فلسطين

Government of Palestine

GAZA

RECOVERY AND RECONSTRUCTION IMPLEMENTATION PROGRAM

1 November 2025

Government of Palestine

GAZA

RECOVERY AND RECONSTRUCTION IMPLEMENTATION PROGRAM

1 November 2025

A CALL TO THE WORLD: REBUILDING GAZA, RESTORING HOPE

Our people in Gaza have endured unimaginable suffering, yet their resolve remains unshaken. Time and again, they have chosen to stay, rebuild, and persevere - not because it is easy, but because Gaza is their home. The Government of Palestine stands with them, unwavering in our commitment to ensuring that every affected and displaced family can rebuild their lives, and every child can grow up in a Gaza that is stronger, safer, more prosperous, and more peaceful.

We express our deep appreciation to the United States, Egypt, Turkey, and Qatar for their tireless efforts to reach a ceasefire in Gaza, bring an end to this devastating war, and lay the groundwork for reconstruction led by our people, for our people, with the support of the international community. We view the U.S. initiative to end the war on Gaza and the New York Declaration for the Implementation of the Two-State Solution as complementary and mutually reinforcing steps towards achieving a just and lasting peace, security, and prosperity for our people and for the entire region.

We reaffirm the imperative of a political horizon based on international law to implement the two-state solution. We condemn the unprecedented scale of violence inflicted upon civilians and emphasize that nothing can justify the systematic destruction and humanitarian catastrophe that Gaza's residents have endured. The war's toll only underscores the urgent need for an equitable political solution that preserves the inalienable rights of the Palestinian people, including the right to remain on their land and to self-determination, and ensures long-term peace and stability for everyone in the region.

We cannot do this alone. The world must respond to this moment—as a moral, legal, and political imperative. With international solidarity and decisive financial support, Gaza will be rebuilt swiftly and sustainably, while our people remain on their land. Our Gaza Recovery and Reconstruction Implementation Program is not just a blueprint for rebuilding infrastructure; it is a roadmap for restoring life and dignity, reviving hope, and reclaiming a future of opportunity and peace for our people, and all the people in our region.

In full consultation with our people, the Government of Palestine has defined the national vision for Gaza's recovery—one that is rooted in resilience, sustainability, and inclusivity. Gaza will rise again—an open, connected, and thriving part of the State of Palestine, fully integrated into the regional and global economy. Gaza's history and Palestinian identity will be preserved, ensuring that its cultural heritage and national spirit remain unshaken. Gaza's reconstruction will serve as a model of resilience and sustainable development, laying the foundation for lasting peace and stability.

The Government of Palestine will oversee the structured transition towards strong governance in Gaza - based on the concept of one government, one law, and one legitimate gun. This will be achieved within the framework of government institutions and with effective international cooperation.

The first year following the end of the War on Gaza will mark a turning point. With strong political will and international support, the Government of Palestine plans to deliver immediate relief and tangible progress in providing decent shelter and essential services to our people in Gaza, including health, education, social protection, and basic infrastructure needs.

Within 5 years, with the support of the international community, Gaza will be rebuilt under an enhanced master plan, ensuring the restoration of homes, the reconstruction of infrastructure, the revitalization of social services, and the development of a stronger, more resilient economy.

Dr. Mohammad Mustafa

Prime Minister

State of Palestine

CONTENTS

A CALL TO THE WORLD: REBUILDING GAZA, RESTORING HOPE 3

ACRONYMS 7

1. INTRODUCTION 9

2. THE WAR ON GAZA 13
   2.1 Impact on our People 13
   2.2 Damage, Losses, and Needs Assessment 13

3. REBUILDING GAZA'S FUTURE 15
   3.1. National Vision for Gaza Recovery and Reconstruction 15
   3.2. Strategic Framework for Recovery and Reconstruction 15
   3.3 Partnering with the Private Sector 16

4. RESTORING GOVERNANCE AND RULE OF LAW IN GAZA 18
   4.1 Governance 18
   4.2 Rule of Law and Security 19

5. RECOVERY AND RECONSTRUCTION PROGRAMS 21
   5.1 Social Sectors 22
   5.2 Housing Sector 24
   5.3 Infrastructure Sectors 24
   5.4 Economy Sectors 27
   5.5 Governance Sectors 28

6. INSTITUTIONAL FRAMEWORK 30

7. RISK MANAGEMENT FRAMEWORK 31

8. FINANCING FRAMEWORK 33
   8.1 Summary of Costs 33
   8.2 Resource Mobilization 33
   8.3 Financing Mechanisms 34
   8.4 Implementation and Donor Accountability Measures 34

9. CONCLUSION AND CALL TO ACTION 35

ANNEX 1: SUMMARY OF IMPLEMENTATION PROGRAMS 36

ANNEX 2: PORTFOLIO OF IMPLEMENTATION PROGRAMS 44

ANNEX 3: STRATEGIC LAND RECLAMATION FOR GAZA'S COASTAL DEVELOPMENT 170

ACRONYMS

BESS	Battery Energy Storage System
BWSU / NWC	Bulk Water Supply Unit / National Water Company
CAA	Civil Aviation Authority
CMWU	Coastal Municipalities Water Utility
CSOs	Civil Society Organizations
DFI	Development Finance Institutions
E-Gov	Electronic Government
EQA	Environmental Quality Authority
EUBAM	European Union Border Assistance Mission
EUPOL COPPS	European Union Police Mission for the Palestinian Territories
FDI	Foreign Direct Investment
FTTH	Fiber To The Home
G4G	Gas for Gaza
GEDCO	Gaza Electricity Distribution Corporation
GIS	Geographic Information Systems
GRA	Gaza Reconstruction Agency
GRU	Gaza Reconstruction Unit
HIS	Health Information System
HR	Human Resources
ICT	Information and Communications Technology
IRDNA	Interim Rapid Damage and Needs Assessment
ISF	International Stabilization Force
JSC-GNG	Joint Services Council – Gaza and North Gaza
JSC-KRM	Joint Services Council – Khan Yunis, Rafah, and Middle Area
LGU	Local Government Units
MDLF	Municipal Development and Lending Fund
MoA	Ministry of Agriculture
MoC	Ministry of Culture
MoEHE	Ministry of Education and Higher Education
MoF	Ministry of Finance
MoH	Ministry of Health

MoI	Ministry of Interior
MoIn	Ministry of Industry
MoJ	Ministry of Justice
MoL	Ministry of Labor
MoLG	Ministry of Local Government
MoNE	Ministry of National Economy
MoPWH	Ministry of Public Works and Housing
MoRA	Ministry of Religious Affairs
MoSD	Ministry of Social Development
MoT	Ministry of Transport
MoTA	Ministry of Tourism and Antiquities
MoTDE	Ministry of Telecommunications and Digital Economy
MoWRA	Ministry of Waqf and Religious Affairs
MSME	Micro, Small, and Medium Enterprise
NGO	Non-Governmental Organizations
NTC	National Teacher Centre
OCHA	United Nations Office for the Coordination of Humanitarian Affairs
PCMA	Palestine Capital Market Authority
PETL	Palestinian Electricity Transmission Ltd.
PENRA	Palestinian Energy and Natural Resources Authority
PHC	Primary Health Care
PMA	Palestine Monetary Authority
PPP	Public-Private Partnerships
PWA	Palestinian Water Authority
RMET	Resource Mapping and Expenditure Tracking
SME	Small to Medium Enterprise
STEM	Science, Technology, Engineering, and Mathematics
UN	United Nations
UNDP	United Nations Development Programme
UNRWA	United Nations Relief and Works Agency
UNSCO	Office of the United Nations Special Coordinator for the Middle East Peace Process
WASH	Water, Sanitation, and Hygiene
WWTP	Waste Water Treatment Plant

1. INTRODUCTION

The Government of Palestine presents its Gaza Recovery and Reconstruction Implementation Program. The Program builds upon the Arab Plan for Recovery, Reconstruction, and Development of Gaza, including its underlying political context and the urgency of preserving Palestinian rights, dignity, and the prospect of the two-state solution, which was approved by the Arab League Summit in March 2025.

The Implementation Program and accompanying Portfolio of Programs present a strategic, program-level overview of the medium-term recovery needs for Gaza. Together, they are intended to serve as a foundation for structured donor engagement, project pipeline development, and the design of more detailed interventions. The portfolio identifies 56 critical programs across five priority sectors, aligning them with national priorities and estimated financing needs.

The Implementation Program also serves as the operational backbone of the Arab Plan. In the attached Portfolio of Programs (Annex 2), the Government of Palestine has translated the strategic objectives of the Arab Plan into a structured set of programs with defined timelines, implementing entities, and resource requirements. This enables prioritization and sequencing of implementation in the next phase of planning, while facilitating coordination across funding sources.

To carry out the programs, the Government of Palestine will implement a structured transition to unify Gaza's governance under a cohesive national framework. Consistent with the shared principle that the Gaza Strip is an integral part of Palestinian territory, our collective efforts will prioritize establishing a re-integration between Gaza and the West Bank, preserving a unified Palestinian administration and ensuring that neither geography nor political divisions undermine Gaza's role in the future Palestinian state. A time-bound Gaza Support Committee will support the public institutions during the transition, coordinate, and oversee recovery and reconstruction, and ensure continuity while facilitating institutional reintegration. Restoring the rule of law and security is fundamental to Gaza's recovery, reconstruction, and long-term stability. Law enforcement agencies will be unified under a national command, supported by international partners providing training and capacity-building. The legal framework will be harmonized with the one used under the State of Palestine, integrating Gaza's judiciary into a cohesive national system. Security sector reforms may be supported by an international force to oversee stability in Gaza and the West Bank and the reintegration of security personnel in Gaza.

The Implementation Program is aligned with the assessment of the damages, losses, and needs in the Gaza Strip[1], prepared in cooperation with the World Bank, the European Union (EU), and the United Nations (UN). According to IRDNA Addendum, as of August 2025, the ongoing War on Gaza had caused US$34.6 billion in direct damages[2] and US$20.0 billion in economic losses. In total, US$67.1 billion is needed for recovery and reconstruction in Gaza.

The Implementation Program is guided by a strategic framework that positions nationally led recovery as a foundation for stabilization, institutional legitimacy, and sustainable

[1] The Government of Palestine thanks the European Union, World Bank, and the United Nations for conducting the IRDNA, which was critical to the delivery of this document. The Government also thanks the Governments of Belgium, Germany, Italy, and the United Kingdom for supporting the National Team for the Reconstruction of Gaza, which developed the strategy and financing plan for the recovery and reconstruction of Gaza.

[2] Definitions: Damage assessment quantifies physical asset destruction using baseline values and pre-War costs; Loss assessment evaluates disruptions in terms of lost income, increased operational costs, employment losses, and displacement-induced costs; Needs assessment determines financial resources needed for reconstruction and recovery over the short-, medium-, and long-term. (Gaza and West Bank Interim Rapid Damage and Needs Assessment 2024)

development. It adopts a phased, multi-sectoral approach that connects urgent humanitarian needs to longer-term reconstruction and governance reform, with the Government of Palestine playing the central leadership role. The program reflects national priorities and donor principles of localization, accountability, and inclusion, and is aligned with the outcomes of the 2025 High-Level Conference and the National Development Pact.

The Government of Palestine's recovery and reconstruction program presents a comprehensive portfolio of 56 programs across five priority sectors—Social, Housing, Infrastructure, Economy, and Governance[3]—designed to deliver urgent relief, restore basic services, and build the foundations for inclusive, resilient development in Gaza.

Table 1: Gaza Recovery and Reconstruction Programs by Sectors

Sectors	Number of programs	Value (US$B)
Social	16	18.3
Housing	2	17.1
Infrastructure	24	11.5
Economy	6	18.4
Governance	8	1.8
Total	56	67.1

Social Sector

Social sector programs are geared toward protecting vulnerable populations, restoring basic human services, and supporting long-term wellbeing. Interventions include expanded cash transfer programs, support for vulnerable groups, temporary employment schemes, psychosocial services, and the establishment of a shock-responsive social protection system. In parallel, the health component of the social sector will rehabilitate health infrastructure, expand mental and public health services, and rebuild governance systems to ensure service continuity. In education and higher education, programs focus on restoring access to learning through reconstruction of educational facilities, digital and vocational learning support, and system strengthening. Additionally, cultural recovery efforts aim to preserve Gaza's heritage, support cultural professionals, and rehabilitate damaged cultural institutions—helping to restore a sense of identity and normalcy.

Table 2: Social Sector Programs

Sectors	Number of programs	Value (US$B)
Social		
1. Social protection	5	5.6
2. Health	4	7.9
3. Education and higher education	5	4.6
4. Culture and cultural heritage	2	0.2
Sector Total	16	18.3

[3] While the presentation is structured by sector for clarity, the Government acknowledges that many recovery challenges, and corresponding solutions, cut across sectors. Several of the identified programs have significant intersectoral dimensions and would benefit from a more integrated, area-based or multi-sectoral approach. These aspects will be further developed in subsequent iterations of the recovery framework and detailed project design documents. The current format is intentionally concise to provide a clear, high-level reference point to inform early coordination and financing discussions.

Housing Sector

The housing response addresses both the immediate shelter needs of over 1.46 million displaced people (nearly 67% of the population) and the long-term challenge of rebuilding Gaza's destroyed housing stock. Short-term measures include repairing 60,000 partially damaged homes, providing rental assistance to approximately 95,000 families, and deploying 200,000 temporary housing units. The reconstruction phase will focus on rebuilding 320,000 fully destroyed housing units and introducing sustainable housing policies that ensure affordability, safety, and resilience. These programs are essential for restoring dignity, stabilizing communities, and enabling return and recovery.

Table 3: Housing Sector Programs

Sector	Number of programs	Value (US$B)
Housing		
1. Rapid shelter	1	5.2
2. Housing Reconstruction	1	11.9
Sector Total	2	17.1

Infrastructure Sectors

Infrastructure programs are focused on restoring essential services and enabling recovery across all sectors. Key interventions include debris removal, land reclamation, and the reconstruction of critical infrastructure across energy, water and sanitation (WASH), solid waste management, transport, and information and communications technology (ICT). The program also includes climate-resilient urban development, municipal service restoration, and the deployment of digital infrastructure to improve connectivity and service delivery. These efforts will ensure the return of basic services, improve public health and mobility, and lay the groundwork for Gaza's physical and economic reconstruction.

Table 4: Infrastructure Sector Programs

Sector	Number of programs	Value (US$B)
Infrastructure		
1. Debris removal	1	1.5
2. Municipal services	2	0.9
3. Energy	7	1.5
4. WASH	5	2.9
5. Transportation	7	4.2
6. ICT	2	0.5
Total	24	11.5

Economy Sectors

Economic recovery and reconstruction efforts aim to revive Gaza's devastated economy, restore livelihoods, and stimulate long-term growth. With over 98% of businesses affected, of which 84% are destroyed, programs will focus on promoting agriculture and food security, restoring employment opportunities, supporting micro, small, and medium enterprises (MSMEs), and rebuilding commercial and industrial infrastructure. Immediate measures include financial support to businesses to reduce poverty and generate employment. In the long-term, economic reconstruction will include the rehabilitation of industrial zones, support for fisheries and agriculture, and expansion of access to financial services—creating a more resilient and inclusive economy.

Table 5: Economy Sector Programs

Sector	Number of programs	Value (US$B)
Economy		
1. Agriculture and food security	2	10.1
2. Industry and commerce	2	8.3
3. Finance	2	0.04
Sector Total	6	18.4

Governance Sectors

Governance programs are designed to restore the Government of Palestine's capacity to coordinate, deliver, and oversee recovery and reconstruction efforts. In the short-term, programs will focus on restoring the operational capacity of local and central government institutions, reestablishing administrative functions, and improving aid coordination and public financial tracking. Reconstruction efforts will emphasize institutional reform, digitalization of public services, and the development of transparent public finance systems. Strengthening local governance, enhancing coordination between ministries, and reinforcing the rule of law are central to ensuring a credible and accountable recovery and reconstruction process.

Table 6: Governance Sector Programs

Sector	Number of programs	Value (US$B)
Governance		
1. Central government institutions	3	0.8
2. Local government institutions	2	0.5
3. Rule of law and human rights	3	0.5
Sector Total	8	1.8

Together, these sectoral programs represent an integrated and phased response to the destruction in Gaza - balancing immediate relief with long-term recovery and resilience and reaffirming the Government of Palestine's commitment to rebuilding institutions, services, and livelihoods with equity, dignity, and strategic coordination.

2. THE WAR ON GAZA

The War on Gaza has brought about an unprecedented humanitarian, social, and economic catastrophe, creating the deepest crisis in the history of the Gaza Strip.

2.1 Impact on our People[4]

Since October 2023, Israeli military aggression has caused widespread destruction, indiscriminate killing, and mass displacement. Over 68,000 Palestinians have been killed, the majority of whom were women and children. The true toll is likely much higher.[5] Over 170,000 people were injured. More than 22,000 children are unaccompanied and vulnerable to exploitation, although estimates suggest the true figure may be five times higher.

The humanitarian situation has deteriorated to catastrophic levels. Over 1.9 million people have been internally displaced, and 1.46 million people are without homes. Local agricultural systems have collapsed, and 90% of the market infrastructure is damaged or completely destroyed. After sustained Israeli restriction on aid, the daily food intake of Palestinians in Gaza has fallen well below 'survival' level. Almost all the population is facing food insecurity and malnutrition. Acute malnutrition among children under five has more than doubled in the last year, and 455 malnutrition-related deaths, including 151 children, were documented since October 2023. Syndromic disease outbreaks - due to poor sanitation and overcrowded shelters - have surged, including a re-emergence of polio. Over 1 million children are in need of mental health and psychosocial support and remedial education after being out of school for two years.

Gaza's physical infrastructure has been devastated: 71% of housing stock is impacted, alongside 94% of water and sanitation infrastructure, 84% of power infrastructure, and 78% of the road network. Essential services such as primary healthcare (with 71% of centers non-operational) and education (with all schools destroyed or partially damaged) have collapsed. The Gaza Strip is littered with up to 50 million tons of debris, much of it contaminated with hazardous materials and unexploded ordnance.

The economic impact has been staggering. Gaza's GDP contracted by 83% in 2024 alone. Unemployment is estimated at 80%, while inflation spiked by over 309% in the same year due to supply chain disruptions. Over 98% of the enterprises have been affected by the destruction. The cumulative damage to capital stock stands at over US$29 billion - nearly twice the size of the pre-war GDP of the West Bank and Gaza. Recovery will be protracted: the Gaza economy may not return to pre-war levels before the mid-2030s.

2.2 Damage, Losses, and Needs Assessment

To guide recovery and reconstruction, the Government of Palestine worked with the World Bank, the EU, and the UN to assess the damages, losses, and needs in the Gaza

[4] The assessment below draws upon the Interim Damage and Needs Assessment (IRDNA) completed in October 2024, the IRDNA Addendum completed in September 2025, and ongoing governmental and United Nations assessments. While it is challenging to assess the current humanitarian situation in Gaza due to Israel's total blockade and continuous bombardment, it is likely that everyone living in Gaza is facing constant risk and intense suffering, amidst the almost total destruction of all aspects of life.

[5] The official death toll does not include those who may have died from preventable diseases, malnutrition, or other indirect consequences of the conflict, as well as those who are missing, potentially trapped under rubble.

Strip.[6] Based on this assessment and the 2025 Addendum, physical damages are estimated at US$34.6 billion and economic losses at US$20.0 billion. The housing sector accounted for the largest share of damages (US$18.0 billion), followed by commerce and industry (US$7.1 billion), and transport (US$3.0 billion). Losses were highest in health (US$7.0 billion), education (US$3.7 billion), commerce and industry (US$2.3 billion), and agriculture/food systems (US$2.3 billion).

The IRDNA and the 2025 Addendum estimates that the total needs for physical reconstruction, sectoral recovery, and service restoration were US$67.1 billion, including US$25 billion in short-term needs (2025-2027). The housing sector alone requires US$17.1 billion, representing over 25% of the total. Other sectors with significant needs include agriculture and food security (US$10.1 billion), commerce and industry (US$8.3 billion), health (US$7.9 billion), social protection (US$5.6 billion), and education (US$4.6 billion). These figures underscore the breadth and depth of the damage across all sectors of public and economic life in Gaza.

Note on Scope: The IRDNA and the 2025 Addendum captures damages and losses sustained until August 2025. The Government of Palestine will undertake a comprehensive field assessment once a permanent ceasefire is in place.

[6] In February 2025, the World Bank, European Union, and United Nations, in coordination with the Government of Palestine, released the Gaza and West Bank Interim Rapid Damage and Needs Assessment (IRDNA), assessing the impact of the conflict from October 2023 to October 2024. In August 2025, an IRDNA Addendum to update these estimantes has been conducted with support from international partners, capturing the additional damages, losses, and recovery needs in Gaza up to August 2025. The Addendum presents the cumulative impact and evolving recovery requirements arising from the conflict since October 2023. However, as noted by the Addendum, “it is likely that there is an overall, although limited, underestimation of overall impact and needs” due to methodological and process limitations.

3. REBUILDING GAZA'S FUTURE

3.1. National Vision for Gaza Recovery and Reconstruction

The Government of Palestine will rebuild the future of our people in Gaza in line with the Palestinian national vision, developed in consultation with our citizens and leaders:

The Gaza Strip will emerge as an open, connected, and thriving part of the Palestinian state, integrated into the regional and global economy. The Gaza Strip will be preserved for its own people, protecting its rich history, Palestinian identity, and cultural heritage. Through strong governance, coordinated partnerships, and innovative solutions, the Gaza Strip's reconstruction will serve as a model of resilience and sustainable development, fostering lasting peace and stability.

3.2. Strategic Framework for Recovery and Reconstruction

To realize the national vision, the Government of Palestine will pursue this goal for recovery and reconstruction in the Gaza Strip:

Within five years, families are in stable housing; essential services and critical infrastructure will be restored and upgraded; an inclusive, job-creating economy will be revived; and governmental institutions will be fully re-integrated, transparent, and trusted - delivering under one authority and one law.

The strategic objectives below operationalize this goal - by guiding recovery and reconstruction programming in the five critical sectors: Social, Housing, Infrastructure, Economy, and Governance.

SO1	Restore Essential Services and Human Capital (Social). Reopen and upgrade health, education, social protection, and culture services to lifesaving and then resilient levels, with targeted support for vulnerable groups.
SO2	Ensure Safe, Dignified Shelter and Housing Reconstruction (Housing). Provide rapid shelter and rebuild housing stock to resilient standards, enabling safe return and community stability.
SO3	Rebuild Critical Infrastructure for Access and Service Delivery (Infrastructure). Clear debris; restore WASH, energy, transport and ICT; reopen strategic roads and crossings; "build forward better" for climate and operational resilience.
SO4	Revive the Economy, Jobs, and Livelihoods (Economy). Restart agriculture, fisheries, commerce and MSMEs; restore market infrastructure; expand income support, skills, and finance to generate employment and inclusive growth.
SO5	Strengthen Governance, Rule of Law, and Institutional Capacity (Governance). Re-activate government institutions in Gaza, digitize core services, reinforce transparent public finance management, and restore justice, policing, and border management under one authority and one law.

Cross-cutting enablers will support these strategic objectives: E1. Risk Management and Build-Forward-Better Resilience; E2. Green/Climate-smart Recovery and Environmental Safeguards; E3. Social Inclusion, Pro-poor Targeting, and Social Cohesion; and E4. Private-Sector Partnerships, Trade Connectivity, and Investment.

The Government of Palestine will lead the recovery and reconstruction process in partnership with our regional and international partners, ensuring transparency, coordination, and efficiency, based on the following core principles:

CP1	Unified National Framework. Recovery will reinforce the political, geographic, and institutional unity of the State of Palestine, ensuring full integration of Gaza with the West Bank and East Jerusalem.
CP2	Good Governance and Institutional Legitimacy. Recovery will strengthen public institutions, reinforce the legitimacy of national governance, and promote transparent, accountable, and participatory processes.
CP3	Use of National Systems and International Standards. Where feasible, recovery and reconstruction will be delivered through and strengthen national systems, complemented by internationally recognized program management principles.
CP4	Programmatic, Multi-Sectoral Coordination. Planning and implementation will be harmonized across sectors and actors, favoring coordinated programmatic approaches over fragmented, project-based responses.

The Government will lead recovery and reconstruction by mobilizing key inputs: national leadership and planning, donor financing, technical expertise across sectors, and inclusive community engagement.

These inputs will enable the implementation of 56 priority programs across five critical sectors - Social, Housing, Infrastructure, Economy, and Governance, with the following sectoral results:

1. Social	People are supported through cash assistance, livelihoods, and psychosocial services; schools and universities rehabilitated to sustain learning; health facilities and systems restored to provide essential care; and cultural institutions and heritage sites protected to preserve community identity.
2. Housing	Families return to safe and dignified homes through shelter repair, reconstruction, and temporary housing support.
3. Infrastructure	Debris is cleared and recycled, municipal services restored, damaged water and sanitation systems rehabilitated, power and energy networks re-established, and transport links repaired - ensuring mobility, environmental health, reliable utilities, and access to essential services.
4. Economy	Food security and livelihoods are revitalized through food aid, restored agriculture, commercial and industrial activity, in addition to reconstruction of businesses, and market and industrial infrastructure.
5. Governance	Government institutions are reactivated with facilities, digital systems, and mobile services to deliver efficiently and transparently.

3.3 Partnering with the Private Sector

The reconstruction of Gaza presents a transformative opportunity - not only to rebuild, but to establish a self-sustaining, investment-driven economy that fosters regional trade integration and long-term prosperity. While immediate recovery efforts focus on restoring basic services and livelihoods, Gaza's future must be built on a strong private sector foundation, foreign investment, and regional economic cooperation.

To attract international investors and development partners, the Government of Palestine will outline high-impact investment opportunities in infrastructure, renewable energy, industrial development, and digital transformation. Key priorities include the expansion of logistics networks, trade corridors, and industrial zones, ensuring that Gaza is positioned as a regional hub for commerce, manufacturing, and technology. Additionally, the energy and ICT sectors will be revitalized, leveraging public-private partnerships (PPPs) and foreign direct investment (FDI) incentives to create sustainable industries and generate high-value employment opportunities.

Gaza's strategic location and skilled workforce make it a natural gateway for trade between the Levant, North Africa, and the Gulf States. By strengthening cross-border trade agreements and integrating Gaza into regional supply chains, its economy can shift from dependence on international aid to self-reliance through exports and private-sector growth.

To build investor confidence, the Government of Palestine will introduce business-friendly tax incentives, regulatory reforms, and transparent investment frameworks, modeled after successful post-conflict economic transformations in other regions. Showcasing investment success stories from similar global reconstruction efforts will demonstrate the viability and economic potential of Gaza's recovery, ensuring that international donors, businesses, and financial institutions see Gaza as a destination for sustainable investment and long-term economic development.

4. RESTORING GOVERNANCE AND RULE OF LAW IN GAZA

4.1 Governance

The Government of Palestine confirms its readiness to assume its responsibilities in the Gaza Strip based on the Arab Plan, its clear national vision, and comprehensive government and security arrangements.

The Government will establish a unified and functional governance framework in Gaza through a structured process of institutional reintegration. This effort builds on an approach that ensures Palestinian leadership in governance, a phased restoration of authority, and a focus on long-term institutional resilience.

The Gaza Support Committee will be established in accordance with the Arab Plan to initiate the transition to full governance by the State of Palestine. The Committee will be a temporary body of technocrats and non-factional professionals operating for a transitional period of six months. The Committee, operating under the umbrella of the State of Palestine, will be tasked with ensuring continuity in public administration, coordinating day to day operations, and supporting line ministries' efforts on the ground, and paving the way for the Government of Palestine to assume its responsibility and return to Gaza fully.

With the strategic guidance of the Government, the Committee will be tasked to coordinate relief and early recovery activities and to resolve issues on the ground; provide a link between government institutions in Gaza and line ministries; review plans for the re-integration of civil service in the Gaza Strip with the line ministries; recommend names for the appointment of senior government officials, local government council members, and local mayors; review Gaza reconstruction and recovery plans; and monitor the implementation of these plans.

A fundamental priority is the full reintegration of government institutions under a harmonized administrative framework. Ministries will be restructured to unify governance between Gaza and the West Bank, preventing redundancies and ensuring efficient service delivery. Civil servants will be gradually reintegrated through a transparent vetting and reassignment process, prioritizing those on the official State of Palestine payroll before 2007 while assessing post-2007 personnel for eligibility and alignment with institutional needs. All public payroll and human resource systems will be unified, ensuring a streamlined administrative structure that reinforces central governance.

Local governance structures will also be restored. Municipal councils will be appointed for a one-year transitional period, during which they will oversee essential services, infrastructure rehabilitation, and public administration. At the end of this period, municipal elections will be held across Gaza and the West Bank, ensuring democratic representation at the local level.

As Gaza moves from emergency relief to medium- and long-term reconstruction, the Government of Palestine will deliver the needed leadership and institutional capability to coordinate donor support, prioritize infrastructure projects, and ensure transparent fund allocation. The Trust Fund for Gaza Recovery and Reconstruction (TF-GRR), administered in partnership with the World Bank, will provide oversight, ensuring reconstruction aligns with governance priorities and long-term institutional development.

Trade and border management will also be reintegrated under the State of Palestine's control. The Borders and Crossings Authority will oversee Gaza's entry points, ensuring operational efficiency, security compliance, and economic oversight, with support from the European Union Border Assistance Mission (EUBAM).

Throughout this transition, the international community will play a crucial role in providing financial and logistical support to ensure the successful reintegration of governance structures. This support will be essential in ensuring the sustainability of Palestinian institutions and the long-term effectiveness of governance arrangements.

4.2 Rule of Law and Security

Based on the Palestinian Basic Law, UN resolutions, international agreements, and the Arab League Summit resolutions, the State of Palestine will take the full responsibility of the Gaza Strip, supported by the Gaza Support Committee, led by a minister-level chair, for a transitional period. There will be only one security regime that belongs to the Government of Palestine - and all other weapons will be relinquished.

Restoring security and the rule of law in Gaza is a foundational step toward stability, reconciliation, and institutional legitimacy. The Government of Palestine will reintegrate civil police and law enforcement agencies, ensuring they operate under a unified national command structure. Personnel who served before 2007 will be prioritized for reinstatement, while those recruited after 2007 will undergo a vetting process to ensure alignment with national security protocols.

Several actions will be taken to empower the Government of Palestine to uphold the rule of law under a unified system of governance. To support the professionalization of Gaza's police forces, Egyptian and Jordanian security forces will provide specialized training, equipping officers with the skills necessary to uphold community policing and modern law enforcement standards. Additionally, the European Union Police Mission (EUPOL COPPS) could provide technical support in forensic training, crime prevention, and the modernization of Gaza's policing infrastructure. EUBAM will support the management of the Rafah Border crossing.

All factions in Gaza are expected to transform into political parties within a framework of a comprehensive and sustainable ceasefire and the withdrawal of Israeli occupying forces, anchored in a clear and credible pathway for the materialization of the Palestinian people's right to self-determination and the independence of the State of Palestine on the 1967 borders. Within that context, the Government of Palestine, in cooperation with regional and international partners, will execute a national security plan ensuring "one authority-one gun."

A core priority is the harmonization of Gaza's legal framework with the West Bank, ensuring a cohesive judicial system that operates under a single, national legal structure. The judicial and prosecutorial bodies in Gaza will be fully integrated into the Palestinian legal system, aligning civil, commercial, and criminal laws across all the Palestinian territory. Temporary specialized tribunals will be established to address urgent legal cases and cases where records have been lost due to the destruction of judicial infrastructure.

To further stabilize the security landscape, an international stabilization force (ISF) may be deployed upon the request of the State of Palestine. This force would support security arrangements in both Gaza and the West Bank, ensuring the maintenance of the ceasefire, enabling security sector reforms, and facilitating the full reintegration of Palestinian security forces. In line with UN Security Council Resolutions, any international force - if established - would operate with a well-defined mandate that upholds the two-state solution, prevents any displacement, and ensures protection of the Palestinian people and security for both

Palestinians and Israelis, within an integrated framework to build the capacities of the State of Palestine.

The Government of Palestine's Customs Police will resume regulatory responsibilities at border crossings, playing a critical role in enforcing trade laws, preventing smuggling, and integrating Gaza's economy with Palestinian national policies. Their presence will ensure financial and regulatory oversight at Gaza's key commercial hubs.

The successful transition of Gaza's security sector will require sustained international financial and logistical support, ensuring security personnel receive the necessary resources, training, and oversight. Security sector reform efforts will be coordinated with international partners to establish a professional, accountable, and transparent security apparatus that reinforces Palestinian sovereignty and governance.

5. RECOVERY AND RECONSTRUCTION PROGRAMS

The Government of Palestine presents the Gaza Recovery and Reconstruction Portfolio of Programs. As laid out in Annex 1 and 2, the Portfolio contains a structured set of 56 sectoral programs designed to respond to the immense scale of destruction caused by the War on Gaza and lay the foundation for sustainable recovery and reconstruction. Based on the findings of the IRDNA, the War on Gaza has resulted in US$34.6 billion in physical damages and US$25.0 billion in economic losses, with total recovery needs estimated at US$67.1 billion, as of August 2025.

This Portfolio translates national recovery and reconstruction priorities into programmatic interventions, organized across five sectors - Social, Housing, Infrastructure, Economy, and Governance - and aligned with the Gaza Recovery and Reconstruction Implementation Program. It serves as a tool for early donor engagement, investment planning, and preparation of detailed project pipelines. The proposed implementation timeline aligns with the Arab Plan to ensure regional coherence.

Table 7: Gaza Recovery and Reconstruction Programs by Sectors

Sector	Number of programs	Value (US$B)
Social	16	18.3
Housing	2	17.1
Infrastructure	24	11.5
Economy	6	18.4
Governance	8	1.8
Total	56	67.1

The implementation of recovery and reconstruction will follow three distinct programmatic tracks, each reflecting a different set of objectives and time horizons. While these tracks are thematically sequenced, many programs across them will begin in parallel to ensure an integrated and responsive approach. The first track focuses on early recovery, including debris removal, emergency relief, and temporary shelter to stabilize communities and restore basic access. The second track emphasizes foundational reconstruction, targeting the restoration of housing, infrastructure, and essential public services. The third track is geared toward long-term development and resilience, advancing economic revitalization, institutional strengthening, and sustainable systems. Together, these tracks ensure that immediate needs are met, while laying the groundwork for durable recovery and future growth.

To support financing discussions and operational planning, the programs are differentiated into short-term (0–12 months) and medium-term (1–5 years) activities. This allows partners to identify immediate funding opportunities for emergency stabilization and early recovery, while aligning with longer-term reconstruction and development priorities. The first year (short-term) requirements are more modest in scope and can be rapidly deployed to address urgent needs, such as shelter, education, health services, and income support.

Each sub-program in the portfolio includes key implementation details - objectives, estimated financing needs, responsible entities, and timelines - alongside “Facts on the Ground” summaries, drawn from the IRDNA, that highlight pre- and post-war conditions, damages, and economic impacts. This helps ground each program in evidence and underscores the urgency of action.

Upcoming Planning Actions: While comprehensive in scope, this document does not provide full implementation plans or detailed designs. It is intended as a strategic and technical starting point. The next steps will include:

- Project-based implementation document followed by prioritization and sequencing of interventions based on needs, feasibility, and absorptive capacity;
- Development of a Recovery Framework to guide implementation and financing over time;
- Elaboration of sector-specific delivery modalities, including institutional and policy arrangements;
- Integration of spatial and multisectoral planning approaches, particularly in areas of severe destruction or population return.

The Portfolio of Programs is a living document that will be refined as planning progresses, technical inputs deepen, and governance conditions in Gaza evolve. It represents a decisive step toward operationalizing Gaza’s recovery, linking national vision with programmatic action and enabling international partners to respond with speed, scale, and coordination.

5.1 Social Sectors

The recovery and reconstruction of the social sectors in Gaza are central to stabilizing essential services, delivering lifesaving support, and building long-term resilience for affected communities.

In the recovery phase, immediate efforts will include cash assistance and food aid to address extreme poverty and food insecurity, alongside healthcare restoration through field hospitals, medical supply provision, and expanded mental health and psychosocial support. In education, urgent interventions will establish temporary learning spaces, rehabilitate damaged schools and universities, and introduce digital learning platforms to maintain continuity of learning.

Simultaneously, the recovery phase will focus on rebuilding destroyed social service centers, strengthening case management and referral systems, and implementing digital cash transfer solutions to enhance social service delivery. The cultural heritage sector will prioritize documenting and stabilizing damaged sites, removing debris, and supporting cultural professionals to safeguard Gaza’s rich history and identity.

Looking toward long-term resilience, the reconstruction strategy will invest in shock-responsive social protection systems, expanded social insurance, and institutional capacity-building for more inclusive and adaptive services. The health sector will see the rebuilding and modernization of hospitals and healthcare centers, expansion of mental health services, and upgrades to medical infrastructure. The education sector will prioritize the reconstruction of over 2,660 destroyed educational facilities (from kindergartens to universities),[7] while also upgrading digital learning platforms, vocational training, and teacher development initiatives. Cultural heritage recovery will extend to the restoration and repurposing of historical sites, rebuilding of cultural institutions, and support for creative industries.[8]

To achieve this, the Government of Palestine has developed 16 recovery and reconstruction programs in the Social Sectors. These programs will provide essential services to support recovery and build human capital. This includes restoring healthcare, rebuilding schools, expanding social protection, and safeguarding cultural heritage. The aim is to deliver inclusive and equitable services that address immediate needs and support long-term resilience. The total estimated cost for the social sectors is US$18.31 billion.

Table 8: Social Sector Programs

Program Name	Financing Needs	Objective	Responsible Entities
1. SOCIAL PROTECTION			
1. Cash Transfers	3.1	Financial support to households affected by the war	MoSD
2. Social Allowance to Vulnerable Groups	1.1	Financial support to vulnerable groups	MoSD
3. Employment and Livelihood	0.5	Livelihood Support	MoSD, MoL
4. Case Management and Psychosocial Support	0.5	Psychosocial support and protection services	MoSD
5. Shock Responsive Social Protection System	0.4	Social Protection system development	MoSD
Sector total	5.6		
2. HEALTH			
1. Primary Healthcare (PHC)	1.8	Restoration of PHC services	MoH
2. Secondary and Tertiary Healthcare	4.8	Restoration of tertiary health services	MoH
3. Preventive and Mental Healthcare	1.0	Expanded mental health and public health services	MoH
4. Health System Governance and Human Resources (HR)	0.3	Health system capacity and HR development	MoH
Sector total	7.9		
3. EDUCATION			
1. School Education	2.8	Restore school education	MoEHE
2. Preschool Education	0.2	Restore and develop preschool education	MoEHE

[7] Along with extensive damage to teaching and learning materials and equipment, classroom furniture, technical and vocational education (TVET) training workshops, and science, technology, engineering, and mathematics (STEM) facilities in tertiary education institutions.

[8] While not included as a program, the Government prioritizes the repair and restoration of mosques and churches damaged or destroyed by the Israeli military assault. Estimated to cost $0.3 billion dollars, this effort will be led by the Ministry of Waqf and Religious Affairs with funding from UN Agencies, private sector, NGOs, and donors.

