equipment a bypass route and increases resident safety by regulating private vehicle traffic. Noise

and emissions pollution will be reduced by providing construction vehicles more direct access to work sites, circumventing residential neighborhoods.

COMPLETING ALL INFRASTRUCTURE NETWORKS BEFORE STARTING ROAD CONSTRUCTION

One of the greatest advantages of Rawabi's urban plan is that at no point in the future will its roads ever have to be dug up to repair, connect or replace underground utility and infrastructure networks. Rawabi's advanced infrastructure is located under its sidewalks, which can be taken up in small blocks in order to access underground cabling when necessary. The blocks are easily slid back into place with minimal to no disruption of vehicular and foot traffic. (Pedestrians, unlike cars, can pass to the other side of the street if one side of a sidewalk is closed.)

BUILDING A ROAD SYSTEM IS NOT JUST ABOUT THE CONSTRUCTION OF THE ROAD ITSELF. MODERATING TRAFFIC FLOW TO REDUCE OR ELIMINATE TRAFFIC TIE UPS IS JUST AS IMPORTANT. TRAFFIC STUDIES TAKE INTO CONSIDERATION A WIDE RANGE OF DETERMINING FACTORS. THESE CRITERIA INCLUDE:

- Maximum allowable speed of traffic based on time of day and expected volumes
- Designing and building road systems that can accommodate average volume flows and peak use times
- Creating service roads for utility and large size vehicles
- Maintaining clear sight lines for pedestrian safety and for drivers of all vehicle types for vehicular maneuvers such as passing
- Clear Signage for vehicles and pedestrians
- Installation of pedestrian safety railings along major thoroughfares
- Site selection for the installation of bus stations, police and fire stations
- Junction management, including roundabouts and intersections, to determine the best possible processing, signage and mechanization based on traffic flow
- Incorporating opportunities for aesthetic enhancements
- Rawabi roads are constructed from the highest grade materials and rigorously tested to ensure that global safety criteria are met or exceeded

Ample curb gutters to collect and divert rain water and storm runoff will also greatly enhance the flow of pedestrian and vehicle traffic. Many Palestinians are familiar with the sight of rainwater cascading down the center of our roadways, due to a failure to install a graded slope and to build collection gutters to funnel excess water to the underground storm drains. At Rawabi, the opportunity to build the roads correctly from the outset has been utilized, and the result will be safety and unimpeded access, even in heavy downpours.

Rawabi's transportation network is also **smart**; electronic detection systems have been installed along the roads and streets, which will reduce the time and effort involved in identifying needed repairs.

HIGHLIGHTS FROM RAWABI MUNICIPALITY

ISSUANCE OF PROPERTY DEEDS (TABO) OPENS DOOR TO HUNDREDS OF RAWABI HOMES

Following the Palestinian Land Authority's General Directorate of Surveys submission of final plot surveys for Rawabi properties, the General Directorate of Land Registry (GDLR) accelerated the registration process for Rawabi apartments in the city's first two newly completed neighborhoods. Speedy registration of ownership has in turn put the Palestinian Land Authority on track to complete issuance of property deeds ("tabo") for new residents in the near future.

TENDER FOR CONSTRUCTION OF RAWABI'S INTERNAL ROAD NETWORK AWARDED

As Rawabi's first families prepare to arrive in 2015, Rawabi's Municipal Council moved quickly to fast-track the tender for local firms bidding on the final construction phase of the city's internal road network. After a rigorous period of review and evaluation, Dar Al Bina', one of Palestine's premiere infrastructure development firms, was awarded the 5 million NIS contract. With the award decision, Dar Al Bina' mobilized processes for construction surveys, project management timetables and detailed work plans to ensure the swift construction of a safe and durable road network in the city's first six neighborhoods. At the time of publication, the base course for the road system and sidewalk curb stones had already been finished and paving projects started.

Final construction and delivery are slated for completion well ahead of the arrival of the first residents. Rawabi Mayor Majed Abdulfattah and the members of the Municipal Council have allocated a large part of the budget to the timely completion of the road network process. Abdulfattah stated, "With first occupancy only a few months away, the Council's role is to ensure that all public services are in place to greet the new residents. Our mandate and responsibility are to assure high-level coordination of service delivery at Rawabi, and thus far, we are proud of what has been achieved in building a city that meets and exceeds international standards of quality in all aspects. The developer-built roadbed and underlying utility infrastructure have already been put in place; Dar Al Bina' will now finish the paving works. The Council's job is to monitor multi-phase efforts such as this one to the highest possible level of quality control."

RAWABI'S MUNICIPAL COUNCIL JOINS WITH VNG INTERNATIONAL IN STRATEGIC PLANNING EFFORTS

In accordance with the Memorandum of Understanding signed by the Rawabi Municipal Council and the International Cooperation Agency of the Association of Netherlands Municipalities (VNG International) two years ago; implementation has begun with the laying out of a framework of cooperation for strategic planning in the delivery of city services. The Rawabi Strategic and Urban Planning Project is underway and proceeding apace. The project will create a governing document that guides a comprehensive program of urban development at Rawabi over a 5-year period. The Strategic Planning Committee of Palestinian and Dutch urban planning experts is headed by VNG International's **Gerhard Dicker**. Within this action framework, the Strategic Planning Committee planned and conducted a series of high level workshops for members of the Rawabi Municipal Council and the city's full-time architecture and engineering teams. The team's objective is to identify short and long-term challenges and to set forth an action plan for the creation and implementation of comprehensive solutions. Also in attendance at the workshops were representatives of the local municipal councils of several adjacent towns and villages including Birzeit, Abwein, Atara and Ajjoul, who provided the needed inputs to create long-term frameworks of joint cooperation that will serve not only Rawabi but the surrounding areas as well.

Mayor Abdulfattah commented on the joint strategic planning process: "Advance planning is a prerequisite to success for the city. The Municipal Council, together with our partners at VNG International, rigorously adheres to best practices for strategic urban development, including setting objectives, identifying priorities and addressing our known challenges. By maintaining a forward-positioned stance throughout the process, we will also be able to readily address unforeseen obstacles that may arise."

