

PEACE AND SECURITY

# NEEDS ASSESSMENT FOR RECOVERY AND REHABILITATION

Palestinian Perspectives on the  
Reconstruction of Gaza

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The ongoing conflict in Gaza is causing extensive damage to infrastructure and exacerbating the humanitarian crisis. Reconstruction requires an understanding of the local context, immediate needs and long-term priorities.



Immediate humanitarian needs must be prioritised. A final needs assessment is possible after the conflict ends, led by UN agencies with the support of local and international stakeholders.



Reconstruction efforts should pave the way for a more resilient and prosperous Gaza through infrastructure rehabilitation, economic revitalisation, social cohesion, and leveraging community-based approaches and international partnerships.

# NEEDS ASSESSMENT FOR RECOVERY AND REHABILITATION

## Palestinian Perspectives on the Reconstruction of Gaza



The reconstruction of Gaza requires a multifaceted approach that addresses humanitarian needs while laying the foundation for sustainable development. Immediate humanitarian needs must be prioritised. International support, cooperation from Israel in easing restrictions, and robust coordination among humanitarian agencies are essential for these efforts to succeed. A comprehensive needs assessment will be possible only once the conflict ends.



Challenges in assessments include the absence of functioning government bodies and security forces, the presence of explosive remnants, health hazards, loss of ownership documentation, and community disputes. An assessment process could be guided by the Sphere Standards, which provide a set of principles and minimum standards in key areas of humanitarian response. Existing humanitarian clusters can lead this process with a wide spectrum of personnel and local expertise alongside international support until governmental structures are re-established. Recovery efforts therefore require tailored strategies for infrastructure, housing, health services, education, and economic development, with a focus on the unique needs of Gaza's population.



Key stakeholders alongside UN agencies include (international) NGOs, community organisations and civil society, as well as donor countries, multilateral institutions and the private sector. Key steps for rehabilitation are immediate humanitarian relief, the rehabilitation of infrastructure with a focus on essential services, economic recovery, capacity-building of communities by engaging local communities and strengthening local governance, and finally, sustainable reconstruction by adopting 'build back better' approaches.

Further information on the topic can be found here:

<https://palestine.fes.de/topics/palestinian-perspectives-on-the-reconstruction-of-gaza>

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Palestinian Perspectives on the  
Reconstruction of Gaza

In cooperation with:



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# 1

## BACKGROUND

The Gaza Strip is a narrow strip of land that extends along the Mediterranean coastline north from the Egyptian border. The Strip covers an area that is about 45 kilometres in length, with a width that ranges between 6 and 12 kilometres, with a total area of about 360 square kilometres.

UNOSAT’s damaged building assessment, based on satellite imagery from 6 July 2024 and updated building footprints from May 2023, reveals that 151,265 structures had been affected by the war in the Gaza Strip. Of these, 30 per cent have been destroyed, 12 per cent severely damaged, 36 per cent moderately damaged, and 20 per cent possibly damaged, representing approximately 63 per cent of the total structures in the region.

The total debris generated by the conflict amounts to approximately 41,946,018 metric tonnes, as of 6 July 2024.

The impact on civilian infrastructure is evident, with thousands of homes and essential facilities being damaged (UNITAR 2024).

As a result, approximately 1.2 million people are without adequate safe housing and in urgent need of emergency shelter and housing recovery assistance. Many more people from non-damaged structures have been temporarily displaced through fear of airstrikes to their localities by Israeli occupation forces and a lack of adequate services. ‘#Gaza: New evacuation orders have been issued by Israeli authorities, even inside the so-called “humanitarian zone”. Once again, fear spreads as families have nowhere to go. People remain trapped in an endless nightmare of death and destruction on a staggering scale’. The UN reports 1.9 million internally displaced persons (IDPs) in Gaza, nearly 85 per cent of the population (UNRWA 2024).

As shown in Table 1 around 46,200 structures have been destroyed, 18,400 severely damaged, and 56,000 moderately damaged. This comprises more than 50 per cent of to-

1 @UNRWA, <https://x.com/UNRWA/status/1824371581457404171>, 16.08.2024.