Program Name	Financing Needs	Objective	Responsible Entities
3. Vocational Education	0.16	Restore and develop Vocational Education	MoEHE
4. Higher Education	1.4	Restore Higher Education	MoEHE
5. Education Governance	0.04	Enhance Education System and Governance	MoEHE
Sector total	4.6		
4. CULTURE			
1. Cultural Heritage	0.13	Preservation and rehabilitation of cultural heritage sites	MoTA
2. Culture Facilities and Activities	0.08	Restore culture production and initiatives	MoC
Sector total	0.21		
Social sector total	18.31		

5.2 Housing Sector

The Government of Palestine is committed to ensuring that every displaced citizen in Gaza has access to shelter within six months of a permanent ceasefire—delivering immediate relief while laying the foundation for long-term reconstruction. Prior to the war, Gaza had approximately 472,660 housing units, of which 71% has been impacted, with 68% of the total stock now completely destroyed. Around 1.46 million people are displaced (nearly 67% of the population).

To achieve this, the Government of Palestine has developed 2 recovery and reconstruction programs in the Housing Sector that aim to ensure all displaced citizens have access to shelter within six months of a permanent ceasefire. The strategy includes repairing 60,000 partially damaged homes, providing rental assistance, and deploying mobile housing units. Reconstruction efforts focus on rebuilding 320,000 homes and promoting sustainable, inclusive housing policies. The estimated cost is US$17.1 billion.

Table 9: Social Sector Programs (US$ billion)

Program Name	Financing Needs	Objective	Responsible Entities
1. HOUSING			
1. Rapid Shelter	5.2	Providing shelter for displaced families	MoPWH, MoSD
2. Housing Reconstruction	11.9	Long-term residential rebuilding	MoPWH
Housing Sector total	17.1		

5.3 Infrastructure Sectors

The destruction of Gaza's infrastructure has had a devastating impact on essential services, including energy, water, sanitation, waste management, and transportation. The Government of Palestine's recovery and reconstruction strategy for the Infrastructure

Sector prioritizes both immediate restoration and long-term sustainability of these critical services.

Immediate recovery interventions will focus on restoring basic utilities and enabling mobility across the region. This includes the repair of water treatment facilities, restoration of damaged power grids, clearing debris, and rehabilitating key transport routes to ensure access to essential services. These short-term efforts, estimated at US$2.5 billion over three years, are vital to stabilizing living conditions and supporting the broader recovery process.

Looking ahead, reconstruction priorities will focus on "Building Forward Better" and more resilient systems. This will include expanding energy capacity, modernizing water and sanitation infrastructure, developing new roads, and upgrading solid waste management facilities. The strategy will also prioritize climate-resilient energy solutions to enhance long-term environmental and operational sustainability.

To achieve this, the Government of Palestine has developed 24 recovery and reconstruction programs in the Infrastructure Sectors. These programs will restore basic public services by clearing debris, rebuilding energy systems, rehabilitating water and sanitation infrastructure, and reconstructing transport and municipal services.[9] These efforts are foundational to recovery, enabling access, movement, and the functioning of essential services across all sectors.[10] The total cost is US$11.47 billion.

Table 10: Infrastructure Sector Programs (US$ billion)

Program Name	Financing Needs	Objective	Responsible Entities
1. DEBRIS REMOVAL			
1. Gaza Debris Removal and Recycling Initiative	1.50	Clear rubble, manage hazardous waste, and promote recycling	MoPWH[11]
Sector total	1.50		
2. MUNICIPAL SERVICES			
1. Solid Waste Management Recovery and Reconstruction.	0.26	Rebuild resilient waste management system	MoLG
2. Gaza Municipal Services Institutional and Operational Capacity Recovery	0.66	Improve municipal operations and staff capacity	MoLG
Sector total	0.92		
3. ENERGY			
1. Supply and rollout of diesel generators and fuel	0.22	Provide emergency backup power supply to essential facilities	PENRA
2. Leveraging Mobile PV Kits in Gaza to Support Energy Access in Shelters	0.02	Deliver solar energy to shelters	PENRA

[9] All environmental assessments and interventions will be taken into consideration during the project preparation and design.

[10] Hazardous waste management is a critical cross-cutting issue within relevant infrastructure programs. While not detailed in this document due to space and structural limitations, its components will be integrated during program-level planning with appropriate costing and scope definition.

[11] See the list of acronyms for the full form title of the responsible entities.

Program Name	Financing Needs	Objective	Responsible Entities
3. Supporting Public, Health, and Educational Facilities with Hybrid PV Systems and Large-Scale BESS	0.02	Power key facilities with renewables	PENRA
4. Rehabilitation and Reconstruction of Transmission and Distribution Networks	0.38	Rehabilitate grid infrastructure and enable electricity imports	PENRA
5. Rehabilitation and Expansion of Gaza Power Plant (140 MW)	0.44	Rehabilitate and expand local power generation	PENRA
6. Construction of a 154 MW CCGT Power Plant in Southern Gaza	0.24	Construct a power plant to meet growing demand	PENRA
7. Gas for Gaza "G4G"	0.16	Secure gas supply for reliable energy	PENRA
Sector total	1.46		
4. WATER, SANITATION, HYGIENE (WASH)			
1. Sea Water Desalination Plants and Associated Work	0.43	Rehabilitate and construct desalination plans to provide potable water	PWA
2. Water Supply System, including wells, pumps, and reservoirs	0.62	Rehabilitate and expand water wells and distribution system	PWA, CMWU
3. Wastewater System, including collection scheme and sewage bulk with pumping stations	0.88	Rehabilitate wastewater collection and pumping system	PWA, CMWU
4. Integrated Wastewater Management and Agricultural Reuse	0.84	Rehabilitate and upgrade wastewater treatment plants, and reuse system for agriculture	PWA
5. Stormwater Management	0.15	Improve flood control and water harvest	PWA
Sector Total	2.91		
5. TRANSPORTATION			
1. Restoration, Rehabilitation, and New Road Construction for Gaza's Road Network	1.71	Rebuild and expand road infrastructure	MoT, MoPWH
2. Gaza Public Transport and Tram Network	0.70	Set up a modern public transport system	MoT
3. Border Crossings Rehabilitation and Development	0.04	Rehabilitate and upgrade key border crossing points	MoT
4. Gaza Fishing and Commercial Port Development	0.27	Upgrade fishing port and build trade port	MoT
5. Gaza Airport Development – Yasser Arafat International Airport	0.18	Rebuild and operate Gaza airport	MoT
6. Gaza-West Bank Connectivity Program	0.89	Connect Gaza and the West Bank	MoT
7. Fleet Recovery and Modernization for Gaza's Transportation System	0.38	Replace and expand vehicle fleets	MoT
Sector total	4.15		

Program Name	Financing Needs	Objective	Responsible Entities
6. ICT			
1. ICT Sector Recovery and Reconstruction in Gaza	0.15	Restore digital infrastructure and services	MoTDE
2. Reconstruction and Digital Transformation	0.35	Restore and modernize digital infrastructure and services	MoTDE
Sector total	0.50		
Infrastructure sector total	11.47		

Coastal Land Reclamation and Development

In parallel to the core recovery portfolio, a transformative land reclamation initiative is under consideration to expand Gaza's developable coastal zone. The program aims to reclaim approximately 14 km² of land through debris repurposing and sand import, paired with coastal protection infrastructure.

While not included in the total program funding envelope, this initiative represents a major opportunity for public-private investment in commercial development and logistics. Further details are available in Annex 3.

5.4 Economy Sectors

The economic sector in Gaza has suffered a near-total collapse, with 98% of businesses affected, of which 84% are completely destroyed. This unprecedented disruption has led to widespread unemployment, halted production, and the near elimination of income sources for the vast majority of the population.

The economic recovery strategy will focus on restoring employment opportunities, supporting MSMEs, and revitalizing key industries. Priority interventions will include financial aid to businesses, and temporary employment initiatives designed to generate income and reduce poverty in the short-term. Special emphasis will be placed on reviving the agriculture and food production sectors, which are critical to food security and rural livelihoods.

Over the next three years, recovery efforts are expected to require US$4.6 billion, focusing on income generation, business reactivation, and immediate job creation.

Beyond recovery, the economic reconstruction efforts aim to rebuild the foundations for sustainable economic growth. This will include the rehabilitation of destroyed industrial zones, support for agriculture and fisheries, and the development of financial institutions to facilitate access to credit and promote private sector investment. Improved financial inclusion, especially for MSMEs, will be a key driver of economic resilience and long-term growth.

To achieve this, the Government of Palestine has developed 6 recovery and reconstruction programs in the Economy Sectors. In the short-term, these programs will focus on reviving agriculture, restoring employment, supporting MSMEs, and revitalizing key industries. In the long-term, the programs will rehabilitate industrial zones and strengthen financial institutions to support private-sector-led growth. The estimated cost is US$18.4 billion.

Table 11: Economy Sector Programs (US$ billion)

Program Name	Financing Needs	Objective	Responsible Entities
1. AGRICULTURE AND FOOD SECURITY			
1. Food Security Program	6.7	Food aid and restoration of food distribution infrastructure	MoSD, MoA
2. Restoration of agricultural production and markets	3.4	Restoration of crop, livestock and fisheries production	MoA
Sector total	10.1		
2. INDUSTRY AND COMMERCE			
1. Reconstruction and repair of damaged establishments	4.2	Reconstruction and repair of damaged establishments	MoNE, MoIn
2. Restoring commercial and industrial activity	4.1	Business revitalization to restart operations	MoNE, MoIn
Sector total	8.3		
3. FINANCE			
1. Rebuilding operational infrastructure of the financial sector	0.023	Reconstruction of destroyed banking infrastructure	PMA
2. Ensuring the sustainability of financial and banking services	0.012	Revitalization and improving the resilience of financial service providers	PMA
Sector total	0.035		
Economy sector total	18.4		

5.5 Governance Sectors

The recovery of governance institutions is essential for ensuring effective aid coordination, service delivery, and the management of Gaza's broader recovery and reconstruction efforts. In the immediate phase, priority will be given to restoring the operational capacity of both local and central government institutions, strengthening the rule of law, and reestablishing core administrative functions.

Recovery efforts will also focus on improving coordination mechanisms for international assistance and setting up transparent financial tracking systems to monitor donor contributions and ensure accountability in the use of public funds. These interventions are critical for enabling the Government of Palestine to lead and manage the recovery process efficiently and equitably.

In the longer term, reconstruction efforts will center on institutional reform, the digitalization of government services, and the development of transparent and accountable public finance systems. Reconstruction priorities will also include strengthening local governance structures, improving inter-ministerial coordination, and enhancing legal and regulatory frameworks necessary for enabling social and economic recovery.

To achieve this, the Government of Palestine has developed 8 recovery and reconstruction programs in the Governance Sectors. These programs will focus on restoring the operational capacity of local and central government institutions, improving coordination, and reestablishing core administrative functions, as well as strengthening the rule of law and enhancing transparency and accountability through digitalization and financial reforms. The total cost is US$1.78 billion.

Table 12: Governance Sector Programs (US$ billion)

Program Name	Financing Needs	Objective	Responsible Entities
1. CENTRAL GOVERNMENT			
1. Government Facilities Restoration and Digital Resilience	0.50	Facility rehabilitation and digital systems	Cabinet
2. Institutional Capacity Recovery and Service Delivery	0.20	Admin and HR restoration	Ministries
3. Governance Strengthening and Institutional Resilience	0.10	Public financial management reform	MoPIC
Sector total	0.80		
2. LOCAL GOVERNMENT			
1. Local Government Facilities Restoration and Service Continuity	0.46	Municipal service restoration	MoLG
2. Digital Governance and Financial Sustainability	0.02	E-services and automation	MoLG
Sector total	0.48		
3. RULE OF LAW			
1. Justice Sector Reconstruction and Modernization	0.24	Reconstruction and digitalization	MoJ
2. Transitional Justice and Human Rights Accountability	0.07	Legal and civil society support	MoJ
3. Law Enforcement and Security Sector Reform	0.19	Police reform and integration	MoI
Sector total	0.50		
Governance Sectors Total	1.78		

6. INSTITUTIONAL FRAMEWORK

The Government of Palestine is establishing a phased institutional framework to lead the recovery and reconstruction of Gaza, in close collaboration with our regional and international partners. This structure is designed to evolve over time, responding first to the most immediate needs (and taking into account the significant constraints the War on Gaza has placed on governance capacity) and then transitioning into durable institutional arrangements that reflect international standards of governance, transparency, and accountability.

Phase I: Emergency Coordination

In January 2025, the Government of Palestine established the Emergency Operations Room to oversee and coordinate humanitarian response and early recovery activities. Operating under direct supervision of the Prime Minister and chaired by the Minister of Social Development, this multi-sectoral platform brings together over 25 governmental institutions, and national and international organizations.[12] The Emergency Operations Room serves as the primary decision-making[13] and coordination body for emergency interventions in Gaza.

Phase II: Transitional Implementation Structure

As Gaza transitions from emergency relief to recovery and reconstruction, the institutional framework will gradually evolve into a more permanent structure, under the policy guidance and strategic oversight of the Government of Palestine. An interim implementation and technical coordination body - Gaza Reconstruction Unit (GRU) - is being established within the Ministry of Planning and International Cooperation (MoPIC) upon a decision by the Council of Ministers, with the support of international and national partners.

This aim from establishing the GRU is to lay the foundation for a dedicated national capability, designed to lead, coordinate, and oversee Gaza's reconstruction under the strategic direction of the Government of Palestine. It will uphold global standards of transparency and fiduciary oversight, with national and international advisory support. Working in close coordination with line ministries and implementing partners, it will support the operationalization of sectoral programs, align policy and implementation, and manage donor coordination. Strong financial tracking systems and independent audits will ensure accountability, complemented by real-time reporting to reinforce public and donor trust.

Phase III: Unified Recovery and Reconstruction Architecture

Over time, the Emergency Operations Room and the GRU will be absorbed into the national capability – the Gaza Reconstruction Agency (GRA). This would form a unified, nationally led architecture for Gaza's recovery and reconstruction operated by the Government of Palestine.

The entity will work in close collaboration with line ministries, responsible for sector-level execution; governorates and LGUs, supporting decentralized delivery and community engagement; and development partners, contributing financing, technical assistance, and policy alignment.

A robust system of public financial management, independent audit, and real-time monitoring will be in place to ensure transparency, reinforce public trust, and enable results-based decision-making throughout the recovery and reconstruction process.

[12] Including the Arab and International Organization for Construction in Palestine, the Palestine Housing Council, and the Palestinian Red Crescent Society, in addition to key UN agencies, including UNDP, UNRWA, UNSCO and OCHA.

[13] Including providing recommendations to the Council of Ministers.

7. RISK MANAGEMENT FRAMEWORK

The Implementation Program is being launched in a context of extraordinary complexity and volatility. Recognizing this, the Government of Palestine is committed to proactively identifying and managing risks that could undermine the effectiveness, integrity, or sustainability of the recovery process. This framework provides a structured approach to risk management that integrates principles of transparency, national ownership, and results-based implementation, while meeting the expectations of international development partners.

Risk management will be embedded across all stages of program planning and delivery. In coordination with line ministries and development partners, MoPIC will oversee risk identification, mitigation, and adaptation as an integral part of program governance and performance monitoring.

This approach is informed by international best practices and tailored to the institutional realities and planning structures of the Government of Palestine.

Table 13: Key Risk Categories and Mitigation Strategies

Risk Category	Description	Mitigation Strategy
Strategic and Political	Evolving political dynamics or external pressures may affect the pace or sequencing of implementation.	Ground the program in national priorities; ensure whole-of-government coordination; maintain alignment between policy direction and implementation through MoPIC's leadership.
Security and Access	Ongoing instability or access restrictions may impact intervention timelines or field-level delivery.	Apply conflict-sensitive planning; maintain flexible implementation modalities; coordinate with humanitarian and protection actors to adapt to changing conditions.
Institutional Delivery	Demand on national institutions may increase rapidly as the recovery and reconstruction scales up, requiring sustained coordination and resource mobilization.	Phase implementation according to institutional capacity; embed technical support within line ministries; invest in human capital, systems strengthening, and delivery partnerships.
Financial and Fiduciary	Delays or challenges in fund flow, financial tracking, or disbursement may impact program performance or transparency.	Maintain robust oversight through government financing–planning coordination; apply national financial control systems; conduct regular audits and ensure public reporting through a shared monitoring dashboard.
Social and Inclusion	Ensuring that recovery benefits are equitably distributed and that all segments of society are reached, including vulnerable groups.	Apply inclusive targeting approaches; engage communities throughout the project cycle; integrate gender, disability, and locality-specific analysis in project design and delivery.
Partnership and Coordination	Coordination across diverse national and international actors may require sustained effort to avoid duplication and ensure aligned delivery.	Operationalize sectoral working groups; align partner contributions to national plans and the Implementation Program results framework; sustain joint planning and information-sharing platforms led by the Government of Palestine.
Environmental and Climate	Reconstruction may face environmental challenges or miss opportunities for climate-resilient development.	Integrate environmental assessments into project planning; apply sustainable reconstruction practices; align sector plans with global climate and resilience frameworks.

As the lead coordination body, MoPIC will oversee the operationalization of the risk framework through quarterly reviews and risk-adjusted planning at sector and project levels. The framework will be updated periodically based on evolving risks, field monitoring, and donor or community feedback. Key risks and mitigation efforts will be transparently reported through the dedicated monitoring and evaluation system and in donor consultations.

The risk framework is not a standalone mechanism but is integrated into sector workplans and operational guidelines; monitoring and evaluation (M&E) tools, including biannual performance reporting; and the GRU (MoPIC) coordination mechanism.

8. FINANCING FRAMEWORK

Responding on a scale to the catastrophic conditions in Gaza requires coordinated, effective, and accountable resource allocation towards both immediate recovery efforts and long-term reconstruction and development.

To achieve this, the Government of Palestine will establish a structured, transparent, and sustainable financing framework for the recovery and reconstruction of Gaza. With its international partners, the Government will confirm primary funding channels, develop statements of sector-specific fundraising needs, and draft the financing strategy and road map.

8.1 Summary of Costs

An estimated US$67.1 billion is needed for the implementation of the 56 recovery and reconstruction programs, presented in Annex 1.

Table 14: Recovery and Reconstruction Priorities (Government of Palestine)

Sectors	Value (US$B)
Social	18.3
Housing	17.1
Infrastructure	11.5
Economy	18.4
Governance	1.8
Total	67.1

8.2 Resource Mobilization

The Government of Palestine together with the Government of Egypt and UN will be convening a Donor Pledging Conference to formally agree on the funding needs, conditions, and commitments for Gaza reconstruction and recovery phase. The Conference will be held once a permanent ceasefire is achieved and the governance structure for Gaza is internationally agreed.

Rebuilding Gaza is an opportunity for the global community to invest in a self-sustaining Palestinian economy. In addition to the donor conference, the Government of Palestine will hold the Gaza Investment Conference in 2026 to engage global investors, development banks, and private sector leaders to drive investment in infrastructure, energy, ICT, and key economic sectors, including the redevelopment of Gaza's main infrastructure projects, such as Gaza seaport, airport, power stations, and desalination plants. This initiative will serve as a platform to identify scalable investment opportunities, promote PPPs, and ensure long-term economic resilience.

8.3 Financing Mechanisms

The financial architecture for Gaza recovery builds on existing structures and lessons learned from past responses, with flexibility to adopt sector-specific funding modalities based on needs and in consultation with partners. These arrangements will ensure coherence with national planning while enabling donor alignment and transparency.

The Trust Fund for Gaza Recovery and Reconstruction (TF-GRR) - formally the Palestinian Fund for Reconstruction and Development (PFRD) - was established and has been operational since January 2025, at the request of the Government of Palestine. The Implementation Program anticipates channeling donor resources through the TF-GRR, with appropriate adjustments as needed, to support timely, coordinated recovery and reconstruction efforts. The Trust Fund will be administered by the World Bank to ensure proper governance, transparency, and full accountability with an international advisory board to oversee the Fund. Until the establishment of the GRA, the GRU in MoPIC will serve as the main Palestinian counterpart and will work closely with the World Bank to coordinate the Fund in accordance with the national recovery and reconstruction priorities.

Options for coordinated, transparent, and effective funding mechanisms at the subsector level - including potential pooled funding arrangements - are under discussion with key partners. These mechanisms will be aligned with the overarching structure of the TF-GRR and tailored to sector-specific needs, with further details to be defined in consultation with the World Bank and other stakeholders.

Other modalities may include:

- Public-Private Partnerships: Particularly in infrastructure, agriculture, and energy, PPPs will enable capital mobilization, innovation, and operational efficiency.
- Multi-Donor Trust Funds: For governance and institutional reform, coordinated donor mechanisms will ensure transparency, accountability, and alignment with strategic goals.
- Existing National Mechanisms: Leveraging ministries' existing social and economic support systems for efficient cash-based programming.

8.4 Implementation and Donor Accountability Measures

To ensure full transparency, efficiency, and accountability in the reconstruction process, the Government of Palestine is committed to implementing robust financial management and reporting mechanisms. While the World Bank-administered TF-GRR and the GRA provide a structured governance framework, additional measures are needed to enhance donor confidence and ensure alignment with recovery and reconstruction benchmarks.

A multi-tiered monitoring and reporting system will be introduced, including quarterly financial reports, an annual donor impact report, and independent third-party audits to guarantee that funds are used effectively and directed toward high-priority recovery needs. Additionally, a public financial tracking dashboard will be launched, allowing donors, international partners, and the public to monitor TF-GRR allocations, disbursement progress, and project milestones in real-time.

These measures will ensure that donor contributions are used efficiently, with clear performance indicators and accountability mechanisms in place. By prioritizing transparency and oversight, the Government of Palestine aims to foster trust, encourage sustained international support, and prove the effectiveness of donor investments in Gaza's recovery and reconstruction.

9. CONCLUSION AND CALL TO ACTION

The reconstruction of Gaza presents a historic opportunity for donors to invest in peace, stability, and sustainable development. The devastation of war has left Gaza's infrastructure in ruins, its economy shattered, and millions of people in urgent need of support. This moment is not just about rebuilding what was lost - it is about creating a stronger, more prosperous Gaza that serves as a cornerstone for regional stability and a thriving Palestinian state.

Over the short-term, $25 billion is required to restore shelter, essential services, and economic recovery programs. The TF-GRR will provide a transparent and accountable financial mechanism to ensure efficient and impactful aid allocation. This Fund will enable governments, development agencies, and private sector partners to invest in high-priority reconstruction efforts with full oversight and accountability.

Beyond recovery, sustained international cooperation is essential to secure long-term economic transformation and resilience. The Government of Palestine will convene a Gaza Investment Conference in 2026, bringing together global investors, development banks, and business leaders to unlock financing for major infrastructure, energy, ICT, and trade projects. These investments will help revitalize Gaza's economy, create jobs, and establish Gaza as a regional hub for commerce and innovation. Donor support must go beyond aid - it must empower Gaza with the resources to build a sustainable future.

With a collective global commitment, Gaza can emerge as a beacon of resilience and prosperity. The Government of Palestine calls on donor nations, international institutions, and the private sector to seize this moment and stand with the people of Gaza.

By investing in Gaza's recovery today, we are not only rebuilding a region but also securing a future of stability, opportunity, and lasting peace for generations to come for the Palestinian people and all of the people in the region.

ANNEX 1: SUMMARY OF IMPLEMENTATION PROGRAMS

Sector / Sub-sector and Objective / Program Name	Implementation timeframe						Costs (US$B)	Program objective	Responsible entities
	0-6M	7-12M	Y2	Y3	Y4	Y5			
1. SOCIAL									
1. SOCIAL PROTECTION: To protect and rebuild human capital and restore essential services by providing timely and tailored support to poor and vulnerable people through the expansion and adaptation of an effective and sustainable shock responsive social protection system that is reflective of current needs and context.									
1. Cash Transfers	X	X	X	X	X	X	3.1	Financial support to households affected by the war	MoSD
2. Social Allowance to Vulnerable Groups	X	X	X	X	X	X	1.1	Financial support to vulnerable groups	MoSD
3. Employment and Livelihood	X	X	X	X	X	X	0.5	Livelihood Support	MoSD, MoL
4. Case Management and Psychosocial Support	X	X	X	X	X	X	0.5	Psychosocial support and protection services	MoSD, MoH
5. Shock Responsive Social Protection System	X	X	X	X	X	X	0.4	Social protection system development	MoSD
Sector total							5.6		
2. HEALTH: Rebuild a resilient, inclusive, and sustainable health system that reduces vulnerabilities and strengthens governance through restoring access to all health care services (preventive, curative, and rehabilitative).									
1. Primary Healthcare (PHC)	X	X	X				1.8	Restoration of PHC services	MoH
2. Secondary and Tertiary Healthcare	X	X	X	X	X	X	4.8	Restoration of secondary and tertiary health services	MoH
3. Public Health Programs (including preventive care and community mental healthcare)	X	X	X	X	X	X	1.0	Expanded mental health and public health services	MoH

Sector / Sub-sector and Objective / Program Name	Implementation timeframe						Costs (US$B)	Program objective	Responsible entities
	0-6M	7-12M	Y2	Y3	Y4	Y5			
4. Health System Governance and Strengthen Human Resources (HR)	X	X	X	X	X	X	0.3	Health system capacity and HR development	MoH
Sector total							7.9		
3. EDUCATION: Build a resilient education system, improve education quality, equity, and inclusion. Restore access to safe, equitable, and inclusive education for all, and ensure the well-being of students and educators. Infrastructure improvements, and innovative educational practices, with a strong focus on universities, TVET, and tertiary education broadly that aligns with labor market demands.									
1. School Education	X	X	X	X	X	X	2.8	Restore school education	MoEHE
2. Preschool Education	X	X	X	X	X	X	0.2	Restore and develop preschool education	MoEHE
3. Vocational Education	X	X	X	X	X	X	0.16	Restore and develop vocational education	MoEHE
4. Higher Education	X	X	X	X	X	X	1.4	Restore higher education	MoEHE, universities
5. Education Governance	X	X	X	X	X	X	0.04	Enhance education system and governance	MoEHE
Sector total							4.6		
4. CULTURE: Protect, conserve, safeguard, reconstruct, and promote Palestinians' rich cultural heritage in its capacity as a cornerstone of national identity and as an important catalyst for social and economic development.									
1. Cultural Heritage	X	X	X	X			0.13	Preservation and rehabilitation of cultural heritage sites	MoTA
2. Culture Facilities and Activities	X	X	X	X	X	X	0.08	Restore culture production and initiatives	MoC
Sector total							0.21		
Social sector total							18.3		

Sector / Sub-sector and Objective / Program Name	Implementation timeframe						Costs (US$B)	Program objective	Responsible entities
	0-6M	7-12M	Y2	Y3	Y4	Y5			
2. HOUSING									
HOUSING: Ensure safe, equitable, and dignified living conditions for families in Gaza Strip through rapid, inclusive, and sustainable housing recovery, focusing on the repair and reconstruction of damaged housing, provision of transitional shelters, and restoration of housing, land, and property rights.									
1. Rapid Shelter (Program)	X	X	X	X	X	X	5.2	Providing shelter for displaced families	MoPWH, MoSD
2. Housing Reconstruction	X	X	X	X	X	X	11.9	Long-term residential rebuilding	MoPWH
Housing Sector total							17.1		
3. INFRASTRUCTURE									
1. DEBRIS REMOVAL: Ensures emergency access by clearing roads, removing hazardous waste, conducting explosive remnants of war (ERW) clearance, and restoring critical facilities. Sustainable waste management through recycling, reuse, and clearing public infrastructure, while fostering a circular economy with recycling plants and environmental restoration for long-term sustainability.									
1. Gaza Debris Removal and Recycling Initiative	X	X	X	X	X		1.52	Clear rubble, manage hazardous waste, and promote recycling.	MoPWH
Sector total							1.52		
2. MUNICIPAL SERVICES: Rapid restoration of essential municipal services and critical infrastructure, alongside the modernization of solid waste management. Rebuilding key municipal buildings and service infrastructure while ensuring the financial sustainability of municipal services.									
1. Solid Waste Management Recovery and Reconstruction.	X	X	X	X	X		0.26	Rebuild resilient waste management system	MoLG
2. Gaza Municipal Services Institutional and Operational Capacity Recovery	X	X	X	X	X		0.66	Improve municipal operations and staff capacity	MoLG
Sector total							0.92		

Sector / Sub-sector and Objective / Program Name	Implementation timeframe						Costs (US$B)	Program objective	Responsible entities
	0-6M	7-12M	Y2	Y3	Y4	Y5			
3. ENERGY: Restoring energy access, rebuilding infrastructure, achieving energy self-sufficiency, ensuring a reliable supply, promoting renewable energy solutions, and addressing affordability challenges, with a focus on bridging energy gaps, ensuring long-term sustainability, and supporting development, economic growth, and equity.									
1. Supply and Rollout of Diesel Generators and Fuel	X						0.22	Provide emergency backup power supply to essential facilities	PENRA
2. Leveraging Mobile PV Kits to Support Energy Access in Shelters	X						0.02	Deliver solar energy to shelters	PENRA
3. Supporting Public, Health, and Educational Facilities with Hybrid PV Systems and Large-Scale BESS	X	X					0.02	Power key facilities with renewables	PENRA
4. Rehabilitation and Reconstruction of Transmission and Distribution Networks	X	X	X	X	X		0.38	Rehabilitate grid infrastructure and enable electricity imports	PENRA
5. Rehabilitation and Expansion of Gaza Power Plant (140 MW)	X	X	X	X			0.44	Rehabilitate and expand local power generation	PENRA
6. Construction of a 154 MW CCGT Power Plant in the Southern Gaza Strip	X	X	X	X	X		0.24	Construct a power plant to meet growing demand.	PENRA
7. Gas for Gaza "G4G"	X	X	X	X	X		0.16	Secure gas supply for reliable energy	PENRA
Sector total							1.46		
4. WATER, SANITATION, HYGIENE (WASH): Restore essential water and wastewater services, rebuild resilient infrastructure, reduce reliance on external sources, enhance water security, eliminate environmental pollution, ensure sustainability, and strengthen governance for effective water and sanitation management.									
1. Sea Water Desalination Plants and Associated Work	X	X	X	X	X	X	0.42	Rehabilitate and construct desalination plans to provide potable water	PWA
2. Water Supply System including wells, pumps, and reservoirs	X	X	X	X			0.62	Rehabilitate and expand water wells and distribution system	PWA, CMWU

Sector / Sub-sector and Objective / Program Name	Implementation timeframe						Costs (US$B)	Program objective	Responsible entities
	0-6M	7-12M	Y2	Y3	Y4	Y5			
3. Wastewater System Rehabilitation and Development	X	X	X	X	X		0.88	Rehabilitate wastewater collection and pumping system	PWA, CMWU
4. Integrated Wastewater Management and Agricultural Reuse	X	X	X	X	X	X	0.84	Rehabilitate and upgrade wastewater treatment plants, and reuse system for agriculture	PWA
5. Stormwater Collection and Infiltration	X	X	X	X	X	X	0.15	Improve flood control and water harvest	PWA
Sector Total							2.91		
5. TRANSPORTATION: Restore essential infrastructure by reopening roads, rebuilding transport networks, and reconstructing border crossings. Expand and modernize with new roads, mass transit, and upgraded facilities to improve connectivity, boost economic growth, and support national reunification.									
1. Restoration, Rehabilitation, and New Road Construction for Gaza's Road Network	X	X	X	X	X		1.71	Rebuild and expand road infrastructure	MoT, MoPWH
2. Gaza Public Transport and Tram Network			X	X	X		0.70	Set up a modern public transport system.	MoT
3. Border Crossings Rehabilitation and Development	X	X	X	X			0.04	Rehabilitate and upgrade key border crossing points	MoT
4. Gaza Fishing and Commercial Port Development	X	X	X	X	X	X	0.27	Upgrade fishing port and build trade port.	MoT
5. Gaza Airport Development – Yasser Arafat International Airport			X	X	X	X	0.18	Rebuild and operate Gaza airport.	MoT
6. Gaza-West Bank Connectivity Program			X	X	X	X	0.87	Connect Gaza and the West Bank	MoT
7. Fleet Recovery and Modernization for Gaza's Transportation System	X	X	X	X	X		0.39	Replace and expand vehicle fleets.	MoT
Sector total							4.16		

Sector / Sub-sector and Objective / Program Name	Implementation timeframe						Costs (US$B)	Program objective	Responsible entities
	0-6M	7-12M	Y2	Y3	Y4	Y5			
6. ICT: Restore and modernize ICT infrastructure for high-quality service delivery, build a resilient and sustainable ecosystem to meet future demands, and expand connectivity through 4G/5G and fiber to the home (FTTH). Foster a thriving digital economy through e-commerce and digital government services, while bridging the digital divide.									
1. ICT Sector Recovery and Reconstruction in Gaza.	X	X					0.15	Restore digital infrastructure and services	MoTDE
2. Reconstruction and Digital Transformation			X	X	X	X	0.35	Restore and modernize digital infrastructure and services	MoTDE
Sector total							0.50		
Infrastructure sector total							11.47		
4. ECONOMY									
1. AGRICULTURE AND FOOD SECURITY: Restore productivity in the agricultural sector by creating a sustainable agricultural system that is resilient to future disasters, that ensures food security for our people in the Gaza Strip									
1. Food Security Program	x	x	x	x			6.7	Food aid and restoration of food distribution infrastructure	MoSD, MoA
2. Restoration of Agricultural Production and Markets	x	x	x	x	x	x	3.4	Restoration of crop, livestock and fisheries production	MoA
Sector total							10.1		
2. INDUSTRY AND COMMERCE: The restoration and modernization of key commercial and industrial infrastructure, ensuring businesses can rebuild, retool, and regain operational stability.									
1. Reconstruction and Repair of Damaged Establishments		x	x	x	x	x	4.2	Reconstruction and repair of damaged establishments	MoNE, MoIn
2. Restoring Commercial and Industrial Activity	x	x	x	x	x	x	4.1	Business revitalization to restart operations	MoNE, MoIn
Sector total							8.3		

Sector / Sub-sector and Objective / Program Name	Implementation timeframe						Costs (US$B)	Program objective	Responsible entities
	0-6M	7-12M	Y2	Y3	Y4	Y5			
3. FINANCE: Rebuilding financial infrastructure to enable the resumption of banking operations, digital transactions, and credit. Restoring this system is crucial for economic stabilization and resilience.									
1. Rebuilding Operational Infrastructure of the Financial Sector	x	x	x	x			0.023	Reconstruction of destroyed banking infrastructure	PMA
2. Ensuring the Sustainability of Financial and Banking Services		x	x	x	x	x	0.012	Revitalization and improvement of the resilience of financial service providers	PMA
Sector total							0.035		
Economy sector total							18.4		
5. GOVERNANCE									
1. CENTRAL GOVERNMENT: Restore the capacity of central government institutions by reconstructing essential infrastructure, revitalizing administrative functions, and enhancing service delivery. Strengthen governance systems, ensure financial stability, and build institutional resilience to support effective and accountable governance.									
1. Government Facilities Restoration and Digital Resilience		x	x	x	x	x	0.50	Facility rehabilitation and digital systems	Cabinet
2. Institutional Capacity Recovery and Service Delivery		x	x	x	x	x	0.20	Admin and HR restoration	Ministries
3. Governance Strengthening and Institutional Resilience			x	x	x	x	0.10	Public financial management reform	MoF
Sector total							0.80		
2. LOCAL GOVERNMENT: Restore and strengthen local government institutions to provide essential public services. Enhance local governance systems, improve financial management, and ensure inclusive service delivery to meet the needs of all communities.									
1. Local Government Facilities Restoration and Service Continuity		x	x	x	x	x	0.46	Municipal service restoration	MoLG
2. Digital Governance and Financial Sustainability			x	x	x	x	0.02	E-services and automation	MoLG

Sector / Sub-sector and Objective / Program Name	Implementation timeframe						Costs (US$B)	Program objective	Responsible entities
	0-6M	7-12M	Y2	Y3	Y4	Y5			
Sector total							0.48		
3. RULE OF LAW: Rebuild judicial infrastructure, restore law enforcement functions, and enhance access to justice. Promote accountability, strengthen human rights protection mechanisms, and ensure legal frameworks support the rule of law and the equitable application of justice for all.									
1. Justice Sector Reconstruction and Modernization		x	x	x	x	x	0.24	Reconstruction and digitalization	MoJ
2. Transitional Justice and Human Rights Accountability		x	x	x	x	x	0.07	Legal and civil society support	MoJ
3. Law Enforcement and Security Sector Reform		x	x	x	x	x	0.19	Police reform and integration	MoI
Sector total							0.50		
Governance Sectors Total							1.78		
PORTFOLIO OF IMPLEMENTATION PROGRAMS TOTAL							67.1		

ANNEX 2: PORTFOLIO OF IMPLEMENTATION PROGRAMS

Index of Programs

Sector	Number of programs	Value (US$B)
Social	16	18.3
Housing	2	17.1
Infrastructure	24	11.5
Economy	6	18.4
Governance	8	1.8
Total	56	67.1

SOCIAL SECTORS

Sector	Number of programs	Value (US$B)
Social Protection	5	5.6
Health	4	7.9
Education	5	4.6
Culture	2	0.2
Total	16	18.3

1. SOCIAL PROTECTION

Objective

To protect and rebuild human capital and restore essential services by providing timely and tailored support to poor and vulnerable people through the expansion and adaptation of an effective and sustainable shock responsive social protection system that is reflective of current needs and context.

Facts on the Ground

Prior to the War:

- 77% of households in Gaza Strip received support.
- Poverty rate was 64%.
- Unemployment rate was 46%.
- 63% of the population were food insecure.

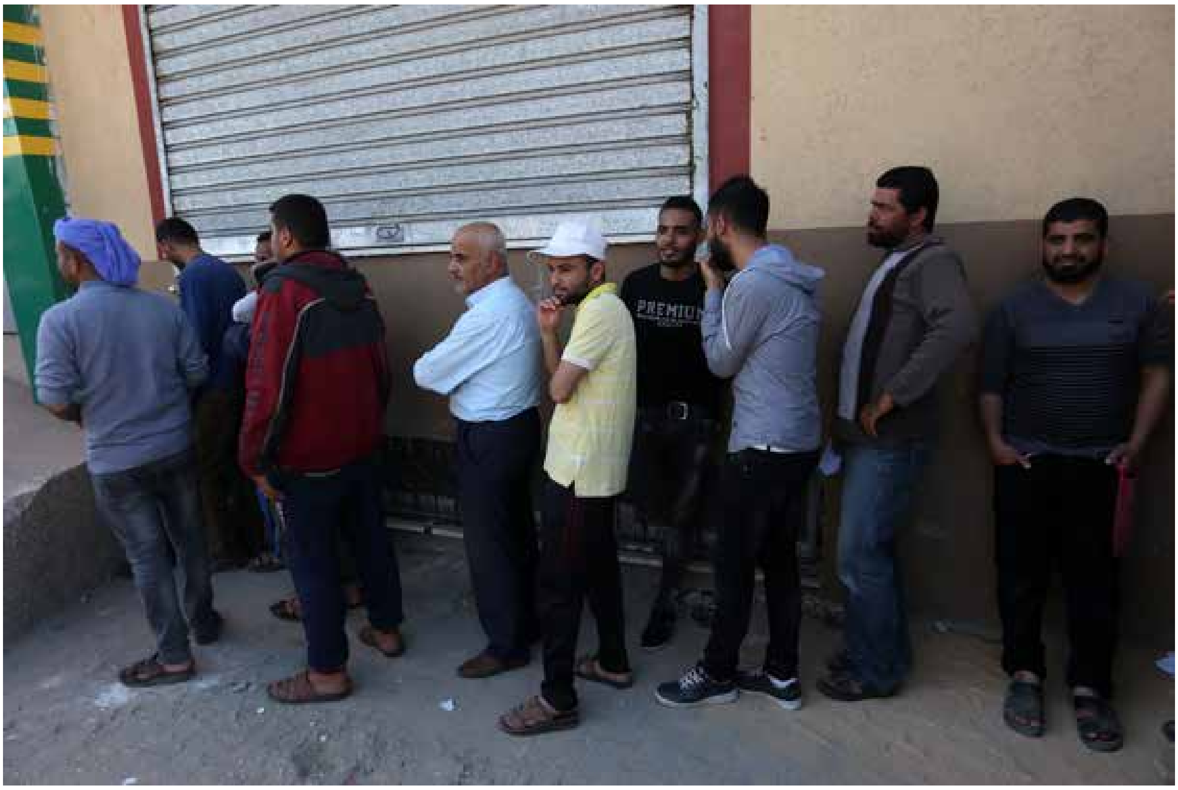
Impact of War:

- Unemployment reached 80%.
- Multidimensional poverty projected at 97.9%.
- 91% of the Gaza Strip's population (1.95 M) are facing acute food insecurity and malnutrition.