RECORD-BREAKING NUMBER OF PROPERTY DEEDS ISSUED TO RAWABI HOMEOWNERS

According to the GDLR, the issuance of deeds for Rawabi's first two neighborhoods is a landmark achievement. A single Rawabi neighborhood has more flats than any other housing development existing in the West Bank today. Rawabi's neighborhoods are not unique for their size alone. Good governance and a strong sense of community pride will be integral components to quality of life in the new city. Rawabi hopes to revive Palestine's long tradition of civic involvement through its neighborhood homeowner associations (HOAs) and

by promoting a culture of shared responsibility for public spaces through joint ownership. At Rawabi, every resident owns a share of the neighborhood's land equal to 3 times the measured footprint of the structure of his/her residence. Each owner's tabo reflects ownership of the home and of the common property. Land Authority Chairman **Nadim Barameh** observed that the complex, multi-step property registration process was executed with precision by dedicated personnel at General Directorate of Land Registry, who worked diligently to accurately record and issue the required title documents quickly. Barameh further affirmed, "We will continue to work with Rawabi to assure the timely issuance of property deeds

as more homeowners move in. We are committed to excellence in our work not only because it is our duty, but also because every new property deed issued to a Palestinian homeowner protects our land from the encroachment of settlement activity. Moreover, Rawabi's success will create ambition to embark on new projects of similar scope and size in different Palestinian governorates." As the demand for homes at Rawabi increases and construction work accelerates, Rawabi's developers will continue to coordinate with the Land Authority to assure swift issuance of tabo for homes and common properties as part of its commitment to provide quality of life through strong social connections and enduring community relationships.





INSPIRED BY RAWABI'S BEAUTY, INTERNATIONAL SCULPTORS CONTRIBUTE ORIGINAL WORKS OF ART FOR ITS PUBLIC SPACES

Twelve artists hailing from eight countries worked for more than a month to create original sculpture works from Rawabi's distinctive gold-hued limestone. Each of the sculptures was presented as a gift to the new city to honor its vision and to grace its public spaces with works of exceptional beauty.

The 12 artists came from all over the globe, including South Africa, Ukraine, Romania, Bulgaria, Portugal, South Korea, Russia and the Czech Republic. In recognition of the artists' contributions and generosity, the city of Rawabi honored them in a special awards ceremony attended by **Radek Rubes**, Representative of the Czech Republic to Palestine and a host of Palestinian cultural luminaries, government officials and a large number of Rawabi's new homeowners. Many of the artists participating in the effort had

visited Rawabi previously and admired its distinct architectural style, landscape design, green spaces and the backdrop of the breathtaking hillsides. The idea was born to create unique works of art from the stone of Rawabi that would then be placed in key spots around the city, such as parks and roundabouts, for all who visit the city to enjoy. The artists expressed a desire to become a part of the city's history and its culture by creating a permanent testament to Rawabi's commitment to the celebration of the creative arts.

Rawabi's developers greeted the idea with great enthusiasm, and immediately formed a working group of engineers to collaborate with the artists to bring their vision to life in a way that harmonized with the master plan of the city. Rawabi's engineering team supported the artists with equipment, materials and studio space.

Rawabi founder Bashar Masri expressed his deep appreciation to the artists for the boldness of their vision. He noted that Rawabi has become an iconic symbol for many artists across the globe thanks to the encouraging attention it receives in the international media. The fact that on average, Rawabi is mentioned three times each day in journals and dailies worldwide accounts for its high visibility and positive perception in cultural circles. Masri also added that renowned Palestinian artists Nabil Anani and Suleiman Mansour were the first artists to create public art for Rawabi's green spaces. Anani and Mansour's works embody the deeply held connection between Rawabi and the Palestinian tradition - the truly Palestinian identity of the city.

"Rawabi will have a thriving cultural life, not only expressed through its dedication to fine arts but to the

performing arts as well," Masri said: "We are building a 12,000 person capacity outdoor theater, with carved natural stone seats reminiscent of the ancient Roman amphitheaters that used to be found in many of our cities centuries ago. It is the first of its kind in the modern Middle East. In addition, we're building cooperative relationships with leading local cultural institutes to establish the Rawabi Arts Center, which will display artworks of all types and host an art school to build national capacity in the creative arts." Masri thanked Czech Representative Rubes and the contributing artists for their unparalleled contribution to the artistic life of the new city. Representative Rubes expressed his pleasure to be a part of the day's efforts and his pride in the Czech Republic artists who participated, as well as all the artists present. He stated, "I have waited a long time to visit Rawabi and it is a great honor to be with you here today. I congratulate Mr. Masri and all of you who have worked so hard to make this vision a reality." Representative Rubes also noted that Palestine abounds with talented and skillful people on many levels, which heralds a bright and promising future for the country. The artists were represented by **Eugen Petri**, who supervised the creation of the sculptures for the new city. Petri, speaking on behalf of his assembled colleagues, said,

"It is difficult to overstate the magnificence of this place and the wonderful exercise in creativity we have been honored to participate in. After a month of diligent work, you can see before you the wondrous works brought forth for the city of Rawabi by artists from around the world. Their contributions are the manifestation of the inventive spirit that is a part of this new city. It has been a great pleasure for all of us to work beside you and for you to create these gifts, which we hope you will enjoy for many generations to come."

At the conclusion of the ceremony, guests were invited to view the sculptures and to meet the artists and speak with them. The event served as an example of the type of cultural exchange the city hopes to foster and demonstrated that art is truly a common language spoken by all peoples of the world.

DEAR RAWABI GUESTS

WE INVITE YOU TO COME, ENJOY AND PHOTOGRAPH THE INTERNATIONAL AND LOCAL SCULPTURE EXHIBITION ON DISPLAY IN OUR SHOWROOM, OPEN 7 DAYS A WEEK!



INSPIRATIONAL THEMES FOR EACH ART WORK

The synopses below are translations of the artists' expressions of the essence of each art work.