Table 1  
Gaza Comprehensive Damage Assessment

Site ID	Destroyed	Severe damage	Moderate damage
Mosque	174	125	90
Hospital	39	40	123
School / university	176	190	438
Sewage treatment facility	4	7	9
Building (general / default)	45,608	17,988	55,096
Industrial facility	160	87	131
Church	0	0	2
Commercial	27	12	33
Tourism	35	29	32

Source: UNOSAT (2024)

tal building structures in the Gaza Strip. The figures continue to change rapidly due to the high intensity of bombardments and air strikes by Israeli occupation forces.

The Gaza Strip, home to over 2 million Palestinians, has endured numerous conflicts. The ongoing hostilities of 2023/24 have caused extensive damage to its infrastructure and exacerbated the existing humanitarian crisis.

The reconstruction of Gaza is a multifaceted challenge, requiring a comprehensive understanding of the local context, immediate needs and long-term priorities. This paper investigates the various dimensions of Gaza's reconstruction, focusing on the needs of the population, the priorities set by different stakeholders, and the approaches adopted for effective rebuilding.

# 2

## PRIORITISATION OF NECESSARY INTERVENTIONS

The Gaza Strip Interim Damage Assessment (World Bank 2024) report produced by the UN in late March 2024 shows the devastating impact of the war on the people of Gaza. More than half the population are on the brink of famine and the entire population is experiencing acute food insecurity and malnutrition. Over a million people have been left without homes and 75 per cent of the population has been displaced. The severe cumulative impacts on physical and mental health have hit women, children, the elderly and persons with disabilities the hardest, with the youngest children facing lifelong developmental consequences.

While physical destruction in Gaza is severe in every sector of the economy, housing and population centres have sustained the bulk of the damage. As of the end of January 2024, direct damage of around US\$ 18.5 billion had been inflicted on the built infrastructure of Gaza, equivalent to

97 per cent of the total GDP of the West Bank and Gaza in 2022. Over four-fifths of the damage is concentrated in residential buildings (72 per cent of the total) and commerce, industry, and services (9 per cent of the total), with the remaining 19 per cent of damage sustained in other critical infrastructure and services, such as education, water, sanitation and hygiene (WASH), health, energy, Information and communication technology (ICT), municipal services, and transport. Nearly 80 per cent of total damage occurred in the governorates of Gaza, North Gaza, and Khan Younis.

The report was produced before Israel’s ground operation in Rafah. In recent months, Rafah has endured severe damage. The overall figures will increase by 20 per cent at least due to the continued destruction by Israeli occupation forces.

Table 2 shows the scale of the damage in each sector.

Table 2  
**Estimated damages in monetary terms, by sector (US\$)**

Sector	Scale / US\$
Housing	13,298,711,000
Commerce, Industry and Services	1,655,486,000
Agriculture	628,780,000
Health	553,666,000
WASH	502,711,000
Environment	411,300,000
Transport	357,972,000
Education	341,240,000
Cultural Heritage	319,397,000
Energy	278,522,000
ICT	90,225,000
Municipal Services	19,647,000
Finance	8,174,000
<b>Total</b>	<b>18,465,831,000</b>

Source: World Bank 2024

Accordingly, the main priorities are as follows.

## IMMEDIATE HUMANITARIAN NEEDS

- **Food security:** Ensuring access to food is critical, as according to the Integrated Food Security Phase Classification (IPC) of 15 March 2024, 95 per cent of Gaza's population were already in phases 3 and above, 39 per cent in phase 4, and 30 per cent in phase 5 (catastrophe) (IPC 2024). This means that at least 69 per cent of the population face the threat of famine. Interventions must include emergency food aid and support for local food production and local markets through provision of farming support and cash modalities to revitalise local markets.
- **Shelter and housing:** The conflict has resulted in the destruction of tens of thousands of homes, leaving many families displaced. Immediate efforts are required to provide temporary shelters and, subsequently, permanent housing solutions. Transitional shelter is needed for displaced populations who have lost their shelter or their neighbourhoods have been severely affected. The rehabilitation of minor damage to housing units will increase the accessibility of shelter and housing to the affected population.
- **Health care:** Hospitals and clinics have been severely damaged, limiting access to essential medical services. Rebuilding health-care infrastructure and ensuring the supply of medical equipment and medicines is critical, as is safeguarding the supply chains of medical equipment and medication without interruptions. Addressing the health crisis, ensuring operational health facilities, and establishing emergency medical services for critical conditions such as pregnancy and trauma, provision of assistive devices and ensuring rehabilitation services are necessary due to the high number of injured persons (OCHA 2024).
- **Water, sanitation, and hygiene (WASH):** Damage to water and sanitation facilities has increased the risk of waterborne diseases. Ensuring access to clean water and adequate sanitation is vital for public health. Repairing and upgrading water and sanitation systems to provide clean water and prevent disease outbreaks, as well as addressing fuel shortages that impede water production and sanitation services are also crucial (OCHA 2024).