List of Programs

1. Cash Transfers
2. Social Allowance to Vulnerable Groups
3. Employment and Livelihood
4. Case Management and Psychosocial Support
5. Shock Responsive Social Protection System

1.1 Cash Transfers



QUICK FACTS

Objective: Financial support to households affected by the war
Financing needs: \$3.1 B
Timeframe: Y1 - Y5
Responsible entity: MoSD

Stakeholders:

Government institutions, civil society, private sector, local government units, UN agencies, international partners, and donors

Cross-cutting themes:

Social protection, psychosocial support, housing, economic sectors, transportation, energy, and ICT

Program description:

Cash transfers help people meet their basic needs, restart local economies, and limit human capital loss. The urgent priority is to scale-up to meet universal needs in Gaza and build increased shock responsive capacity of the national social protection systems in a manner that promotes coherence across the humanitarian development nexus.

FUNDING NEEDS

Overall: $3.1 B

- Financial support to households affected by the war: $3.1 B

FUNDING MECHANISM

A coordinated approach to resource mobilization and allocation. Establishing a pooled fund for social protection as an ideal approach for efficient resource allocation. Resource mapping and expenditure tracking (RMET) to ensure transparency, enabling impactful and accountable efforts and avoiding duplication.

Private Sector Funding: NO

OUTPUTS and OUTCOMES

Outputs:

- Cash transfers for war affected households delivered.

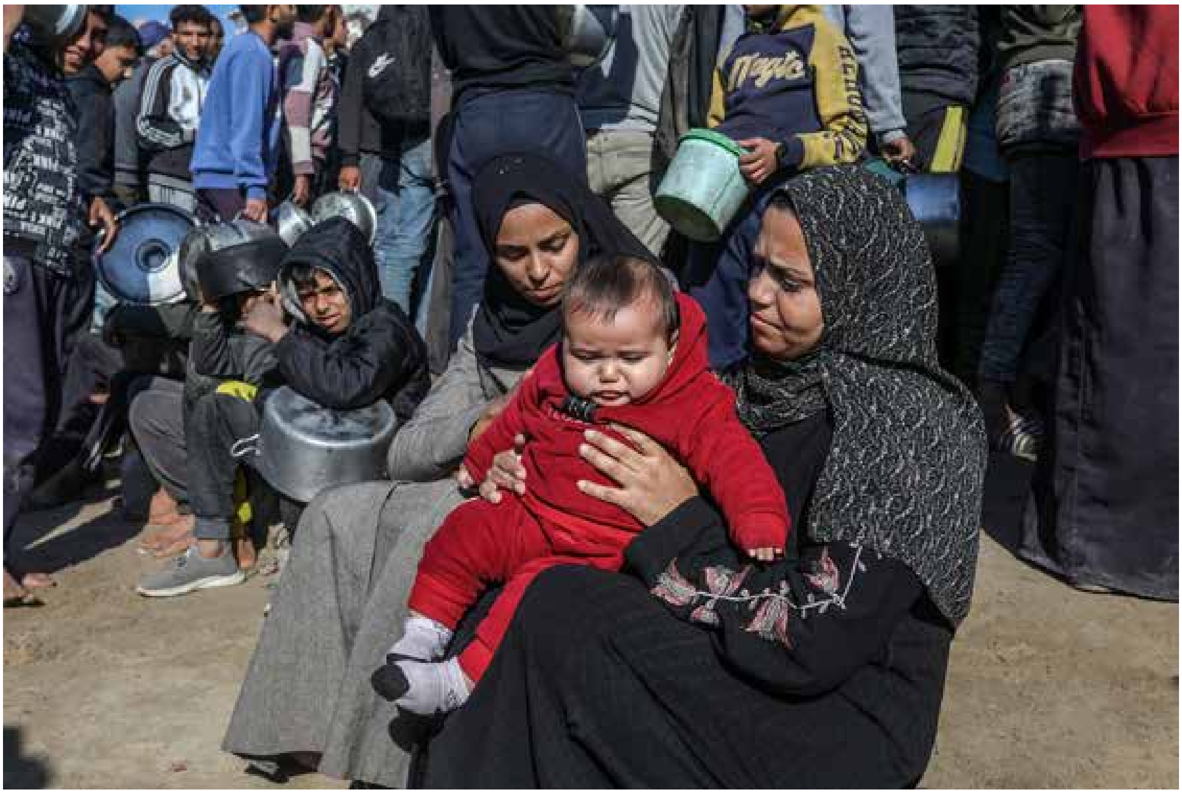
Outcomes:

- War affected households reporting improved ability to meet basic food and non-food needs.

PROGRAM TIMELINE

Cash transfers for the war affected households. (Y1-Y5)

1.2 Social Allowance to Vulnerable Groups



QUICK FACTS

Objective: Financial support to vulnerable
Financing needs: $1.1 B
Timeframe: Y1 - Y5
Responsible entity: MoSD

Stakeholders:

Government institutions, civil society, private sector, local government units, UN agencies, international partners, and donors

Cross-cutting themes:

Social protection, psychosocial support, housing, economic sectors, transportation, energy, ICT

Program description:

Provide social allowance to people with severe disabilities registered in the national social registry and with no source of income; social retirement for the elderly at the age of 65 years and above and with no source of income; an orphan sponsorship for children; and social allowances to pregnant and lactating women, individuals with conflict-related long-term injuries or permanent impairments and survivors of gender-based violence (GBV).

FUNDING NEEDS

Overall: $1.1 B

- Benefits and social allowances for vulnerable groups: $1.1 B

FUNDING MECHANISM

A coordinated approach to resource mobilization and allocation. Establishing a pooled fund for social protection as an ideal approach for efficient resource allocation. Resource mapping and expenditure tracking (RMET) to ensure transparency, enabling impactful and accountable efforts and avoiding duplication.

Private Sector Funding: NO

OUTPUTS and OUTCOMES

Outputs:

- Benefits and social allowances for vulnerable groups delivered.

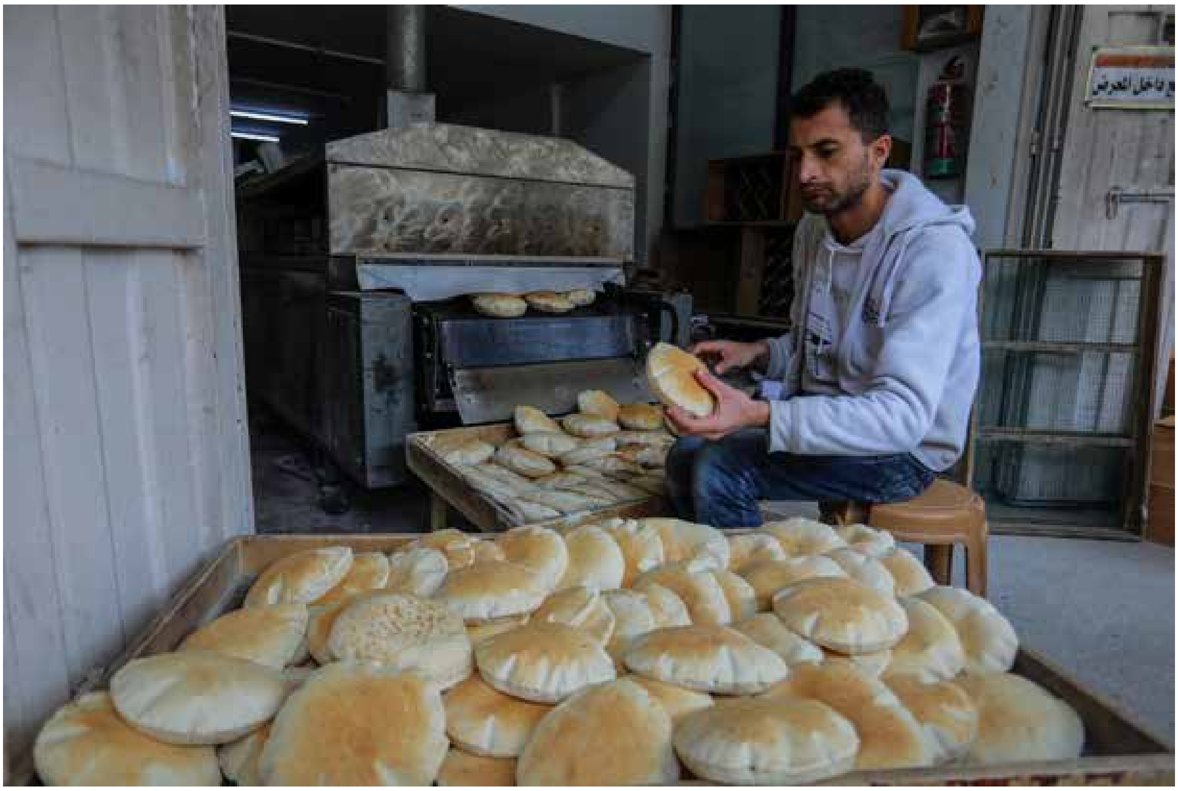
Outcomes:

- Access to basic services among vulnerable groups enhanced.

PROGRAM TIMELINE

- Prepare for delivering benefits and social allowances for vulnerable groups. (Month 0-6)
- Deliver benefits and social allowances for vulnerable groups. (Y1 - Y5)

1.3 Employment and Livelihood



QUICK FACTS

Objective: Livelihood support
Financing needs: $500 M
Timeframe: Y1 - Y5
Responsible entity: MoL and MoSD

Stakeholders:

Government institutions, civil society, private sector, local government units, UN agencies, international partners, and donors

Cross-cutting themes:

Social protection, psychosocial support, housing, economic sectors, transportation, energy, and ICT

Program description:

Support poor and vulnerable workers in the immediate term by providing short-term employment and livelihood support required to increase service provision during the critical recovery and stabilization phases. Training provided and experiences gained in the temporary employment can also facilitate future job prospects of temporary workers and will help them to sustain, grow and start new businesses.

FUNDING NEEDS

Overall: $500 M

- Employment and job support including cash for work: $400 M
- Livelihood and economic empowerment for vulnerable groups (youth, women, and persons with disability - PwD): $100 M

OUTPUTS and OUTCOMES

Outputs:

- Employment and job support including cash for work delivered.
- Livelihood and economic empowerment support for vulnerable groups delivered.

Outcomes:

- Cash for work participants have improved access of employment opportunities.
- Vulnerable groups (youth, women and PwD) have improved their livelihoods and job opportunities.

FUNDING MECHANISM

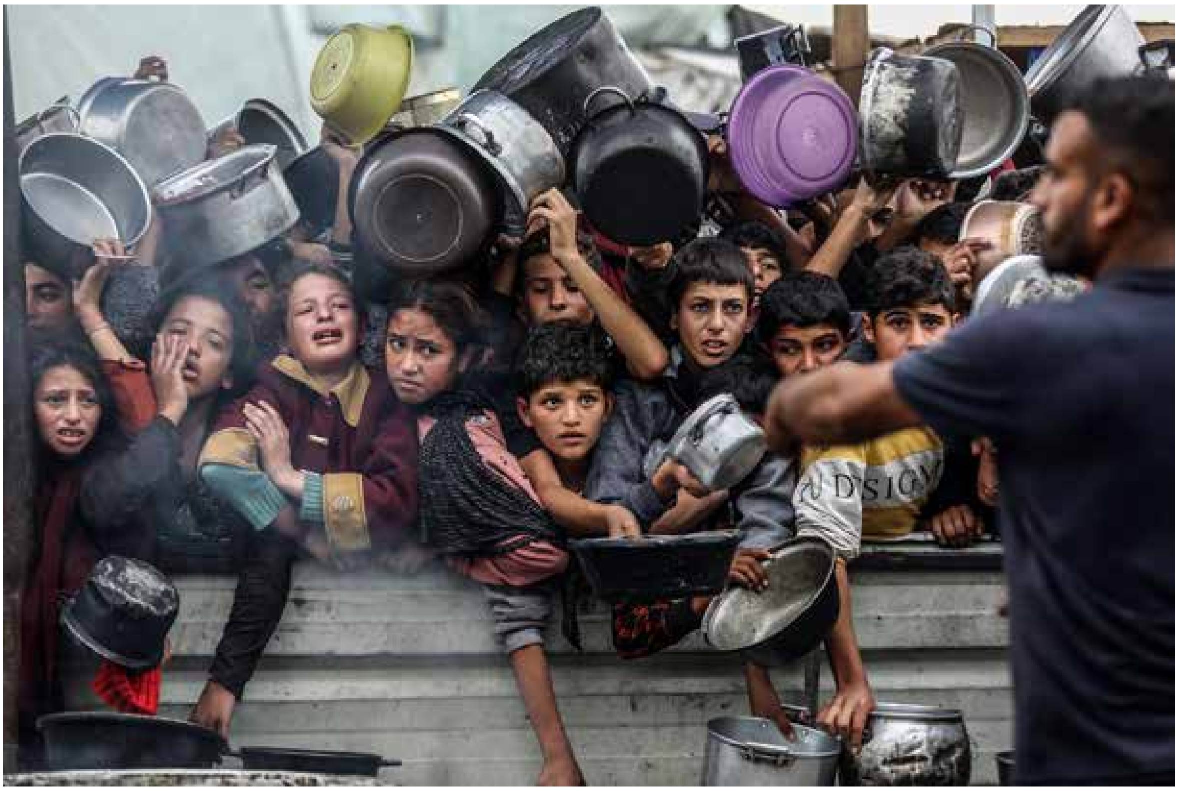
A coordinated approach to resource mobilization and allocation. Establishing a pooled fund for social protection as an ideal approach for efficient resource allocation. Resource mapping and expenditure tracking (RMET) to ensure transparency, enabling impactful and accountable efforts and avoiding duplication.

Private Sector Funding: NO

PROGRAM TIMELINE

Provide employment and livelilihood support. (Y 1 - Y5)

1.4 Case Management and Psychosocial Support



QUICK FACTS

Objective: Psychosocial support and protection services
Financing needs: $500 M
Timeframe: Y1 - Y5
Responsible entity: MoSD

Stakeholders:

Government institutions, civil society, private sector, local government units, UN agencies, international partners, and donors

Cross-cutting themes:

Social protection, health, GBV, psychosocial support, housing, economic sectors, transportation, energy, and ICT

Program description:

Restore and enhance case management and psychosocial support. The focus will be on enhance case management, psychosocial support, protection services for vulnerable groups, and response to GBV.

FUNDING NEEDS

Overall: $500 M

- Case management: $200 M
- Psychosocial support: $70 M
- Protection services for vulnerable groups: $180 M
- Response to GBV: $50 M

FUNDING MECHANISM

A coordinated approach to resource mobilization and allocation. Establishing a pooled fund for social protection as an ideal approach for efficient resource allocation. Resource mapping and expenditure tracking (RMET) to ensure transparency, enabling impactful and accountable efforts and avoiding duplication.

Private Sector Funding: NO

OUTPUTS and OUTCOMES

Outputs:

- Case management services delivered.
- Psychosocial support delivered.
- Protection services for vulnerable groups delivered.
- Response to GBV.

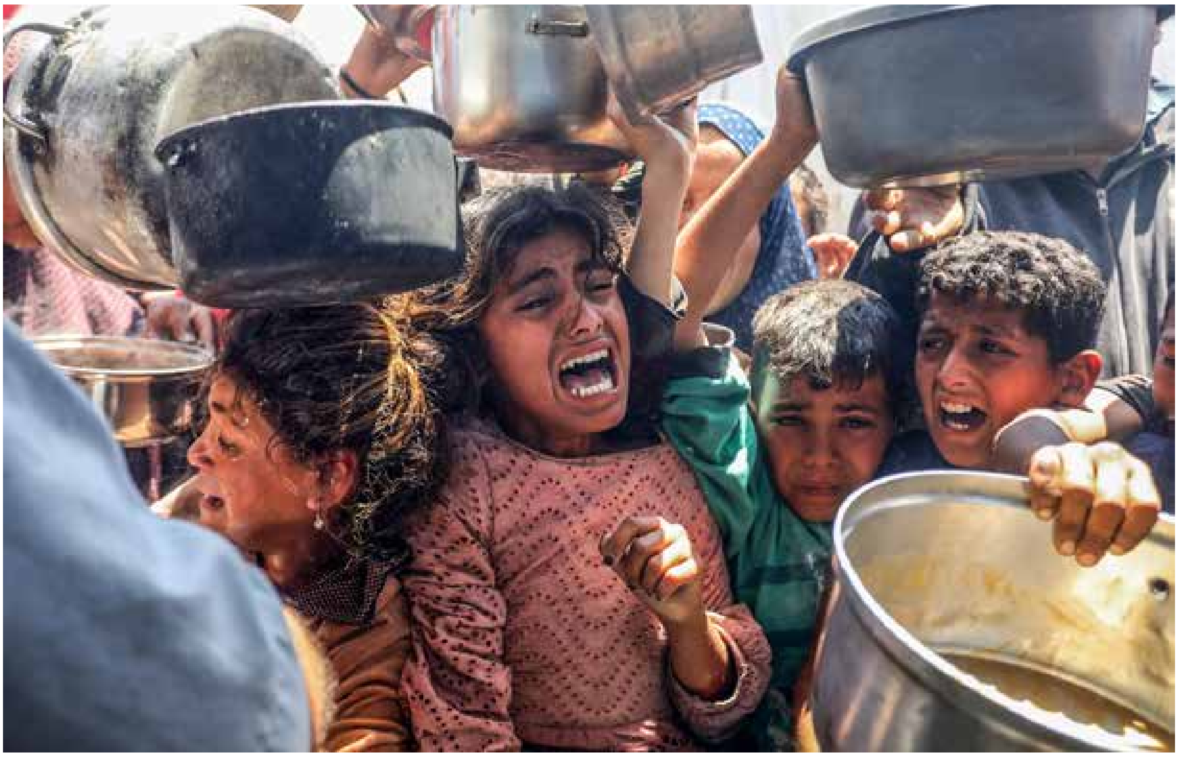
Outcomes:

- Needy people received social protection services.
- Vulnerable groups have better social protection services and enhanced their wellbeing.
- Better case management system is in place.

PROGRAM TIMELINE

Provide case management, psychosocial support, protection services, and response to GBV. (Y1 - Y5)

1.5 Shock Responsive Social Protection System



QUICK FACTS

Objective: Shock responsive social protection system development
Financing needs: $400 M
Timeframe: Y1 - Y5
Responsible entity: MoSD

Stakeholders:

Government institutions, civil society, private sector, local government units, UN agencies, international partners, and donors

Cross-cutting themes:

Social protection, psychosocial support, housing, economic sectors, transportation, energy, and ICT

Program description:

Build a sustainable, nationally led shock-responsive social protection system. The program will focus on enhancing social protection governance, strengthening the institutional capacity of the MoSD. This includes enhanced data protection and data sharing practices, improving coordination among relevant partners and stakeholders, scaling up key system components—such as the social registry, diversifying digital payment mechanisms, and rebuilding damaged social protection facilities.

FUNDING NEEDS

Overall: $400 M

- Rebuild destructed social protection facilities: $126 M
- Rehabilitation of MoSD offices and social protection facilities: $90 M
- Restoration of social protection services (operational cost): $180 M
- Enhance a shock responsive social protection system: $4 M

FUNDING MECHANISM

A coordinated approach to resource mobilization and allocation. Establishing a pooled fund for social protection as an ideal approach for efficient resource allocation. Resource mapping and expenditure tracking (RMET) to ensure transparency, enabling impactful and accountable efforts and avoiding duplication.

Private Sector Funding: NO

OUTPUTS and OUTCOMES

Outputs:

- Reconstructed and rehabilitated social protection facilities.
- Restored social protection services.

Outcomes:

- Social protection system improved.
- Needy people receive better social protection services.

PROGRAM TIMELINE

- Rehabilitate social protection facilities and offices. Restore services. (Y 1)
- Restore services and build a shock responsive social protection system. (Y1 - Y2)
- Expand social protection services and social protection system. (Y1 - Y5)

2. HEALTH

Objective

Rebuild a resilient, inclusive, and sustainable health system that reduces vulnerabilities and strengthens governance through restoring access to all health care services (preventive, curative, and rehabilitative).

Facts on the Ground

Prior to the War:

- Infrastructure development was hindered by Israeli siege.
- Health workforce shortages.
- Limited ability to deliver specialized healthcare and cancer services.
- High burden of non-communicable diseases (NCD) and mental health disorders.

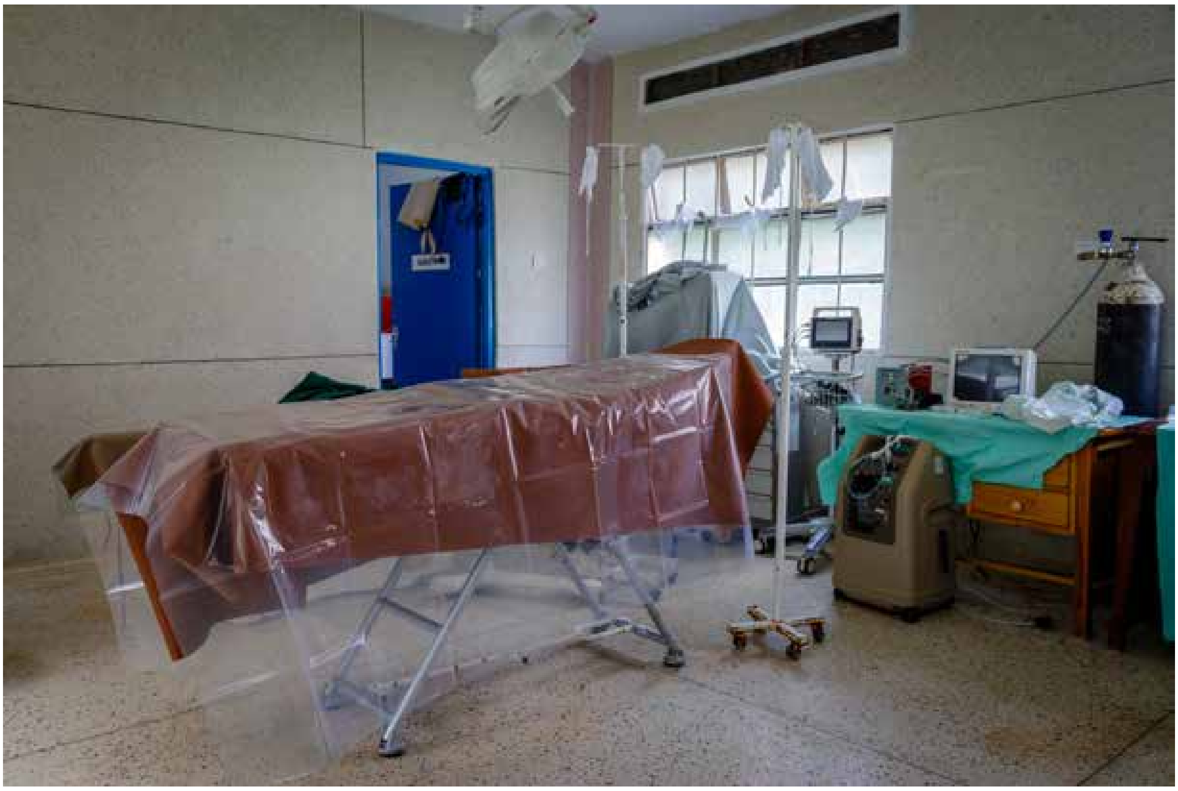
Impact of War:

- 772 health facilities fully or partially destroyed.
- Out of 174 primary health centers, 122 destroyed. Out of 36 hospitals, 22 destroyed and 14 are partially functional.
- High prevalence of communicable diseases, injuries and trauma, and mental health disorder.

Program List

1. Primary Healthcare
2. Secondary and Tertiary Healthcare
3. Public Health Programs
4. Health System Governance

2.1 Primary Health Care (PHC)



QUICK FACTS

Objective: Restoration of PHC services
Financing needs: $1.8 B
Timeframe: Y1 - Y2
Responsible entity: MoH

Stakeholders:

Government institutions, civil society, private sector, local government units, UN agencies, international partners, and donors

Cross-cutting themes:

Water and sanitation, food, housing, energy, social protection, education, and the economic sectors

Program description:

Restore and activate primary health care (PHC) services. Quick alternatives for destroyed facilities to provide PHC and emergency services (provision of mobile clinics). Reconstruct destroyed PHC centers upon a master plan that reflects the current disease burden and needs, in addition providing all needed medical equipment and furniture for PHC centers.

FUNDING NEEDS

Overall: $1.8 B

- Restoration and equipping of partially damaged PHC centers: $280 M
- Quick alternatives to provide PHC and emergency services (mobile clinics and service points): $220 M
- Reconstruction and equipping of destroyed PHC centers upon needs: $700 M
- Providing essential medicines and medical supplies: $ 600 M

FUNDING MECHANISM

A coordinated approach to resource mobilization and allocation. Establishing a health recovery pooled fund as an ideal approach for efficient resource allocation. Resource mapping and expenditure tracking (RMET) to ensure transparency, enabling impactful and accountable efforts and avoiding duplication.

Private Sector Funding: YES

OUTPUTS and OUTCOMES

Outputs:

- Reconstructed and rehabilitated PHC facilities.
- Restored PHC services.

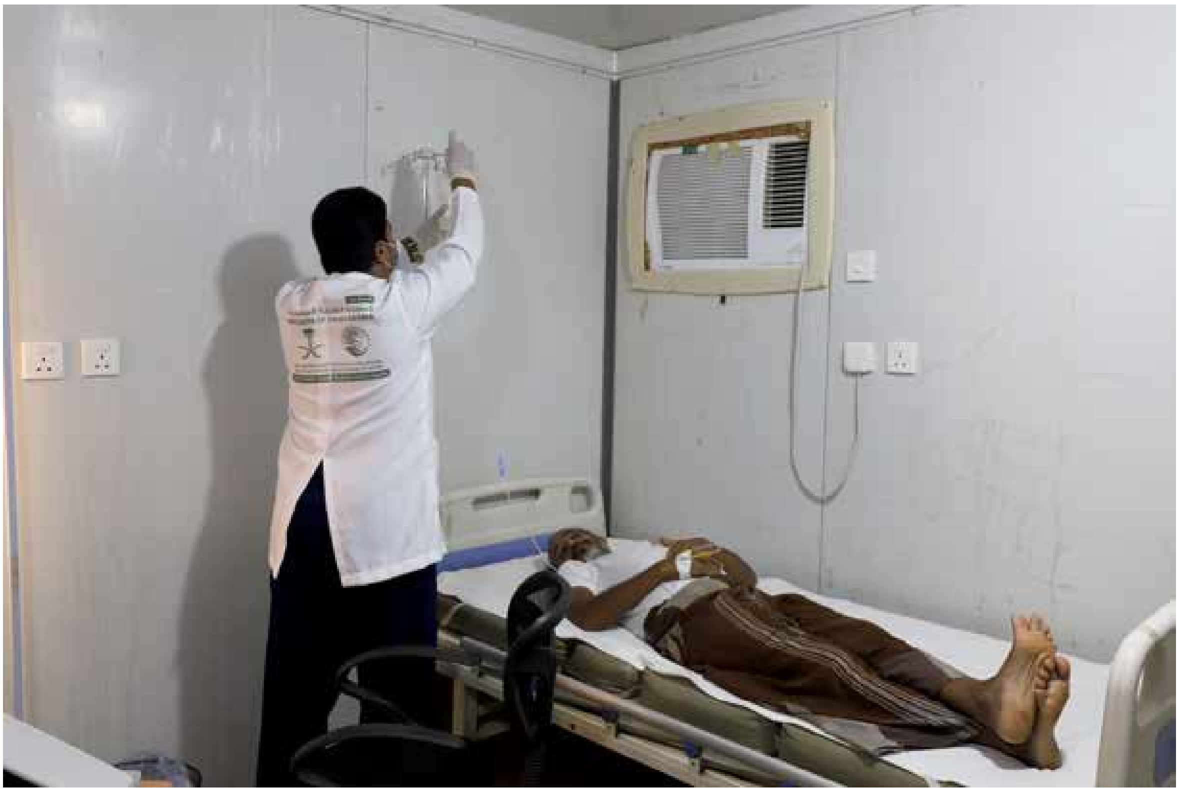
Outcomes:

- PHC services are functional and accessible for all citizens.
- Improved health status in Palestinian community.

PROGRAM TIMELINE

- Quick alternatives to provide primary health care and emergency services. (Month 0-6)
- Restore and equip partially damaged centers. (Y1)
- Reconstruct and equip destroyed PHC centers upon needs. (Y1 - Y5)

2.2 Secondary and Tertiary Healthcare



QUICK FACTS

Objective: Restoration of secondary and tertiary health services
Financing needs: $4.8 B
Timeframe: Y1 - Y5
Responsible entity: MoH

Stakeholders:

Government institutions, civil society, private sector, local government units, UN agencies, international partners, and donors

Cross-cutting themes:

Rubble removal, energy, transport, water and sanitation, housing, social protection, education, and the economic sectors

Program description:

Develop a comprehensive facility master plan, prioritize resilient reconstruction of partially damaged and destroyed hospitals, and integrate modernization efforts to ensure facilities are sustainable, inclusive, and better prepared for future challenges.

FUNDING NEEDS

Overall: $4.8 B

- Restoration and equipping of partially damaged hospitals: $1.750 B
- Reconstruction of destroyed hospitals: $1.9 B
- Equipping of reconstructed hospitals: $500 M
- Construction facilities for prosthetics and rehabilitation: $200 M
- Medical evacuation of urgent cases and resuming the patient referral system: $450 M

FUNDING MECHANISM

A coordinated approach to resource mobilization and allocation. Establishing a health recovery pooled fund as an ideal approach for efficient resource allocation. Resource mapping and expenditure tracking (RMET) to ensure transparency, enabling impactful and accountable efforts and avoiding duplication.

Private Sector Funding: YES

OUTPUTS and OUTCOMES

Outputs:

- Reconstructed and rehabilitated general and specialized hospitals,
- Restored and expanded secondary and tertiary health care services.

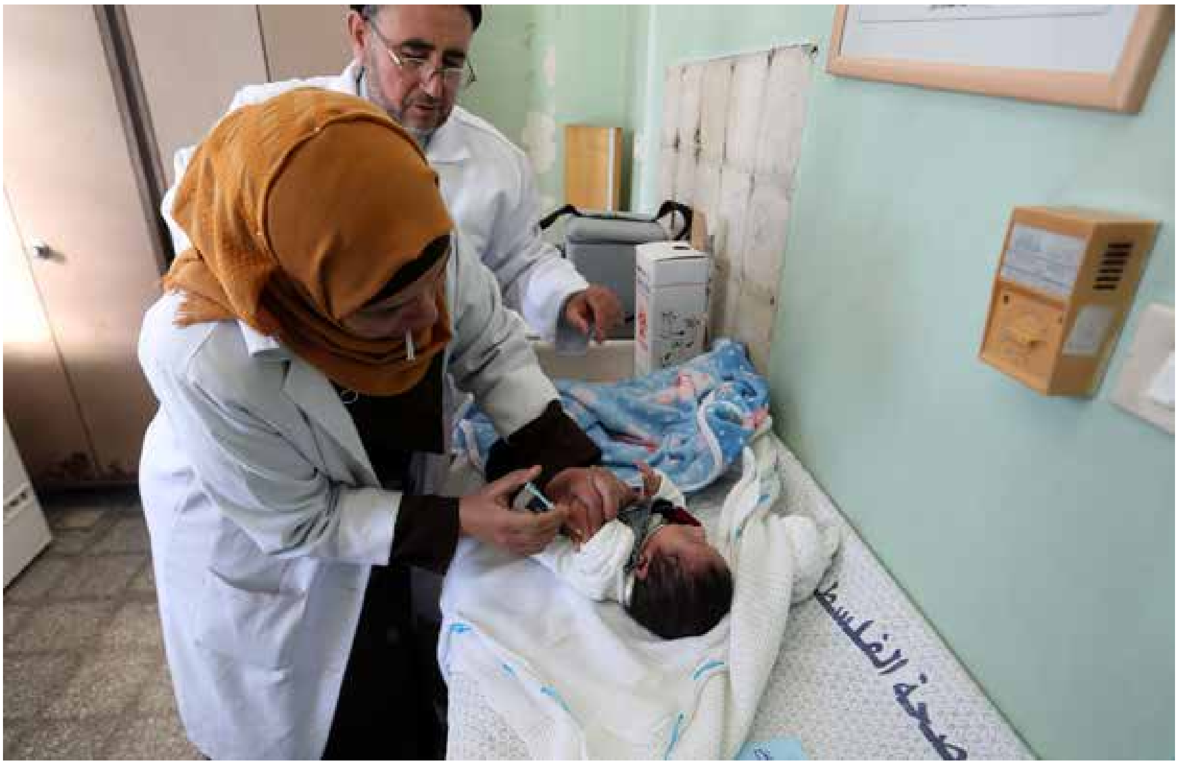
Outcomes:

- Rebuilt, inclusive, and resilient health facilities,
- High-quality secondary and tertiary healthcare are sustainable and accessible for all citizens,

PROGRAM TIMELINE

- Expand existing field hospitals and establish new ones and continue the operation of partially destroyed hospitals. (Y1)
- Restore, equip, and rehabilitate the operation of partially destroyed hospitals. (Y1)
- Reconstruct and equip destroyed hospitals. (Y1 - Y5)
- Medical evacuation of urgent cases. (Y1)
- Resume the patient referral system. (Y1-Y5)

2.3 Public Health Programs, including preventive care and community mental healthcare



QUICK FACTS

Objective: Expanded mental health and public health services
Financing needs: $1.0 B
Timeframe: Y1 - Y5
Responsible entity: MoH

Stakeholders:

Government institutions, civil society, private sector, local government units, UN agencies, international partners, and donors

Cross-cutting themes:

WASH, food, housing, energy, social protection, education, and the economic sectors

Program description:

Restore and expand different public health programs by ensuring continuity and equitable access to preventive healthcare and vaccination, maternal and child health, immunizations, chronic disease management, and community mental health and psychosocial support (MHPSS).

FUNDING NEEDS

Overall: $1.0 B

- Reproductive and sexual health services and maternal and child care: $300 M
- National vaccination program and communicable disease control: $100 M
- NCD management: $50 M
- Environmental health and medical waste management: $60 M
- Nutrition and health promotion program: $300 M
- Support and enhance community mental health services, especially for children/ women: $80 M
- Strengthened public health preparedness: $110 M

FUNDING MECHANISM

A coordinated approach to resource mobilization and allocation. Establishing a health recovery pooled fund as an ideal approach for efficient resource allocation. Resource mapping and expenditure tracking (RMET) to ensure transparency, enabling impactful and accountable efforts and avoiding duplication.

Private Sector Funding: NO

OUTPUTS and OUTCOMES

Outputs:

- Preventive and mental health services restored and expanded.
- All children have access to immunization and nutrition.

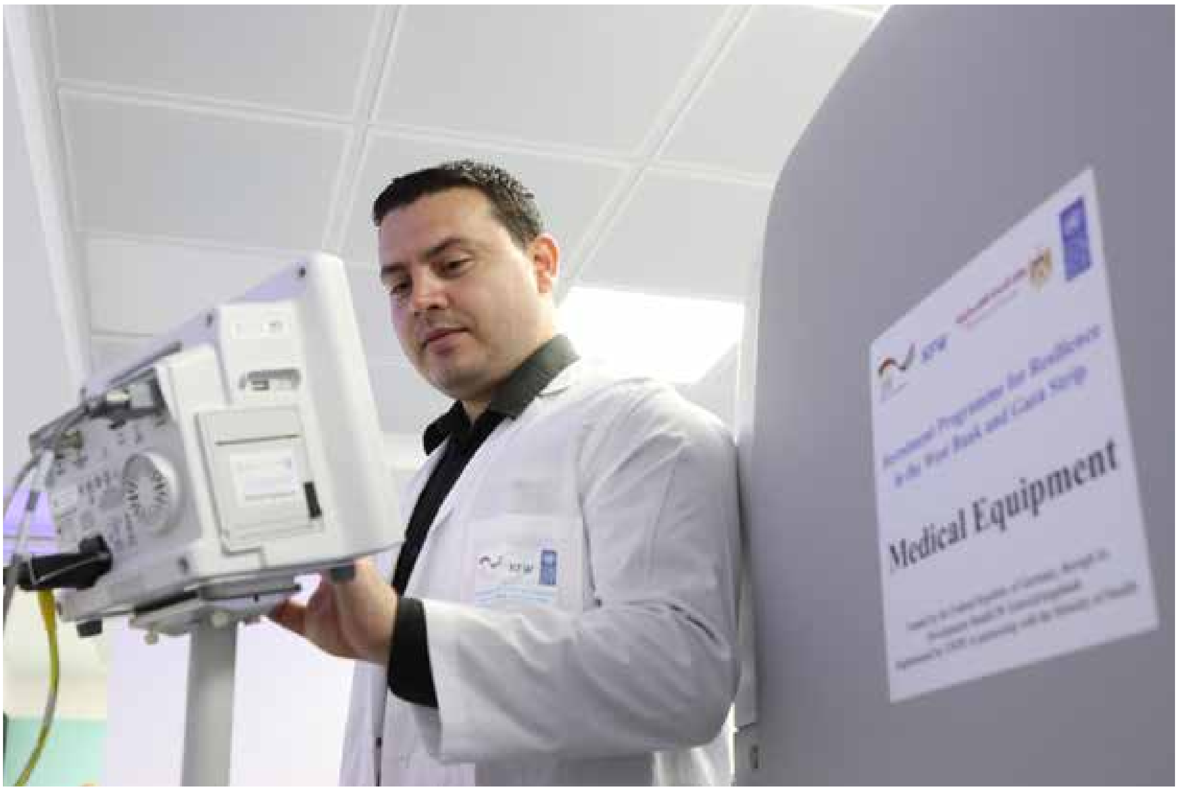
Outcomes:

- Equitable access to improved mental health services.
- Improved reproductive and sexual health services and maternal and child care.
- Improved nutritional outcomes.
- Improved public health preparedness.

