

The Board of Peace

Inaugural Board Meeting

February 19, 2026



Today's Agenda



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01

Board of Peace Guiding Principles



Secretary Marco Rubio



U.S.-Led, Combined With Multilateral Partnership

American led framework & strategy design, advanced through international collaborative execution

Coalition Mobilizer, Complementary Toolkit



Governments, multilateral bodies, & private sector partner alignment harnessing existing institutions & channels



Bespoke, Tailor-Made Conflict Solutions

Durable, non-templated strategies crafted to individualized political, security & economic necessities

Lean & Nimble Team, Impactful Execution



Purposeful organizational structure driven by strategic senior leadership, operational excellence & regional expertise



BOARD of PEACE

02

Mediator Coordination & Hostage Recovery Success



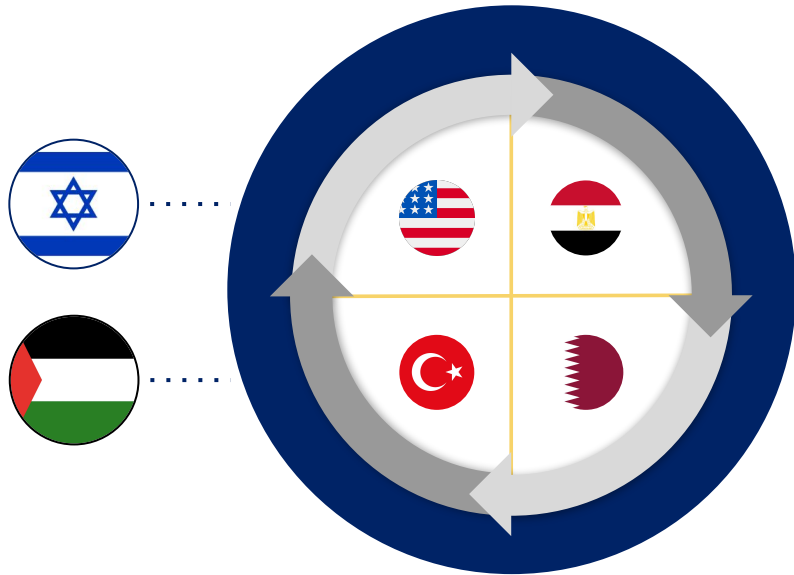
S.E. Steve Witkoff



Critical Mediator Coordination



The indispensable partnership between the United States, the Republic of Egypt, the Republic of Türkiye, & the State of Qatar delivered unthinkable historic results



President Donald J. Trump



President Abdel Fattah el-Sisi



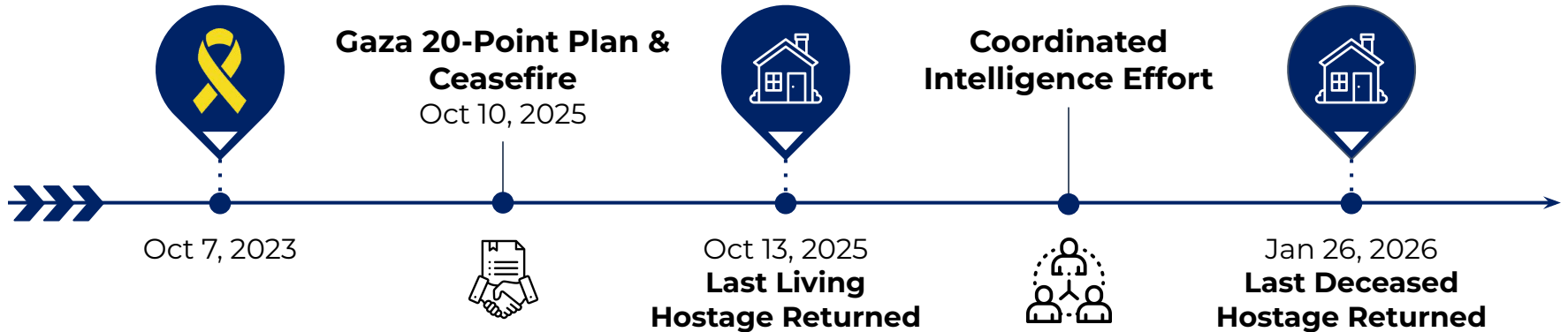
President Recep Tayyip Erdoğan



Emir Tamim bin Hamad Al Thani



Hostage Recovery Timeline



251

Hostages

168

Home Alive

83

Bodies Returned

844 days in captivity

03

Humanitarian Aid: Addressing Gaza's Needs Today

Amb. Mike Waltz





Historic Coordination & Delivery



Transformative results driven by strategic partnerships between the Board of Peace, the United Nations, & Israel