- 01 **"A HAND ON THE HILL"**
The concept of the sculpture is the connection between the earth and sky. The hand is the power of the human being, connected with the sky by the moving columns structured in geometrical forms. The title paraphrases the song "The Fool on the Hill" by the Beatles, symbolizing maintaining a clear conscience and sound mind.
- 02 **"SNOWMAN"**
The idea of this sculpture is to create fun and joy for Rawabi children in different seasons.
- 03 **"THE SEED"**
Is a symbol for a key that can unite all people with the vibration frequency of creation and love that it holds within its shape. It can nurture the precious seed we each carry that holds the truth of our divine destiny. It is a symbol that can free us from the thinking mind and help us reconnect to our soul and heart.
- 04 **"FRIEZE"**
This is a fragment of frieze which is creating a sense of rhythm by interwoven forms by the light passing through the hemstitches.
- 05 **"FRACTAL"**
Is a symbol of a simple repeating construction. It is a cycle of circles, a bicolor converse construction, a never ending repetition.
- 06 **"SOMETHING"**
This statue reminds us of a plant seed, a crystal, or something prehistoric. It may stand for an uncommon story. It depends on the viewer, where he directs his imagination. The statue retains its own allegory.
- 07 **"MATERIALIZATION"**
Represents a connection with everything and everywhere, the creation of the mind. It is the crossing of the galaxies and the big bang creation of the existence, if it exists?!
- 08 **"THE FLOWERING"**
Is a metaphor for the city of Rawabi itself. From the base of the brown hills, there is the green stem rising towards the sky like hope. The concept behind this statue is inspired by the artist's vision of Rawabi as the flower of Palestine in the colors of the national flag. It is a symbol of potential reached, a beacon of hope and a source of pride for Palestine.
- 09 **"THE CARRIER"**
The carrier is the man who carries a bag in a walking position (Messenger). It represents a man carrying a letter in a cube-shaped bag. It consists of several shapes and messages.
- 10 **"CUBIC"**
Is an expression for the beginning of something unalterable, a sign that the past can be seen in the present through various signs. This statue can also be viewed as something organic that is propagated through time, changing itself according to the circumstances, spreading over everything and everyone and visible in the human patrimony.
- 11 **"PIECES OF EIGHT"**
This statue tries to build on classical sculpture and its shape is inspired from a diamond.
- 12 **"ON THE CREST OF THE WAVE"**
Depicts a wave with a boat lying at its crest, representing an outstanding style of success. It stands as a beacon of a bright life and symbol for good things happening very quickly. It is also a symbol for a unique and influencing short moment in history.



RAWABI: THE PERFECT SETTING FOR END-OF-SEASON CAR EXPO

The Palestinian Leasing Finance Company (PalLease) chose Rawabi as its premiere venue for a major car sale and exposition, featuring Palestine's largest car importers displaying a wide range of brands, models, and next-year debuts specifically chosen for the needs of the Palestinian market. The fair proved a magnet for visitors, who flocked to see end-of-season cars displayed by exhibitors and to learn more about the broad spectrum of options and leasing arrangements available with the purchase of a new car. The expo was the ultimate sales event, where exhibitors could interact directly with different types of customers.

Expo attendees representing more than 50 pre-invited local companies toured the car fair and expressed admiration for the show's organizing concept, the logistics it entailed and the high degree of advance planning required in staging such a large-scale event. Choosing Rawabi as the expo site allowed the exhibitors to take advantage of the vast

display space available to them; creating a one-of-a-kind customer shopping experience set against the backdrop of a spectacular landscape. Visitors took advantage of the trip to Rawabi and combined attendance at the car expo with a Rawabi city tour, where they were given the chance to see the city's new neighborhoods under construction, its public infrastructure, model homes and the Showroom. Visitors who had not yet seen Rawabi were impressed by the many amenities the new city provides. In terms of location, size and event type, the auto expo represented an important opportunity for the event organizers to reach out directly to the Palestinian community with its new model year roll-out and to strengthen its relationship with different customer groups. Rawabi's unique expo site is yet another way in which it contributes significantly to Palestinian economic development as a catalyst of trade and commerce. PalLease General Manager **Huda El-**

Jack commented on the success of the auto expo:

"The mass attendance and high levels of customer interaction at the event demonstrate its vitality to both the exhibitors and attendees who traveled from cities in all the Palestinian governorates." She added, "The integration of exhibition booths and vehicle displays with the beautiful landscape of Rawabi added an undeniable flair to the event, a truly one-of-a-kind sales experience and symbolic of Rawabi itself – the "just-right" blending of modern life with the heritage of Palestine."

Logistics and installation were overseen by Kalimat, one of Palestine's leading expo organizers. Kalimat General Director **Shadi Abdel-Hadi** noted, "The exhibition was remarkable in terms of logistics and support, and thanks to our truly unique venue at Rawabi." Abdel-Hadi praised the round-the-clock efforts of the city's work crews as instrumental in the success of the event.



EXPOTECH 2014 INTELLIGENT CITIES FOR INNOVATIVE SOCIETY



Expotech 2014 showcased the concept of **Smart Cities**, reflecting the global push to integrate intelligent technologies in all aspects of urban development on advanced ICT platforms. Rawabi's participation in the events surrounding the 11th annual Palestine Technology Week offered the perfect opportunity to highlight the city's own cutting-edge infrastructure that places it in the vanguard of regional urban development and planning. Rawabi's state-of-the-art exhibit booth gave visitors the chance to learn about the many ways in which smart technologies significantly improve quality of life. From high-speed fiber optic networks to central security systems to water and energy conservation tools, Rawabi is truly a city of the future, a place for all to live, work and grow.

RAWABI CELEBRATES EXPOTECH 2014 PARTICIPANTS

As part of the Expotech events schedule, Rawabi joined forces with the Palestinian Information Technology Association (PITA) to host a business luncheon for more than 100 participants including Expotech speakers and delegates from the public, private and civil society sectors. The luncheon featured a special field tour of the city for all attendees. PITA Chairman **Hasan Kassem's** keynote remarks stressed the importance of the Palestinian ICT sector as a lynchpin of the growing Palestinian economy and cited the city of Rawabi as a regional pioneer for the growth of smart cities in the Middle East. He encouraged replication of Rawabi's technological advances and widespread deployment of smart systems in the quest for continuing social and economic development across Palestine. Rawabi's ICT Hub is the focal point of the new city's economic development strategy, according to heads of many local ICT companies present. The ICT Hub offers unmatched opportunities for start-ups and businesses seeking to expand operations and establish strategic partnerships not only in Palestine but regionally and globally as well.

RAWABI BOOTH DRAWS THOUSANDS OF EXPOTECH 2014 VISITORS

Rawabi's booth featured a panoramic scale model of the city highlighting its smart infrastructure and ICT platform, which drew thousands of fascinated participants throughout the days of Expotech. During his visit to the city's booth at Expotech, Palestinian Minister of Communications and Information Technology **Dr. Allam Moussa** expressed his admiration for the sophisticated ICT foundation upon which Rawabi has been built. He stated: "Rawabi is the first Palestinian city to be built from the ground up as a fully-functioning smart city. Rawabi is the actualized reality of a smart city; that is what sets it apart."

CITY-WIDE EVENTS HELD FOR PALESTINE TECHNOLOGY WEEK

Rawabi founder Bashar Masri delivered opening remarks at Palestine Technology Week's launch event at the Ramallah Cultural Palace. Thanking the organizers for the honor of addressing the inaugural celebration and for highlighting Rawabi in the context of Technology Week, Masri outlined Rawabi's strategic vision to deploy technology as a tool to create and enhance quality of life. He invited local and international participants to fully explore the many investment opportunities found in Rawabi's City Center; where sustainable growth in an ICT-centric city are designed to make a lasting contribution to the national economy - through job generation and a large-scale expansion of Palestine's ICT sector. Following the inaugural celebration, Rawabi's Deputy Managing Director Amir Dajani hosted a special session with an interactive presentation: "Rawabi, Palestine's Smart City" at the Mahmoud Darwish Museum.