## PROTECTION AND GENDER-RESPONSIVE MEASURES

- **Child protection and education:** Implementing recreational and educational activities to support children's mental health and education, creating temporary learning spaces, and providing psychological support (UNICEF 2024).

- **Education:** Schools have been targeted, disrupting the education of thousands of children. Restoring educational facilities and providing psychosocial support to students and teachers are urgent priorities.

## ECONOMIC RECOVERY AND LIVELIHOODS

- **Job creation and economic support:** Launching emergency employment programmes to provide immediate income for those who have lost jobs. Supporting micro and small enterprises through grants and wage subsidies, and investing in vocational training to build skills for long-term employment (UN Geneva 2024).
- **Infrastructure reconstruction:** Prioritising the repair of housing, schools and health care facilities. Adopting a 'Building Back Better' approach to ensure that infrastructure is resilient and environmentally sustainable.

## GOVERNANCE AND COORDINATION

- **Improving humanitarian access:** Ensuring the unobstructed flow of humanitarian aid, including easing border restrictions and ensuring safe passage for aid workers and supplies
- **Policy and governance:** Strengthening local governance structures and involving the international community to support a sustainable peace process, which includes the political resolution of the conflict and economic cooperation in the region.

These priorities, if addressed effectively, can help stabilise Gaza and pave the way for long-term recovery and development. International support, cooperation from Israel in easing restrictions, and robust coordination among humanitarian agencies are essential for these efforts to succeed.



# 3

## PRIORITIES FOR RECOVERY AND RECONSTRUCTION

Reconstruction priorities are shaped by both immediate needs and long-term development goals:

- Infrastructure rehabilitation: rebuilding infrastructure, including water and sanitation, roads, electricity, and telecommunications, is essential for the functioning of society and the economy.
- Economic revitalisation: creating jobs and revitalising the local economy through support to small and medium-sized enterprises (SMEs) and sustainable agricultural practices are critical for long-term stability.
- Governance and institutional strengthening: enhancing the capacity of local governance structures and institutions to manage reconstruction efforts effectively and transparently is crucial.
- Social cohesion and resilience: promoting social cohesion and resilience through community-based programmes and mental health support can help heal the social fabric torn by conflict.
- Policy advocacy: advocating for policy changes at national and international levels to address the root causes of the conflict and ensure long-term peace and stability is essential.

### KNOWLEDGE AND APPROACHES

Various approaches have been adopted to address the reconstruction needs in Gaza:

- Community-based approaches: engaging local communities in the reconstruction process ensures that the interventions are contextually relevant and sustainable. This includes participatory planning and decision-making processes.
- International aid and partnerships: international organisations and donor countries play a significant role in providing financial aid, technical expertise and logistical support. Coordinated efforts are necessary to avoid duplication and ensure effective use of resources.
- Innovation and technology: utilising innovative technologies and methodologies, such as GIS mapping for damage assessment and solar energy for electricity, can enhance the efficiency and sustainability of reconstruction efforts.