Pre-CMCC¹

Post-CMCC Results

Immediate Focus Areas



1,300
Trucks
Per Week

4,200
Trucks
Per Week



350km Of Tunnels



90%
Trucks Diverted

1%
Trucks Diverted²



70M Tons of Rubble



400k
People Reached with
Food Assistance

2.1M
People Reached with
Food Assistance

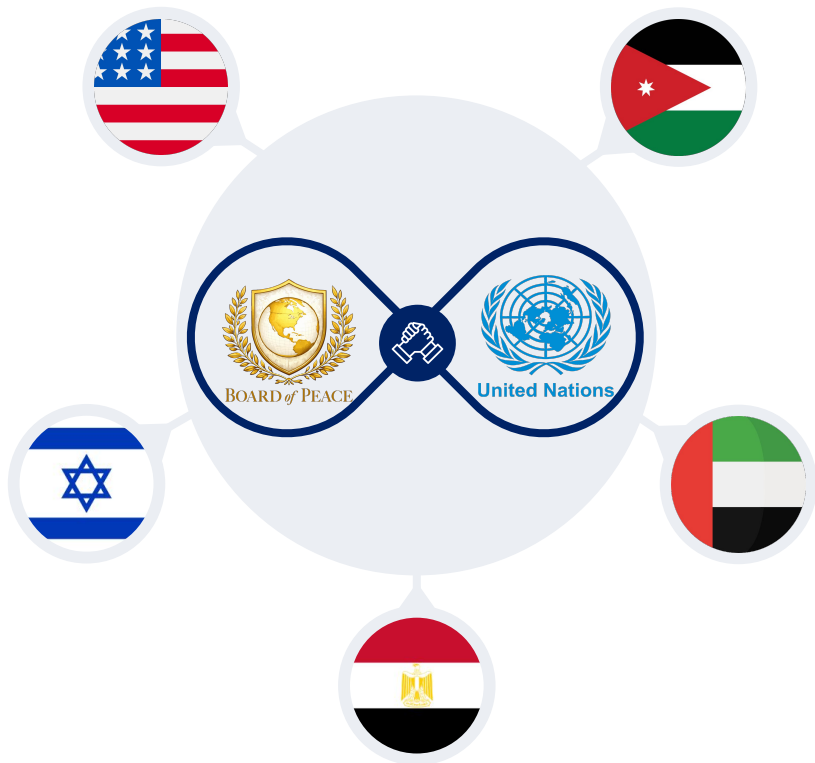






1M People in Need of Permanent
Shelter and Critical WASH

¹ CMCC was established on Oct 17, 2025, amounting to 741 days since Oct 7, 2023.

² Does not include diversion from Hamas warehouse theft or other on ground looting.

Strategic Partnerships Driving Success



-  **Strategic Partner Alignment with NGOs**
-  **Coordinated Operational Planning**
-  **Secure Aid Mobilization**
-  **Disciplined Field Execution**