Many visitors to the Expotech booth expressed the desire to visit the new smart city, which Rawabi teams obliged by organizing exhibit-to-city field tours to allow guests to experience Rawabi firsthand. Visitors offered many observations of pride in the magnitude of the undertaking and in the fine work of the Palestinian architects, engineers and craftsman responsible for such a national achievement.

OFFERING INTERNSHIPS FOR STUDENTS: AN EFFECTIVE

STEP TOWARD INTEGRATION WITH LOCAL UNIVERSITIES



SPECIALIZED TRAINING PROGRAMS

Effective utilization of human resources starts with equipping university graduates with a toolkit of foundational business skills. At Rawabi, Palestinian graduates are a very important part of the work force. Building a new city requires scores of employees each year in a wide range of fields; from engineering to architecture to business to marketing. Palestine's university graduates are well-educated and hard-working; however, Rawabi's senior professionals identified early the need to supplement the students' theoretical education with hands-on technical training to shorten the learning curve. To that end, Rawabi and other Massar International subsidiaries partnered with the engineering, ICT, business administration and marketing faculties at Birzeit, Al-Najah and other Palestinian

universities to design a multidisciplinary internship program. Student interns and recent graduates are given the opportunity to work part-time at Rawabi and other Massar companies in order to apply classroom knowledge in a real-world work environment. These young employees bring energy and vitality to the workplace and in return, are given the opportunity to explore the demands of their chosen field under the guidance of seasoned professionals. The result is a win-win scenario; students gain actual work experience to build their CV, and the employer is able to increase operational output at a lower cost. Unlike college graduates in other countries, few Palestinian students have had the opportunity to gain even the

most rudimentary office skills prior to graduation. High levels of unemployment in Palestine make entry-level and part-time professional positions scarce. Rawabi's strategy is designed to help students hone needed professional skills faster, pushing them to learn how to manage the requirements of a part-time entry level job while still keeping up with their schoolwork. Time management and productivity training for the Palestinian workforce is beneficial in every sector of the economy. Rawabi's interns are tasked with actual job responsibilities, given company email addresses, business cards and safety equipment and function in the workplace with the same rights and expectations as full-time permanent staff.

AN AGREEMENT WITH AN-NAJAH UNIVERSITY TO STRUCTURE PROFESSIONAL STUDENT INTERNSHIP PROGRAM

Pursuant to these goals, Acting President of Al-Najah National University **Dr. Maher Natsheh** and Massar International Chairman **Bashar Masri** signed a cooperative agreement to formally structure a series of professional student internships that tailors technical curricula to the specific needs of the modern workplace. The signing ceremony was held at the university and was attended by Al-Najah's **Amer Al Hamouz**, Chairman of Internship Programs, An-Najah's faculty deans, and CEOs of Massar International companies. Masri expressed his optimism about the long-term benefits of the cooperative agreement. He stated: "Our young men and women have the right to look forward to long, productive careers. The first step in achieving this goal is to give them practical experience through internships, thus equipping them to compete effectively in the job market. Since the cornerstone at Rawabi was laid in 2008, one of our pivotal strategies has been partnering with Palestinian universities to ensure that our graduates are coming out of school with marketable skills and basic competencies needed to function in the workplace. The more



skilled our students are, the faster we can train them and the more rapidly we can expand to create even more opportunities. In this way, the private sector and the higher education system will reduce the unemployment rate in Palestine." President Natsheh commended the long-term vision in evidence at Rawabi, and noted that the internship program highlights Massar International's commitment to social responsibility. "Our youth need opportunities to look forward to and the hope of long, happy and productive careers in Palestine. In order to create those opportunities, our universities must graduate students with the skills needed in the private and public sectors to help our economy grow at all levels. We accept this as our responsibility and commit ourselves to achieving it

for the benefit of Palestinian society as a whole." Natsheh added, "Our internship program is a source of great pride for the university. In addition to the real skills they acquire, our students enjoy becoming a part of the Palestinian work force. We look forward to developing the program even more fully under the leadership of our internship department, and to forging similar agreements with other employers like Massar International in the near future." He added that the university has paid particular attention to this matter through establishing the Internship Office that oversees and supervises the training of all university students from all specializations.

BIRZEIT COOPERATIVE EDUCATION PROJECT AT RAWABI ENTERS ITS SECOND YEAR

The highly successful Cooperative Education Project formed between Birzeit University and Massar International marks its second year in 2014. The Co-Op program, as it is known, has allowed Birzeit students to work for a 12-month period at a paid internship on site in an area of work that complements their chosen fields of study. Students are given the opportunity to work full-time while gaining academic credits towards their undergraduate degree. Birzeit

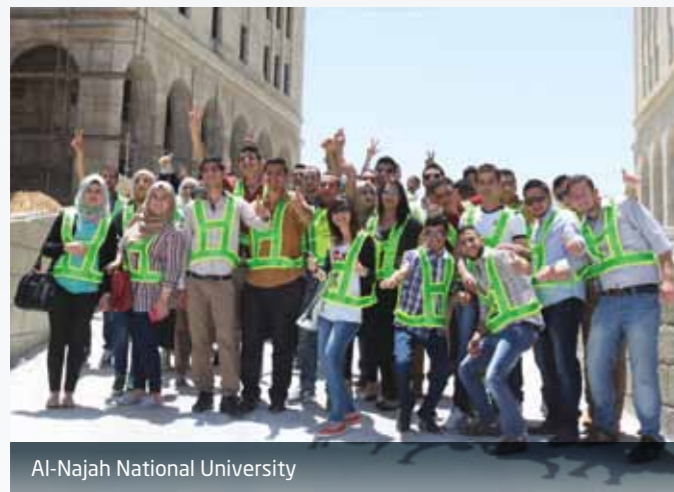
students are deployed at Rawabi as well as a number of other Massar International companies. Because the Co-Op program is both paid and allows student to earn academic credit, it is highly structured and typically follows a program of rigorous technical training. The programs are crafted in partnership with deans and faculty professors and allow students to delve deeply into specific areas of work. After the required number of working hours is completed, a

certificate is awarded to the student at Rawabi or at other Massar companies by of its professionals licensed to certify competence in a given area. The Co-Op program is very popular at Birzeit and competition among the students for acceptance is high. The combination of 12-month work tenure and a professional certificate is an important capstone to a student CV, often raising the level of qualification for employment above those already working in the field.