## 4

# KEY STAKEHOLDERS AND KEY STEPS FOR REHABILITATION

## KEY STAKEHOLDERS

Identifying key stakeholders and partners is crucial for the successful implementation of Gaza's post-conflict damage assessment and recovery plan. The key stakeholders and partners include:

### 1. Local government and authorities

- Palestinian Authority (PA) and local government
- Local municipalities and councils

### 2. International organisations

- United Nations (UN) agencies
  - › UN Relief and Works Agency for Palestine Refugees in the Near East (UNRWA)
  - › UN Development Programme (UNDP)
  - › UN Office for the Coordination of Humanitarian Affairs (OCHA)
  - › UN Children's Fund (UNICEF)
  - › World Health Organization (WHO)
  - › UN World Food Programme (WFP)
  - › Food and Agriculture Organization (FAO)
- The World Bank

### 3. Donor agencies and countries

- European Union (EU), ECHO
- Islamic Development Bank (IsDB)
- United States Agency for International Development (USAID)
- Department for International Development (DFID) UK
- Other bilateral donors (for example, Kuwait, Qatar, UAE, France, Japan, Canada, Norway)

### 4. Non-governmental organisations (NGOs)

- Local NGOs
- International NGOs (for example, Red Cross, Médecins Sans Frontières, Save the Children, Oxfam, Norwegian Refugee Council, Humanity Inclusion, Mercy Corps, etc..)

### 5. Private sector

- Construction companies and Palestinian contractors union
- Gaza chamber of commerce and industry
- Utility companies (water, electricity) (CMWU, GEDICO)
- ICT companies

### 6. Community organisations

- Local community groups and leaders
- Religious organisations and CBOs

### 7. Educational and research institutions

- Local universities and research centres
- International academic institutions

### 8. Financial institutions

- Local banks and microfinance institutions
- International financial institutions

### 9. Media

- Local and international media outlets

### 10. Civil society

- Public health advocates
- Human rights organisations
- Environmental groups and organisations

### 11. Specialised agencies

- International Labour Organization (ILO)
- International Organization for Migration (IOM)
- International Committee of the Red Cross (ICRC)
- International Federation of Red Cross and Red Crescent Societies (IFRC)
- Palestinian Red Crescent Society (PRCS)

## ROLES AND CONTRIBUTIONS

- Local government and authorities: lead and coordinate recovery efforts, facilitate logistics, and ensure security and regulatory compliance.
- International organisations: provide technical expertise, funding and support for implementing various projects.
- Donor agencies and countries: offer financial support, technical assistance and humanitarian aid.
- NGOs: implement on-ground projects, provide emergency services and support community-based recovery initiatives.

- Private sector: engage in reconstruction projects, invest in infrastructure development and create job opportunities.
- Community organisations: mobilise community participation, provide local insights and support grass-roots initiatives.
- Educational and research institutions: conduct research and provide training and capacity-building programmes.
- Financial institutions: facilitate financial transactions, provide loans and grants, and support economic recovery.
- Media: raise awareness, disseminate information, and ensure transparency and accountability.
- Civil society: advocate for the rights and needs of affected populations, monitor progress and hold stakeholders accountable.
- Specialised agencies: provide sector-specific expertise and support in areas such as labour, migration and health.

These stakeholders and partners will play essential roles in assessing the damage, planning the recovery process, mobilising resources and implementing reconstruction and development projects in Gaza.

## KEY STEPS FOR REHABILITATION

Rehabilitation can be conceived as a bridge to early recovery and reconstruction by implementing strategic actions that stabilise the situation and lay the groundwork for sustainable development. Here is how it can be approached effectively:

### 1. Immediate relief and stabilisation

- Provide basic needs: ensure immediate access to food, water, shelter and health care to stabilise affected populations.
- Restore basic services: quickly restore essential services such as electricity, water supply, sanitation and health services to prevent further deterioration of living conditions.
- Clear debris: commence debris removal to enable safe access and use of land for reconstruction efforts.

### 2. Assessment and planning

- Conduct detailed assessments: perform thorough assessments of damage across all sectors to understand the full extent of needs and prioritise interventions.

- Engage stakeholders: involve local communities, authorities and international partners in planning to ensure inclusive and contextually appropriate strategies.
- Develop a strategic plan: create a comprehensive recovery plan that aligns short-term rehabilitation with long-term reconstruction goals.

### 3. Temporary and transitional solutions

- Temporary housing and facilities: set up temporary housing, schools and health facilities to support affected populations until permanent structures can be rebuilt.
- Emergency employment programmes: implement cash-for-work programmes and other temporary employment opportunities to stimulate the local economy and provide livelihoods.