04

NCAG: The Future of Gaza



Dr. Ali Shaath



NCAAG Challenges & Solutions



Building the foundation for lasting peace, dignity, & prosperity

Challenges



▶ **Lawlessness**



▶ **Severe Destruction**



▶ **Traumatized Population**



▶ **Dire Humanitarian Needs**



▶ **Costly Recovery & Reconstruction**

Solutions



**Re-establish professional civilian policing:
one authority, one law, & one weapon**



Revive economic activity & livelihoods



Provide emergency relief – food, shelter & medicine



**Restore basic services – electricity, water,
health & education**

05

OHR & Demilitarization



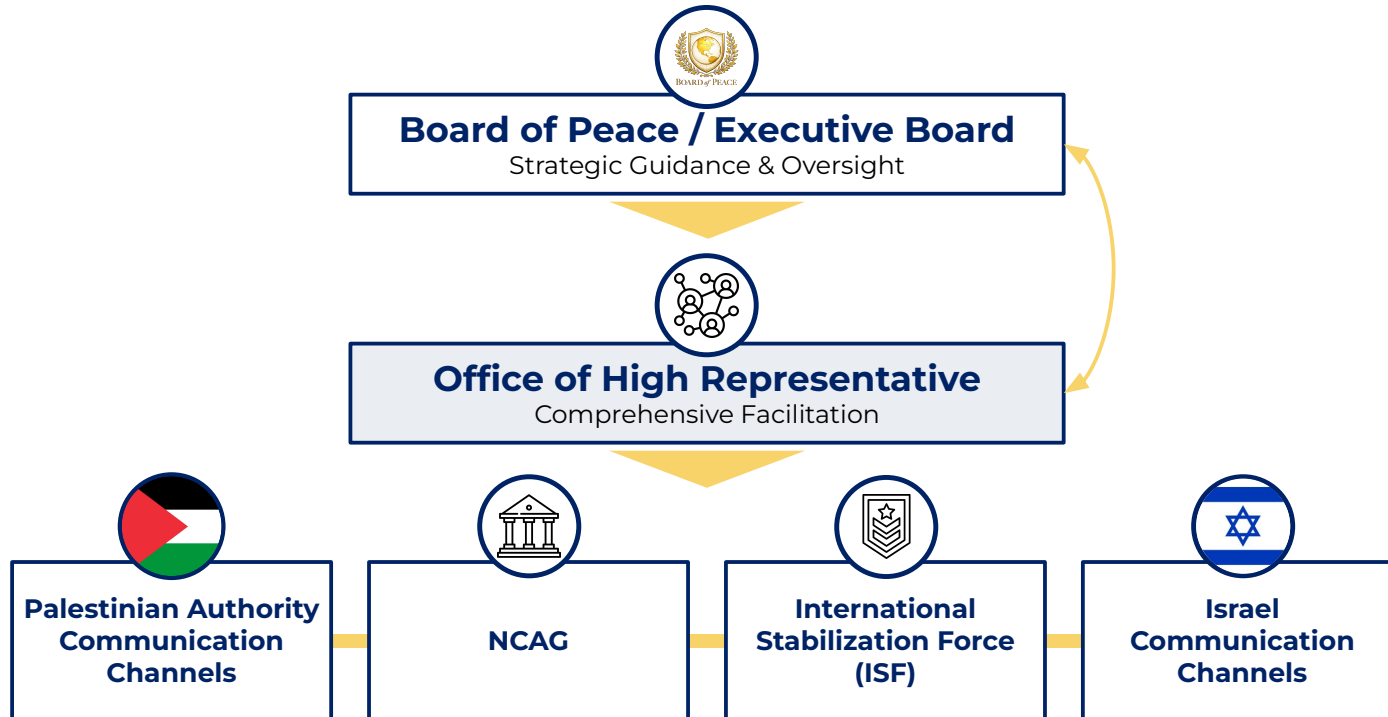
H.E. Nick Mladenov



Office of High Representative



The High Representative and his office serves as the central node between the Chairman, the boards & service delivery on the ground





Demilitarization Requirement



Unlocking Phase Two Is Conditioned On Hamas Fully and Immediately Demilitarizing

“

All Military, terror, and offensive infrastructure, including tunnels and weapon production facilities, will be destroyed and not rebuilt. There will be a process of demilitarization of Gaza under the supervision of independent monitors, which will include placing weapons permanently beyond use through an agreed process of decommission, and supported by an internationally funded buy back reintegration program all verified by the independent monitors

”

**President Donald J. Trump's Comprehensive Plan
to End the Gaza Conflict**



Precondition to Any Reconstruction & Further Investment Activities



20 Points Plan Accepted by Hamas & Factions



Time-Bound Implementation Framework for Complete Disarmament Agreed Between All the Guarantors