PLANS TO EXPAND THE INTERNSHIP PROGRAMS UNDERWAY

Rawabi and other Massar International subsidiaries plan to expand the type and number of internships available in the years ahead. Because the internships are structured, new positions must be carefully developed in concert with university faculty. The strategy has now grown to include outreach to universities in all Palestinian governorates, bringing in students from the northern, central and southern governorates. Students from different local universities frequently visit Rawabi to become familiar with the city, which serves as a hands-on showcase for their various specializations, especially in engineering, ICT and management.



Al-Najah National University



Palestine Technical University - Kadoorie



Al-Najah National University



Birzeit University



Birzeit University



Arab American University

ON-SITE INTERNSHIP PROGRAMS AT RAWABI BUILD BRIDGES OF COOPERATION TO WORLD UNIVERSITIES

Rawabi works in partnership with some of the world's most prestigious universities to build local capacity through knowledge transfer, resource sharing and collaboration. One of the most successful collaborative models is the establishment of on-site consulting graduate programs in various fields of study. Graduate students from top-level engineering, international relations and business schools spend a semester or more at Rawabi, working side-by-side with the city's planners, engineers and architects on specific challenges identified jointly by the university and the developer. The efforts are a combination of on-the-job training and problem-solving initiatives, offering the students, the universities and Rawabi a host of tangible and intangible benefits.

TUFTS UNIVERSITY FLETCHER SCHOOL OF LAW AND DIPLOMACY COMPLETES PLANS FOR RAWABI'S ICT HUB



"I chose the Rawabi ICT Hub project because I was intrigued by the challenge of creating something new from the ground up. Rawabi was also the perfect opportunity to put our skills and training to the test. The scope of responsibility we were given to create and implement a strategy was more than we expected. We were trusted to undertake outreach on behalf of Rawabi to international and local players. None of this would have been possible without the kind assistance and cooperation of our colleagues from the city. Despite the difficulties that can't be denied, we feel fully invested in seeing this project through to success."

Mio Yamada



"My experience working at Rawabi has been life-changing and certainly perspective-altering. I have continued to wear many hats and incorporate many business areas into my role – Operations, Strategy, Marketing, Human Resources. However, here, the contextual situation has provided the biggest challenge, and the sheer enormity of what is trying to be achieved continues to encourage my interest and passion. I hope the work that we've contributed will have a long-lasting impact on the Palestinian economy. It's been an honor and a privilege to work alongside our colleagues. Their warmth, generosity and open spirit have been a tremendous support."

Ayesha Patel



"Working at Rawabi taught me to be cognizant of the current political situation while making business decisions. People have to look beyond the obvious to find solutions to the challenges they face due to tight restrictions on movement of goods in Palestine. This is the closest interaction I've had with a true entrepreneurial experience. Needless to say, my time here has been unforgettable, thanks to cooperation from the people working at Rawabi. Everyone here has been very welcoming and open towards us and our ideas."

Ankit Kumar

At Kellogg, we believe that business can be bravely led, passionately collaborative and world-changing; Bashar Masri and Rawabi epitomize this belief. During my time here I was able to work with a great group of people in the design of a new marketing strategy for the different housing segments offered by Rawabi. I feel really committed to this venture; the skills I've applied while working here may help generate impact on a broader level, which is ultimately what I look for in my professional career. Thank you to everyone for making my days here an unforgettable experience. Thank you very much Rawabi. Thank you Palestine.



Juan Binaghi, Kellogg School Of Management At Northwestern University

"When given the opportunity to spend my summer in Palestine, I felt that Rawabi represented a rare occasion to embrace an experience where strategy and social impact intersect. We were assigned as consultants to address some of the city's challenges resulting from the difficult geo-political situation. Rawabi gave me another perspective on the meaning of determination. It's an example of resilience in the face of harsh political and economic conditions and achieving success in the face of numerous obstacles. It was inspiring to work alongside the team, contributing in some way to achieve the hope of thousands of people so their dreams for a better life become reality."



Raphael Bonacci, Tuck School Of Business At Dartmouth

RAWABI JOINS KSA CITYQUEST '14

On December 8-9, Rawabi joined the annual Cityquest Forum for the second time in King Abdallah Economic City (KAEC), Saudi Arabia. Cityquest, a partnership between the KAEC and the New Cities Foundation, gathers the planning communities of cities and urban mega-projects throughout the region in a collaborative effort to create competitive urban societies.

Amir Dajani, Deputy Managing Director of Bayti Real Estate Investment Company, represented Rawabi at Cityquest. Dajani delivered a presentation on the city; the fundamentals of its urban plan, infrastructure development and sustainable building practices. He also took part in many of the forum-organized workshops and discussion series, including "Financing Urban Mega-projects" and "New City Workshops: Hacking the Masterplan." The theme of Cityquest '14 was "Connectivity as a Key Driver of

Competitiveness in New Cities." Forum topics included connectivity from the perspective of logistics, transportation, data management and community engagement.

This year, Cityquest participants featured masterplanning projects hailing from far ranging corners of the globe, including: Kabul, Afghanistan; Iskandar, Malaysia; Lavasa, India; Tianjin, China; Colombo, Sri Lanka; and of course, Rawabi, Palestine. Cityquest offers not only Rawabi but all participants unique opportunities for technological and information exchange on the key issues facing urban development in the 21st century.



EXECUTIVE WORKSHOP BUILDS CAPACITY AND TRANSFERS KNOWLEDGE

Two professors from the world-renowned Tuck School of Business at Dartmouth University in New Hampshire led a delegation of Tuck faculty and graduate students to visit Rawabi. Professor **John Vogel**, Adjunct Professor of Business Administration and Associate Faculty Director and **Paul Garrison**, Visiting Professor of Business Administration, were intrigued with Rawabi's economic and social impact on Palestine and after their delegation duties were fulfilled, proposed a special workshop for Rawabi's marketing team to help identify challenges and to build skillsets to meet them.

Professors Vogel and Garrison took a special interest in the complex business proposition that Rawabi represents: building a modern city rooted in tradition that holds appeal for its target demographic while meeting the demands of the future. Professor Vogel conducted a series of field training exercises for his MBA students while visiting Rawabi, and he will return to Rawabi in the summer of 2015 to repeat the field trainings for next year's class as well.