PROGRAM TIMELINE

- Expand existing public health programs and services (nutrition, mental health, immunization program). (Y1)
- Improve different public health programs (community mental health services, nutrition programs, immunization, communicable diseases management, NCD management, reproductive and sexual health). (Y1)
- Expand preventive and mental health services, improve public health preparedness, sustain immunization and nutrition programs. (Y1 - Y5)

2.4 Health System Governance and Strengthened Human Resources



QUICK FACTS

Objective: Health system capacity and HR development
Financing needs: $300 M
Timeframe: Y1 - Y5
Responsible entity: MoH

Stakeholders:

Government institutions, civil society, private sector, local government units, UN agencies, international partners, and donors

Cross-cutting themes:

WASH, food, housing, energy, social protection, education, and the economic sectors

Program description:

Strengthen governance frameworks with a focus on accountability and transparency, institutionalize health information systems (HIS), and foster participatory governance mechanisms. Strengthen MoH leadership role and build its capacity to engage stakeholders, including the private sector and communities, ensuring inclusive and effective health sector recovery planning and implementation. Expand training programs to equip health workers with skills for addressing immediate and evolving health needs and to enhance utilization of some of the restored facilities. Expand the health workforce, and implement task shifting to optimize resources and address priority health needs.

FUNDING NEEDS

Overall: $300 M

- Enhance health system governance and coordinate and institutionalize HIS: $100 M
- Reconstruct the central buildings including MoH offices, warehouses, and the central laboratory: $60 M
- Strengthen human resources: $100 M
- Enhance sustainable financing: $40 M

FUNDING MECHANISM

A coordinated approach to resource mobilization and allocation. Establishing a health recovery pooled fund as an ideal approach for efficient resource allocation. Resource mapping and expenditure tracking (RMET) to ensure transparency, enabling impactful and accountable efforts and avoiding duplication.

Private Sector Funding: NO

OUTPUTS and OUTCOMES

Outputs:

- Strengthened and institutionalized health governance framework.
- Health authorities have better capacities.
- Health workforce expanded and have better skills.

Outcomes:

- Transparent and participatory health system governance.
- Enhanced capacity and retention of more resilient health workforce.
- Financial mechanisms supporting equitable and resilient health system.

PROGRAM TIMELINE

- Provide sufficient and qualified health personnel. Rehabilitate central buildings. (Y1)
- Build capacity of health authorities and health workforce, enhance coordination, rebuild HIS, and establish financial mechanisms that support resilient health system. (Y1-Y5)

3. EDUCATION AND HIGHER EDUCATION

Objective

Build a resilient education system, improve education quality, equity, and inclusion. Restore access to safe, equitable, and inclusive education for all, and ensure the well-being of students and educators. Infrastructural improvements and innovative educational practices, with a strong focus on universities, technical and vocational education and training (TVET) and tertiary education broadly that align with labor market demands.

Facts on the Ground

Prior to the War:

- There was a total of 649 kindergartens, 319 public schools (including primary, secondary and TVET), 183 UNRWA-operated schools, 82 private schools, and 38 college and university complexes.

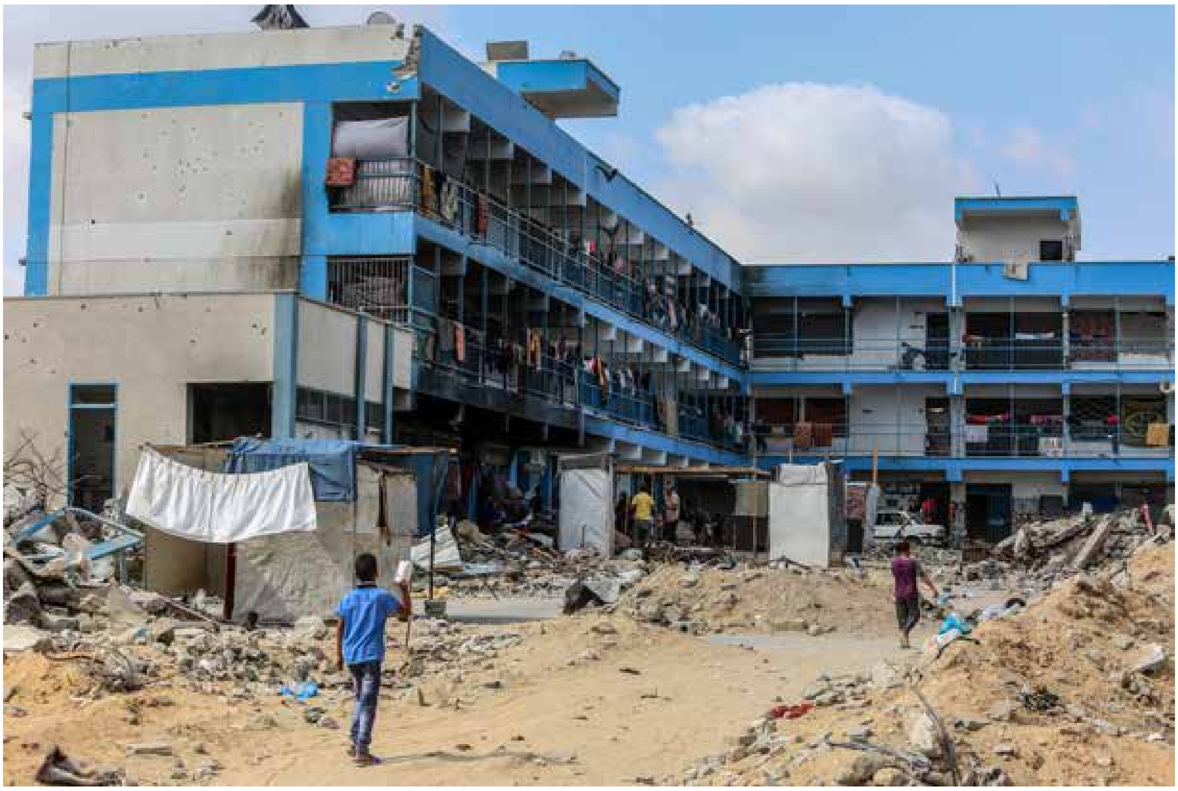
Impact of War:

- All students in the Gaza Strip have been out of school for two years.
- 95% of educational facilities were either destroyed or partially damaged leaving more than 658,000 school-aged children and 87,000 tertiary students without access to learning spaces.

List of Programs

1. School Education
2. Preschool Education
3. Vocational Education
4. Higher Education
5. Education Governance

3.1 School Education



QUICK FACTS

Objective: Restore school education

Financing needs: $2.8 B

Timeframe: Y1 - Y5

Responsible entity: MoEHE

Stakeholders:

Government institutions, civil society, private sector, local government units, UN agencies, international partners, and donors

Cross-cutting themes:

Social protection, psychosocial support, WASH, housing, transportation, energy, ICT

Program description:

Restore primary and secondary education services, ensure the continuity of in-person schooling, address learning loss, tackle immediate needs, rebuild a resilient education system that delivers learning and skills, and leverage schools as entry points for multisectoral interventions that provide a holistic package of services to students. In the short-term, setting up temporary learning facilities that will help provide immediate access to and resumption of education services while more permanent structures are rebuilt, provide psychosocial support, and restore capacity for holistic services that support the well-being of educators and learners.

FUNDING NEEDS

Overall: $2.8 B

- Temporary learning spaces and digital access initiatives: $220 M
- Primary and secondary education facilities rehabilitation with modern equipment and technology: $450 M
- Reconstruction of destroyed schools with modern equipment and technology: $1.8 B
- Provision of psychosocial support for students and educators: $150
- School feeding for all students: $150 M
- Teacher training: $30 M

FUNDING MECHANISM

A coordinated approach to resource mobilization and allocation. Establishing an education recovery pooled fund as an ideal approach for efficient resource allocation. Resource mapping and expenditure tracking (RMET) to ensure transparency, enabling impactful and accountable efforts and avoiding duplication.

Private Sector Funding: YES

OUTPUTS and OUTCOMES

Outputs:

- Reconstructed and rehabilitated primary and secondary schools.
- Restored primary and secondary education.

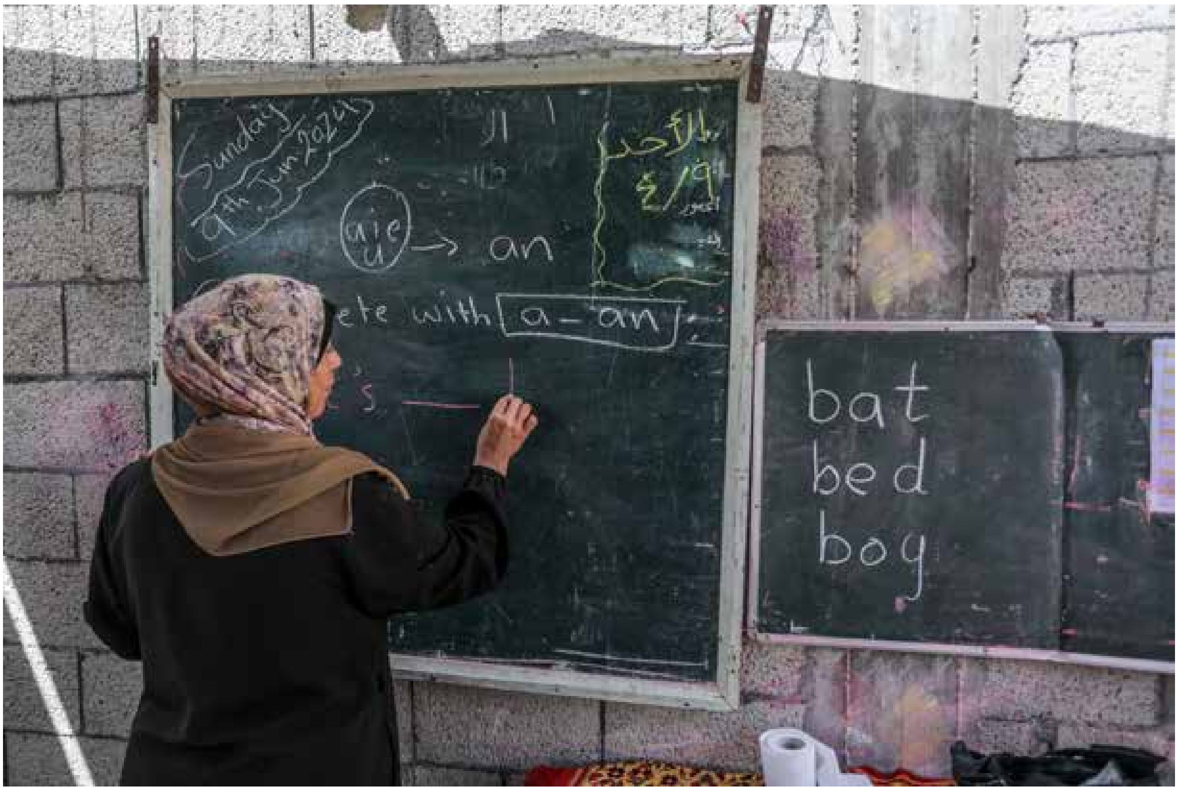
Outcomes:

- Primary and secondary education improved.
- Students have better access to primary and secondary education.
- Student and educator physical and mental wellbeing improved.

PROGRAM TIMELINE

- Provide temporary TVET services and digital access initiatives. (0-6 months)
- Restoration and equipping of partially damaged TVET facilities. (Y1)
- Reconstruction and equipping of destroyed TVET facilities and building new TVET facilities. (Y1 - Y5)

3.4 Higher Education



QUICK FACTS

Objective: Restore higher education
Financing needs: $1.4 B
Timeframe: Y1 - Y5
Responsible entity: MoEHE

Stakeholders:

Government institutions, civil society, private sector, local government units, UN agencies, international partners, and donors

Cross-cutting themes:

Social protection, psychosocial support, WASH, housing, transportation, energy, ICT

Program description:

The aim of this program is to restore higher education. In the short term, supporting students in online learning environments while rebuilding takes place. The shift to digital platforms requires resources for technology infrastructure, connectivity, and instructional support to ensure learning continuity. These include investments in digital platform access, technical support, and instructor training, all of which are essential to enabling students to continue their education remotely, as higher education institutions begin reconstruction and rebuilding

FUNDING NEEDS

Overall: $1.4 B

- Temporary higher education services and digital access initiatives: $150 M
- Higher education facility rehabilitation with modern equipment and technology: $350 M
- Reconstruction of destroyed higher education facilities with modern equipment and technology: $900 M

FUNDING MECHANISM

A coordinated approach to resource mobilization and allocation. Establishing an education recovery pooled fund as an ideal approach for efficient resource allocation. Resource mapping and expenditure tracking (RMET) to ensure transparency, enabling impactful and accountable efforts and avoiding duplication.

Private Sector Funding: YES

OUTPUTS and OUTCOMES

Outputs:

- Temporary higher education services and digital access initiatives.
- Rehabilitated and reconstructed higher education facilities.
- Restored higher education.

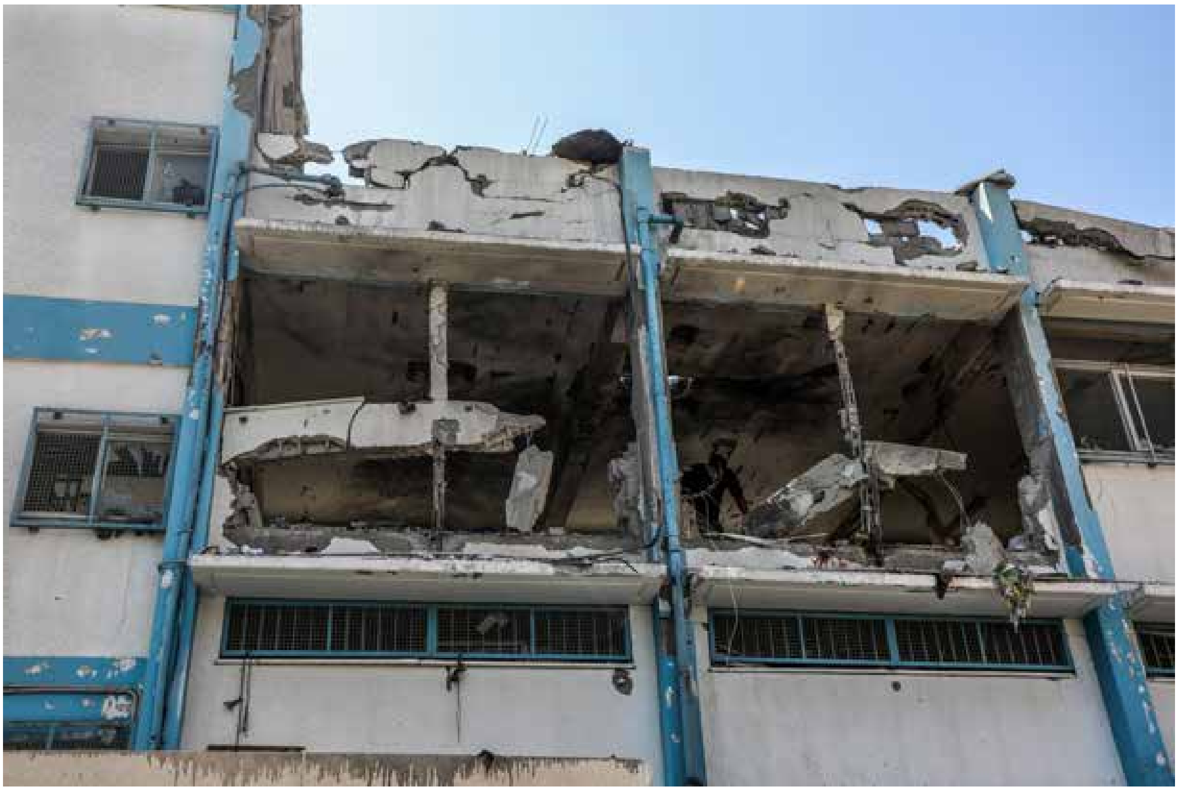
Outcomes:

- Higher education improved.
- Students have better access to higher education.

PROGRAM TIMELINE

- Provide temporary higher education (Month 0-6)
- Restore and equip partially damaged higher education facilities (Y1)
- Reconstruct and equip destroyed higher education facilities (Y1-Y5)

3.5 Education Governance



QUICK FACTS

Objective: Enhance education system and governance
Financing needs: $40 M
Timeframe: Y1 - Y5
Responsible entity: MoEHE

Stakeholders:

Government institutions, civil society, private sector, local government units, UN agencies, international partners, and donors

Cross-cutting themes:

Social protection, psychosocial support, WASH, housing, transportation, energy, ICT

Program description:

The aim of this program is to foster a sustainable, equitable, and inclusive education system through reforms including public finance management, governance, and legislative commitments. The program will focus on rehabilitation and reconstruction of education administrative facilities, building of systems, and building the capacity of MoEHE and its workers.

FUNDING NEEDS

Overall: $40 M

- Rehabilitation and reconstruction of education administration facilities: $35 M
- MoEHE starff training and capacity building: $5 M

FUNDING MECHANISM

A coordinated approach to resource mobilization and allocation. Establishing an education recovery pooled fund as an ideal approach for efficient resource allocation. Resource mapping and expenditure tracking (RMET) to ensure transparency, enabling impactful and accountable efforts and avoiding duplication.

Private Sector Funding: NO

OUTPUTS and OUTCOMES

Outputs:

- Reconstructed and rehabilitated education administration facilities.
- MoEHE received training and capacity building.

Outcomes:

- MoEHE staff have better capacity.
- Students have access to better education quality.

PROGRAM TIMELINE

- Rehabilitate partially damaged education administration facilities. (Month 0-6)
- Reconstruct destroyed education administration facilities. (Y1)
- Provide MoEHE training and capacity building. (Y1-Y5)

4. CULTURE AND CULTURAL HERITAGE

Objective

Protect, conserve, safeguard, reconstruct, and promote Palestinians' rich cultural heritage in its capacity as a cornerstone of national identity and as an important catalyst for social and economic development.

Facts on the Ground

Prior to the War:

- Sites and artefacts vulnerable to looting, destruction, and illicit trafficking heightened by political instability.
- There are 350 culture and cultural heritage centers and sites.

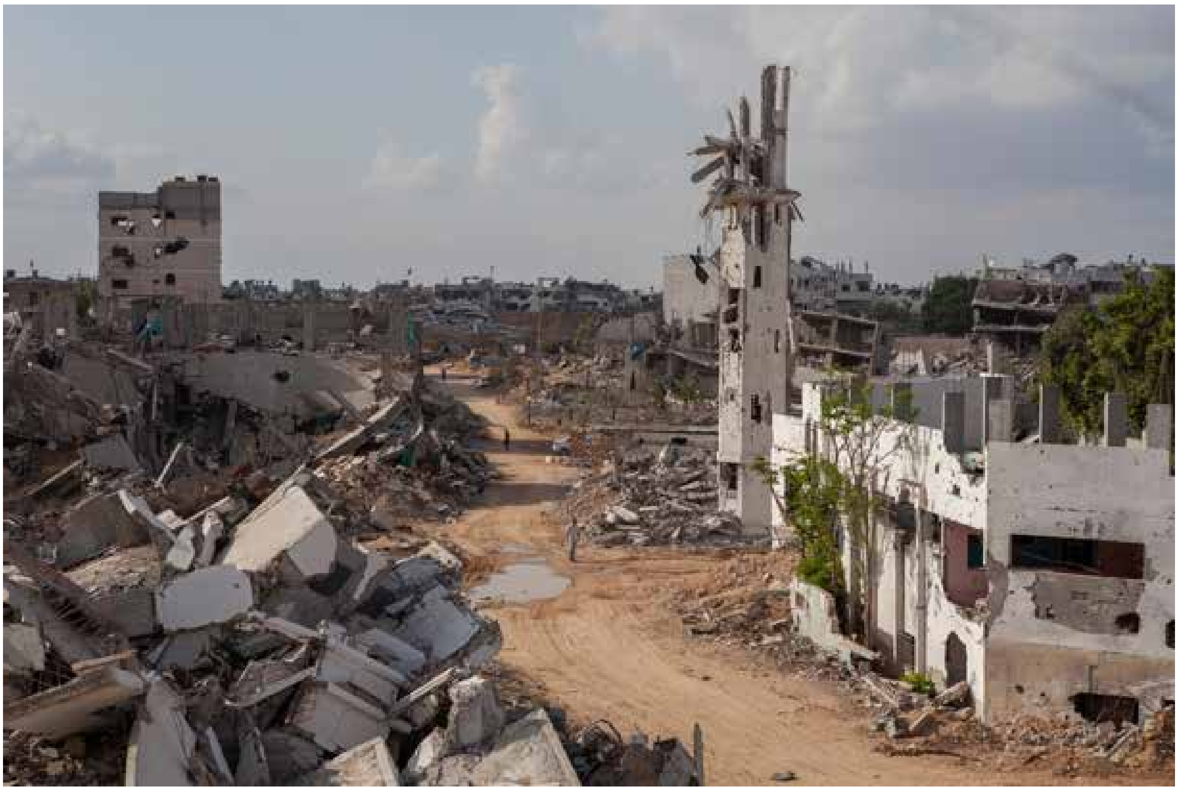
Impact of War:

- Out of assessed 126, approximately 53% of heritage sites sustained some degree of damage.
- 50% of cultural centers, libraries, archives, and publishing houses were partially damaged.
- Three churches and more than 800 mosques were destroyed.

Program List

1. Cultural Heritage
2. Culture Facilities and Activities

4.1 Cultural Heritage



QUICK FACTS

Objective: Preservation and rehabilitation of cultural heritage sites
Financing needs: $130 M
Timeframe: Y1 - Y3
Responsible entity: MoTA

Stakeholders:

Government institutions, civil society, private sector, local government units, UN agencies, international partners, and donors

Cross-cutting themes:

MoTA, MoC, MoWRA, MoPWH, MoLG, local NGOs, donors, key individual experts, private sector

Program description:

Protect, reconstruct, and repurpose cultural heritage sites for modern uses, preparing operating plans and ensuring the revitalization of these sites

FUNDING NEEDS

Overall: $130 M

- Comprehensive assessment and mapping: $1 M
- Stabilization, emergency response and protection: $40 M
- Implement comprehensive recovery efforts: $89 M

FUNDING MECHANISM

A coordinated approach to resource mobilization and allocation. Establishing a cultural heritage pooled fund as an ideal approach for efficient resource allocation. Resource mapping and expenditure tracking (RMET) to ensure transparency, enabling impactful and accountable efforts and avoiding duplication.

Private Sector Funding: NO

OUTPUTS and OUTCOMES

Outputs:

- Heritage sites assessed.
- Emergency response and protection of key cultural sites and heritage assets took place.
- Comprehensive recovery for tangible and intangible heritage sites, assets, and artifacts achieved.

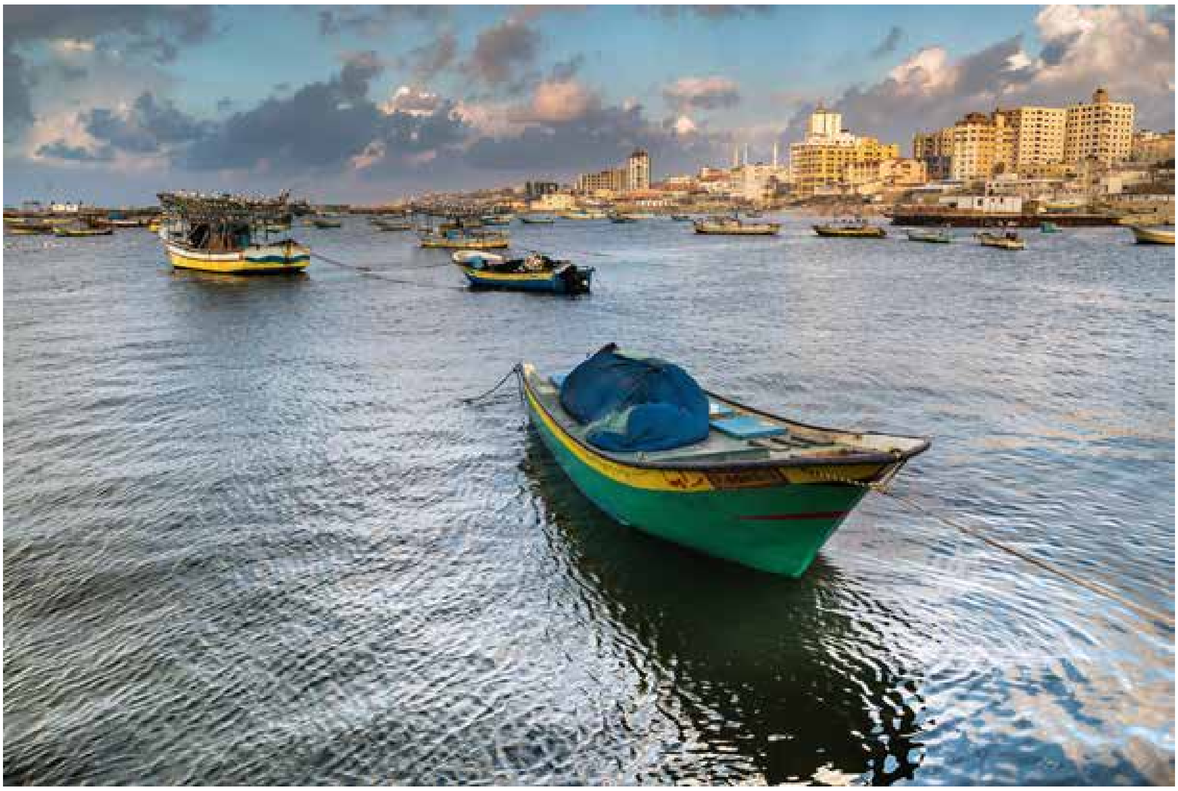
Outcomes:

- Tangible and intangible heritage sites are protected.
- Heritage sites support economic activities.

PROGRAM TIMELINE

- Assessment and mapping of sites, status of artifacts, and heritage bearers and their urgent needs. (Month 0-6)
- Stabilization, emergency response and protection of key sites and heritage assets. (Y1 - Y3)

4.2 Culture Facilities and Activities



QUICK FACTS

Objective: Restore culture production and initiatives
Financing needs: $80 M
Timeframe: Y1 - Y5
Responsible entity: MoC

Stakeholders:

Government institutions, civil society, private sector, local government units, UN agencies, international partners, and donors

Cross-cutting themes:

MoC, MoTA, MoWRA, MoPWH, MoLG, local NGOs, donors, key individual experts, private sector

Program description:

Restoring and encouraging cultural production and supporting community-led cultural initiatives. Fostering cultural creativity, contemporary cultural expressions, and innovation in order to contribute to rebuilding a resilient and sustainable cultural sector.

FUNDING NEEDS

Overall: $80 M

- Comprehensive assessment and mapping: $0.5 M
- Reactivation of cultural facilities: $16 M
- Support livelihoods: $1.5 M
- Implement comprehensive recovery efforts: $62 M

FUNDING MECHANISM

- A coordinated approach to resource mobilization and allocation. Establishing a culture pooled fund as an ideal approach for efficient resource allocation. Resource mapping and expenditure tracking (RMET) to ensure transparency, enabling impactful and accountable efforts and avoiding duplication.

Private Sector Funding: NO

OUTPUTS and OUTCOMES

Outputs:

- Comprehensive assessment achieved.
- Reactivation of cultural facilities achieved.
- Cultural actors received livelihoods support.
- Recovery of culture facilities achieved.

Outcomes:

- More active cultural life.
- Cultural actors have better wellbeing and productivity.

PROGRAM TIMELINE

- Comprehensive assessment and mapping. (Month 0-6)
- Support livelihoods of culture activities. (Y1-Y2)
- Reactivation of cultural facilities. (Y1 - Y5)
- Comprehensive recovery efforts. (Y1 - Y5)

HOUSING SECTOR

Sector	Number of programs	Value (US$B)
Housing	2	17.1
Total	2	17.1

HOUSING

Objective

Ensure safe, equitable, and dignified living conditions for families in the Gaza Strip through rapid, inclusive, and sustainable housing recovery, focusing on the repair and reconstruction of damaged housing, provision of transitional shelters, and restoration of housing, land, and property rights.

Facts on the Ground

Prior to the War:

- The housing stock was 472,660 units.
- Limited housing growth, residential land scarcity, compounded by restricted access to construction materials due to the siege.
- Widespread housing distress, linked to displacement and supply chain disruptions.
- 70% of homes occupied by resident owners.

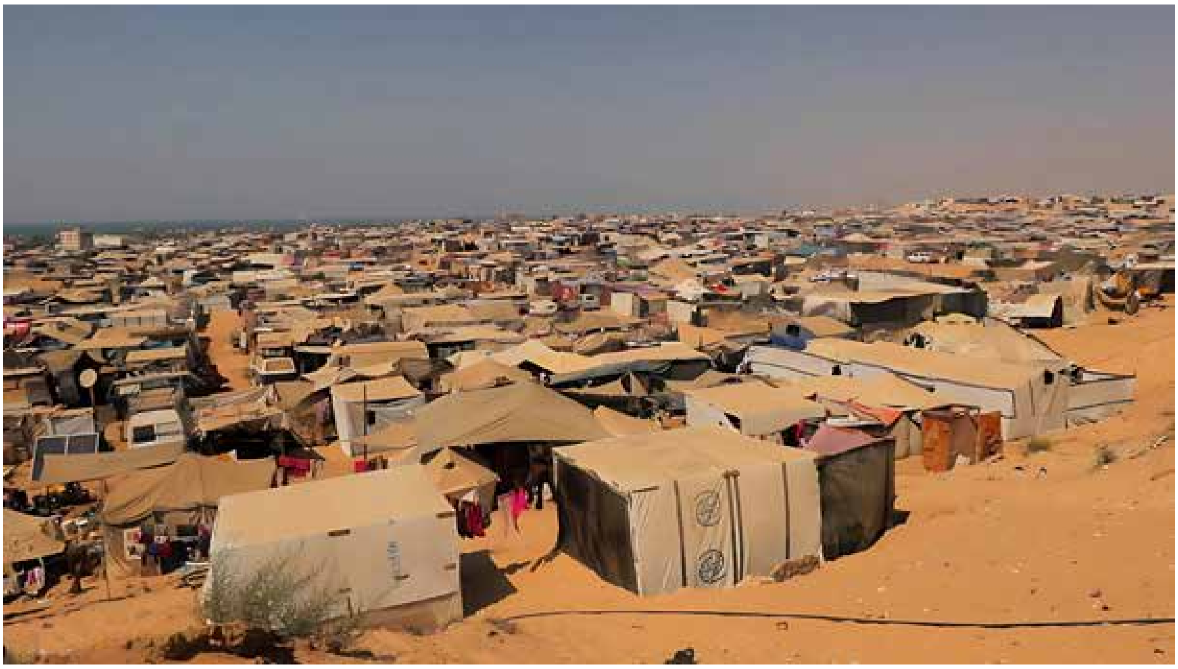
Impact of the War:

- Destruction of 68% of the total housing stock.
- Mass displacement of people, with over 1.46 million individuals left homeless (nearly 67% of the population).

List of Programs

1. Rapid Shelter
2. Housing Reconstruction

1.1 Rapid Shelter



QUICK FACTS

Objective: Providing shelter for displaced families
Financing needs: $5.2 B
Timeframe: O- Y5
Responsible entity: MoPWH, MoSD

Stakeholders:

Government institutions, civil society, private sector, local government units, community representatives, UN agencies, international partners, and donors

Cross-cutting themes:

Debris management, WASH, energy, land, transportation, social protection, social inclusion, education, and the economic sectors

Program description:

Providing a menu of shelter and housing options while preparing for housing recovery. This will include repairing partially damaged housing units, providing shelter cash assistance to sustain those living with relatives and friends until they are able return, completing on-site structural damage assessments of housing units, incentivizing families with undamaged housing units to construct additional living spaces, and providing transitional shelters with prefabricated materials.

FUNDING NEEDS

Overall: $5.2 B

- Repair and rehabilitation of partially damaged housing units: $0.9 B
- Providing temporary alternative shelter and incentivizing families with undamaged housing units to construct additional living spaces: $1.0 B
- Establishment of temporary shelters: $3.3 B

FUNDING MECHANISM

Pooled Funding Mechanism: A recovery fund shall be established, pooling resources from the international donors and development partners.

Partnerships with the private sector to leverage resources, expertise, and innovation for construction, material supply, and service delivery.

Private Sector Funding: YES

OUTPUTS and OUTCOMES

Outputs:

- Partially damaged housing units repaired and rehabilitated.
- Rental and cash assistance provided.
- Transitional shelters deployed.

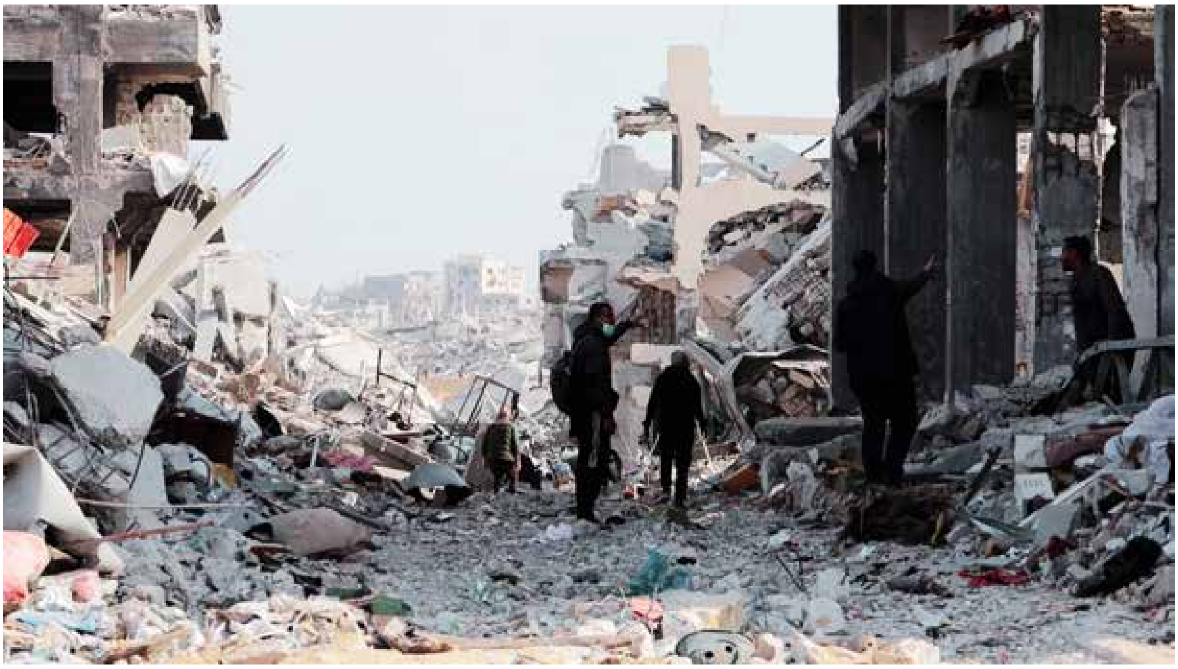
Outcomes:

- Households who own partially damaged houses permanently returned to their homes.
- Temporary housing provided through financial subsidies.
- Individuals have temporary mobile housing units in transitional shelters.

PROGRAM TIMELINE

- Phase I: Repair and rehabilitate partially damaged housing units, provide rental and cash assistance, deploy transitional shelter.
- Phase II: Financial rental assistance.
- Phase III: Financial rental assistance.

1.2 Housing Reconstruction



QUICK FACTS

Objective: Reconstruction of totally damaged housing units
Financing needs: $11.9 B
Timeframe: 0- Y5
Responsible Entity: MoPWH

Stakeholders:

Government institutions, civil society, private sector, local government units, community representatives, UN agencies, international partners, and donors

Cross-cutting themes:

Debris management, WASH, energy, land, transportation, social protection, social inclusion, education, and the economic sectors

Program description:

Promote equitable and sustainable reconstruction of totally damaged housing units and create resilient, inclusive communities in the Gaza Strip that foster social cohesion and socio-economic development.

FUNDING NEEDS

Overall: $11.9 B

- Reconstruction of 50% of totally damaged housing units in phase two: $6.0 B
- Reconstruction of 50% of totally damaged housing units in phase three: $5.9 B

FUNDING MECHANISM

Pooled Funding Mechanism: A recovery fund shall be established, pooling resources from the international donors and development partners.

Partnerships with the private sector to leverage resources, expertise, and innovation for construction, material supply, and service delivery

Private Sector Funding: YES

OUTPUTS and OUTCOMES

Outputs:

- 50% of totally damaged housing units reconstructed in Phase II.
- 50% of totally damaged housing units reconstructed in Phase III.

Outcomes:

- Permanent return to new housing units for 50% of individuals whose housing units were totally damaged in Phase II.
- Permanent return to new housing units of 50% of individuals whose housing units were totally damaged in Phase III.

PROGRAM TIMELINE

- Phase I: Planning and preparation for housing reconstruction
- Phase II: Reconstruction of 50% of totally damaged housing units
- Phase III: Reconstruction of 50% of totally damaged housing units

INFRASTRUCTURE SECTORS

Sector	Number of programs	Value (US$B)
Debris Removal	1	1.5
Municipal Services	3	0.9
Energy	7	1.5
WASH	5	2.9
Transportation	7	4.2
ICT	1	0.5
Total	24	11.5

1. DEBRIS REMOVAL

Objective

Ensures emergency access by clearing roads, removing hazardous waste, conducting explosive remnants of war (ERW) clearance, and restoring critical facilities. It promotes sustainable waste management through recycling, reuse, and clearing public infrastructure, while fostering a circular economy with recycling plants and environmental restoration for long-term sustainability.

Facts on the Ground

Prior to the War:

- Limited debris management with small-scale recycling efforts from previous wars.
- Shortages in resources, modern equipment, and technical expertise.

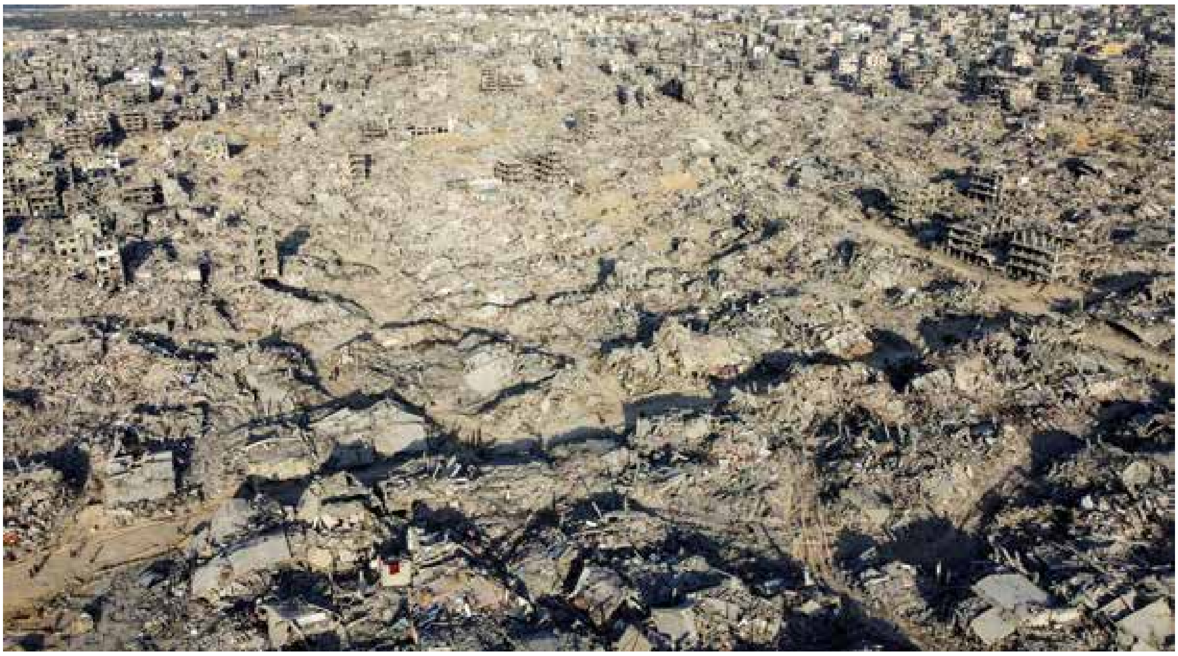
Impact of War:

- Massive destruction, generating 50M tons of debris.
- Hazardous contamination from asbestos, chemicals, and unexploded ordinances (UXOs).
- Severe environmental damage.
- Worsened contamination from destroyed factories.