06

ISF & Gaza Police

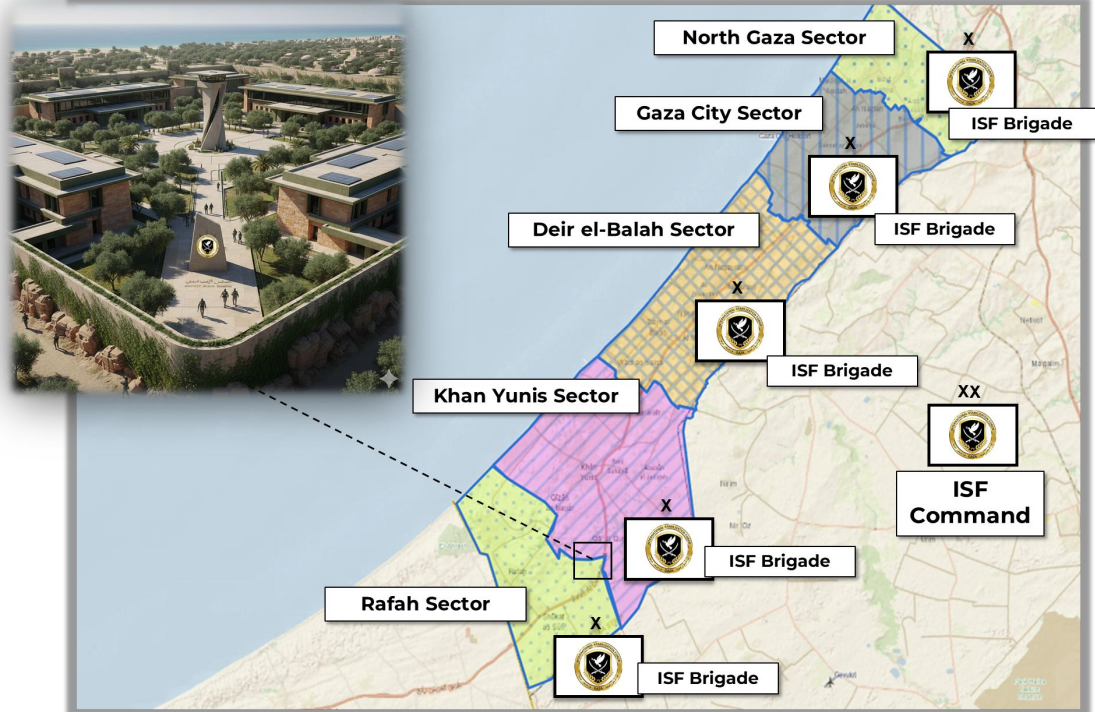


M.G. Jeffers

Deployment Blueprint



Mission Support Site



Short Term



Rafah Sector Deployment



Assist & Train Police

Medium Term



Follow on Sector Deployments

Long Term



20k Total ISF Troops / 12k Local Police

07

Capacity Building & Organizational Development



H.E. Tony Blair

Chronic Governance Failure

The issue has never been one of potential; it has always been political

Governance Failure



Extremism



Corruption



Weak institutions



No economic vision

Gaza's Potential



25 miles of Mediterranean coastline



Proximity to regional markets



Young, dynamic population

Governance that is:

- 1.** Led by Gazans, for Gazans
- 2.** Free from factional politics & extremism
- 3.** Committed to integrity & efficiency



Lays the foundation for prosperity:



**Effective Public
Institutions**



**Tolerant Education
System**



**Attractive Business
Environment**



**Tech-Enabled
Society**

08

Redevelopment & Master Plan



Yakir Gabay

Gaza Redevelopment Plan

Strategic roadmap for regional transformation

Today



- **85% of buildings & infrastructure damaged or destroyed**
- Most cost-effective approach is to clear rubble & rebuild ground-up
- Clean slate to build modern & efficient cities (“build back better”)
- Global attention & focus to effectuate with speed

Near-Term



Humanitarian Aid

- Rubble, UXO, tunnel removal
- Reestablish supply chains
- Food / WASH / energy supplies
- Emergency health services

Short-term Infrastructure

- Temporary shelter
- Field hospitals, mobile clinics
- Emergency telecoms

Medium-Term



Residential & Community Infrastructure

- Permanent housing
- Hospitals & clinics
- Schools & universities
- Religious & other civic centers

Utilities & Commercial Infrastructure

- WASH, roads, energy, telecoms
- Agricultural systems
- Logistics & industrial hubs