### 4. Capacity-building and institutional strengthening

- Train local workforce: provide training for local workers in construction, health care and other essential sectors to build local capacity for recovery.
- Strengthen local institutions: enhance the capabilities of local governments and institutions to manage and sustain recovery efforts effectively.

### 5. Economic recovery and livelihoods

- Job creation and livelihood support: implement programmes to create jobs and support small businesses, particularly targeting women and young people. This can include micro-grants, skills training and market access initiatives.
- Reconstruction of economic infrastructure: rebuild commercial and industrial facilities to stimulate economic activity and provide employment opportunities.

### 6. Community engagement and social cohesion

- Involve communities: engage local communities in decision-making processes to ensure that their needs and preferences are addressed.
- Promote social cohesion: implement programmes that foster social cohesion and address the psychosocial impacts of the conflict to support holistic recovery.

## MAIN CONSIDERATIONS AND BARRIERS

### 1. Local context and needs

Consider local context, needs, cultures and norms. Neglecting such aspects and imposing external solutions, such as school curricula that deny Palestinian national

aspirations or oppose culture and religion, may lead to unexpected negative results and rejection by the Palestinian community.

**2. Timely response**

Provide immediate relief and initiate rehabilitation efforts, as this can reduce suffering and enhance recovery.

**3. Multi- dimensional coordination**

Coordinate efforts among various stakeholders and decision-makers, which can help to minimise duplication of efforts, resource wastage and inefficiencies. Also, it will stimulate rapid implementation of recovery.

**4. Long-term focus**

Consider short-term relief actions with clear links to long-term recovery and development goals. Such rehabilitation should pave the way for sustainable reconstruction.

**5. Put people at the centre and prioritise vulnerable groups**

All actions should put people at the centre and put a particular focus on the needs of vulnerable populations, such as women, children, the elderly and persons with disabilities, in planning and implementing rehabilitation efforts.

## 5

## NEEDS ASSESSMENT

The destruction in Gaza has given rise to significant humanitarian needs, which affect all aspects of life and every sector. Currently, experts are working on assessing the damage, but no final assessment can be made until the war ends, especially because all aspects of life have been severely affected. For this reason, a rapid response, particularly in humanitarian terms, must be planned and implemented the day after the war ends.

## CORE HUMANITARIAN STANDARD ON QUALITY AND ACCOUNTABILITY (CHS)

The CHS underpins the Sphere Standards and focuses on the quality and effectiveness of humanitarian responses. The **Sphere Standards** are a set of principles and minimum standards in humanitarian responses, designed to enhance the quality of aid provided and to ensure the dignity of people affected by disasters. These standards guide humanitarian organisations in delivering effective and accountable assistance, ensuring that the basic needs and rights of those impacted by crises are met. It emphasises:

- **Humanity:** human suffering must be addressed wherever it is found;
- **Impartiality:** assistance should be provided based on need, without discrimination;
- **Neutrality:** humanitarian actors should not take sides in conflicts;
- **Independence:** humanitarian action must be autonomous from political, economic, military or other objectives.

## NEEDS ASSESSMENT PROCESS

During crises the Sphere Standards provide a set of principles and minimum humanitarian standards in four key areas of humanitarian response: water supply, sanitation and hygiene promotion (WASH); food security and nutrition; shelter and settlement; and health. These standards are used as a framework to guide humanitarian actions, including needs assessment during and after conflicts. Here is an overview of how Sphere Standards apply to needs assessment in conflict situations:

## KEY STANDARDS FOR NEEDS ASSESSMENT

As humanitarian clusters<sup>2</sup> are already active in the Gaza Strip, each cluster can lead the assessment per sector to respond to humanitarian needs emerging in Gaza strip, most assessment tools already exist in the humanitarian cluster system and how to collect information basically needed to decision-making and supporting the affected population.

## 1. Water supply, sanitation, and hygiene (WASH)

- WASH needs-assessment should determine the availability and quality of water sources, sanitation facilities, and hygiene practices.
- Assess the risk of waterborne diseases and plan interventions accordingly.

## 2. Food security and nutrition

- Assess the availability of food, market functionality, and the nutritional status of the population.
- Identify groups at risk of malnutrition and plan for appropriate food and nutrition interventions.