List of Programs

1. Gaza Debris Removal and Recycling Initiative

1.1 Gaza Debris Removal and Recycling Initiative



QUICK FACTS

Objective: Clear rubble, manage hazardous waste, and promote recycling
Financing needs: $1.52 B
Timeframe: Month 1-40
Responsible entity: MoPWH

Stakeholders:

Government ministries, municipalities, displaced residents, private sectors, and implementation bodies

Cross-cutting themes:

Sustainability, efficiency, safety, recovery

Program description:

The initiative will clear 50M tons of rubble blocking essential infrastructure. It will remove and recycle debris from roads, shelters, public buildings, and private homes. Around 50-70% of the rubble will be reused for road rehabilitation, concrete, and block production, supporting environmental sustainability and aiding Gaza’s recovery and reconstruction efforts.

FUNDING NEEDS

Overall: $1.52 B

- Rubble removal from roads and shelters: $230M
- Rubble removal from public buildings: $95 M
- Rubble removal from private housing units: US $1.2 B

FUNDING MECHANISM

Funding mechanisms include donor support; public-private partnerships.

Private sector funding: YES

OUTPUTS and OUTCOMES

Outputs:

- 50M tons of debris removed 50-70% of debris recycled.
- Key infrastructure made accessible.
- Debris recycling processes established.

Outcomes:

- Restored infrastructure and improved mobility.
- Environmental sustainability.
- Job creation.

PROGRAM TIMELINE

- Mobilization, debris removal from roads and shelters, sorting, and recycling. (Month 1-6)
- Debris removal from public buildings. (Month 1-4)
- Large-scale debris removal from private homes, recycling. (Y0 – Y5)

2. MUNICIPAL SERVICES

Objective

Rapid restoration of essential municipal services and critical infrastructure, alongside the modernization of solid waste management. Efforts will be directed toward rebuilding key municipal buildings and service infrastructure, while ensuring the financial sustainability of municipal services.

Facts on the Ground

Prior to the War:

- Municipalities struggled with services due to the blockade, outdated infrastructure, and limited resources
- Waste management faced challenges handling growing quantities of daily waste with unproportional resources

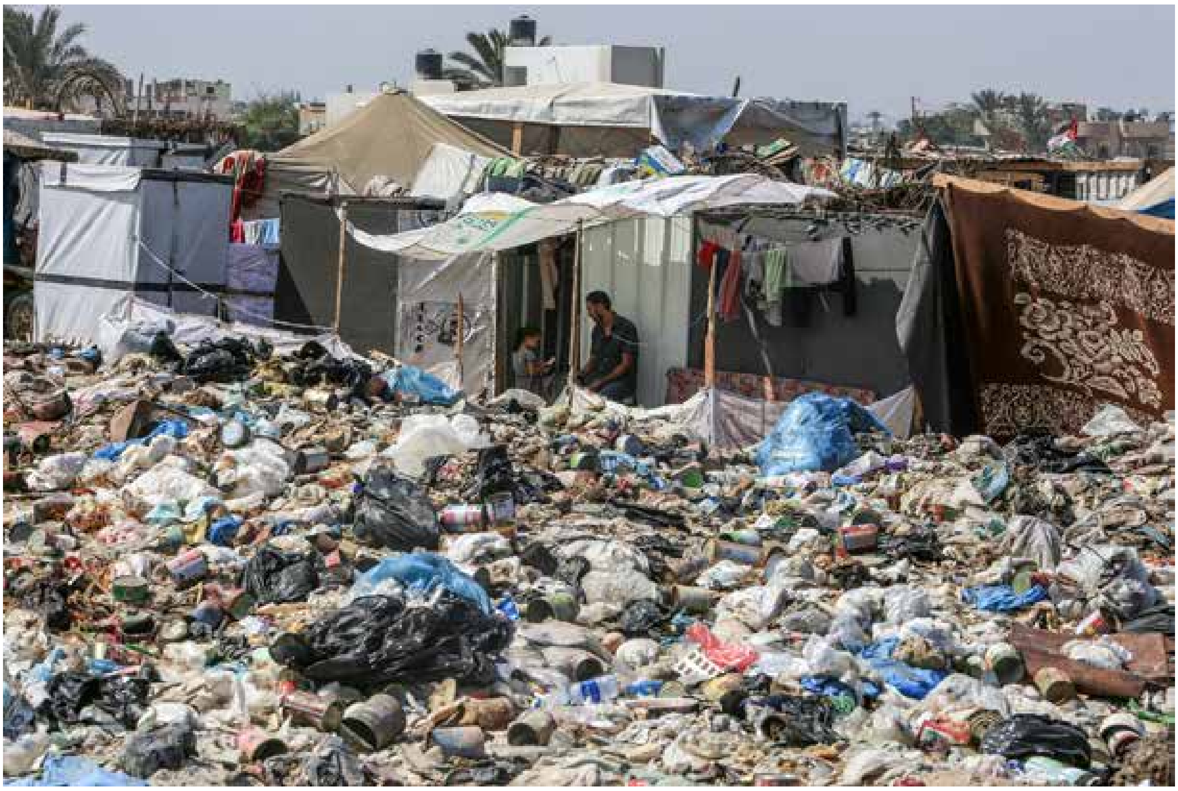
Impact of War:

- Extensive damage to municipal services and waste management
- Damage to public buildings, social facilities, and other critical infrastructure disrupted community life and impaired recovery efforts

List of Programs

1. Solid Waste Management Recovery and Reconstruction
2. Municipal Services Institutional and Operational Capacity Recovery

2.1 Solid Waste Management Recovery and Reconstruction



QUICK FACTS

Objective: Rebuild resilient waste management system
Financing needs: $260 M
Timeframe: Y1-Y4
Responsible entity: MoLG

Stakeholders:

MDLF, municipalities, JSC-GNG, JSC-KRM

Cross-cutting themes:

Environmental sustainability, public health, resilience, private sector engagement

Program description:

1. Improving solid waste management (SWM) in Gaza and North Gaza by standardizing waste services, rehabilitating dumpsites, and introducing waste-to-energy solutions primarily for medical waste.
2. Restoring waste management in Southern Gaza - focusing on Al-Fukhary Landfill, waste transfer upgrades, medical waste management, and strengthening local governance, through a phased approach for recovery and reconstruction.

FUNDING NEEDS

Overall: $260 M

- SWM for Gaza and North Gaza: $109 M for waste management, dumpsite rehabilitation, and infrastructure restoration.
- SWM for Southern Gaza: $151 M to reinstate landfill disposal, waste management, and medical waste management.

FUNDING MECHANISM

Donor support, and private sector contributions. The private sector will support Emergency SW Collection Services and Standardizing SW Collection Services by providing trucks, equipment, and technology through PPPs.

Private sector funding: YES

OUTPUTS and OUTCOMES

Outputs:

- Rehabilitated dumpsites and medical waste facilities.
- Implemented waste-to-energy and standardized collection.
- Operationalized Al-Fukhary Landfill and enhanced services.

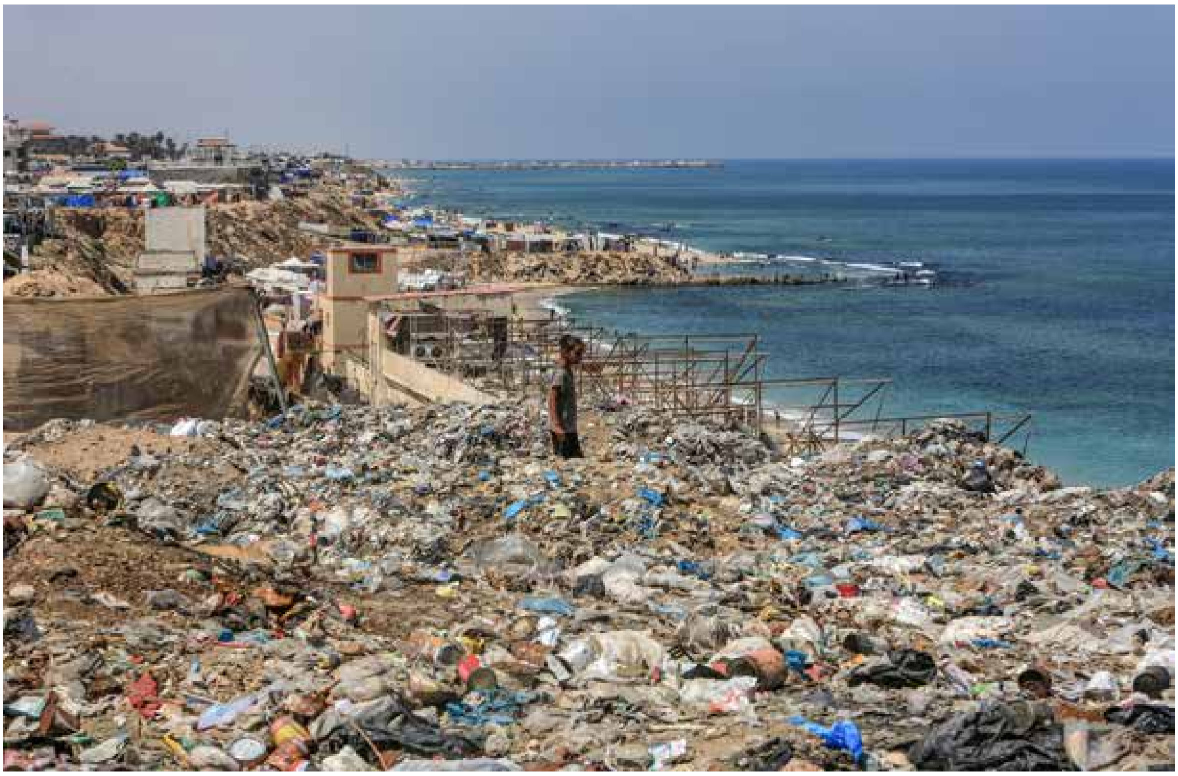
Outcomes:

- Improved health, sustainability, economic resilience, and restored waste management services.

PROGRAM TIMELINE

- Immediate response and rehabilitation – focus on urgent repairs, and emergency SWM. (Y1)
- Recovery and infrastructure rehabilitation. (Y2)
- Sustainable reconstruction. (Y2-Y4)

2.2 Municipal Services Institutional and Operational Capacity Recovery



QUICK FACTS

Objective: Improve municipal operations and staff capacity
Financing needs: $661 M
Timeframe: Y1-Y4
Responsible entity: MoLG

Stakeholders:

MoLG, donors, MDLF, Gaza municipalities, and private sector partners

Cross-cutting themes:

Sustainability, governance and capacity building, climate resilience, community involvement

Program description:

Strengthening municipalities to restore and maintain essential services by rebuilding their administrative and operational infrastructure for long-term sustainability. Financial sustainability will be achieved through fiscal reforms and the identification of new income sources. Governance will be enhanced, operational capacity improved, and efficiency in service provision for municipalities will be increased.

FUNDING NEEDS

Overall: $661 M

- Y1: $348M (100% operational costs of municipalities, in addition to needed systems and equipment)
- Y2: $187M (75% operational costs of municipalities)
- Y3: $126M (50% operational costs of municipalities, financial reforms, urban planning)

FUNDING MECHANISM

Mix of donor support for service restoration with local revenue reforms to increase income, reduce reliance on external funds, and ensure financial sustainability. The MDLF guides funding support to municipalities, assisting with financial planning and resource allocation.

Private sector funding: NO

OUTPUTS and OUTCOMES

Outputs:

- Restored and improved municipal services.
- Strengthened administrative and operational infrastructure.
- Fiscal reforms for better revenue and financial sustainability.

Outcomes:

- Efficient service delivery.
- Increased financial stability.
- Enhanced governance.

PROGRAM TIMELINE

- Restore services, implement fiscal reforms, and 100% support operational costs. (Y1)
- Expand services, strengthen partnerships, and support 75% of operational costs. (Y2)
- Integrate sustainability, conduct reforms, and support 50% of operational costs. (Y3-Y4)

3. ENERGY

Objective

Restoring energy access, rebuilding infrastructure, achieving energy self-sufficiency, ensuring a reliable supply, promoting renewable energy solutions, and addressing affordability challenges, with a focus on bridging energy gaps, ensuring long-term sustainability, and supporting development, economic growth, and equity.

Facts on the Ground

Prior to the War:

- Restrictions on fuel, equipment, and spare parts weakened Gaza's energy infrastructure.
- Load shedding (16 hours off).
- Critical facilities faced consistent power shortages.

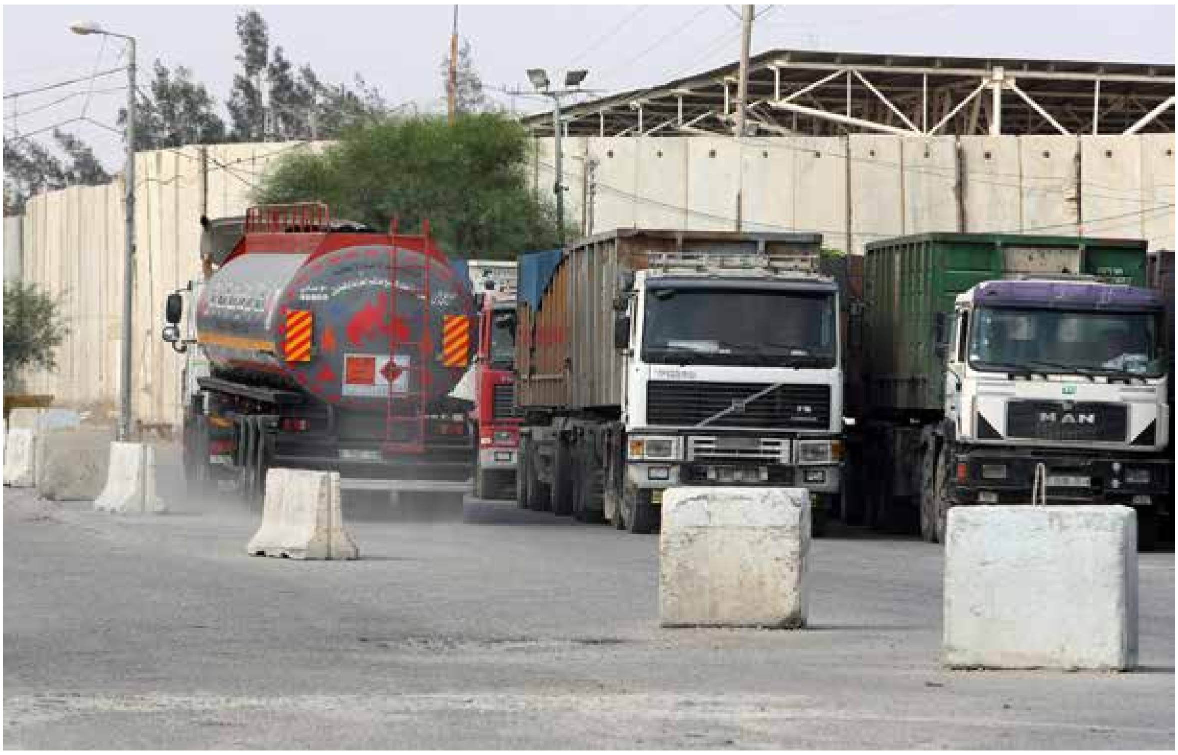
Impact of War:

- 80% of power assets destroyed.
- Medium- and low-voltage lines need full replacement.
- Partial damage to Gaza Power Plant.
- Damage to utility-scale and rooftop solar PV systems.

List of Programs

1. Supply and Rollout of Diesel Generators and Fuel
2. Leveraging Mobile PV Kits to Support Energy Access in Shelters and Refugee Camps
3. Supporting Public Health, and Educational Facilities with Hybrid PV Systems and Large-Scale BESS
4. Rehabilitation and Reconstruction of Transmission and Distribution Networks
5. Rehabilitation and Expansion of Gaza Power Plant (140 MW)
6. Construction of a 154 MW CCGT Power Plant in Southern Gaza
7. Gas for Gaza "G4G"

3.1 Supply and Rollout of Diesel Generators and Fuel



QUICK FACTS

Objective: Provide emergency backup power supply to essential facilities
Financing needs: $220.5 M
Timeframe: Month 1- 6
Responsible entity: PENRA

Stakeholders:

PENRA, GEDCO, EQA, MoRA, donor(s), supplier(s), municipalities

Cross-cutting themes:

Resilience and reliability, sustainability, capacity building, economic recovery

Program description:

Restore electricity to critical facilities, such as residential, educational, water, telecom, and health sectors, by supplying 382 generators (7 KVA to 688 KVA) and diesel for 1.5 years. Providing immediate power solutions to address severe shortages, ensuring essential services continue.

FUNDING NEEDS

Overall: $220.5 M

- Generator supply and distribution: $8.5 M
- Fuel cost ($2/liter): $192 M (*)
- Contingency: $20 M

FUNDING MECHANISM

- A mix of donor funding, public financing from the Palestinian government and humanitarian aid.

Private sector funding: NO

OUTPUTS and OUTCOMES

Outputs:

- Supply and distribution of 382 diesel generators.
- Fuel supply.
- Installation and commissioning at critical facilities.

Outcomes:

- Strengthens sector resilience, responsiveness, and sustainability.
- Immediate energy restoration to critical facilities.

PROGRAM TIMELINE

- Planning and priority identification. (Month 1)
- Tendering, contracting, and coordination. (Month 2-3)
- Supply, distribution, testing, and commissioning. (Month 4-6)

* There will be high initial reliance on fuel, which is expected to decrease as the Gaza Power Plant gradually resumes operations.

3.2 Leveraging Mobile PV Kits in Gaza to Support Energy Access in Shelters and Refugee Camps

QUICK FACTS

Objective: Deliver solar energy to shelters and camps.
Financing needs: $15. 2 M
Timeframe: Month 1-6
Responsible entity: PENRA

Stakeholders:

PENRA, MoSD, MoLG, local PV suppliers, beneficiary communities

Cross-cutting themes:

Energy security, disaster resilience, humanitarian, sustainable development, community empowerment

Program description:

Supply and install mobile photovoltaic (PV) kits with battery storage in Gaza's shelters and refugee camps. These kits will operate off-grid, providing reliable power for lighting, refrigeration, and cooling in areas with severe energy shortages. The objective is to ensure continuous electricity, enhance resilience, and support sustainable recovery for vulnerable communities.

FUNDING NEEDS

Overall: $15.2 M

- 15,000 Mobile PV Kits: $14 M
- Needs assessment and site selection: $0.2 M
- Procurement and logistics: $0.5 M
- Installation and deployment: $0.5 M

FUNDING MECHANISM

A mix of donor funding, , humanitarian aid.

Private sector funding: NO

OUTPUTS and OUTCOMES

Outputs:

- Deployment of 15,000 mobile PV kits in Gaza shelters and camps.

Outcomes:

- Immediate energy access for shelters and refugee camps.
- Increased renewable energy adoption, reduced reliance on fossil fuels, and enhanced resilience against energy crises.

PROGRAM TIMELINE

- Assessment and planning: Identify priority areas and assess needs. (Month 1-2)
- Procurement and installation: Purchase, distribute, and set up. PV kits (Month 2-6)

3.3 Supporting Public, Health, and Educational Facilities with Hybrid PV Systems and Large-Scale BESS

QUICK FACTS

Objective: Power key facilities with renewables
Financing needs: $17.4 M
Timeframe: Month 1-12
Responsible entity: PENRA

Stakeholders:

PENRA, MoH, MoEHE, local PV suppliers, NGOs

Cross-cutting themes:

Energy security, sustainability, climate resilience

Program description:

Enhance energy security by installing hybrid PV systems and large-scale Battery Energy Storage Systems (BESS) in public, health, and educational facilities, ensuring uninterrupted electricity for essential services. Reduce dependence on unreliable grid power, promote energy independence, and improve sustainability to enhance the resilience of critical services.

FUNDING NEEDS

Overall: $17.4 M

- Hybrid PV systems and BESS: $15 M
- Needs assessment and site selection: $0.8 M
- Procurement and logistics: $0.9 M
- Training and capacity building: $0.4 M
- Monitoring and evaluation: $0.3 M

FUNDING MECHANISM

A blend of international donor contributions, humanitarian aid.

Private sector funding: NO

OUTPUTS and OUTCOMES

Outputs:

- Installation of hybrid PV systems and BESS in selected public, health, and educational facilities.
- Continuous electricity supply for essential services.

Outcomes:

- Enhanced energy security.
- Lower energy costs.
- Increased climate resilience.
- Improved service delivery in health, education, and essential sectors.

PROGRAM TIMELINE

- Assessment and planning – Identify priority sites and conduct feasibility studies. (Month 1-2)
- Procurement and installation – Secure equipment, deploy systems, and integrate infrastructure. (Month 3-10)
- Train personnel, implement monitoring systems, and assess performance. (Month 6-12)

3.4 Rehabilitation and Reconstruction of Transmission and Distribution Networks

QUICK FACTS

Objective: Rehabilitate grid infrastructure and enable electricity imports
Financing needs: $384 M
Timeframe: Y1-Y4
Responsible entity: PENRA

Stakeholders:

PENRA, GEDCO, EQA, donor(s), supplier(s), municipalities, and PETL.

Cross-cutting themes:

Resilience, sustainability, economic recovery

Program description:

Restore and upgrade Gaza's damaged electricity transmission and distribution networks, including critical infrastructure, to ensure a reliable electricity supply, enhance energy evacuation, integrate renewable energy sources, and enable electricity imports, thereby strengthening the energy sector's resilience and sustainability.

FUNDING NEEDS

Overall: $384 M

- M.V Aerial and Underground Networks: $112 M
- L.V Aerial and Underground Networks: $78 M
- M.V Transformers (Indoor/Outdoor): $85 M
- Civil Works/Installations: $109 M

FUNDING MECHANISM

A mix of donor funding, public financing from the Palestinian government.

Private sector funding: NO

OUTPUTS and OUTCOMES

Outputs:

- Rehabilitation of transmission and distribution networks.
- Upgraded systems for energy evacuation and power diversification.

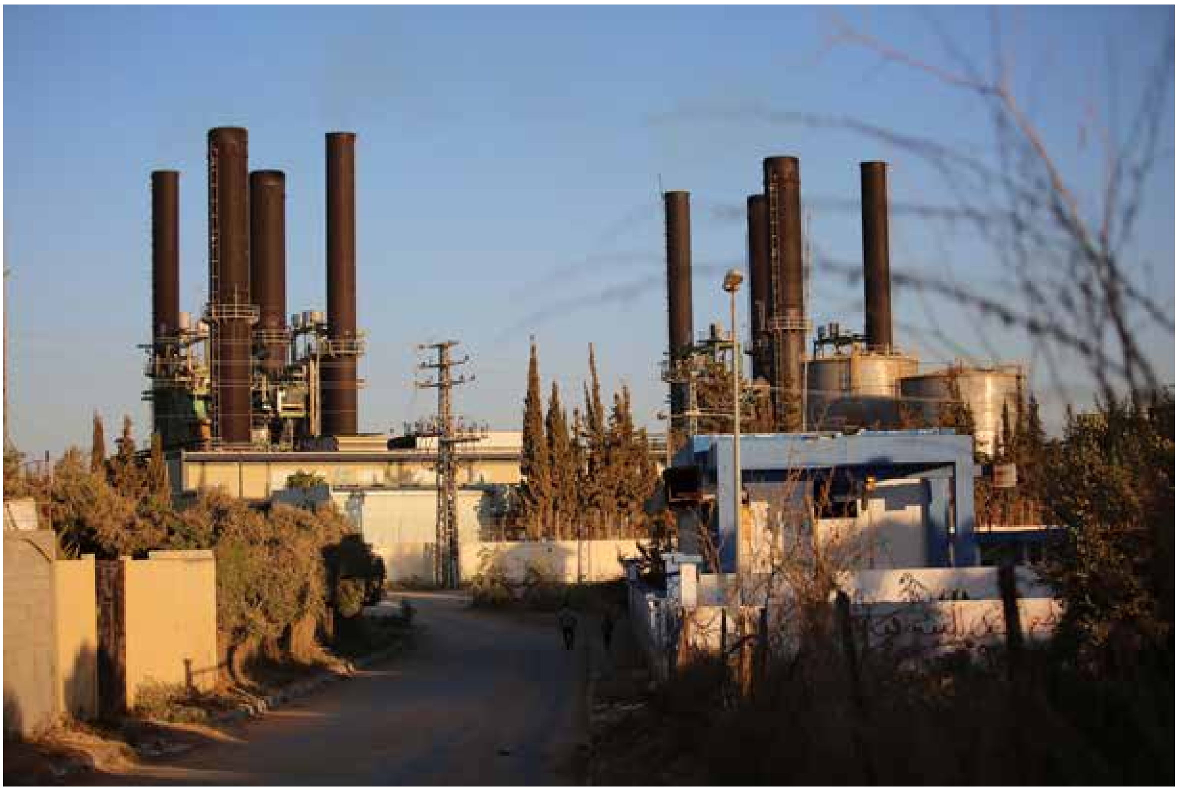
Outcomes:

- Immediate service improvements, enable service access across the Gaza Strip.
- Economic growth, enhanced energy security, and better quality of life.

PROGRAM TIMELINE

- Feasibility and planning. (Month 1-5)
- Design and permissions. (Month 6-12)
- Procurement. (Month 13-17)
- Rehabilitation, testing, and handover. (Month 18-48)

3.5 Rehabilitation and Expansion of Gaza Power Plant (140 MW)



QUICK FACTS

Objective: Rehabilitate and expand local power generation
Financing needs: $436 M
Timeframe: Y1-Y3
Responsible entity: PENRA

Stakeholders:

PENRA, GEDCO, EQA, MoRA, donor(s), supplier(s), municipalities

Cross-cutting themes:

Resilience and Reliability, sustainability, resilience, economic recovery, environmental sustainability

Program description:

Rehabilitate and reconstruct damaged infrastructure at the Gaza Power Plant (GPP) while expanding its capacity to 1,080 MW. Upgrade the energy network to support the increased capacity, ensuring improved reliability and distribution efficiency across the region.

FUNDING NEEDS

Overall: $436 M

- Rehabilitation of the fuel storage facility at the GPP: $1 M
- Development and expansion of local power generation (from the power plant): $190 M
- Fuel for Power Plant 9 for 2 years: $245 M (*)

FUNDING MECHANISM

A mix of private sector investment, donor support

Private sector funding: YES

OUTPUTS and OUTCOMES

- Expansion of GPP's capacity to 1,080 MW.
- Rehabilitation of damaged infrastructure.
- Development of transmission and distribution system.

Outcomes:

- Improved electricity reliability, reducing the supply-demand gap.
- Economic development, stability, and enhanced quality of life.

PROGRAM TIMELINE

- Feasibility and planning. (Month 1-5)
- Design and permissions. (Month 6-12)
- Procurement. (Month 13-17)
- Expansion, testing, commissioning, and handover. (Month 18-36)

(*) Considering that the power plant will restore the generation capacity gradually, starting with 20 MW over the first month.

3.6 Construction of a 154 MW Combined Cycle Gas Turbine (CCGT) Power Plant - Southern Gaza Strip

QUICK FACTS

Objective: Construct power plant to meet growing demand
Financing needs: $236.5 M
Timeframe: Y1-Y4
Responsible entity: PENRA

Stakeholders:

PENRA, GEDCO, EQA, donors, suppliers, municipalities

Cross-cutting themes:

Environmental and social impact, resilience, sustainability, disaster risk reduction, economic recovery, climate change mitigation

Program description:

Construction of 154 MW CCGT power plant in southern Gaza, near Khan Yunis, to address energy limitations. The plant will connect to the 161 kV busbars of Al Matahin substation via an underground cable. Its objective is to enhance Gaza's electricity supply, improve infrastructure, and meet growing energy demand.

FUNDING NEEDS

Overall: $236.5 M

- Power plant construction: $202 M
- Transmission infrastructure (161 kV connection): $26 M
- Cooling system and water supply: $8.5 M

FUNDING MECHANISM

A PPP model will be utilized, combining donor funding, private sector investment, and government support to finance construction, infrastructure, and operations while ensuring long-term sustainability and financial accountability.

Private sector funding: YES

OUTPUTS and OUTCOMES

Outputs:

- Improved electricity reliability.
- Increased generation by 154 MW and distribution capacity.
- Economic relief through lower costs.

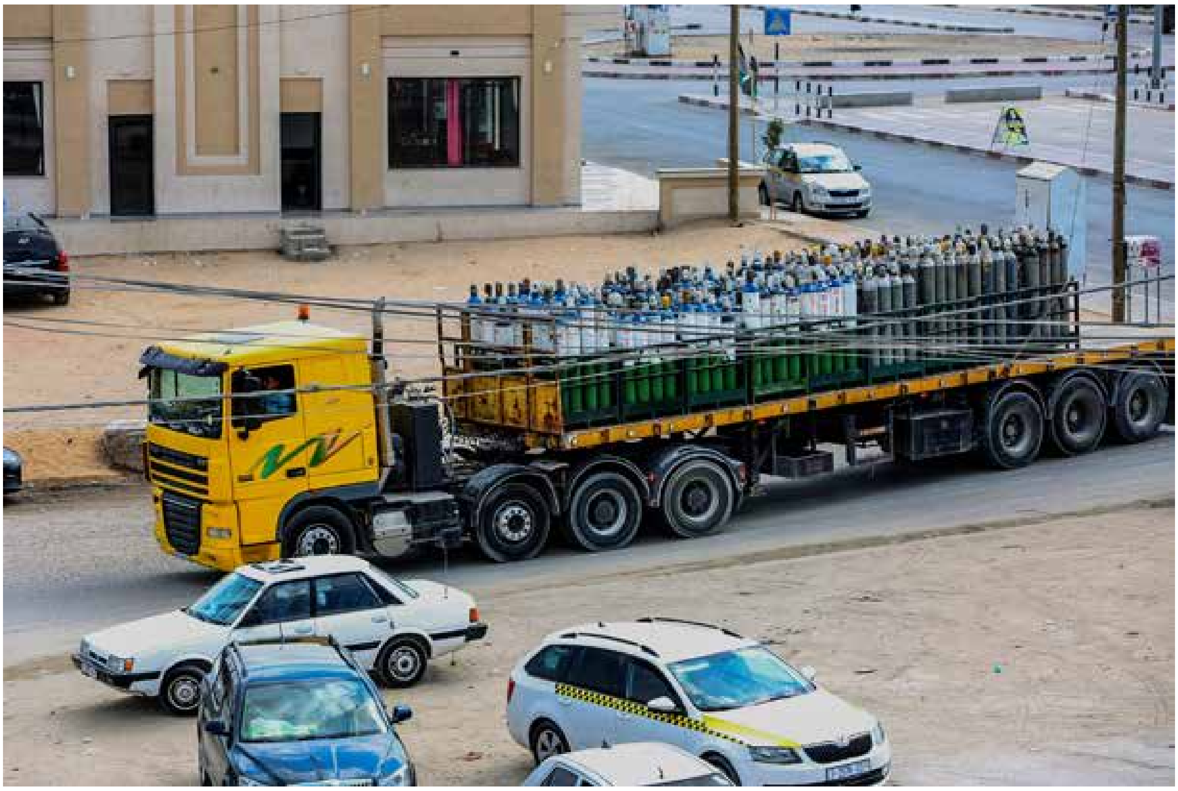
Outcomes:

- Enhance energy security.
- Stability and resilience.
- Economic growth and job creation.

PROGRAM TIMELINE

- Feasibility and planning. (Month 1-5)
- Design and approvals. (Month 6-12)
- Procurement. (Month 13-17)
- Expansion and commissioning. (Month 18-48)

3.7 Gas for Gaza (G4G)



QUICK FACTS

Objective: Secure gas supply for reliable energy
Financing needs: $155 M
Timeframe: Y1-Y4
Responsible entity: PENRA

Stakeholders:

PENRA, GEDCO, Palestinian EQA, MoF, donors, suppliers, municipalities

Cross-cutting themes:

Environmental and social impact, resilience, governance, sustainability, capacity building, disaster risk reduction, economic recovery, climate change mitigation

Program description:

The Gas for Gaza (G4G) aims to replace costly, unreliable heavy fuel with natural gas (NG) for the Gaza Power Plant (GPP), stabilizing energy supply and improving efficiency. The goal is to enable PENRA to operate GPP at full capacity, producing up to 120 MW of reliable power, addressing operational challenges, and enhancing Gaza's energy reliability.

FUNDING NEEDS

Overall: $155 M

- Infrastructure development ($109 M), including pipeline construction and gas receiving facilities
- Capacity building and technical assistance ($23 M)
- Regulatory and operational framework establishment ($23 M)

FUNDING MECHANISM

Program funding through donor support, supplemented by public-private partnerships for equipment and implementation.

Private sector funding: YES

OUTPUTS and OUTCOMES

Outputs:

- Installation of a gas pipeline.
- Transition from heavy fuel to natural gas.
- GPP operating at 120 MW.

Outcomes:

- Enhanced energy, security, efficiency, and sustainability.
- Increased energy economy.
- Lower environmental impact.

PROGRAM TIMELINE

- Feasibility and planning. (Month 1-5)
- Detailed design and permissions. (Month 6-12)
- Procurement and contracting. (Month 13-17)
- Construction, installation, testing, and handover. (Month 18-48)

4. WATER, SANITATION, HYGIENE (WASH)

Objective

Restore essential water and wastewater services, rebuild resilient infrastructure, reduce reliance on external sources, enhance water security, eliminate environmental pollution, ensure sustainability, and strengthen governance for effective water and sanitation management.

Facts on the Ground

Prior to the War:

- Over-extraction of the coastal aquifer (nearly 4 times the sustainable level).
- 97% of aquifer water unfit for consumption.
- Inadequate capacity for wastewater treatment led to untreated sewage discharge.

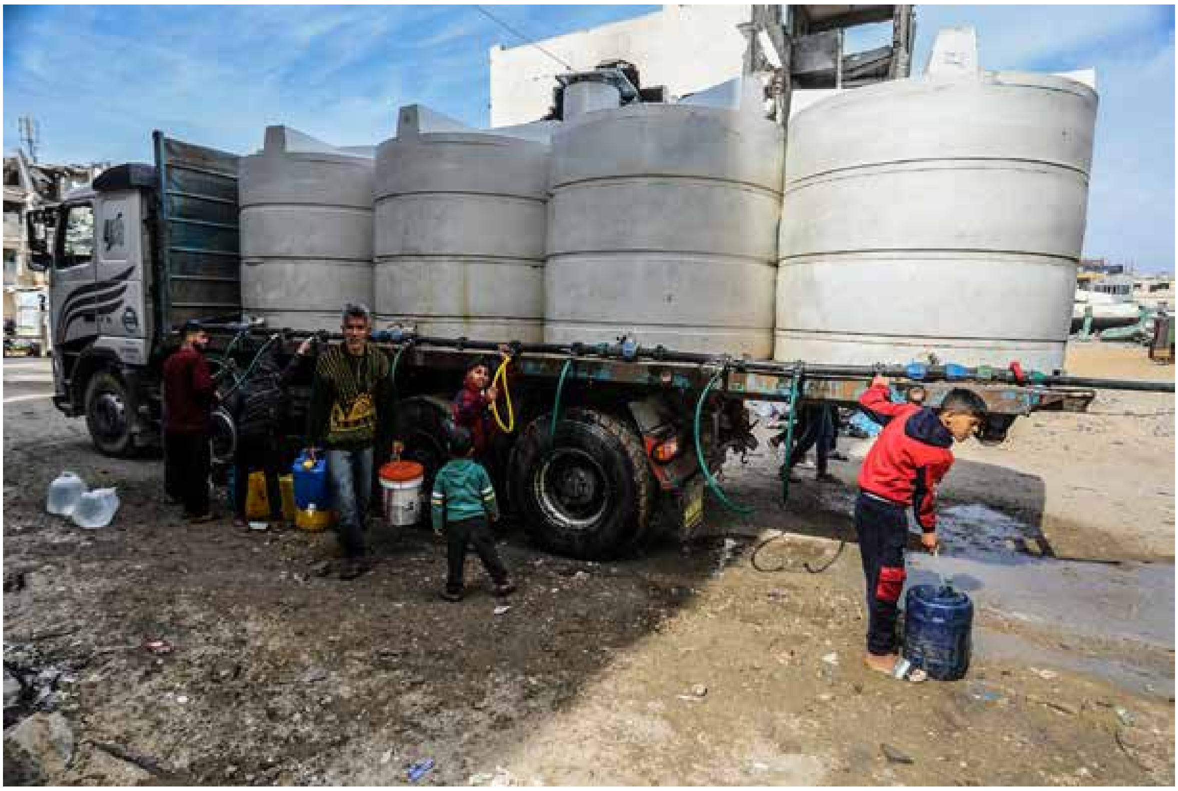
Impact of War:

- 89% of Gaza's water and sanitation infrastructure was destroyed or partially damaged.
- Water supply only 30-40 liters per capita per day, down from 82 liters pre-war.

List of Programs

1. Sea Water Desalination Plants and Associated Work
2. Water Supply System
3. Wastewater System
4. Integrated Wastewater Management and Agricultural Reuse
5. Stormwater Management

4.1 Sea Water Desalination Plants and Associated Work



QUICK FACTS

Objective: Rehabilitate and construct desalination plans to provide potable water
Financing needs: $425 M
Timeframe: Y1-Y5
Responsible entity: PWA

Stakeholders:

PWA, NWC/BWSU, municipalities, CMWU, donors

Cross-cutting themes:

Infrastructure, humanitarian access

Program description:

Restore and expand desalination plants, increase production to 220,000 cubic meter per day (CMD). Decentralize water production by placing plants in five governorates, reducing dependence on the aquifer and imported water. Each plant will integrate PV power fields, providing a sustainable and independent energy source for the desalination process.

FUNDING NEEDS

Overall: $425 M

- Rebuild North Gaza Plant: $100 M
- New Gaza Plant: $150 M
- Expand Middle Area Plant: $62.5 M
- Expand Southern Plant (Khan Yunis): $50 M
- New Rafah Plant: $62.5 M

FUNDING MECHANISM

Combination of international donor support, PPPs, and Palestinian government contributions.