Long-Term



Gaza Beachfront & Islands

- 40km of Mediterranean coastline

Regional Transportation Hub

- Railway hub, ports, airport

Gaza Marine Gas Field

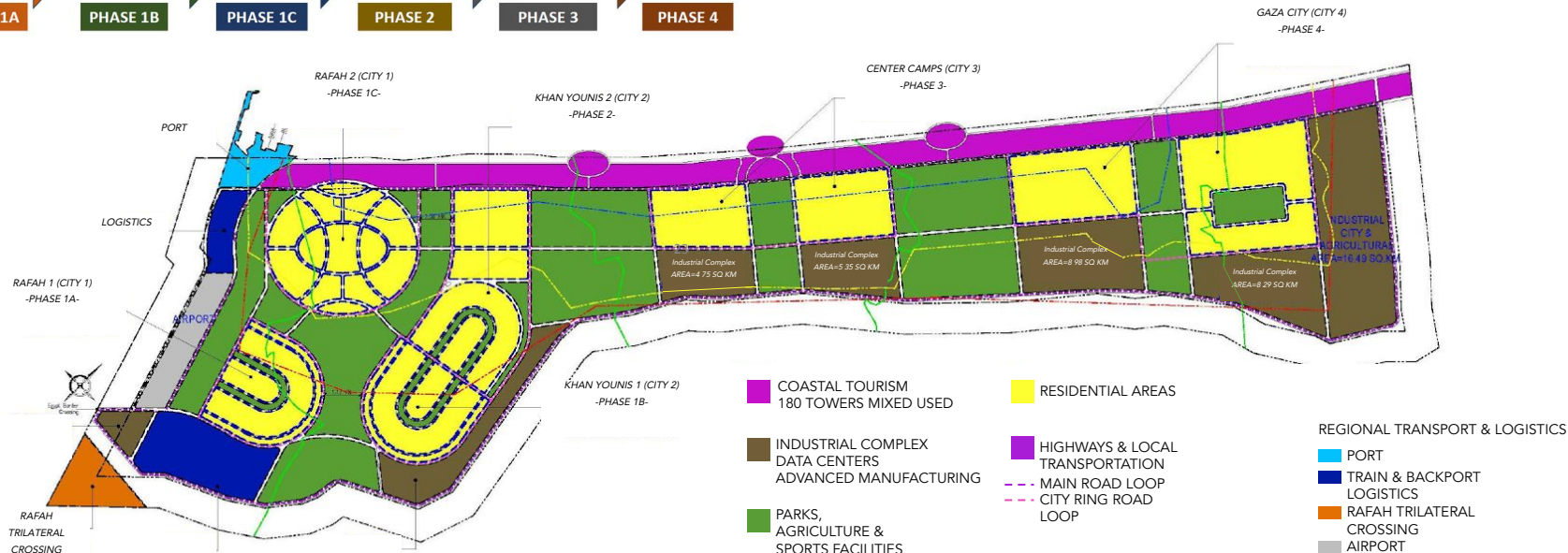
- Billions of cubic meters

Data Centers & Advanced Manufacturing

- Access to local power & favorable regulatory / business environment

Phased Reconstruction

Reconstruction to begin in Rafah & proceed in phases, with each area cleared of rubble, UXO, & tunnels before permanent housing & key infrastructure are rebuilt



09

Digitization & Trade Acceleration



Liran Tancman

Digital Transformation



Empowering NCAG with AI-first, secure digital platform

Platform:

Services



Payments



Commerce



Aid



Wallet



Security



Civil
Services

NCAG Digital Backbone

ID, Personal Wallet, Portal, Bot, API



Free High-Speed
Connectivity

Key features:



Services delivered via single NCAG-regulated platform



Access through wallet, app, & AI chatbot



Users own & control their data

Implementation Phases:

1

Foundation

06/2026

High-speed internet for all

2

Initial Deployment

08/2026

Digital ID, wallet, & essential services e-payments, commerce, aid, incident reporting.