WORLD-RENOWNED BUSINESS FACULTY DELIVERS HIGH-LEVEL WORKSHOP

During the visit, Professor Garrison developed and delivered a specialized training program for Rawabi employees working in marketing, public relations and sales. Professor Garrison's expertise lies specifically in these areas and he has served as a visiting lecturer at some of the world's top MBA schools and undergraduate business schools in the United States, Europe and Russia. He has worked as a senior executive at Coca-Cola and also served as Dean of Studies at the Central European University in Budapest, Hungary. Professor Garrison is also the principal of the Garrison Group, a strategic consulting group serving multinational corporations working in global markets.

RAWABI'S TEAMS APPLY KNOWLEDGE IN PRACTICE

The workshop, which spanned several days, focused on a range of subjects and employed several teaching techniques. Class themes included consumer perceptions and behavior; Rawabi employees were encouraged to explore and to understand the range of consumer preferences and how they vary according to demographic factors. The workshops included breaking down potential homeowners into categories and practicing developing a set of sales techniques that resonate well with each particular type of buyer, based on their expectations of the sales experience. Rawabi's sales and marketing teams were also given the opportunity to simulate the sales experience, alternating between the roles of seller and buyer, with their colleagues. Sales team members were able to polish their presentation skills and learn to deliver technical and or quantitative information in a friendly, accessible way. Discussing financing options, for example, are important aspects of a sales transaction, and Rawabi employees were offered constructive advice in this and other key areas. The Tuck Business School delegation visit and the ad hoc sales and marketing workshop delivered by Professor Garrison exemplified the shared benefits of visits from technical school and graduate teams from world universities.



RAWABI CREATES A SURGE IN DEMAND FOR SMITH AND METALWORKING SKILLS

As Rawabi's pace of construction accelerates, hundreds of craftsmen and artisans have found work helping to build the city. Smiths and skilled metal workers find their craft in high demand as thousands of windows and doors with ornamental grillwork are installed. Forges and foundries in every Palestinian governorate are hard at work, generating jobs and income for hundreds of families. Millions of dollars of work has been contracted out to Palestinian artisans in the metal-smithing industry alone. Given Palestine's chronically high rates of unemployment and a lingering recession, expert observers consider the stimulus Rawabi provides a bright spot on an

otherwise discouraging economic horizon. General Secretariat member of the Palestinian Federation of Trade Unions (PFTU) **Ibrahim Thwaib** commented: "As the representative of the Palestinian worker, the PFTU views Rawabi with great appreciation for the many job opportunities it has created, specifically in the metalworking industry across Palestine. The city is impacting unemployment rates at the national, city and village level due to its size and scope. Every Palestinian metal artisan who finds well-paying work in his homeland is one less Palestinian forced to take work in an Israeli enterprise or in an Israeli settlement in order to feed his family."

Palestinian metal craftsman and forge owners commented on work at Rawabi:

Muhammad al-Sadi, Metalworker and father of three: "Rawabi has created jobs for dozens, probably hundreds of Palestinian metal workers and welders across the country. Instead of struggling to obtain work permits and spending hours crossing checkpoints to find work to feed my children, I now work with dignity in Palestine. I am entrusted with a great deal of responsibility in my field of work at Rawabi, a fact of which I am very proud. I am a part of building my homeland."

Shukri Al-Kabni, Proprietor, Al-Kabni Metalworks: "Rawabi is a great boon to Palestinian tradesman in the metalworking industry. Rawabi's developer values and respects the high quality of the work of local craftsmen. We have worked with the city for 3 years now, and our workers have enjoyed steady income and stable employment. Our specialty is window and door grill work, and we've streamlined our processes to handle the demand we must meet. As we become more competitive, we are improving and diversifying our product line."

Ahmad Abu Obaid, Designer, Burqa Technical Metalworks: "My work at Rawabi has allowed me to explore new designs with intricate and elegant detail work, a welcome challenge for any craftsman."

Abdulrazeq Dhiyab, Installer, Mazari al-Nubani Metalworks: "Thanks to God and to my long-term employment at Rawabi, I've gained a great deal of experience that will be helpful to my career in the future."

Muhammad Abu Arar, Metalworker, Original Metalworks and a resident of Qarawat Bani Zaid: "Working at Rawabi has allowed me to cover all my family's expenses. I hope for another city like Rawabi to be built in Palestine, which will generate jobs for years to come in Palestine."

Aboud Hmaidan, Metalworker at Al-Kabni Metalworks: "The steady stream of work coming in from Rawabi ensures I get a regular paycheck. I can meet all my family's needs now, and I no longer fear unemployment."

Hilal al-Hajji, Proprietor, Burqa Technical Metalworks: "Rawabi is definitely building capacity in the local Palestinian metalworking industry. Thanks to the demand created by Rawabi, we've purchased modern equipment and increased our own technical expertise. Because Rawabi places confidence in us to deliver, we are encouraged to invest in our own expansion."

RAWABI HOMES FEATURING EXQUISITELY DETAILED METAL GRILL WORK

In order to ensure quality control, all the smiths, metalworkers, designers and installers work closely with Rawabi's engineering teams on the specifications for each product. The decorative metalworks on windows and doors are not only for aesthetic purposes but for safety as well. Durability and high quality installation is just as important as a design that enhances a building exterior.

Rawabi's metal craftsman work in coordination with city engineers to implement the over-arching design theme of the city. Grill work designs are associated with place type and functionality, lending a strong sense of visual organization and symmetry to the built landscape.





CITYSCAPE - DUBAI

WIDE GLOBAL INTEREST AND A LARGE TURNOUT FROM PALESTINIAN EXPATRIATE COMMUNITY

The flag of Palestine and the motto “The First Palestinian Planned City” of Rawabi raised high over Rawabi’s booth attracted the attention of visitors flocking to the Cityscape Global Exhibition in Dubai. Cityscape is an annual event showcasing the world’s leading real estate projects. This year, Rawabi took its place among the other participants, shining a spotlight on this unique Palestinian achievement. Cityscape guests from all over the world were fascinated with the story of Rawabi, the first Palestinian planned city. Cityscape offered Rawabi the opportunity to showcase its advanced urban design and to bring attention to this success from an unexpected place.

Rawabi represents a quantum leap forward for Palestine in many respects, including the integration, adaptation and implementation of international standards of construction. Another notable fact about Rawabi is its measurable impact on the growth of the Palestinian economy. For these reasons and more, Rawabi drew attention throughout the days of the exhibit. Dignitaries including H.H Sheikh Ahmad bin Saeed Al

Maktoum, H.H Sheikh Mansoor bin Mohammed bin Rashid Al Maktoum, Consul General of Palestine to United Arab Emirates Issam Masalha and Samir Abdul Hadi, President of Palestinian Business Council in Dubai all visited the Rawabi booth to know more about the city’s vision and its contributions to Palestine.