Private sector funding: YES

OUTPUTS and OUTCOMES

Outputs:

- Reconstruct North Gaza Plant (45K CMD).
- Construct Gaza Plant (70K CMD) and Rafah Plant (30K CMD).
- Expand Middle Area Short Term Low Volume (STLV) to 30K CMD, and South (Khan Yunis) STLV to 45K CMD.
- Construct associated works and PV power to support operations.

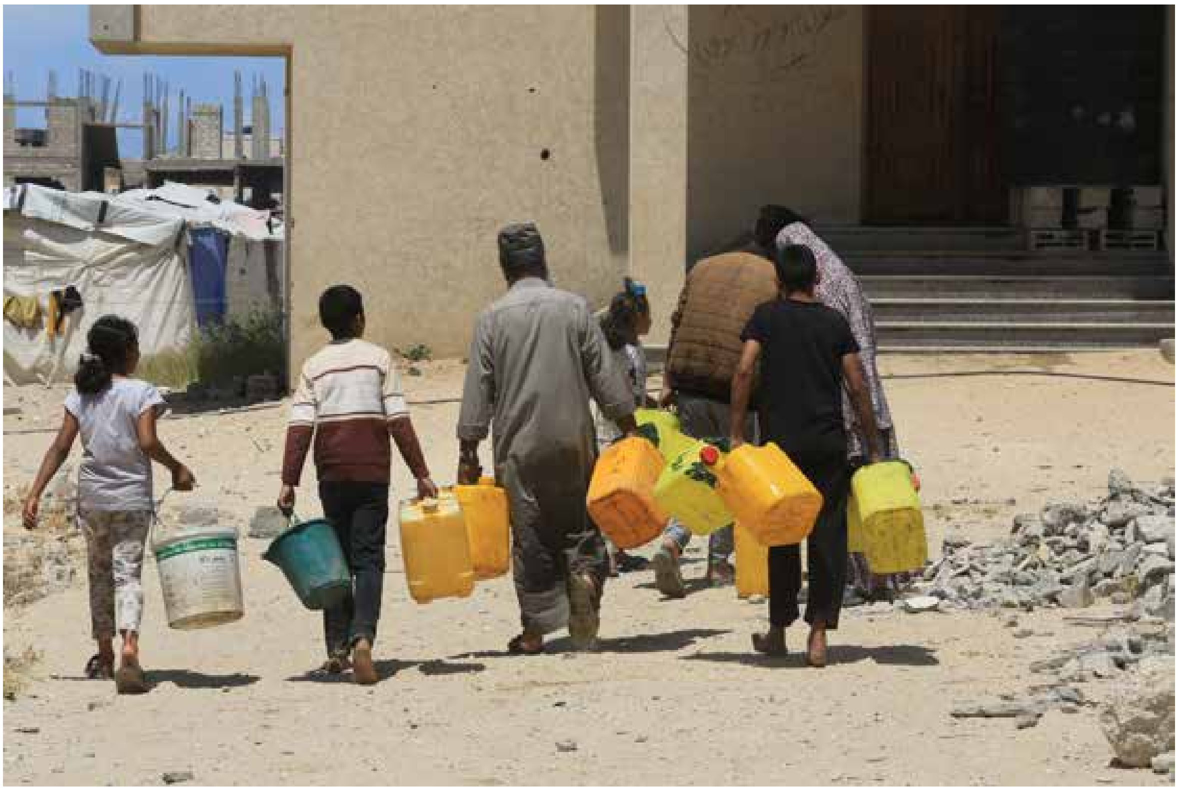
Outcomes:

- Improved water security.
- Restore and enhance infrastructure.
- Improve groundwater quality.

PROGRAM TIMELINE

- Construct and expand desalination plants: North Gaza, Gaza, Middle, Khan Yunis, Rafah. Install 25 MWH PV fields. (Month 1-30)
- Expand plants - North Gaza, Gaza, Middle, Rafah. Install 20 MWH PV fields. (Month 30-60)

4.2 Water Supply System, including wells, pumps, and reservoirs



QUICK FACTS

Objective: Rehabilitate and expand water wells and distribution system
Financing needs: $620 M
Timeframe: Y1-Y3
Responsible entity: PWA

Stakeholders:

PWA, BWSU/NWC, CMWU, municipalities, donors, private sector

Cross-cutting themes:

Water security, public health, food security, economy

Program description:

Restore and reconstruct over 230 damaged water wells (*), 58 reservoirs, and networks to ensure safe domestic water access. Upgrade water supply systems, implement a blending scheme, and enhance management for a resilient future. A technical assessment will guide repairs, with priority interventions for shelters, health, and education sectors, alongside mobile desalination units for emergencies.

(*) The rehabilitation and relocation of wells will be carried out in alignment with the PWA aquifer model. All new or rehabilitated wells will be designed with sustainable abstraction rates to prevent further aquifer degradation and ensure long-term water security.

FUNDING NEEDS

Overall: $620 M

- Technical assessment: $0.25 M
- Repair and maintenance: $60 M
- Rehabilitate and reconstruct: $210 M
- Network reconfiguration: $240 M
- New wells and reservoirs: $106.3 M
- Transitional solutions: $3.75 M

FUNDING MECHANISM

Grants through international donor community, humanitarian agencies

Private sector funding: NO

OUTPUTS and OUTCOMES

Outputs:

- Mobile water treatment units.
- Restoration of 130 wells, 35 reservoirs, and 50 km of water networks.
- Upgraded water supply systems (230 km).
- Construction of 100 new wells and 23 reservoirs.

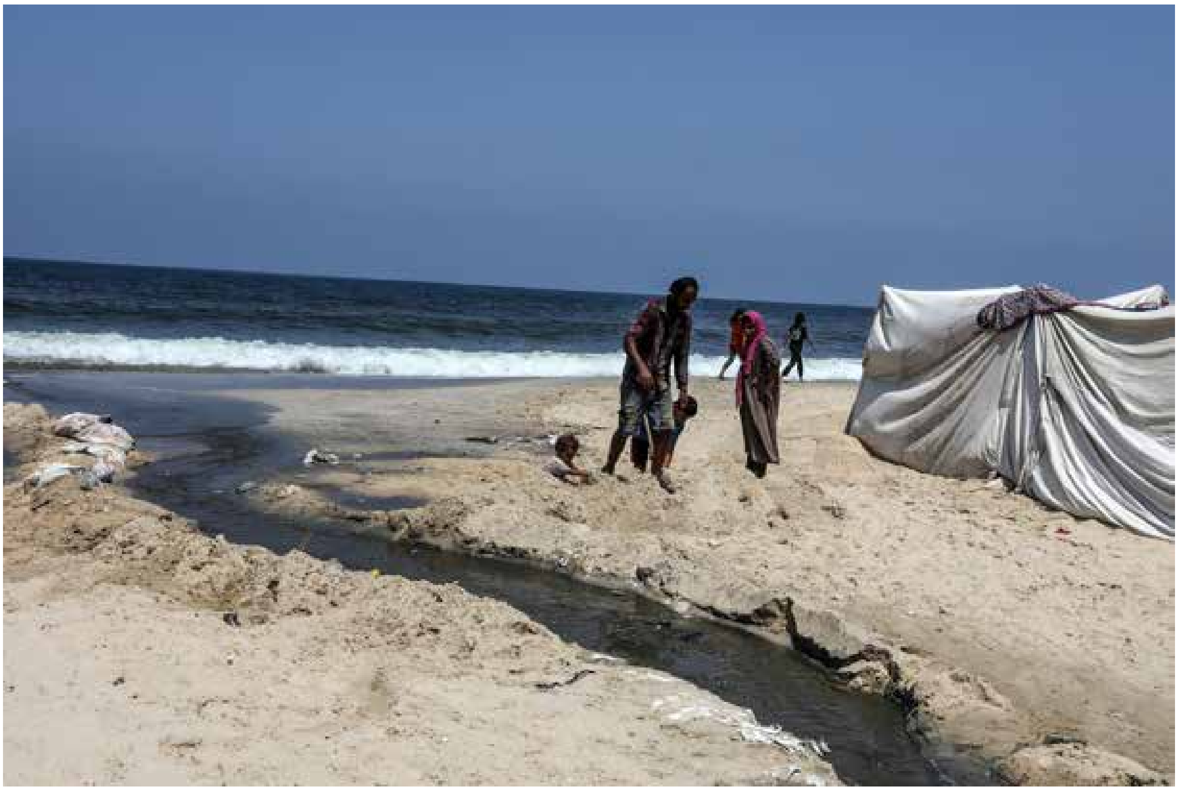
Outcomes:

- Safe water access for residents.
- Sustainable water supply system.

PROGRAM TIMELINE

- Urgent repairs, mobile desalination deployment, and designs. (Month 1-6)
- Rehabilitation, construction, and network reconfiguration. (Month 6-36)
- Technician training and digital monitoring implementation. (Month 30-36)

4.3 Wastewater System Rehabilitation and Development



QUICK FACTS

Objective: Rehabilitate wastewater collection and pumping system
Financing needs: $881 M
Timeframe: Y1-Y4
Responsible entity: PWA

Stakeholders:

PWA, CMWU, local municipalities, donors, UN agencies

Cross-cutting themes:

Environmental sustainability, public health

Program description:

Rehabilitate and develop an integrated wastewater system. Includes repairing destroyed infrastructure, upgrading 2,250 km of sewer pipelines, and reconstructing key pumping stations. The goal is to improve operational efficiency, ensure complete sewer coverage, and establish a sustainable, resilient wastewater system, addressing immediate needs and contributing to long-term improvements.

FUNDING NEEDS

Overall: $881 M

- Design for sewage facilities: $2.5 M
- Repair partially damaged pumping stations: $36 M
- Reconstruct network: $780 M
- Develop system operations (including solar integration): $62.5 M

FUNDING MECHANISM

Hybrid partnership model, combining public sector, private sector, and international donor community contributions to ensure the successful implementation and sustainability of the project.

Private sector funding: YES

OUTPUTS and OUTCOMES

Outputs:

- Rehabilitate damaged pump stations, networks, and pipelines.
- Reconstruct destroyed pump stations and networks.
- Expand service coverage.

Outcomes:

- Increase resilience to climate change.
- Environmental protection.
- Improved public health.

PROGRAM TIMELINE

- Emergency repairs and technical assessments of the sewage system. (Month 1–6).
- Rehabilitation and development of wastewater networks and pumping stations. (Month 6–48).

4.4 Integrated Wastewater Management and Agricultural Reuse

QUICK FACTS

Objective: Rehabilitate and upgrade wastewater treatment plants (WWTPs) and reuse systems for agriculture

Financing needs: $838.75 M

Timeframe: Y1-5

Responsible entity: PWA

Stakeholders:

PWA, BWSU/NWC, CMWU, MoA, municipalities, water users' associations, donors, private sector

Cross-cutting themes:

Environmental water security, public health, food security

Program description:

Rehabilitate, expand, and modernize Gaza's three regional WWTPs—North Gaza, Gaza Central, and Khan Yunis—to restore capacity and integrate treated wastewater reuse for agriculture. Enhance water recovery infrastructure, reduce pressure on Gaza's aquifer, and align with recovery plans to improve sustainability, food security, and public health.

FUNDING NEEDS

Overall: $838.75 M

- WWTPs: Maintain partially damaged $62.5M, rehabilitate, reconstruct: $250M, expand: $350M
- Repair recovery wells, networks and pump stations: $26.25M
- Recovery and reuse system: North Gaza: $37.5M, Gaza Central: $62.5M, Khan Yunis: $50M

FUNDING MECHANISM

A hybrid financing model combining public sector funds, private sector investments, and international donor contributions will be adopted.

Private sector funding: YES

OUTPUTS and OUTCOMES

Outputs:

- Expand North Gaza, Gaza Central, and Khan Yunis WWTPs.
- Enhance recovery infrastructure for agricultural irrigation.
- Rehabilitated wastewater treatment facilities.

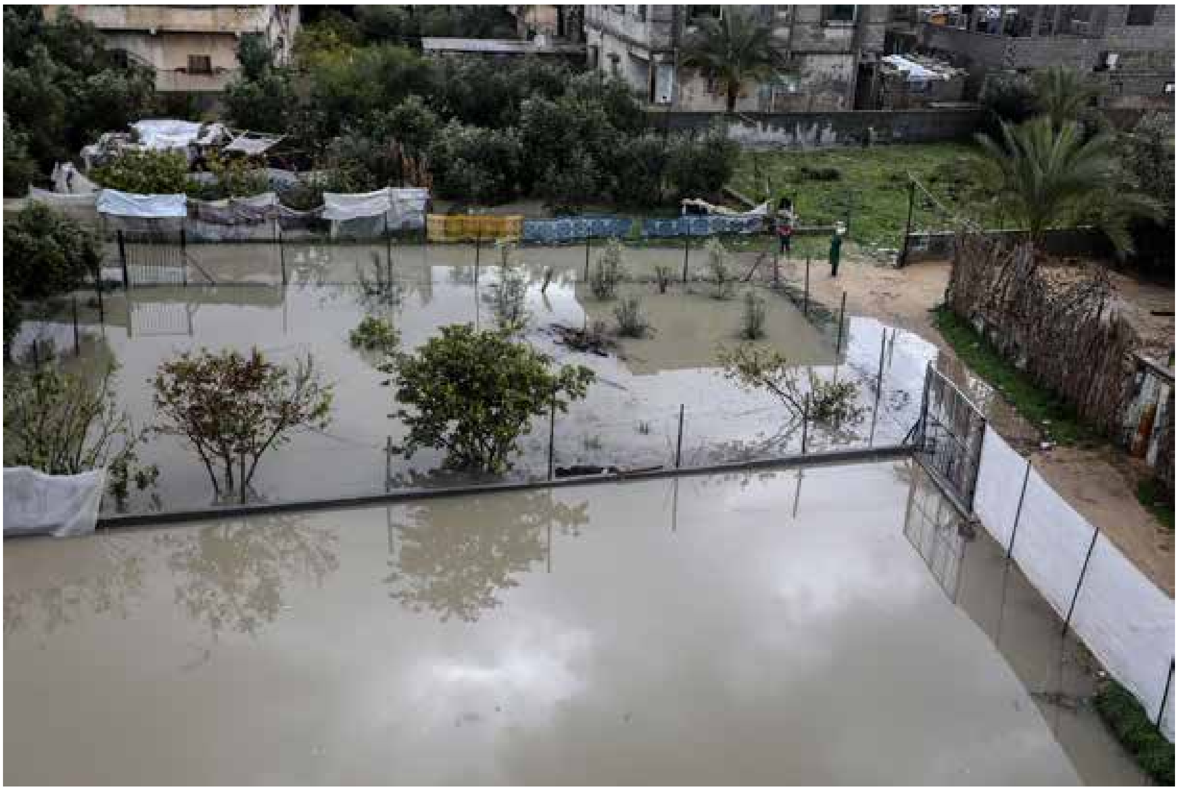
Outcomes:

- Reduced reliance on the aquifer for agriculture.
- Improved food security, Improved environmental and public health

PROGRAM TIMELINE

- Emergency repairs, technical assessments, and rehabilitation of treatment plants (Month 1-24).
- Expansion of treatment plants, implementation of recovery systems, and long-term sustainability measures (Month 24-60).

4.5 Stormwater Collection and Infiltration



QUICK FACTS

Objective: Improve flood control and water harvest
Financing needs: $146.3 M
Timeframe: Y1-5
Responsible entity: PWA

Stakeholders:

PWA, MoLG, CMWU, municipalities, EQA, donors, private sector

Cross-cutting themes:

Climate resilience, flood mitigation, water security, environmental sustainability, public health

Program description:

Rehabilitate and expand Gaza's stormwater infrastructure, addressing flooding risks, improving water infiltration, and enhancing climate resilience. Includes upgrading basins, pumping stations, and pipelines, preventing stormwater overflow, and reducing contamination from mixed sewage systems.

FUNDING NEEDS

Overall: $146.3 M

- Maintenance and rehabilitation of stormwater infrastructure: $46.3 M
- Upgrading, expansion, and separation of stormwater infrastructure: $100 M

FUNDING MECHANISM

Combination of international donor support, and public sector allocations.

Private sector funding: NO

OUTPUTS and OUTCOMES

- Rehabilitate stormwater infrastructure.
- Expand and upgrade drainage systems.
- Separate stormwater and wastewater networks.
- Develop harvesting solutions.

Outcomes:

- Reduce flood risks.
- Improve wastewater management.
- Enhance water security and groundwater recharge.

PROGRAM TIMELINE (FOR PHASE 1)

- Technically assess, restore, maintain, and rehabilitate stormwater infrastructure (Month 1-24).
- Expand stormwater systems, separate networks, implement sustainability measures, and establish monitoring for efficiency (Month 24-60).

5. TRANSPORTATION

Objective

Restore essential infrastructure by reopening roads, rebuilding transport networks, and reconstructing border crossings. Expand and modernize with new roads, mass transit, and upgraded facilities to improve connectivity, boost economic growth, and support national reunification.

Facts on the Ground

Prior to the War:

- Deteriorating infrastructure, limited mobility.
- Congested roads, poor bridges.
- Limited public transport.
- Restricted goods movement.
- No operational ports/airport.
- Border closures limited trade.

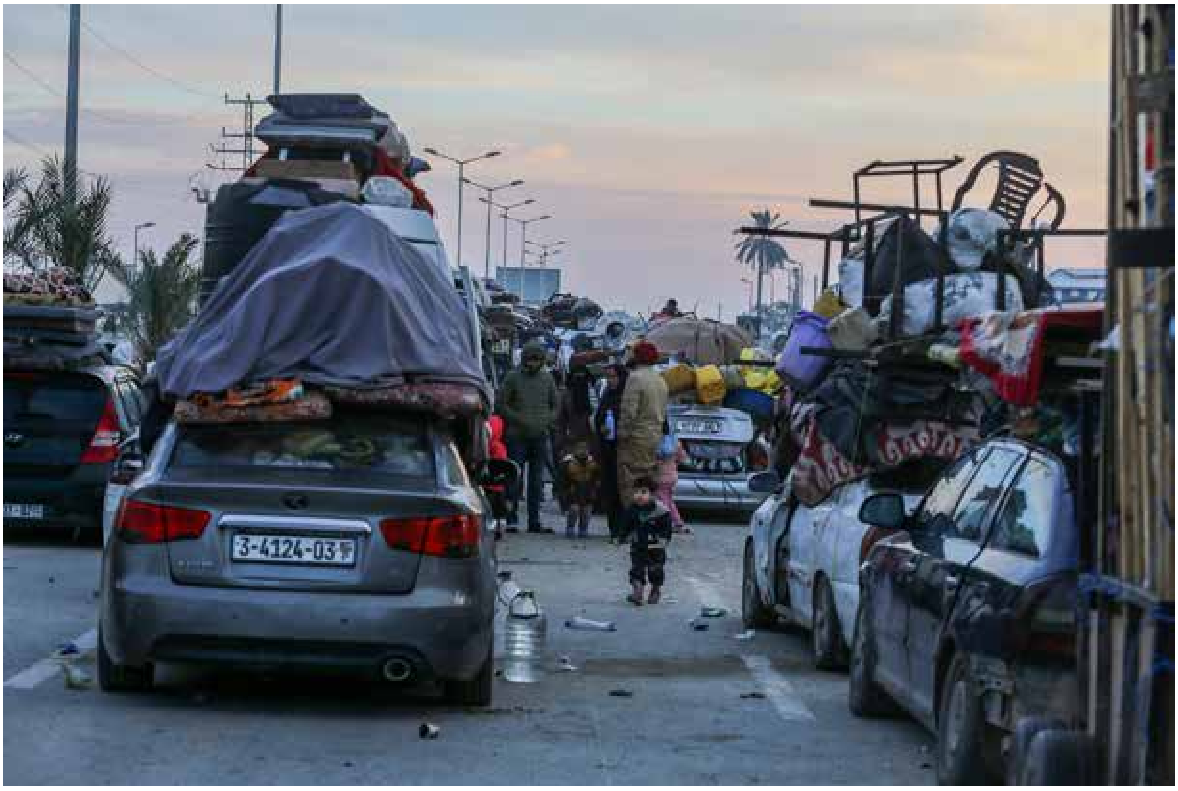
Impact of War:

- 81% of roads damaged.
- 80% of bridges affected.
- Gaza Port and all 4 border crossings destroyed.
- 85% of vehicles destroyed.

List of Programs

1. Restoration, Rehabilitation, and New Road Construction for Gaza's Road Network
2. Gaza Public Transport and Tram Network
3. Border Crossings Rehabilitation and Development
4. Gaza Fishing and Commercial Port Development
5. Gaza Airport Development – Yasser Arafat International Airport
6. Gaza-West Bank Connectivity Program
7. Fleet Recovery and Modernization for Gaza's Transportation System

5.1 Restoration, Rehabilitation, and New Road Construction



QUICK FACTS

Objective: Rebuild and expand road infrastructure
Financing needs: $1.71 B
Timeframe: Y1-4
Responsible entity: MoT

Stakeholders:

MoT, MoPWH, donor community, local municipalities

Cross-cutting themes:

Infrastructure, humanitarian access, economic recovery, public health, education

Program description:

Restore and expand Gaza's road infrastructure by repairing key roads, including Salah al-Din and Omar al-Mukhtar Streets and municipal roads, as well as bridges and border crossings. Introduce new roads to enhance connectivity and reduce congestion. Mobility projects, such as cycle networks, will promote sustainable transport.

FUNDING NEEDS

Overall: $1.71 B

- Main road rehabilitation: $667 M
- Bridge rehabilitation/construction: $11M
- Road rebuilding/operation: $1.03 B

FUNDING MECHANISM

Mix of international donor, and contributions from governments.

Private sector funding: NO

OUTPUTS and OUTCOMES

Outputs:

- Restored key roads, bridges
- New road networks

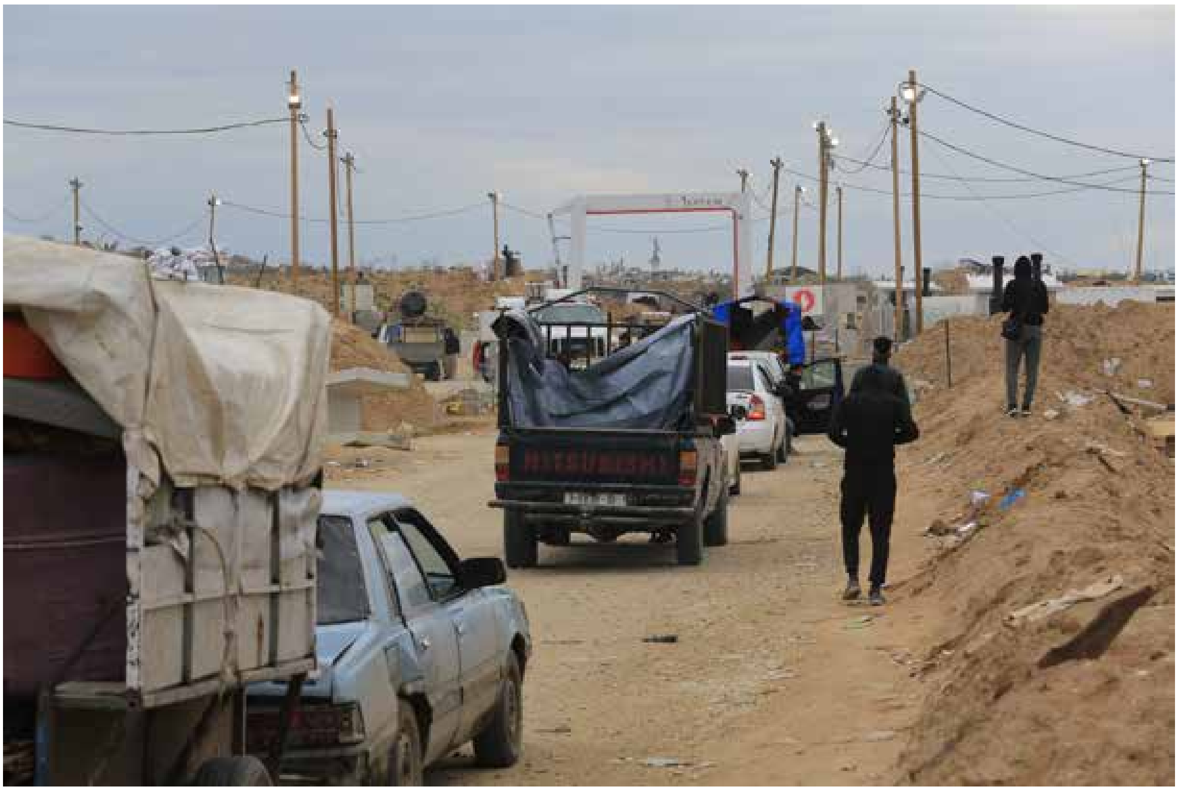
Outcomes:

- Reduced congestion and improved movement.
- Strengthened Gaza's internal connectivity.
- Enhanced economic recovery through better infrastructure.

PROGRAM TIMELINE

- Planning, opening main roads, alternative routes prioritizing access to essential services such as healthcare, housing, and markets. (Month 1–12)
- Road/bridge rehabilitation, vehicle procurement (Month 12–24)
- Upgrades main roads, new roads, bike-sharing. (Month 24–48)

5.2 Gaza Public Transport and Tram Network



QUICK FACTS

Objective: Set up modern public transport system
Financing needs: $700 M (phase 1)
Timeframe: Y2-Y4
Responsible entity: MoT

Stakeholders:

MoT, MoLG, donor community, private sector

Cross-cutting themes:

Sustainable mobility, urban growth, economic development, environmental sustainability

Program description:

Create a sustainable, high-capacity transportation system, including a tram network along Gaza's governorates and expanded local bus network. Main road along Gaza's eastern corridor will be used for goods transport and will be connected directly to the commercial sea port, alongside improved public transportation infrastructure, to enhance accessibility and reduce congestion.

FUNDING NEEDS

Overall: $700 M phase 1

- Tram Infrastructure, tram cars.
- Public transport stations and terminals.
- Eastern corridor for goods transport.

FUNDING MECHANISM

Hybrid partnership model, including PPP, international donors, and public support.

Private sector funding: YES

OUTPUTS and OUTCOMES

Outputs:

- High-capacity public transport system (tram and bus networks).
- New road for goods transport to/from the commercial port.
- Upgraded public transport infrastructure.

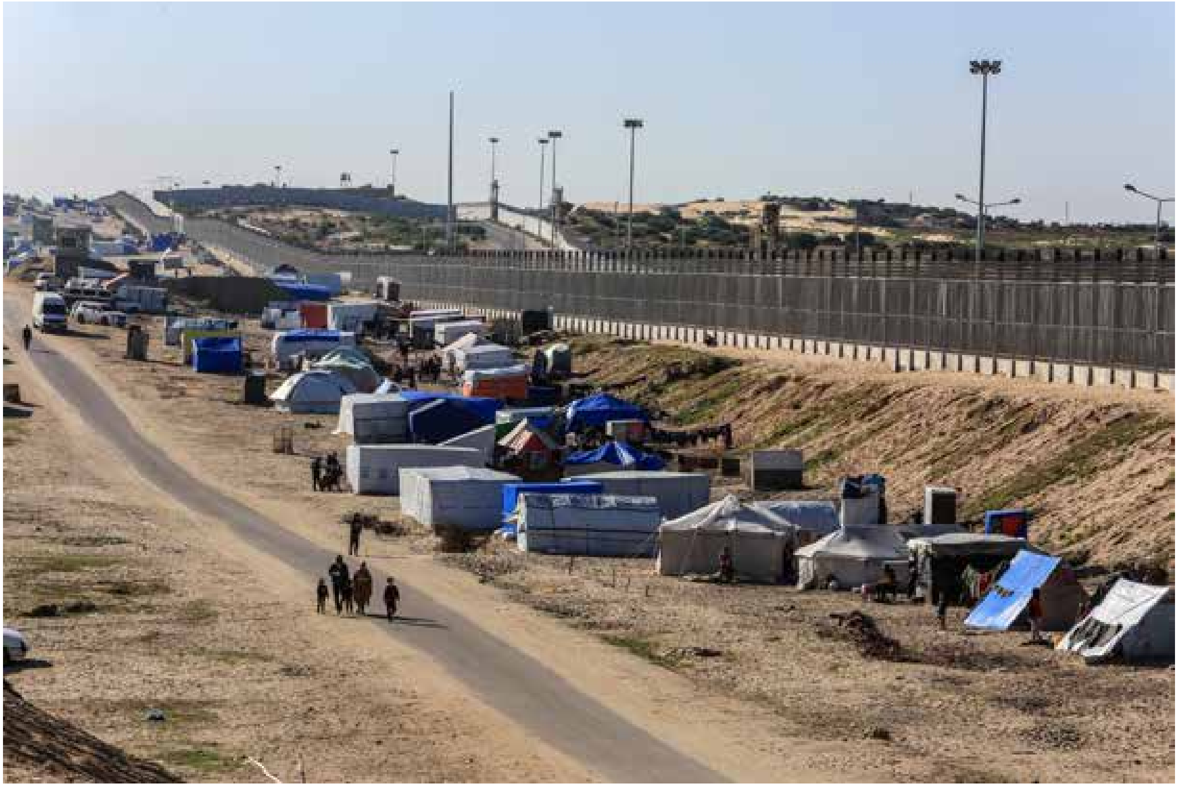
Outcomes:

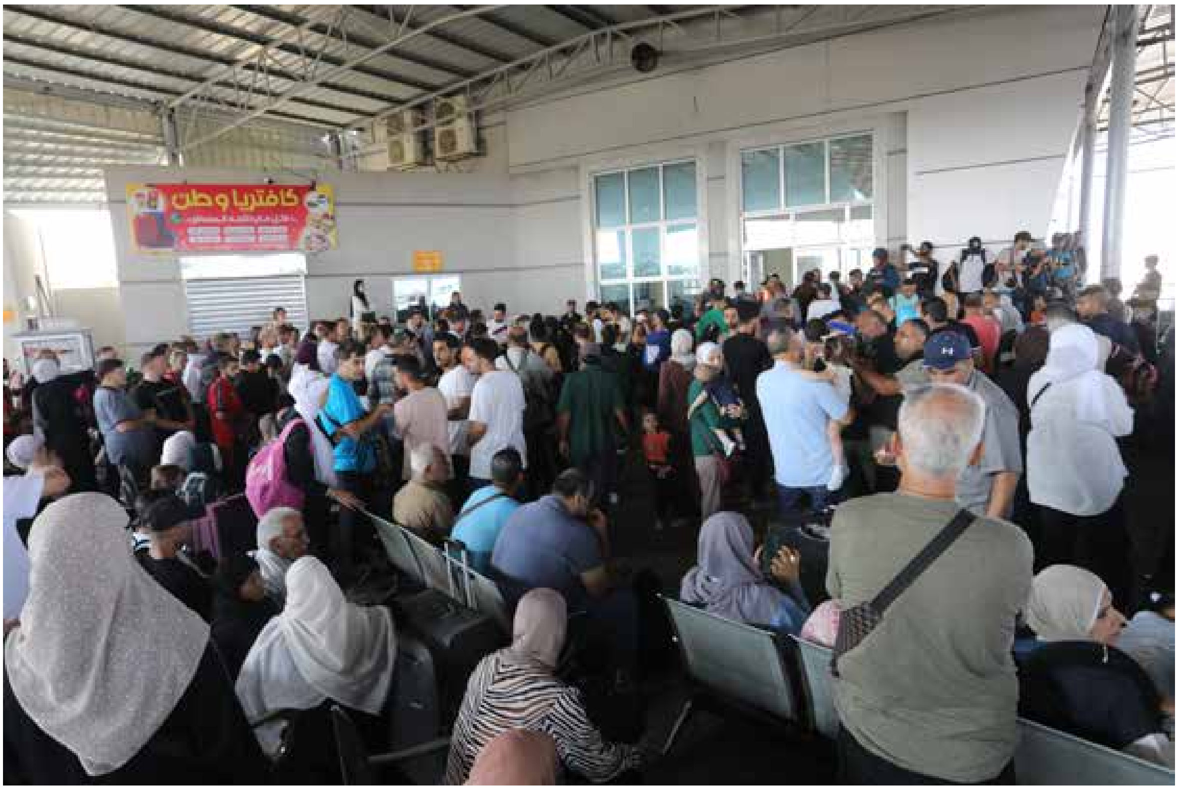
- Improved mobility and connectivity.
- Reduced congestion and emissions.
- Increased economic opportunities.

PROGRAM TIMELINE

- Land use planning of key transport routes, including bus network and tram corridors (Month 12-24).
- Development of tram network, public transportation, and eastern side main road for goods transport (Month 24-48).

5.3 Border Crossings Rehabilitation and Development





QUICK FACTS

Objective: Rehabilitate and upgrade key border crossing points
Financing needs: $40 M
Timeframe: Month 1-30
Responsible entity: MoT

Stakeholders:

MoT, MoI, private sector, investors, society.

Cross-cutting themes:

Trade facilitation, economic growth, public safety

Program description:

Rehabilitate and modernize critical border crossings in the Gaza Strip and restore their infrastructure to facilitate smoother and safer movement of people and goods, thereby enhancing trade and improving economic activities in Gaza.

FUNDING NEEDS

Overall: $40 M

- $25 M for infrastructure restoration.
- $15 M for logistics and customs storage.

FUNDING MECHANISM

Public sector financing, international donors, and private sector investments, secured via tenders, public-private partnerships, and donor agreements.

Private sector funding: YES

OUTPUTS and OUTCOMES

Outputs:

- Restoration and development of border crossings.
- Upgraded infrastructure and logistics facilities.

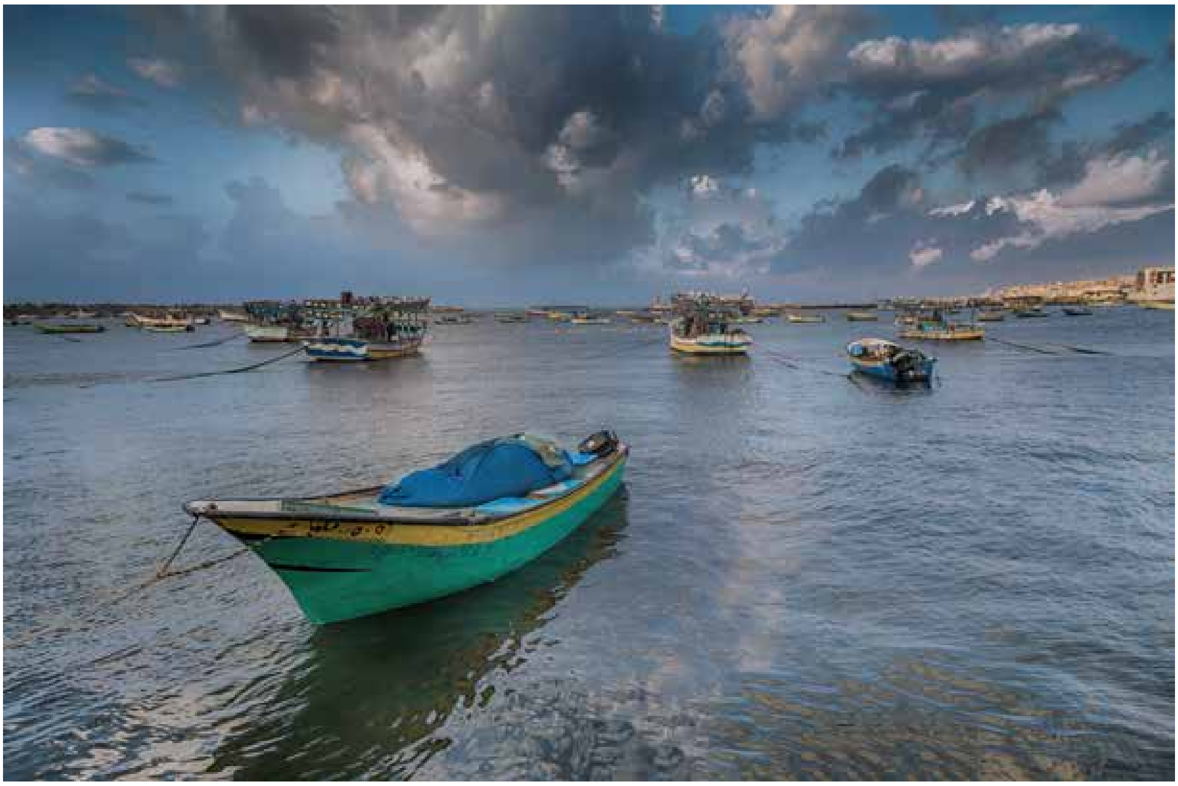
Outcomes:

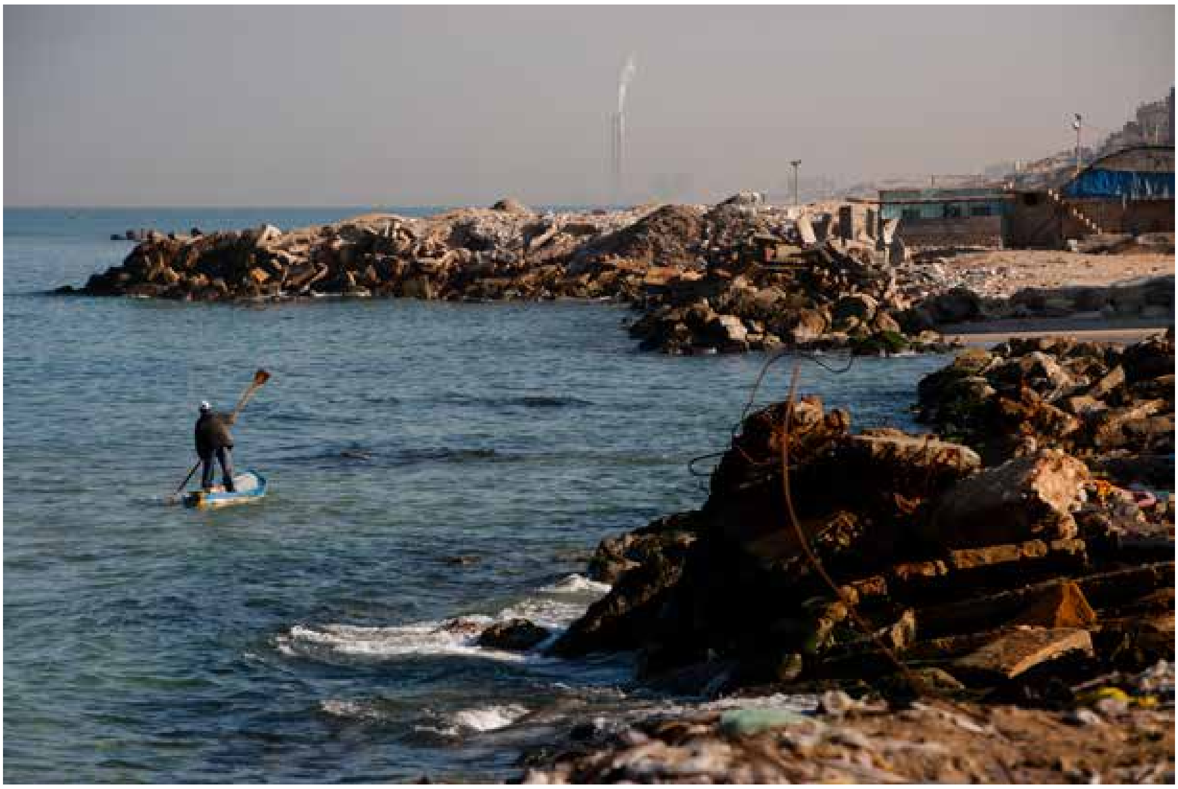
- Improved trade and reduced transportation costs.
- Enhanced economic growth.
- Boosted regional trade and cooperation.