3

Open Platform

EoY 2026

Mental health, e-learning, fintech, mobility & more



Catalyzing Integrated Trade



Enabling steady flow of goods through a robust, reliable trade corridor

Merchant Experience

- Digital Inventory**
Order from approved suppliers globally & add your own
- Consolidated Delivery**
Receive orders through an NCAG-regulated & secured delivery system
- Trace & Reconcile**
Account for every good sold with full digital chain of custody

Consumer Experience

Reliable retail experience with consistent supply & secure transactions

- 1 Browse Market**
Walk through revitalized markets
- 2 Essential Purchases**
Shop neighborhood stores
- 3 Pay Digitally**
Pay with secure digital wallet

Consistent & Trustworthy
Open, Tax & Corruption Free

10

Developing an Enduring Asset Base for Gaza



Marc Rowan



Transforming Recovery Funding Into Sustainable Development



Consolidating public assets under Gaza's stewardship to build a resilient & self-sustaining future

Gaza's Strategic Asset Pillars



Housing
(for all Gazans)



Roads



WASH Infrastructure



Energy & Power Infrastructure



ICT Infrastructure



Schools, Hospitals



Logistics Hubs



Ports, Airports



Marine Gas Field



Coastline
\$50bn+ Long-Term
Public Value for Gaza

Goals



Self-Sustaining, Long-Term Economic Engine for Gaza



Professional, Independent Management



Cross-Sector Economic Planning & Coordination



Shared Prosperity & Stewardship for all Gazans



Transforming Recovery Funding Into Sustainable Development



Unified stewardship enabling rapid, coordinated service delivery



Homeownership for all Gazans



Reliable Delivery of Public Services

Phase 1

Rapid delivery of housing, with Day 1 legal ownership & long-term wealth building for Gazans



100k+ Homes

For 500K+ residents of Rafah

Longer-Term



400k+ Homes

For full 2M+ population of Gaza

Coordinated development of public services infrastructure, including long-term zoning & leasing



\$5 Billion+

Critical Infrastructure Investments in Rafah¹



\$30 Billion+

Critical Infrastructure Investments Across Gaza²

(1) Represents expected investments in Rafah across public services infrastructure, including WASH, energy / power, roads, ICT, educational, medical, municipal, and cultural facilities. (2) Includes investments in aforementioned public services infrastructure across Gaza, as well as key commercial and productive infrastructure, including expressways, ports, airports, railway hubs, commercial zones, and business districts.