The actual booth featured a scaled model of the city’s neighborhoods and public facilities set amid the breathtaking Palestinian landscape. Interactive promotional videos and colorful displays and pamphlets added to the appeal of the Rawabi exhibit and introduced its guests to the main pillars of the Rawabi vision: Live, Work and Grow. Rawabi staff members were on hand to describe every detail of the project to the many Palestinian expatriates who stopped by. The Bank of Palestine joined with Rawabi to ensure that any prospective homeowner was able to easily and quickly access accurate information about home financing in Palestine.

RAWABI AT FUTURE CITIES CONFERENCE

The city of Rawabi featured prominently on the agenda of the Future Cities Conference, a consortium of gathered experts for the exploration of new trends in sustainable urban community development, which was held concurrently with the CityScape Global Exhibition. Rawabi founder Bashar Masri was invited by the conference organizers to address the gathering. In his remarks, Masri presented current progress towards its construction goals and explained at length how the city must innovate in order to resolve its own set of unique challenges, most of which are not faced by other real estate developers. He took a number of questions from the floor from high-ranking government officials and business owners in attendance interested in the real estate sector and its relative contributions to the economy as a whole.

The session was highly interactive, with a number of suggestions and proposals forwarded by the attendees, and Masri was pleased to invite the assembled guests to join with Rawabi as investors in the future of Palestine.



RAWABI ROADSHOW HOSTS PALESTINIAN EXPATRIATE COMMUNITY IN DUBAI AND ABU DHABI

In order to reinforce communication with the Palestinian community in the UAE, special open-days were organized in both Dubai and Abu Dhabi. In both cities, roadshow events received an overwhelming turnout from the Palestinian communities in the UAE and other Gulf countries. The purpose of the roadshow was to provide easy access for Palestinians living abroad to facts and information about Rawabi, investing in Palestine and the ease with which Palestinians can buy apartments for themselves and for their children in the homeland. For many expats, the sophistication and elegance of Rawabi’s design came as a surprise. As importantly, many of the Palestinians abroad were proud that Rawabi is a uniquely Palestinian undertaking, reinforcing their strong sense of identity and attachment to their country, even as they pursue careers abroad. It is hoped that Rawabi will help pull back to Palestine some of the many thousands of Palestinians in the diaspora, who will enrich Palestine’s future for generations to come.



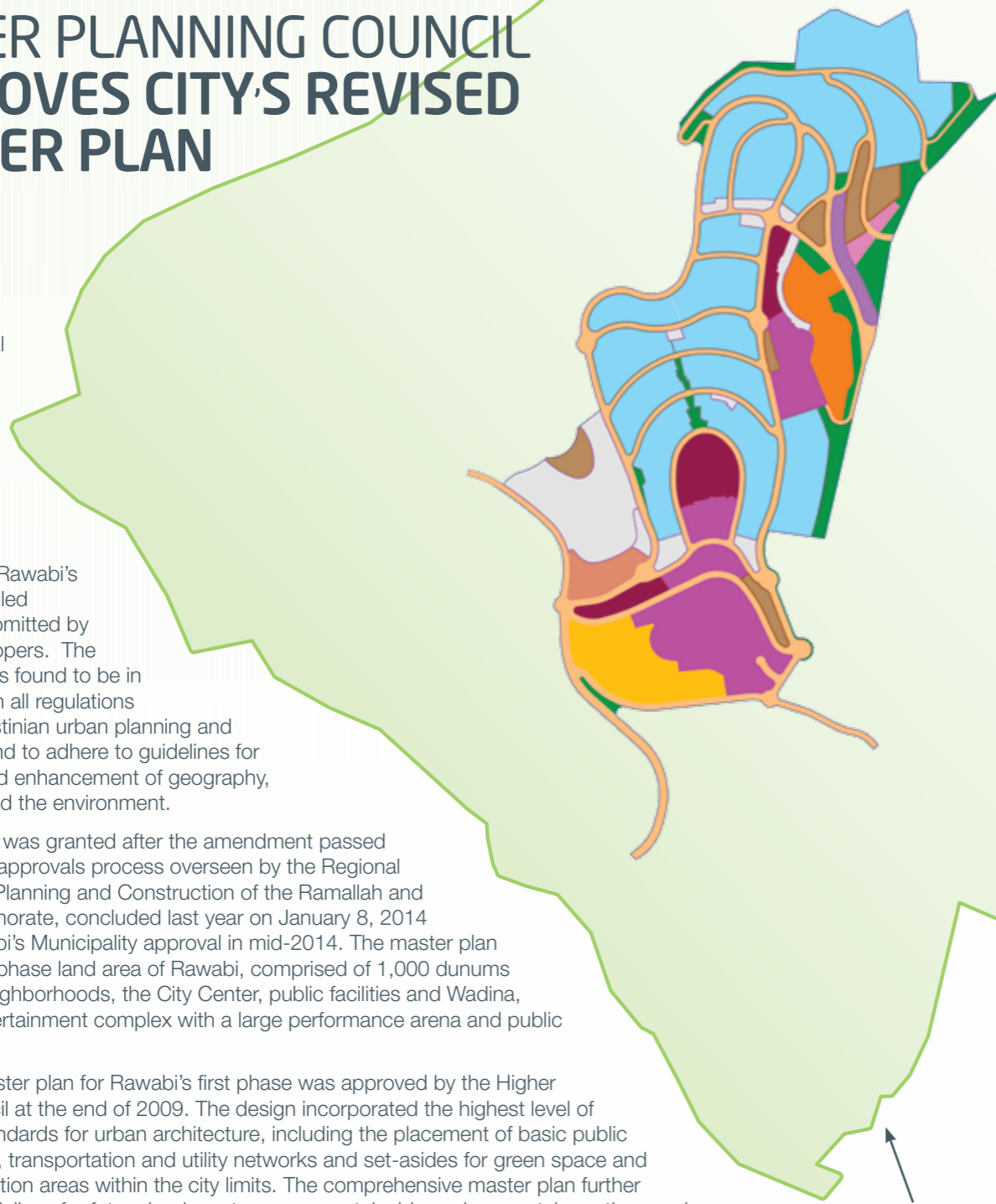
HIGHER PLANNING COUNCIL APPROVES CITY'S REVISED MASTER PLAN

In a session held December 4, 2014 the Palestinian Ministry of Local Government (MoLG) Higher Planning Council (HPC) approved a proposed amendment to Rawabi's first phase detailed master plan submitted by Rawabi's developers. The amendment was found to be in compliance with all regulations governing Palestinian urban planning and construction, and to adhere to guidelines for preservation and enhancement of geography, demography and the environment.