PROGRAM TIMELINE

- Clearing obstacles, infrastructure renovation, and border facility upgrades at both crossings (Month 1-18).
- Establishment of logistics and customs storage facilities at crossings (Month 18-30).

5.4 Gaza Fishing and Commercial Port Development





QUICK FACTS

Objective: Upgrade fishing port and build trade port
Financing needs: $270 M (Phase I)
Timeframe: Y1-Y5
Responsible entity: MoT

Stakeholders:

MoT/ SPA, private sector, local fishermen agencies

Cross-cutting themes:

Economic recovery, trade and transport, livelihood support, environmental sustainability

Program description:

The Gaza Fishing and Commercial Port Development will enhance maritime transport and economic activity in Gaza. It consists of two components: 1) Fishing Port Rehabilitation, including repairs, new boats, and future upgrades for recreational use; 2) Commercial Port Development, establishing a new offshore seaport to boost trade, support deep-sea ships, and reduce dredging.

FUNDING NEEDS

Overall: $270 M

- Fishing port rehabilitation: $85.5M
- Commercial seaport and fishing port development: $184.5M

FUNDING MECHANISM

Hybrid model, including PPPs, international donor support

Private sector funding: YES

OUTPUTS and OUTCOMES

Outputs:

- Restored, rehabilitation and modernized fishing port.
- New commercial port (Phase I).
- Improved coastal economic activities.

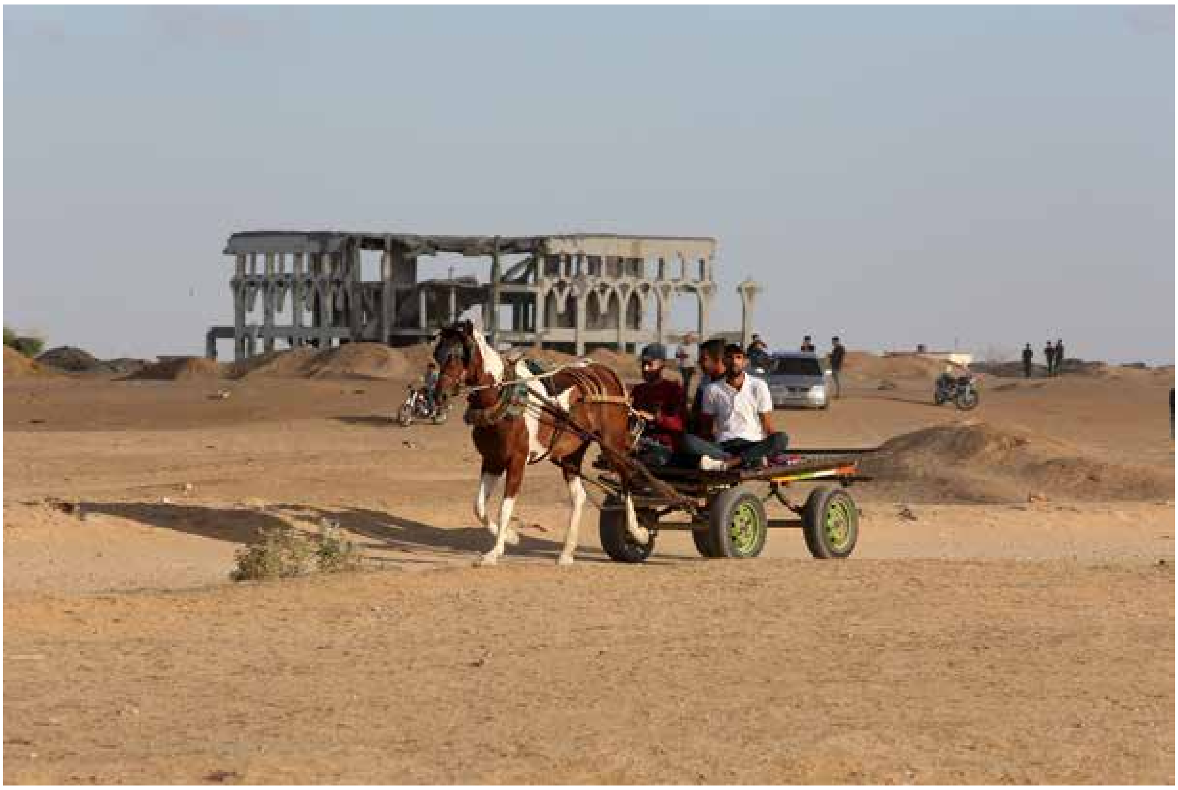
Outcomes:

- Strengthened Gaza's economy.
- Enhanced trade and transport networks.
- Improved fishermen livelihoods.

PROGRAM TIMELINE (FOR PHASE 1)

- Clearance and road rehabilitation at the fishing port, reconstruction of wave breakers, procurement of new boats, and initial reclamation for offshore port. (Month 1-30).
- Construction of Gaza Commercial Seaport, and expansion of fishing infrastructure. (Month 30-60).

5.5 Gaza Airport Development – Yasser Arafat International Airport



QUICK FACTS

Objective: Rebuild and operate Gaza airport
Financing needs: $180 M (Phase I)
Timeframe: Y2-Y5
Responsible entity: MoT

Stakeholders:

MoT/ Civil Aviation Authority, private sector investors, engineering and construction firms

Cross-cutting themes:

Economic development, movement facilitation, trade facilitation, sustainable infrastructure, regional connectivity

Program description:

The Gaza Airport Development – Yasser Arafat International Airport - aims to construct a fully functional airport, enhancing movement, trade, and economic growth. It includes securing the perimeter and development of core infrastructure, including runways, terminals, and cargo facilities.

FUNDING NEEDS

Overall: $180 M Phase I

- Perimeter security and fencing: $3.1 M
- Studies, designs, and construction of airport, including cargo terminal: $173.4 M
- Reconstruct warehouses and equipment for Palestinian Airline: $3.5 M

FUNDING MECHANISM

Hybrid model, combining public funding, international donor support, and private sector investments via PPPs.

Private sector funding: YES

OUTPUTS and OUTCOMES

Outputs:

- Construction of core airport infrastructure.
- Secured perimeter.
- Development of cargo and passenger facilities.

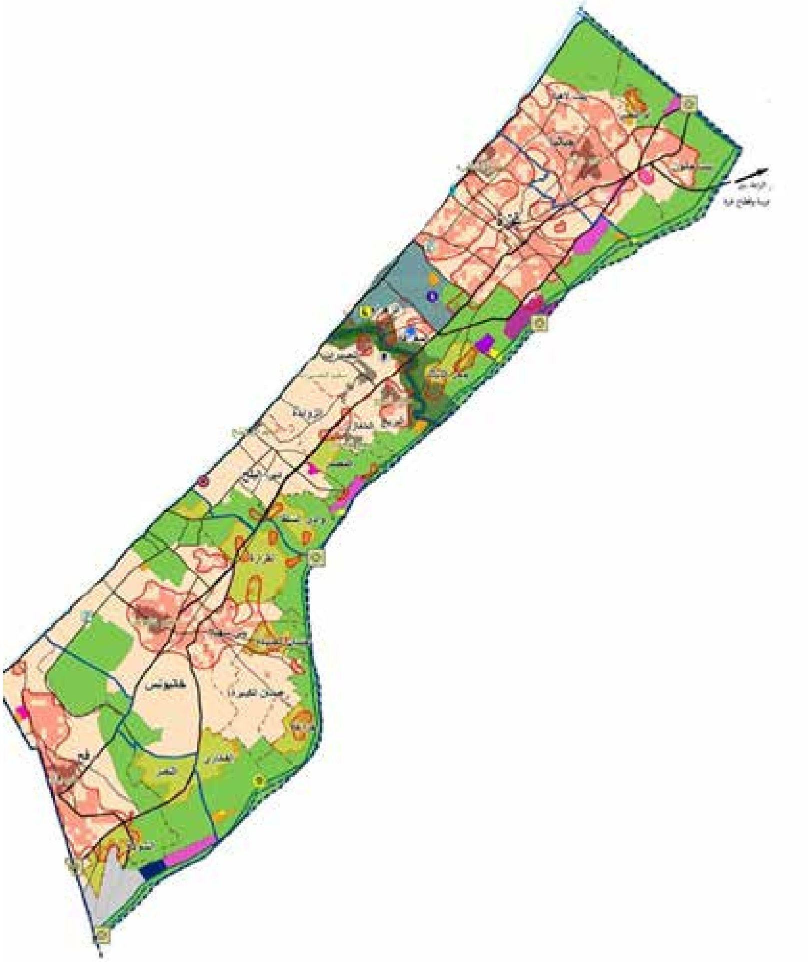
Outcomes:

- Enhanced trade and mobility.
- Economic growth through job creation.
- Improved regional connectivity.
- Increased investment in Gaza's infrastructure.

PROGRAM TIMELINE (FOR PHASE I)

- Airport perimeter construction and security systems, feasibility studies, and master planning. (Month 12-30)
- Site preparation, airport construction. (Month 30-48)
- Expansion of services and commercial zones, integration with regional transport networks. (Month 48-60)

5.6 Gaza-West Bank Connectivity (TRANS-PALESTINE)



QUICK FACTS

Objective: Connect Gaza and the West Bank
Financing needs: $869 M (Phase I)
Timeframe: Y2-Y5
Responsible entity: MoT

Stakeholders:

MoT, local governments, international donors, private sector, Egyptian and Israeli authorities

Cross-cutting themes:

Connectivity, economic development, social equity, environmental sustainability

Program description:

Establish a seamless transportation network between Gaza and the West Bank, focusing on strategic corridors in northern Gaza. The program involves a phased implementation with a heavy rail line providing high-capacity, efficient transport. This initiative aims to establish territorial link between Gaza and the West Bank, boost economic development by reducing travel time, increasing trade, and promoting sustainable transportation.

FUNDING NEEDS

Overall: $869 M

- Feasibility studies and design for infrastructure development: $50M
- Initial infrastructure development, heavy rail line construction, and controlled access points: $650 M

FUNDING MECHANISM

Hybrid international donor funding, government contributions, and PPPs, ensuring phased implementation and sustainability.

Private sector funding: YES

OUTPUTS and OUTCOMES

Outputs:

- Fully operational heavy rail system connecting Gaza to the West Bank.
- High-capacity, fast transport for passengers and freight.

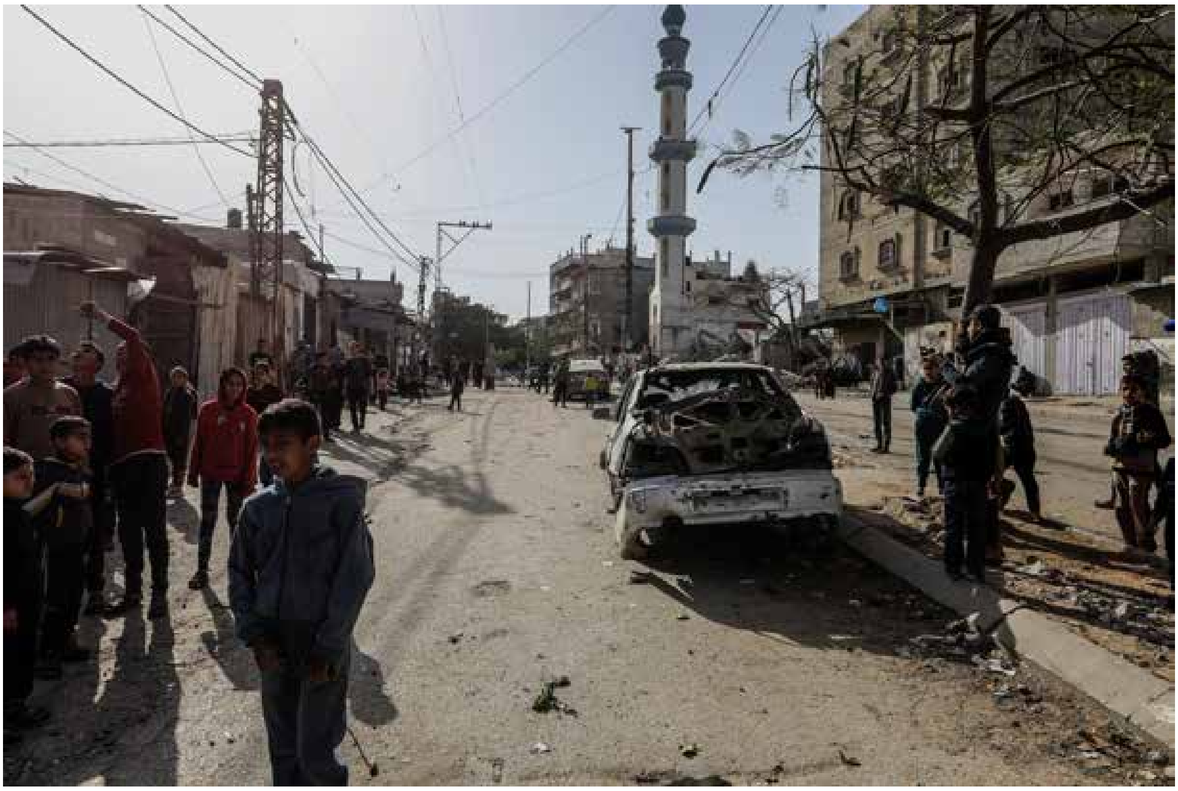
Outcomes:

- Reduced travel times.
- Improved national and regional connectivity.
- Economic growth.
- Better access to international trade routes.

PROGRAM TIMELINE

- Feasibility studies and design. (Month 12-30)
- Initial heavy rail infrastructure, construction of controlled access points, and establishment of Gaza-West Bank Link. (Month 30-60)

5.7 Fleet Recovery and Modernization for Gaza's Transportation System



QUICK FACTS

Objective: Replace and expand vehicle fleets
Financing needs: $386.5 M
Timeframe: Y1-Y4
Responsible entity: MoT

Stakeholders:

MoT, MoPWH, MoH, local municipalities, donor, and private sector

Cross-cutting themes:

Economic recovery, and sustainable, low-emission transport solutions, climate change mitigation

Program description:

Restore and modernize Gaza's vehicle fleet, which has been severely damaged, with approximately 85% of vehicles—including public transport, healthcare, and municipal service vehicles—destroyed. Support rehabilitating vehicle workshops and garages.

FUNDING NEEDS

Overall: $386.5 M

- Replace public vehicles for essential services: $260 M
- Replace and compensate private vehicles, machinery, and public transport: $100 M
- Rehabilitate workshops and garages: $26.5 M

FUNDING MECHANISM

Mix of international aid and contributions from donor governments, along with potential private-sector partnerships (PPPs) for sustainable fleet investments.

Private sector funding: NO

OUTPUTS and OUTCOMES

Outputs:

- Replace public service vehicles.
- Rehabilitate workshops, garages.
- Compensate for destroyed public transport.
- Introduce low-emission vehicles.

Outcomes:

- Restored mobility and public services.
- Boosted economic recovery
- Sustainable transport solutions.

PROGRAM TIMELINE

- Procurement and replacement of public service vehicles. (Y0-Y1)
- Replacement public transport vehicles, and traffic system improvement. (Y1-Y2)
- Introduction of sustainable transport solutions (Y2-Y4)

6. INFORMATION AND COMMUNICATION TECHNOLOGY

Objective

Restore and modernize ICT infrastructure for high-quality service delivery, build a resilient and sustainable ecosystem to meet future demands, and expand connectivity through 4G/5G and fiber to the home (FTTH). Foster a thriving digital economy through e-commerce and digital government services, while bridging the digital divide.

Facts on the Ground

Prior to the War:

- Limited 2G broadband hindered development.
- Reliance on Israeli telecoms caused disruptions.
- Lack of unified infrastructure and fragmented data storage.

Impact of War:

- 74% of ICT assets destroyed.
- Mobile infrastructure and fiber optic networks damaged.
- Service outages worsened by power cuts.
- 140+ tech companies disrupted, critical data lost.

List of Programs

1. ICT Sector Recovery and Resilience
2. Reconstruction and Digital Transformation

6.1 ICT Sector Recovery and Resilience

QUICK FACTS

Objective: Restore infrastructure to ensure accessible, resilient ICT sector
Financing needs: $150 M
Timeframe: Y1
Responsible entity: MoTDE

Stakeholders:

Government agencies, telecom companies, private sector, donors, humanitarian agencies

Cross-cutting themes:

Equitable ICT access, resilience, sustainbility

Program description:

Restoring, expanding, and modernizing Gaza's ICT infrastructure, through a phased, resilience-driven recovery. Efforts will focus on restoring critical connectivity—repairing damaged 2G networks, mobile towers, fiber optics, and essential service nodes—to ensure continuity in emergency and public services. Ensuring a stable supply of fuel and access to spare parts will be essential to avoid service disruptions and enable rapid repairs. Subsequent action will expand network capacity and improve digital accessibility.

FUNDING NEEDS

Overall: $150 M

- Mobile and wireless: $70 M
- Fixed and core network repairs: $54 M
- Fixed wireless and Wi-Fi access: $14 M
- Facilities and infrastructure rehabilitation: $5 M
- Data recovery and backup: $1 M
- Postal restoration: $6 M

FUNDING MECHANISM

The funding mechanism involves multilateral donors, and huminiterian aid.

Private sector funding: No

OUTPUTS and OUTCOMES

Outputs:

- Restored mobile and internet access.
- Emergency connectivity in shelters and public areas.
- Minimum postal services restored.
- Repaired telecom service centers.

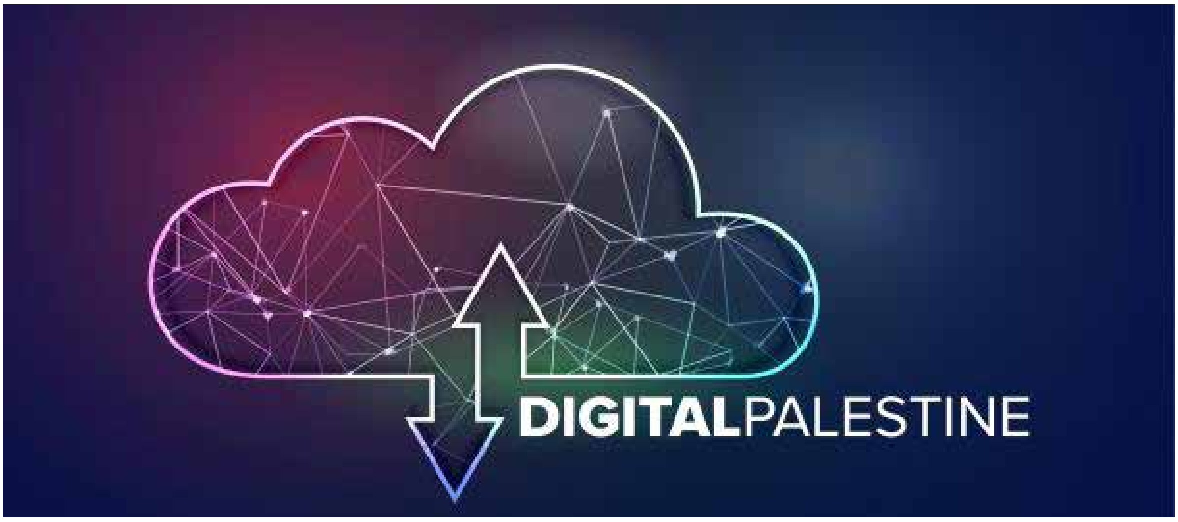
Outcomes:

- Reliable, resilient ICT networks.
- Improved access to public services (health, education, etc.).

PROGRAM TIMELINE

Restore ICT infrastructure, deploy temporary connectivity, and start data recovery. (Month 1–12).

6.2 Reconstruction and Digital Transformation



QUICK FACTS

Objective: Restore and modernize digital infrastructure and services
Financing needs: $350 M
Timeframe: Y2-Y5
Responsible entity: MoTDE

Stakeholders:

Government agencies, telecom companies, private tech providers, and international partners

Cross-cutting themes:

Equitable ICT access, resilience, digital transformation

Program description:

Rebuild Gaza's ICT infrastructure to drive economic development and social resilience. Key pillars include expanding digital access, promoting sustainable technologies, reducing reliance on external connectivity, and creating a resilient digital ecosystem. The project aims to foster business innovation, and governance.

FUNDING NEEDS

Overall: $350 M

- Networks (mobile, fixed, fiber): $147 M
- Infrastructure (data centers, HQs, copper, devices, trucks): $63 M
- Digital Transformation (cloud, e-gov, startups, skills): $120 M
- Resilience, spare parts, postal services: $20 M

FUNDING MECHANISM

The funding mechanism involves multilateral donors, public-private partnerships, and investors.

Private sector funding: YES

OUTPUTS and OUTCOMES

Outputs:

- Restore mobile and internet connectivity.
- Build resilient ICT infrastructure.
- Ensure secure data recovery.
- Enhance digital infrastructure.
- Develop e-government services

Outcomes:

- Foster economic growth.
- Create a sustainable ICT ecosystem.

PROGRAM TIMELINE

- Expand networks, establish data centers, and roll out digital literacy (Month 12–36).
- Deploy 4G/5G, FTTH, enhance international connectivity and e-government (Month 36–60).

ECONOMY SECTORS

Sector	Number of programs	Value (US$B)
Agriculture and Food Security	2	10.1
Industry and Commerce	2	8.3
Finance	2	0.04
Total	6	18.4

1. AGRICULTURE AND FOOD SECURITY

Objective

Restore productivity in the agricultural sector by creating a sustainable agricultural system that is resilient to future disasters and ensures food security for our people in Gaza.

Facts on the Ground

Prior to the War:

- 49% of Gaza's total land area used for agriculture.
- 63% of Gaza's total exports are agricultural products.

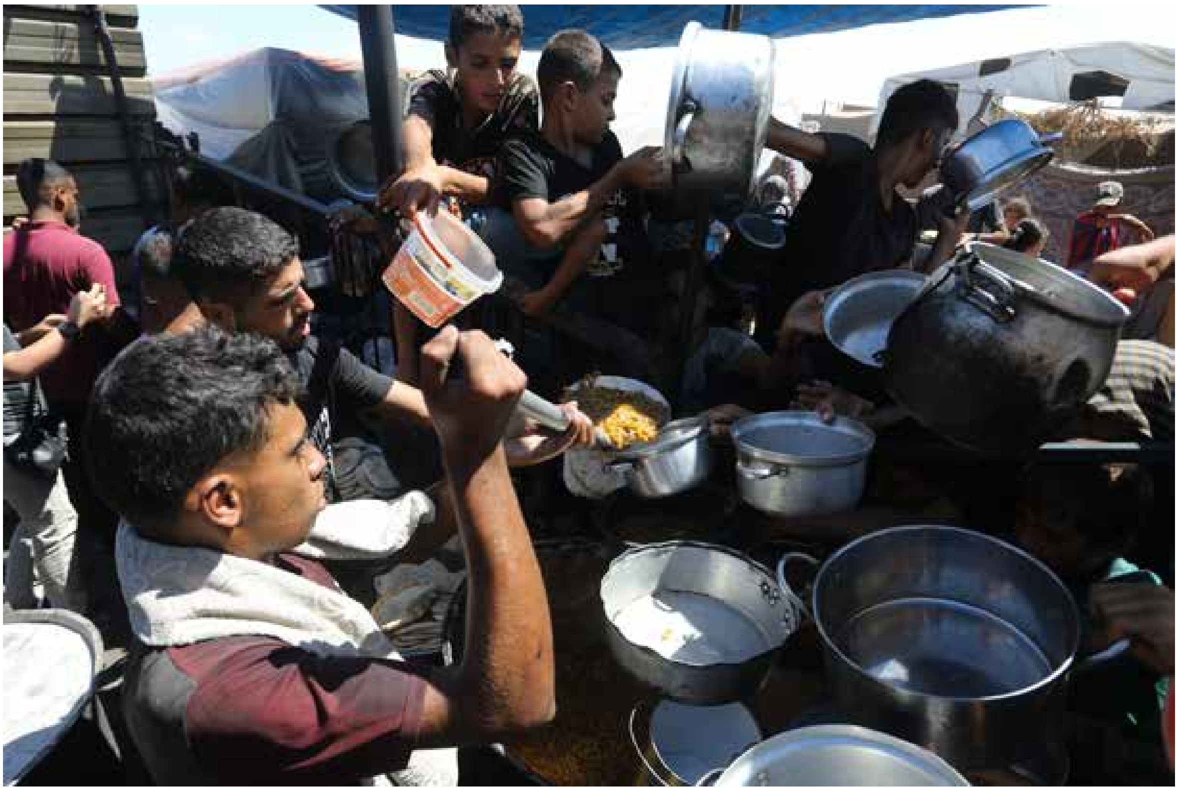
Impact of War:

- 68% of cropland and 80% of infrastructure damaged.
- 91% of population suffering from severe food insecurity.

List of Programs:

1. Food Security Program
2. Restoration of Agricultural Production And Markets

1.1 Food Security Program



QUICK FACTS

Objective: Food aid and restoration of food distribution infrastructure
Financing needs: $6.7 B
Timeframe: Y0 – Y3
Responsible entity: MoSD, MoA

Stakeholders:

MoSD, MoA, PWA

Cross-cutting themes:

Social protection, labor

Program description:

Ensuring food security through direct support for immediate nutritional needs and rehabilitation of distribution systems. These investments are crucial to stabilize food security in Gaza, reduce dependency on external aid, and enhance distribution resilience.

FUNDING NEEDS

Overall: $6.7 B

- Food aid for 12 months: $6.5 B
- Rebuild bakeries: $0.1 B
- Rebuild agricultural stores: $0.03 B
- Re-establish food shops: $0.02 B

FUNDING MECHANISM

Direct food aid will be financed through aid contributions and cash assistance through (supported) public spending (for example, through existing support mechanisms at the MoSD).

Private sector funding: NO

OUTPUTS and OUTCOMES

Outputs:

- Food aid to cover nutrition needs
- Rebuilding bakeries, food stores and storage facilities to ensure access to staple foods like bread

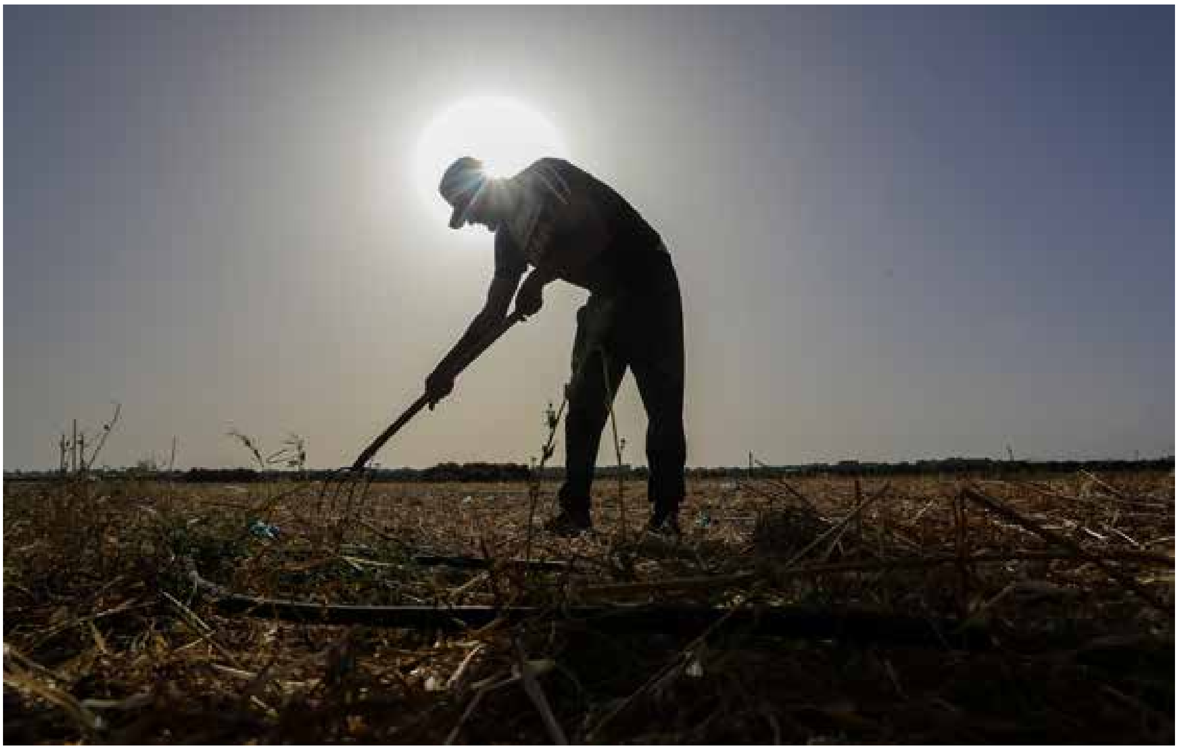
Outcomes:

- Food security stabilized and livelihoods restored
- Sustainable and resilient food distribution system established

PROGRAM TIMELINE

- Emergency aid: Immediate food aid to vulnerable households during the recovery transition (Month 0-6)
- Market infrastructure: Rebuilding bakeries, shops, wholesale markets and storage facilities (Y0 - Y2)
- Streamline support: Scale up cash-based assistance to help households purchase food, stabilize local markets (Y1- Y3)

1.2 Restoration of Agricultural Production and Markets



QUICK FACTS

Objective: Restoration of crop, livestock and fisheries production
Financing needs: $3.4 B
Timeframe: Year 0- Year 5
Responsible entity: MoA

Stakeholders:

MoA, MoL, EQA

Cross-cutting themes:

Industry and commerce, environment, labor, water

Program description:

To restore Gaza's agricultural production capacity, this program will invest in jumpstarting production, rehabilitating agricultural and irrigation infrastructure, in addition to enhancing the resilience and sustainability of food production in Gaza.

FUNDING NEEDS

Overall: $3.4 B

- Rehabilitate natural resources: $2 B
- Restore crop production: $0.6 B
- Restore livestock and fisheries: $0.9 B

FUNDING MECHANISM

Cash-for-work programs through (donor-supported) public spending (for example through existing mechanisms at the MoL. Public and private investments to be coordinated through PPPs established to finance and operate agricultural and water infrastructure.

Private sector funding: YES

OUTPUTS and OUTCOMES

Outputs:

- Agricultural production capacities restored.
- Essential agricultural infrastructure rehabilitated.

Outcome:

- Resilient, resource-efficient food production system that covers Gaza's food security needs.

PROGRAM TIMELINE

- Jumpstart production: Distribution of inputs and tools, cash-for-work programs to jumpstart food production. (Y0-Y1)
- Rebuild infrastructure: Rapid repair of irrigation systems, greenhouses, and storage facilities. (Y0-Y5)
- Build resilience: Drought-resistant crops, water-saving technologies, solar-powered irrigation and improved market access. (Y4-Y5)

2. INDUSTRY AND COMMERCE

Objective

The restoration and modernization of key commercial and industrial infrastructure, ensuring businesses can rebuild, retool, and regain operational stability.

Facts on the Ground

Prior to the War:

- 56,000 establishments and employing 173,000 workers.
- 64% youth unemployment rate.

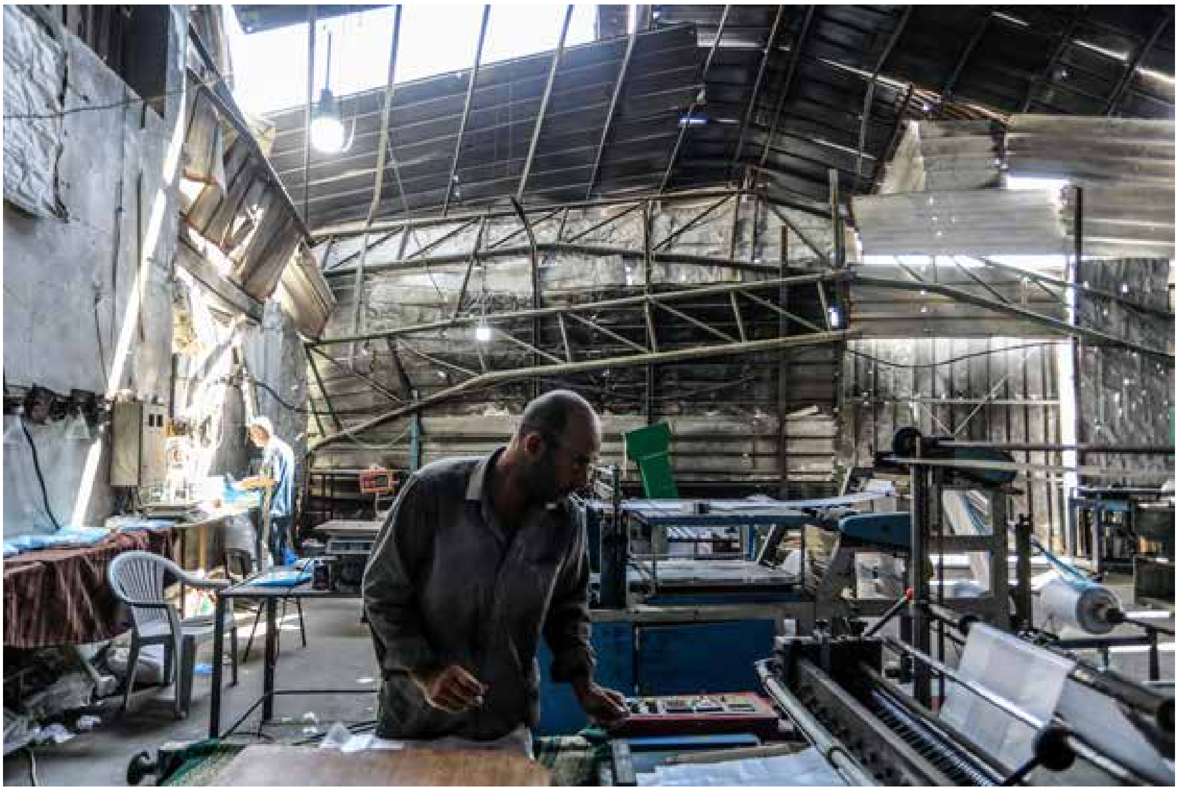
Impact of War:

- 66% establishments destroyed, 22% partially damaged.
- Overall damage to the Gaza Industrial Estate estimated at $150 M.

List of Programs

1. Reconstruction and Repair of Damaged Establishments
2. Restoring Commercial and Industrial Activity

2.1 Reconstruction and Repair of Damaged Establishments



QUICK FACTS

Objective: Reconstruction and repair of damaged establishments
Financing needs: $4.2 B
Timeframe: Y0 – Y5
Responsible entities: MoNE, MoIN

Stakeholder:

MoNE, MoIN, MoL

Cross-cutting themes:

Labor, trade

Program description:

Reconstruction of completely destroyed and repair of partially destroyed establishments in the industry, commerce/trade, tourism and hospitality, and professional services sectors.

FUNDING NEEDS

Overall: $4.2 B

By sector

- Industry: $0.5 B
- Commerce, tourism and services: $3.7 B

By use

- Reconstruction: $2.8 B
- Repair: $1.2 B
- Industrial infrastructure: $0.2 B

FUNDING MECHANISM

Donor-supported public spending (for example through existing support mechanisms at the MoNE and MoL). Public and private investments will be coordinated, through PPPs to finance and operate commercial and industrial infrastructure.

Private sector funding: YES

OUTPUTS and OUTCOMES

Outputs:

- Reconstruct and restore all damaged establishments.
- Rebuilt industrial and market infrastructure.

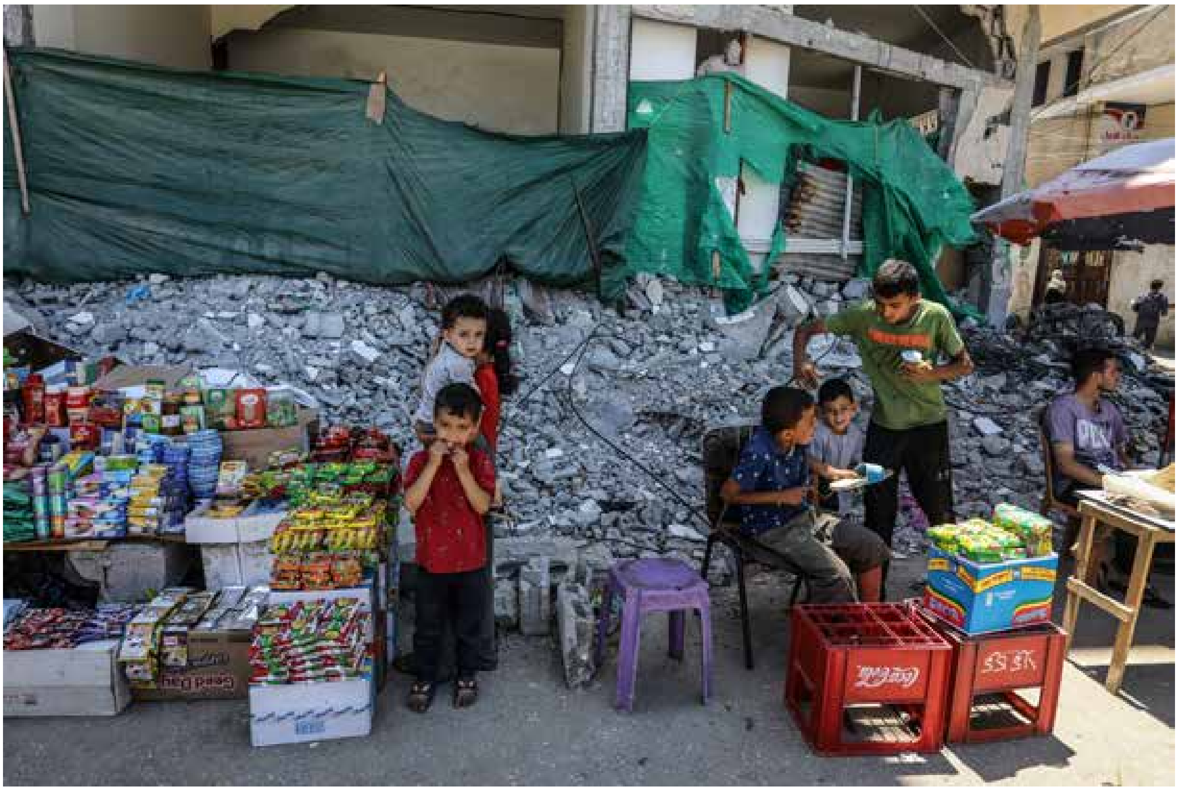
Outcomes:

- Gaza's economy is productive, competitive, resilient, and generates sufficient employment opportunities.

PROGRAM TIMELINE

- Assessment: Comprehensive damage assessment and institutionalization of enterprise registry for support and verification processes. (Y0-Y1)
- Jumpstart production: Rehabilitate partially-damaged firms that can resume operations rapidly, and support employment. (Y1-Y2)
- Scale-up: Repair and reconstruction of damaged enterprises and industrial zones. (Y2-Y5)

2.2 Restoring Commercial and Industrial Activity



QUICK FACTS

Objective: Business revitalization to restart operations
Financing needs: $4.1 B
Timeframe: Y0 – Y5
Responsible entities: MoNE, MoIN

Stakeholders:

MoNE, MoIN, MoL

Cross-cutting themes:

Labor, trade

Program description:

Jumpstart commercial and industrial activity through multiple streams of direct support to establishment, including the replacement of machinery and equipment, and the provision of working capital, labor support, and technical assistance.