## 3. Shelter and settlement

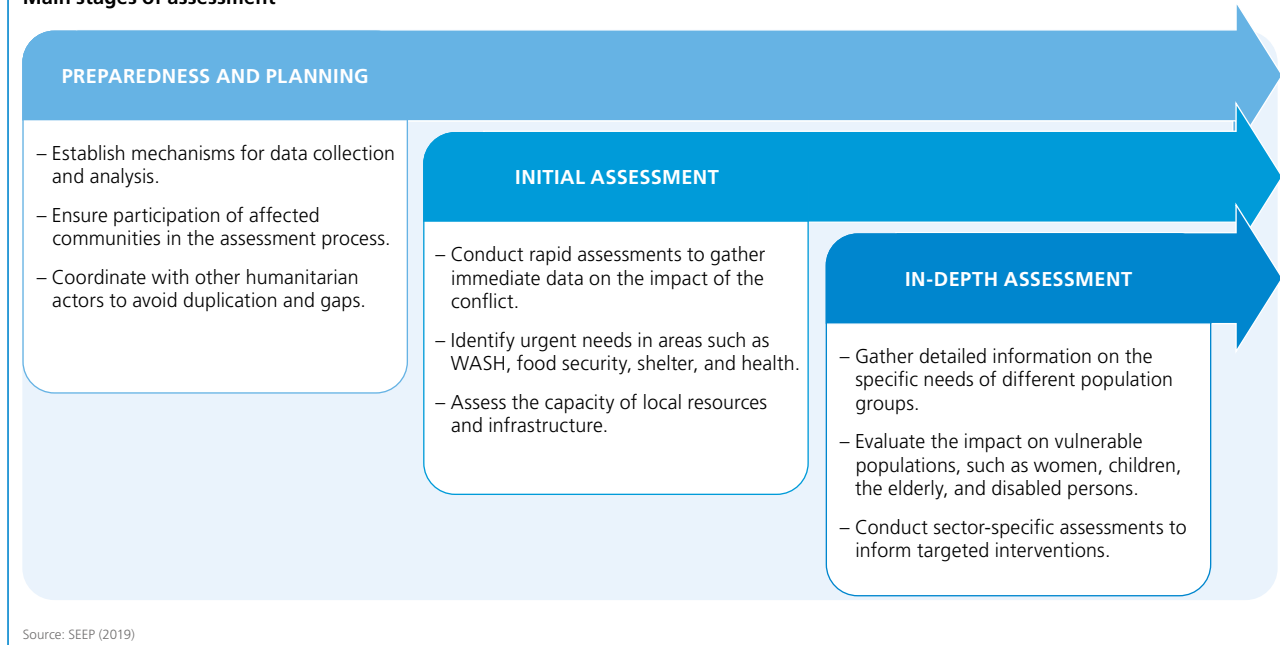
- Assess the extent of damage to housing and infrastructure.
- Determine the need for emergency shelter, longer-term housing solutions, and settlement planning.

## 4. Health

- Assess the health status of the population, availability of health services, and disease outbreaks.
- Plan for immediate and long-term health interventions, including the provision of essential medicines and medical care.

<sup>2</sup> Humanitarian clusters are formed by UN, INGO, local NGO and civil society representatives and PA representatives. Each cluster is led by a UN organisation; for example, the WHO is the leading health cluster.

Figure 1  
Main stages of assessment



## CROSS-CUTTING THEMES

- **Protection:** ensure that assessments consider protection risks, such as gender-based violence and child protection issues.
- **Community engagement:** involve affected communities in assessment and response planning to ensure that interventions are culturally appropriate and accepted.
- **Coordination and information sharing:** coordinate with other humanitarian actors and share information to ensure a comprehensive response.

## POST-CONFLICT NEEDS AND DAMAGE ASSESSMENT

This phase will entail intensive efforts with key institutions and organisations. The assumption is that a functioning government is needed to take responsibility for the main assessment databases and act accordingly, and to coordinate the recovery and reconstruction phases. In the absence of functioning government bodies, local civil communities and organisations, with support from UN agencies, can step in to fill the gaps until proper governmental structures are re-established.