MoLG approval was granted after the amendment passed through a prior approvals process overseen by the Regional Committee for Planning and Construction of the Ramallah and Al- Bireh Governorate, concluded last year on January 8, 2014 and after Rawabi's Municipality approval in mid-2014. The master plan covers the first phase land area of Rawabi, comprised of 1,000 dunums including 23 neighborhoods, the City Center, public facilities and Wadina, an outdoor entertainment complex with a large performance arena and public parkland.

The original master plan for Rawabi's first phase was approved by the Higher Planning Council at the end of 2009. The design incorporated the highest level of engineering standards for urban architecture, including the placement of basic public service facilities, transportation and utility networks and set-asides for green space and common recreation areas within the city limits. The comprehensive master plan further establishes guidelines for future land use to ensure sustainable environmental practices and the attainment of social, economic and aesthetic objectives.

The amendment to the first phase master plan was submitted to proactively address future needs of the city for additional housing typologies and expanded public infrastructure. The proposed changes are in compliance with the overall implementation plan for the city.



Municipal Boundaries
6.3 Million M²

- | | | |
|---------------------------|------------------------|------------------------|
| Residential Neighborhoods | Green Areas | Streets |
| Local Retail | First Phase Boundaries | Single Family Home |
| Mixed Use 1 | Mixed Use 2 | Educational Facilities |
| Tourist Facilities | Public Facilities | Private Parking |
| Recreational Facilities | | |

زوار روابي Rawabi Visitors



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1. Michel Zaleski, Chairman, Soros Economic Development Fund and Katharine Zaleski, President, PowerToFly Foundation – USA.
2. Michael Downs, Chief Executive Officer of The Pension Boards, United Church of Christ - USA.
3. Students from Al-Mustaqbal Schools.
4. Maysoon Zayid - Palestinian American actress.
5. Delegation from Opinion Leadership - USA.



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- 6. Daniel Jean, Deputy Minister of Foreign Affairs - Canada.
- 7. Professors and lecturers from different US universities - USA.
- 8. Andy Weber, President MEA and Central Asia, Kuehen + Nagel - Switzerland.
- 9. Delegation from Ibrahim Student Leadership and Dialogue Middle East Program, Queens College, New York - USA.
- 10. Shibley Telhami, Anwar Sadat Professor for Peace and Development at the University of Maryland - USA, and Said Baransi, Founder of BCI - Palestine and Jordan.

- 11. Delegation from The Clergy of the Church of England - UK.
- 12. Arthur Segel, Poorvu Family Professor of Management Practice in the Finance Department, and Ben Eppler, Research Associate, Harvard Business School - USA.
- 13. Delegation from The Eisenhower Institute - USA.
- 14. Michael Beagelman, Chief Executive Officer, and Joshua Beagelman, Chief Operating Officer, Universal Oil & Gas LTD - UK.
- 15. Hilary Rantisi, Director of the Middle East Initiative, Harvard's Kennedy School - USA.



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16. Fawzi Abed - Mayor of Al-Bireh Municipality.
17. Marc Garneau, Member of the Canadian Parliament.
18. Young Presidents' Organization Members - USA.
19. Group of Business Men and Women - USA.
20. Delegation from Seeds of Peace – USA.

21. Delegation from The Liberal Democrat Parliamentary Candidates - UK.
22. Delegation from the Liberal Party – Canada.
23. Participants at Startup Weekend Program - Mercy Corps.
24. Michael Lohmeier, Managing Director of Investment Management, and Brian Boye, Director of Equities in Investment Management, The Wespath Investment Management – USA.



25. Group of Business Delegation, led by Sir Martin Sorrell, Chief Executive Officer of WPP Group - UK.

26. Tim Gentry, Managing Director of Avaya - Australia and New Zealand.

27. Julie Hamos, Attorney, Alan Greiman, Attorney and Michael Koetting, Director, Barbara Shaw, Founder, Illinois Violence Prevention Authority - USA.

28. Robert Danin, Senior Fellow for Middle East and Africa Studies, Eni Enrico Mattei Foundation (FEEM) - USA.

29. Mustafa Sarnic, Consul General, Turkish Consulate in Jerusalem.

30. Professors and Lecturers from Northeastern, Boston, Clark and Massachusetts Universities, and Middlebury and Wellesley Colleges - USA.

31. Charles Rivkin, Assistant Secretary of United States for Economic and Business Affairs.

32. Delegation from Leaders' Quest Foundation - UK.

33. Scott Cook, Chairman of the Executive Committee, Intuit Inc. - USA.

Rawabi Visitors

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34. Eliot Engel, Congressman - USA.

35. Delegation from German Jordanian Association - Germany.

36. Group of Entrepreneurs, Business Men and Women - South Africa.

37. Delegation from Ivy Plus Leadership Mission - USA.

38. Group of Diaspora Palestinian Youth - Holy Land Christian Ecumenical Foundation.

39. Delegation from German International Cooperation (GIZ).

40. Owen Kirby, Regional Director for Middle East, International Republican Institute, and Olin Wethington, Chairman of China Business, American International Group - USA.

41. Ambassador Maen Areikat, Chief of the PLO Office in Washington DC, and Michael Crow, President of Arizona State University - USA.

42. Jean Jack Queyranne, Former Minister and President of the Rhône Alpes Regional Council - France.

43. Delegation from The United Church of Christ - USA.

Rawabi Visitors

زوار روابي



44. Dr. Raed Mohammed Bin Shams, General Director, The Bahrain Institute of Public Administration (BIPA) - Bahrain.
45. Hany Abu-Assad, Film Director, and Amira Diab, Film Producer.
46. Delegation from The Episcopal Church - USA.
47. Delegation from Liberal Democrats - UK.
48. Delegation from Department for International Development (DFID) - UK.

49. Participants of Palestine Summer Encounter Program, Holy Land Trust Foundation.
50. Delegation from The International Software Quality Institute, Tolina Holding and Siemens - Germany.
51. Dr. Ralf Hexel, Head of the Department for Middle East and North Africa, Friedrich Ebert Foundation - Germany.
52. Delegation from J Street organization - USA.

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Rawabi Visitors



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53. Norman Atkins, Cofounder, Relay Graduate School of Education, and Angie Atkins, Director, The Wexner Heritage Alumni Foundation - USA.

54. Jonathan Kamin, West Bank and Gaza Acting Director, United States Agency for International Development (USAID).

55. Delegation from The American Council of Young Political Leaders (ACYPL) - USA.

56. Delegation from UK Trade & Investment Company - UK.

57. Students from Faculty of Engineering - Palestine Polytechnic University.