11

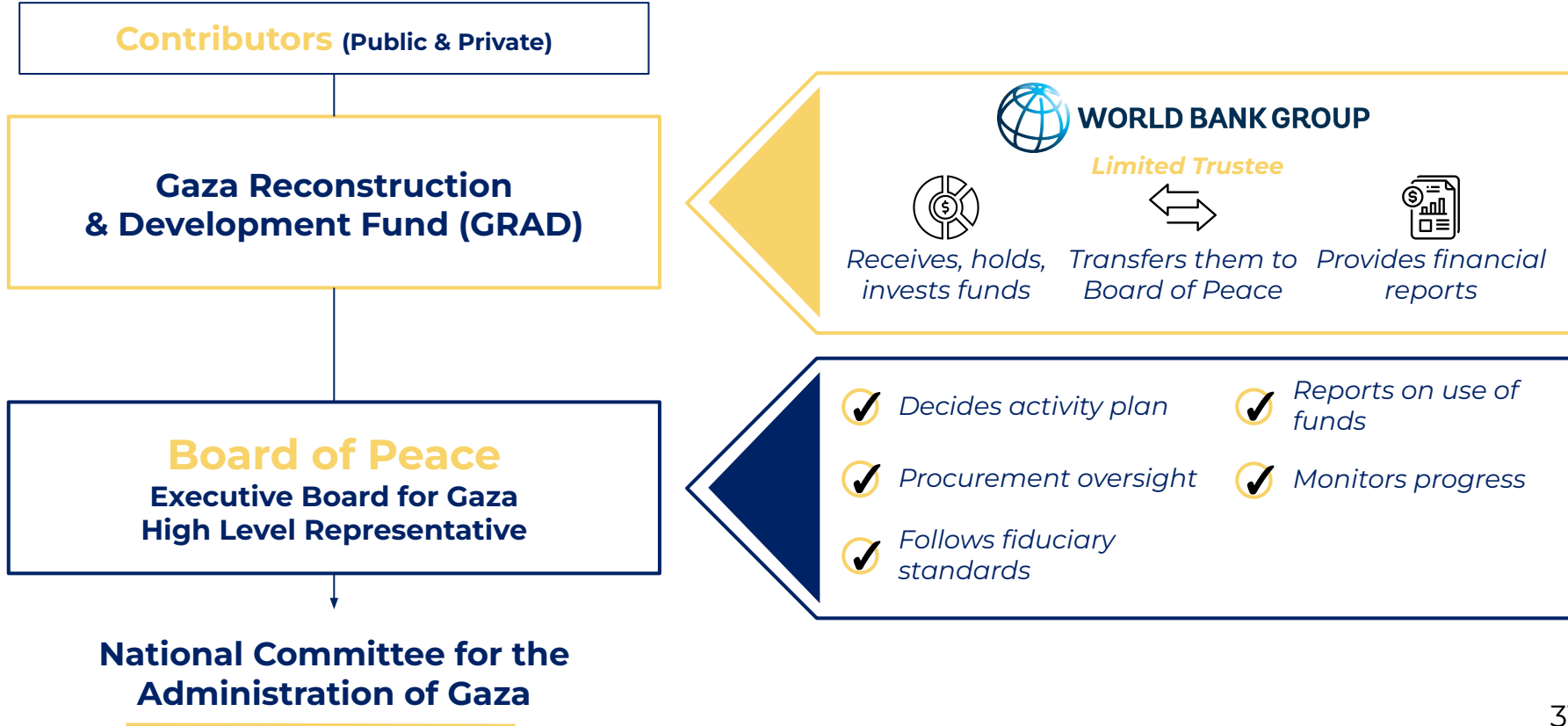
Fiscal Responsibility & Transparency



Ajay Banga



Financing Reconstruction in Gaza












Ensuring Financial Integrity & Accountability



Board of Peace is adopting policies based on best practices to:

-  Establish banking relationships with institutions capable of handling multi-currency transactions, international wire transfers, & providing custody services
-  Prepare annual budgets & reporting
-  Avoid conflicts of interest
-  Implement rigorous internal controls (to be established with support of a secondee from World Bank Group)
-  Oversee financial reporting processes, internal controls, internal & external audit functions, & enterprise risk management
-  Authorize disbursements
-  Ensure AML/CFT compliance & screening

12

Measurable Results in Gaza & Future Impact



Jared Kushner



Board of Peace Execution & Expansion



Delivered Results for Gazans

Civilian Services



Establishment of Local Palestinian Technocratic Government

Security



International Stabilization Force



Local Police Force Capacity Building

Humanitarian Aid

100%

Basic Food Needs Met

70k

Total Trucks

1.6M

Total Pallets

Pathway to Lasting Prosperity



Supply Chain Revamp



Micro-Loans & Sovereign Wealth Fund



Education Reform & Vocational Training



Multi Use Development

Over \$6.5B already mobilized for humanitarian relief and reconstruction, with thousands of security personnel committed to the ISF and local police by key global partners.

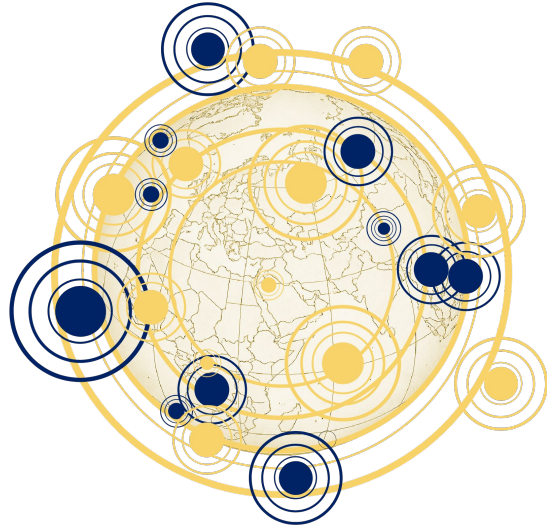


Gaza's Multiplier Potential



Success in Gaza will be a strategic lever for regional security & global prosperity

**Stable and Secure Future for
2 Million Gazans, Transformative
Impact Worldwide**



Gaza



Peace



Prosperity



Dignity



Israel



**National
Security**



**Economic
Stabilization**



**Regional & Int'l
Relationships**



**Border
States**



**Political
Stability**



**Reliable
Partners**



**Business
Opportunities**



**Global
Impact**



**Economic
Independence**



**Valuable
Imports**



**Attractive
Destination**