FUNDING NEEDS

Overall: $4.1 B

By sector

- Industry: $0.7 B
- Commerce, tourism and services: $3.3 B

By use

- Policy and planning development: $0.02 B
- Direct support to SMEs: $1.8 B
- Trade facilitation: $2.1 B

Industrial development: $0.1 B

FUNDING MECHANISM

Donor-supported public spending (for example through existing support mechanisms at the MoNE and MoL). Public and private investments will be coordinated, through PPPs to finance and operate commercial and industrial infrastructure.

Private sector funding: YES

OUTPUTS and OUTCOMES

Outputs:

- Businesses back in operation, jumpstarting employment.
- New supply chains established prioritizing local suppliers.

Outcomes:

- Gaza's private sector is back in operation, and is able to adjust to new market conditions and absorb the bulk of Gaza's labor.

PROGRAM TIMELINE

- Kick-off: Working capital and wage support provision to operational establishments (Y0-Y2)
- Scale-up support: Once additional firms are repaired/ reconstructed, scale up support and replace equipment/ machines (Y2-Y5)
- Modernization: Finance and technical assistance to enable establishment to adjust to new market conditions. (Y3-Y5)

3. FINANCE

Objective

Rebuilding financial infrastructure to enable the resumption of banking operations, digital transactions, and credit. Restoring this system is crucial for economic stabilization and resilience.

Facts on the Ground

Prior to the War:

- Facilities granted through the banking sector in Gaza about $1 B.
- Loans provided by micro-finance institutes (MFIs) in Gaza total around $50 M.

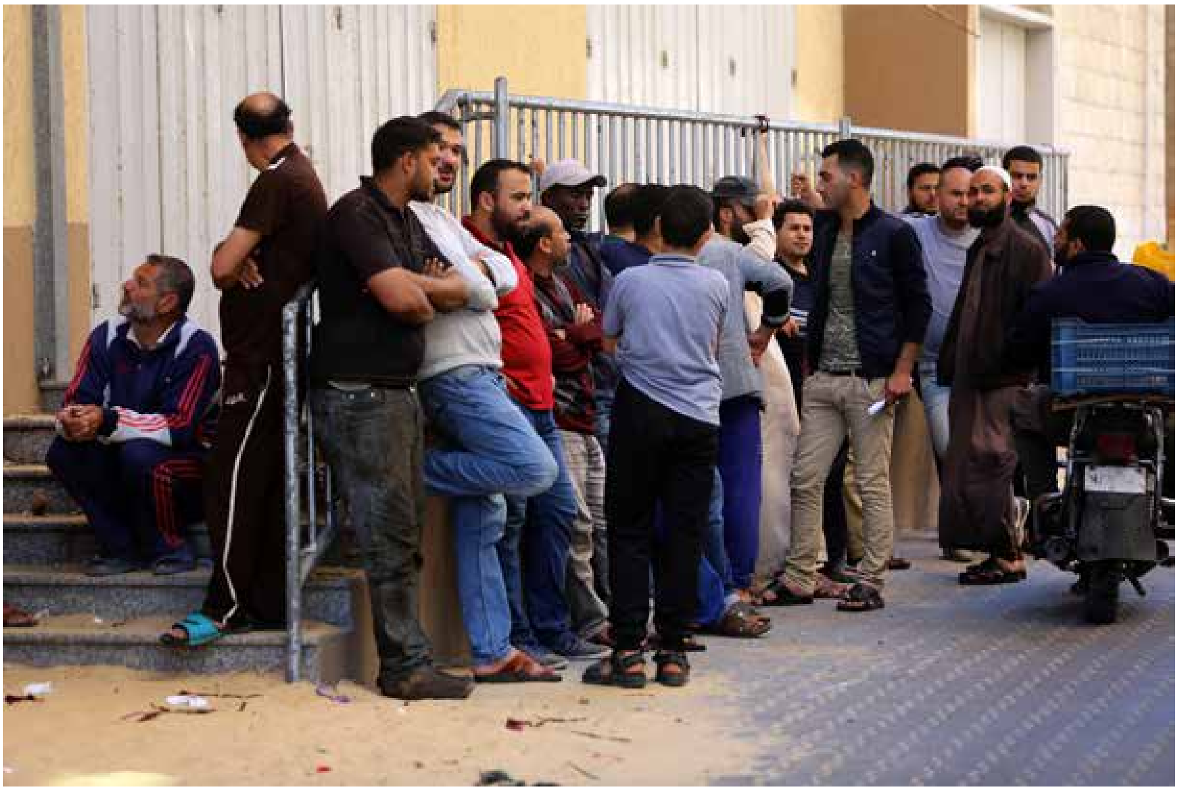
Impact of War:

- Credit and cash losses estimated at $325 M.
- Most of credit portfolios non-performing.

List of Programs

1. Rebuilding Operational Infrastructure of the Financial Sector
2. Ensuring the Sustainability of Financial and Banking Services

3.1 Restoring Basic Financial Services and Payment Systems



QUICK FACTS

Objective: Reconstruction and repair of destroyed establishments
Financing needs: $23.5 M
Timeframe: Y0 – Y3
Responsible entity: PMA

Stakeholders:

PMA, PCMA

Cross-cutting themes:

Technology, commerce, construction

Program description:

Restoring basic financial services, rebuilding critical banking infrastructure, and expanding access to digital financial tools.

FUNDING NEEDS

Overall: $23.5 M

- Support the reconstruction and repair of physical infrastructure, including internet and electricity.
- Liquidity injection.
- Restoration and sustaining of financial service.
- Expanding digital payments and remittance channels.

FUNDING MECHANISM

Coordinate public and private investments, ensuring transparent funding channels, accountability measures, and the alignment of emergency, medium-term, and long-term recovery priorities.

Private sector funding: YES

OUTPUTS and OUTCOMES

Outputs:

- Infrastructure reconstructed.
- Banking services restored.
- Digital payments infrastructure activated and scaled up.

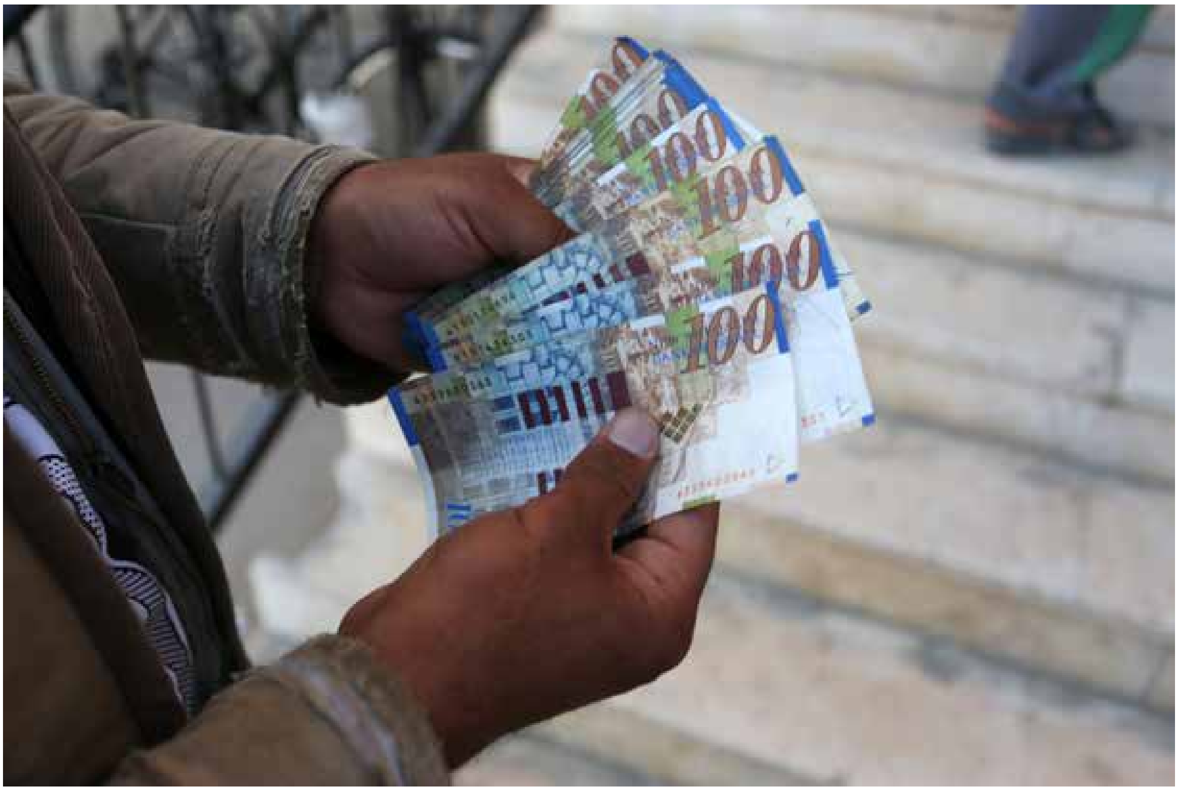
Outcomes:

- Financial system operational and responsive to the needs to the economy.

PROGRAM TIMELINE

- Assessment: Study conditions of bank offices and branches. (Y0-Y1)
- Activation: Reactivate services through existing bank branches in specific areas, alternative locations and remote service. (Y1-Y2)
- Rehabilitation: Rehabilitating partially damaged offices, branches, ATMs, and expanding scope of service provision. (Y2-Y3)

3.2 Ensuring Sustainability of Financial and Banking Services



QUICK FACTS

Objective: Revitalization and improving the resilience of financial service providers
Financing needs: $11.5 M
Timeframe: Y1- Y5
Responsible entity: PMA

Stakeholders:

PMA, PCMA

Cross-cutting themes:

Technology, commerce

Program description:

Ensuring the sustainability of financial and banking services by assessing needs of and solutions for financial institutions, organizing/ restructuring loan repayments in accordance with PMA instructions, and establishing fund to cover credit losses.

FUNDING NEEDS

Overall: $11.5 M

- Study and evaluate the credit portfolio in Gaza.
- Restructure borrower debts based on their financial capabilities.
- Address legal issues related to credit facilities.
- Formulate plans for the financial sector's reconstruction, including defining roles and responsibilities.

FUNDING MECHANISM

Coordinate public and private investments, ensuring transparent funding channels, accountability measures, and the alignment of emergency, medium-term, and long-term recovery priorities.

Private sector funding: YES

OUTPUTS and OUTCOMES

Outputs:

- Repayment from capable borrowers resumed.
- Non-performing debt addressed and restructured.

Outcomes:

- Gaza's financial system is operational and resilient, serving the needs of households and the private sector.

PROGRAM TIMELINE

- Assessment: Mechanisms for dealing with customers who have been martyred or lost personal ID. Address issues related to cheques. (Y0-Y1)
- Resume repayment: Organize/ restructure loan repayment in line with PMA instructions. (Y1-Y3)
- Restructuring: Establish $1B fund to cover credit losses, enabling banks to stop deducting loan payments and offer new loans. (Y4-Y5)

GOVERNANCE SECTORS

Sector	Number of programs	Value (US$B)
1. Central Government Institutions	3	0.80
2. Local Government Institutions	2	0.48
3. Rule of Law and Human Rights	3	0.50
Total	8	1.78

1. CENTRAL GOVERNMENT INSTITUTIONS

Objective

Restore the capacity of central government institutions by reconstructing essential infrastructure, revitalizing administrative functions, and enhancing service delivery. Strengthen governance systems, ensure financial stability, and build institutional resilience to support effective and accountable governance.

Facts on the Ground

Prior to the War:

- Central government institutions faced challenges due to political fragmentation, resource constraints, and the Israeli siege.
- Divided governance weakened policymaking, disrupted coordination, and reduced service delivery.

Impact of War:

- Destruction of 208 government buildings and loss of personnel severely disrupted public services.

List of Programs

1. Government Facilities Restoration and Digital Resilience
2. Institutional Capacity Recovery and Service Delivery
3. Governance Strengthening and Institutional Resilience

1.1 Restoration and Digital Resilience for Government Facilities

QUICK FACTS

Objective: Facility rehabilitation and digital systems
Financing Needs: $500 M
Timeframe: Y0.5-Y5
Responsible entity: Cabinet

Stakeholders:

MoPWH, MoF, ICT Sector, international donors, UN agencies

Cross-cutting Themes:

Service continuity, resilience, digital transformation

Program description:

Restore and rehabilitate key government facilities and administrative offices destroyed or severely damaged during the War on Gaza. The program will establish temporary government offices and facilities to ensure service continuity during the reconstruction phase. Additionally, it will integrate digital systems to enhance administrative efficiency and service delivery, contributing to a more resilient governance system.

FUNDING NEEDS

Overall: $500 M

- Immediate recovery and operational continuity: $80 M
- Reconstruction and permanent infrastructure: $370 M
- Digital transformation: $50 M

FUNDING MECHANISM

The program will leverage existing partnerships with bilateral and multilateral development agencies, humanitarian aid organizations, and private sector contributions. A multi-donor trust fund may also be established to ensure effective resource management and monitoring.

Private sector funding: NO

OUTPUTS and OUTCOMES

Outputs:

- Establishment of temporary government facilities and restoration of government buildings and offices.
- Deployment of e-governance systems.

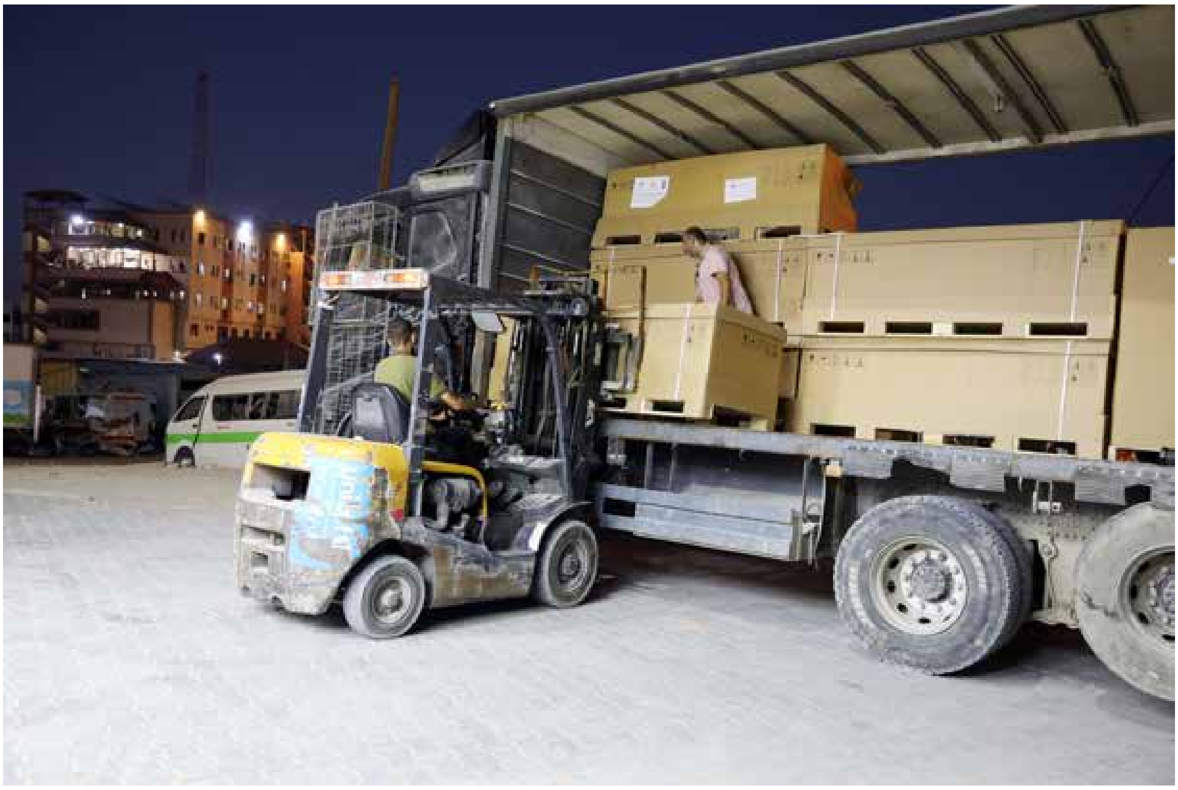
Outcomes:

- Improved service delivery and government responsiveness.
- Enhanced operational resilience of government institutions.
- Increased transparency and efficiency.

PROGRAM TIMELINE

- Establishment of temporary government offices. (Y1)
- Reconstruction and rehabilitation of key government buildings. Deployment and integration of digital systems. (Y2-Y3)
- Operationalization of permanent government facilities. Scaling up digital platforms for broader administrative functions. (Y2-Y5)

1.2 Institutional Capacity Recovery and Service Delivery



QUICK FACTS

Objective: Admin and HR restoration
Financing Needs: $200 M
Timeframe: Y0.5-Y5
Responsible entity: Ministries

Stakeholders:

Line ministries, international donors, UN agencies

Cross-cutting Themes:

Service continuity, resilience, capacity building

Program description:

Restore the human and operational capacity of central government institutions by recruiting and training staff, reestablishing administrative processes, procuring machinery and vehicles and deploying mobile service units to ensure service continuity in inaccessible areas.

FUNDING NEEDS

Overall: $200 M

- Restoration of administrative systems and essential operations: $100 M
- Mobile service units and temporary hubs: $50 M
- Operational support, including equipment and logistics: $50 M

Funding MECHANISM

Leverage existing partnerships with bilateral and multilateral development agencies and humanitarian aid organizations. A multi-donor trust fund may also be established to ensure effective resource management and monitoring.

Private sector funding: NO

OUTPUTS and OUTCOMES

Outputs:

- Operational government services across Gaza Strip.
- Strengthened administrative capacity and service delivery.

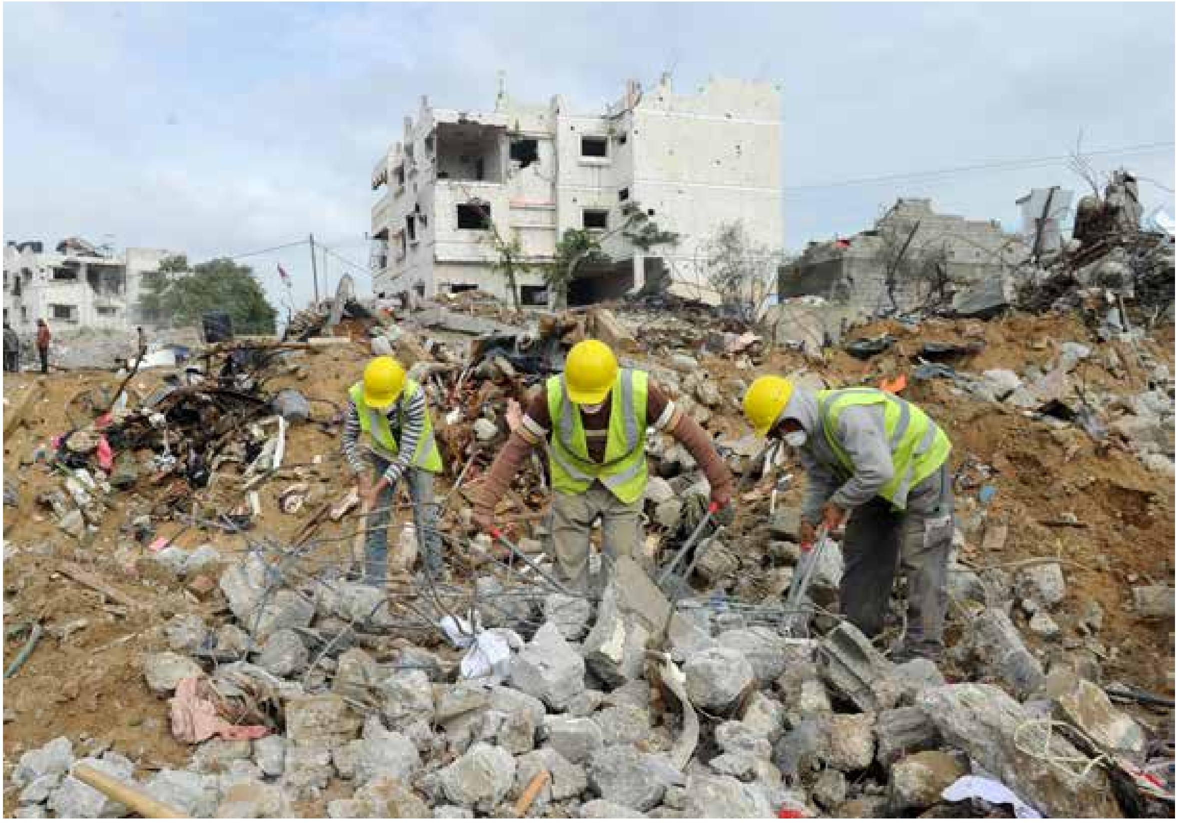
Outcomes:

- Enhanced public sector management and citizen satisfaction.
- Mobile service units ensuring continuity.

Program TIMELINE

- Establishment of mobile service units and staff recruitment. (Y1)
- Restoration of administrative functions. (Y1-Y3)
- Capacity-building and institutional sustainability. (Y2-Y5)

1.3 Governance Strengthening and Institutional Resilience



QUICK FACTS

Objective: Public financial management reform
Financing Needs: $100 M
Timeframe: Y2-Y5
Responsible entity: MoF

Stakeholders:

State Audit and Administrative Control Bureau, civil society organizations, international development agencies, international donors, UN agencies

Cross-cutting Themes:

Transparency, accountability, anti-corruption, inclusive governance

Program description:

Restoring good governance, improving financial management, and ensuring accountability through strengthened institutional frameworks. It will build the capacity of oversight institutions, enhance transparency, and establish citizen engagement mechanisms.

FUNDING NEEDS

Overall: $100 M

- Enhancing public financial management systems: $70 M
- Supporting anti-corruption initiatives and independent audits: $10 M
- Promoting transparency and accountability: $20 M

Funding MECHANISM

Bilateral and multilateral development agencies and humanitarian aid organizations. A multi-donor trust fund may also be established to ensure effective resource management and monitoring.

Private sector funding: NO

OUTPUTS and OUTCOMES

Outputs:

- Enhanced governance systems with improved financial oversight.
- Strengthened institutional resilience against corruption and mismanagement.

Outcomes:

- Improved public participation and citizen oversight mechanisms.
- Increased transparency and public trust in government institutions.

Program TIMELINE

- Establish governance support units and initiate reforms. (Y1)
- Implement financial management systems and citizen platforms. (Y2-Y5)
- Institutionalize oversight mechanisms and ensure sustainability. (Y2-Y5)

2. LOCAL GOVERNMENT INSTITUTIONS

Objective

Restore and strengthen local government institutions to provide essential public services. Enhance local governance systems, improve financial management, and ensure inclusive service delivery to meet the needs of all communities.

Facts on the Ground

Prior to the War:

- Local government institutions faced severe constraints due to the Israeli siege, recurrent wars, and chronic underdevelopment.
- Municipal infrastructure was outdated and poorly maintained, unable to meet the needs of over two million people.

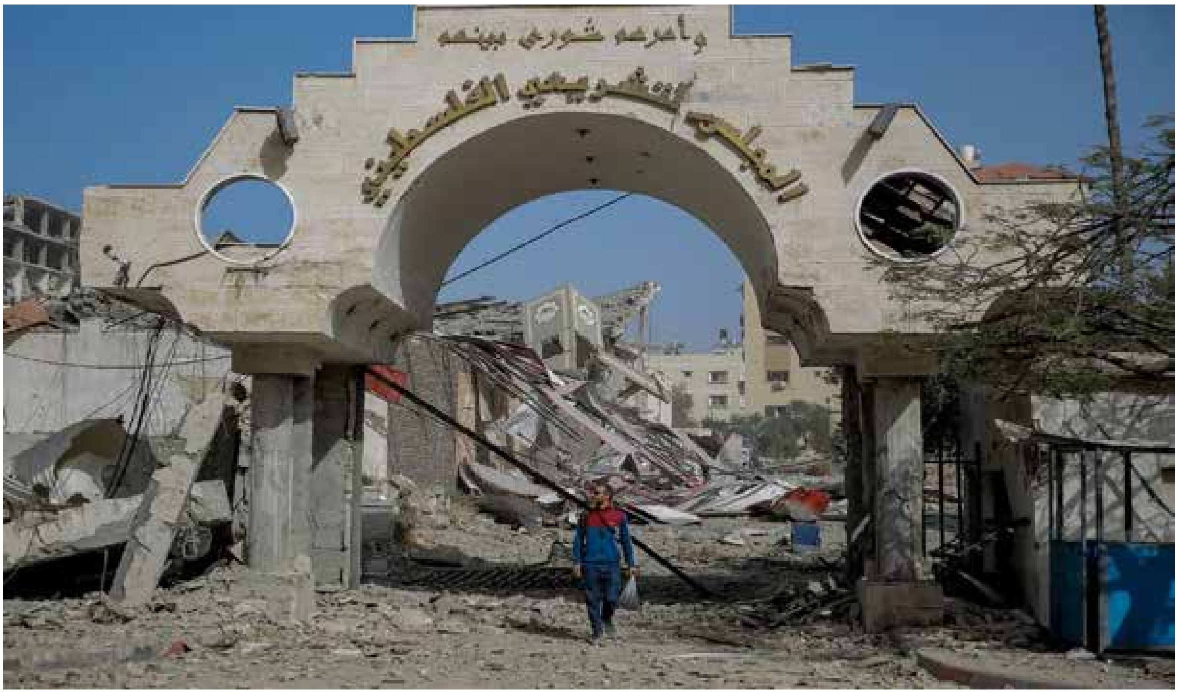
Impact of War:

- Extensive destruction of municipal buildings and infrastructure disrupted services.
- Local authorities face reduced operational capacity due to the loss of personnel, facilities, and resources.

List of Programs

1. Local Government Facilities Restoration and Service Continuity
2. Digital Governance and Financial Sustainability

2.1 Local Government Facilities Restoration and Service Continuity



QUICK FACTS

Objective: Municipal service restoration
Financing Needs: $460 M
Timeframe: Y0.5-Y5
Responsible entity: MoLG

Stakeholders:

MDLF, local government units, development partners, UN agencies, civil society organizations

Cross-cutting Themes:

Gender equality, environmental sustainability, community engagement

Program description:

Restoring and rehabilitating local government facilities to ensure the uninterrupted provision of essential public services. Includes the reconstruction of administrative buildings, service centers, and temporary structures to maintain service continuity. Additionally, the program will provide essential operational equipment, restore IT systems, and ensure that local governments have the physical capacity to deliver services efficiently.

FUNDING NEEDS

Overall: $460 M

- Reconstruction of damaged local government buildings and administrative facilities (160 Units): $400 M
- Establishment of temporary offices: $50 M
- Procurement of operational equipment, vehicles, and digital systems: $10 M

FUNDING MECHANISM

Bilateral and multilateral development agencies and humanitarian aid organizations. A multi-donor trust fund may also be established to ensure effective resource management and monitoring.

Private sector funding: NO

OUTPUTS and OUTCOMES

Outputs:

- Local government facilities restored and operational.
- Temporary service centers established to maintain service continuity.

Outcomes:

- Municipal staff equipped with essential resources to resume service delivery.
- Enhanced resilience and operational capacity of local government institutions

PROGRAM TIMELINE

- Rapid needs assessment and setup of temporary facilities. (Y1)
- Reconstruction of administrative buildings and procurement of operational assets. (Y1-Y3)
- Restoration of local government facilities and establishment of permanent offices. (Y2-Y5)

2.2 Digital Governance and Financial Sustainability

QUICK FACTS

Objective: E-services and automation
Financing Needs: $20 M
Timeframe: Y2-Y5
Responsible entity: MoLG

Stakeholders:

Local councils, private sector, development partners

Cross-cutting Themes:

Digital inclusion, financial transparency, innovation

Program description:

Enhance digital governance capabilities and promote financial sustainability for local governments. It will implement e-governance platforms to improve service delivery, strengthen financial management systems, and enhance transparency. Additionally, the program will develop municipal Geographic Information Systems (GIS) for better urban planning and service management.

FUNDING NEEDS

Overall: $20 M

- Development of e-governance platforms for digital service delivery: $10 M
- Implementation of GIS systems for urban planning and resource management: $5 m
- Automated financial management and revenue collection systems: $5 M

FUNDING MECHANISM

Bilateral and multilateral development agencies and humanitarian aid organizations. A multi-donor trust fund may also be established to ensure effective resource management and monitoring.

Private sector funding: NO

OUTPUTS and OUTCOMES

Outputs:

- Operational e-governance systems.
- Automated financial management systems.

Outcomes:

- Improved financial transparency.
- Enhanced decision-making using GIS for planning and service delivery.

PROGRAM TIMELINE

- System design and identification of technology partners (Y2)
- Platform development, system deployment, and staff training (Y2-Y3)
- Platform optimization, monitoring, and expansion of services (Y3-Y5)

3. RULE OF LAW AND HUMAN RIGHTS

Objective

Rebuild judicial infrastructure, restore law enforcement functions, and enhance access to justice. Promote accountability, strengthen human rights protection mechanisms, and ensure legal frameworks support the rule of law and the equitable application of justice for all.

Facts on the Ground

Prior to the War:

- Judicial independence was compromised by political interference, resource shortages, and delays in case processing.
- Overlapping legal jurisdictions and weakened institutions.

Impact of War:

- Extensive destruction of courthouses, police stations, and legal aid offices severely disrupted legal and law enforcement functions.
- Displacement of legal professionals and government officials further weakened institutional capacities and increased lawlessness.

List of Programs

1. Justice Sector Reconstruction and Modernization
2. Transitional Justice and Human Rights Accountability
3. Law Enforcement and Security Sector Reform

3.1 Justice Sector Reconstruction and Modernization

QUICK FACTS

Objective: Reconstruction and digitalization
Financing Needs: $240 M
Timeframe: Y0.5-Y5
Responsible entity: MoJ

Stakeholders:

judiciary bodies, international donors, UN agencies, EUPOL COPPS, civil society organizations

Cross-cutting Themes:

Human rights protection, gender equality, digital transformation, access to justice, and institutional accountability

Program description:

This program will focus on rebuilding and modernizing judicial institutions, including courts, prosecution offices, and correctional facilities. It will also restore legal archives and implement a digital land claims registration system and other digital case management systems. The program will also establish a judicial training institute. Capacity-building initiatives will ensure the judiciary's ability to provide equitable and efficient access to justice, while the re-establishment of land governance functions will be critical for restoring property ownership and resolving disputes.

FUNDING NEEDS

Overall: $240 M

- Rebuilding and modernizing justice facilities and archives: $70 M
- Constructing all 5 district courts: $90 M
- Restoring the land authority and implementing a digital land claims system: $40 M
- Completing judicial infrastructure and digital systems: $40 M

FUNDING MECHANISM

Bilateral and multilateral development agencies and humanitarian aid organizations. A multi-donor trust fund may also be established to ensure effective resource management and monitoring.

Private sector funding: NO

OUTPUTS and OUTCOMES

Outputs:

- Reconstructed judicial and land governance facilities, digital archives, and a judicial training institute.
- A new, fully functional digital land claims registration and archiving system is operational.

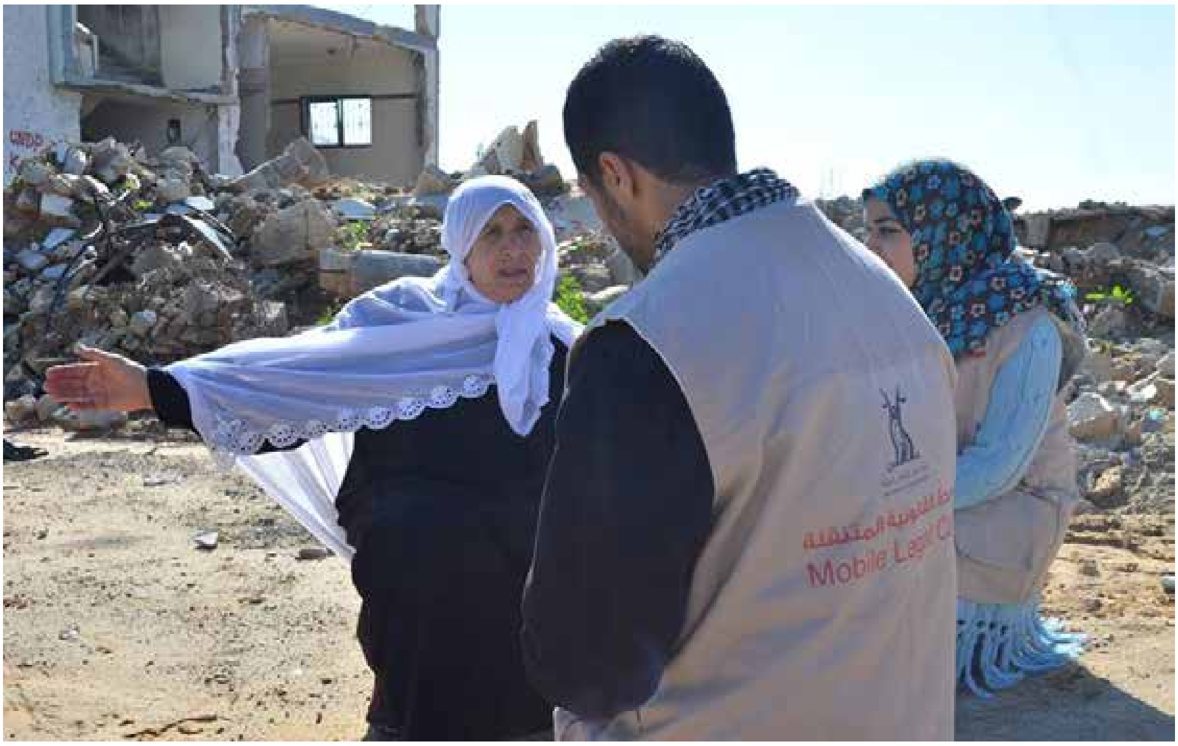
Outcomes:

- Improved access to justice and legal certainty for all citizens.
- Enhanced judicial and land governance institutional independence and strengthened capacity.
- Reduced property disputes and a clear legal foundation for property ownership.
- Increased public trust in legal and administrative institutions.

PROGRAM TIMELINE

- Establish temporary judicial and administrative headquarters in Gaza City and initiate the restoration of the Land Authority's functions. (Y1).
- Expand judicial facilities in North and Central Gaza and develop and pilot the digital land claims registration system. (Y2-Y3)
- Rebuild judicial infrastructure in Khan Yunis and Rafah, including courts, prosecution offices, and correctional centers. (Y3-Y5)

3.2 Transitional Justice and Human Rights Accountability



QUICK FACTS

Objective: Legal and civil society support
Financing Needs: $70 M
Timeframe: Y1-Y5
Responsible entity: MoJ

Stakeholders:

Civil society organizations, international human rights bodies, legal experts

Cross-cutting Themes:

Accountability, gender justice, survivor support, legal reform, and conflict resolution

Program description:

Establish transitional justice mechanisms to address human rights violations and promote accountability. The program will provide legal support to war survivors, document human rights abuses, and strengthen civil society monitoring. Temporary tribunals will address urgent legal cases, while specialized support services will ensure victim-centered justice.

FUNDING NEEDS

Overall: $70 M

- Establish temporary tribunals and provide initial legal aid services: $20 M
- Expand victim support programs and strengthen transitional justice systems: $30 M
- Consolidate transitional justice processes and build long-term institutional capacity: $20 M

FUNDING MECHANISM

Bilateral and multilateral development agencies and humanitarian aid organizations. A multi-donor trust fund may also be established to ensure effective resource management and monitoring.

Private sector funding: NO

OUTPUTS and OUTCOMES

Outputs:

- Operational transitional justice mechanisms, legal aid services, and accountability frameworks.

Outcomes:

- Enhanced legal protection for survivors, improved access to justice, and strengthened accountability mechanisms.

PROGRAM TIMELINE

- Launch transitional justice mechanisms and establish a legal framework for addressing human rights violations. (Y1)
- Expand transitional justice initiatives, including victim support programs and war crimes documentation. (Y2-Y3)
- Implement long-term mechanisms for accountability, reconciliation, and human rights monitoring. (Y3-Y5)

3.3 Law Enforcement and Security Sector Reform

QUICK FACTS

Objective: Police reform and integration
Financing Needs: $190 M
Timeframe: Y0.5-Y5
Responsible entity: MoI

Stakeholders:

Palestinian Civil Police, EUPOL COPPS, Egyptian and Jordanian security forces, international donors

Cross-cutting Themes:

Community policing, security governance, human rights compliance, and institutional accountability

Program description:

Reforming and rebuilding Gaza's security sector. It will integrate personnel into a unified national command structure, provide specialized training, and enhance police accountability. Emphasis will be placed on community policing and respecting human rights.

FUNDING NEEDS

Overall: $190 M

- Initial security force integration and capacity building: $50 M
- Expansion of training programs and operational support: $50 M
- Institutionalizing security sector reforms and enhancing oversight mechanisms: $90 M

FUNDING MECHANISM

Bilateral and multilateral development agencies and humanitarian aid organizations. A multi-donor trust fund may also be established to ensure effective resource management and monitoring.

Private sector funding: NO

OUTPUTS and OUTCOMES

Outputs:

- Trained and equipped law enforcement personnel, operational security institutions, and improved oversight mechanisms.

Outcomes:

- Strengthened rule of law, improved public trust in law enforcement, and enhanced public safety.

PROGRAM TIMELINE

- Establish temporary police headquarters and begin reintegration of Gaza's police under a unified national command. (Y1)
- Training programs and equip law enforcement agencies with necessary resources and technology. (Y1-Y2)
- Operationalize permanent HQ and implement transparent oversight mechanisms. (Y2-Y5)

ANNEX 3: STRATEGIC LAND RECLAMATION FOR GAZA'S COASTAL DEVELOPMENT

Estimated Funding Needs: $4.5 Billion

Funding Model: Donor + Public-Private Partnership

This ambitious land reclamation initiative proposes to transform Gaza's coastline by reclaiming 14 km² of land through debris repurposing and imported sand, supported by robust coastal protection measures including breakwaters, seawalls, and erosion control.

While not reflected in the overall program budget summary, this standalone initiative is a critical opportunity for investment and infrastructure-led growth. It is designed to unlock large-scale logistics, fishing, and commercial development potential along the coast—offering strategic benefits for both public and private stakeholders.

Funding Mechanism: The program will be financed through a hybrid model combining international donor support and PPPs, with private sector capital mobilized for port, logistics, and infrastructure development.

Expected Outputs:

- 14 km² of newly reclaimed coastal land
- Stabilized and rehabilitated coastline
- New space for fishing and commercial port expansion
- Large-scale reuse of debris for land creation

Anticipated Outcomes:

- Enhanced economic activity through port and logistics capacity
- Increased resilience of the coastal environment
- Catalytic infrastructure for long-term urban and economic development

Implementation Timeline:

- Months 1–6: Feasibility studies and environmental assessments
- Months 1–12: Land reclamation using debris and imported sand
- Months 12–24: Coastal defense works and infrastructure upgrades

This program represents a landmark investment opportunity in Gaza's physical and economic transformation, offering both return potential and long-term developmental impact.