## RECONSTRUCTION NEEDS AND DAMAGE ASSESSMENTS

This phase will include assessing needs for rehabilitation and reconstruction of damaged infrastructures, restoring essential services required for daily living and of all public and private sectors, and starting economic revitalisation with a focus on improving the livelihoods of vulnerable groups.

Lead organisations can include UNDP and UNRWA with support from other INGOs and ministries in both Gaza and the West Bank to create assessment teams and tools based on lessons learned from the 2014 war experience. Moreover, other entities should be involved in such assessments, such as chambers of commerce, engineering syndicates, industrial unions, Paltrade, and Arab-related institutions and organisations.

The following actions should be prioritised to ensure satisfaction of humanitarian needs for displaced and other affected persons, and not delayed by further complex strategic responses, such as economic revitalisation and recovery. These actions can be divided into four main clusters:

1. Residential and housing assessment: The conflict has resulted in the destruction of tens of thousands of homes, leaving many families displaced. There should be an expedited process for the reconstruction of housing units to accommodate displaced populations and provide them with durable solutions.
2. Assessments of infrastructure, services and economic sectors: these will provide the basis for further assessments and support for responses to immediate humanitarian needs.
3. Environmental and socio-economic assessments: this process involves evaluating both immediate and long-term responses to mitigate environmental impacts and enhance social cohesion and economic growth in the affected areas and communities of the Gaza Strip. These assessments will include spatial evaluations and settlement requirements to improve overall conditions in the Gaza Strip.

- 4. Assessment of local markets and local capacities to contribute to the reconstruction process so that it can be implemented effectively and efficiently.

- Loss of ownership documentation and loss of public archives to provide proof of ownership
- Community disputes and absence of public security forces

### CROSS-CUTTING ISSUES TO BE CONSIDERED IN MAKING ASSESSMENTS

- Prioritisation of vulnerable groups in all responses
- Community engagement taking into consideration people’s preferences and views
- Protection risks and issues that need to be considered during assessments, such as landmines, unexploded ordnance, and buildings at risk of collapse.

### MAIN CHALLENGES IN ASSESSMENTS:

- The absence of government and the collapse of numerous local institutions due to widespread destruction caused by the war.
- Explosive remnants of war (ERWs) and UXOs not cleared
- Health hazards to assessment teams in some areas
- Debris and rubble removal process taking a long time
- Local capacities require training

### DAMAGE ASSESSMENT BY SECTOR

#### Coordination and implementation

- **Multilateral collaboration:** involve international organisations, donor agencies and NGOs in the assessment and recovery process.
- **Community engagement:** engage local communities in the planning and implementation of recovery efforts to ensure that their needs and priorities are met.
- **Monitoring and evaluation:** establish a robust monitoring and evaluation framework to track progress, ensure transparency and adjust plans, as needed.
- **Digitalisation of damage assessment process:** This will promote effectiveness and efficiency, as well as rapid responses. In addition, a centralised database will enhance accountability with regard to affected communities.

By following these sector-specific plans and processes, Gaza can move towards a comprehensive and sustainable recovery from the devastating impact of the conflict.

Table 3  
Damage assessment by sector

Sector	Assessment Plan			Recovery Process		
	Damage survey	Needs analysis	Cost estimation	Immediate relief	Reconstruction	Funding
1 Housing sector	Conduct a detailed survey of residential buildings using satellite imagery and drone footage to identify destroyed and damaged structures.	Assess the number of displaced individuals and families, prioritise areas based on the severity of damage, and identify temporary housing solutions.	Estimate the costs of rebuilding and repairing homes.	Provide temporary shelters and emergency housing.	Develop and implement a plan for rebuilding homes, prioritising those in the worst condition.	Secure international aid and investment for reconstruction projects.
2 Health sector	Use remote sensing technology to assess damage to hospitals, clinics, and health centres.	Equipment and supplies: evaluate losses of medical equipment, pharmaceuticals, and other supplies.  Personnel needs: assess the impact on health-care workers, including casualties and displacement.		Establish temporary medical facilities and ensure the provision of emergency medical services.  Supply chain: restore supply chains for medical equipment and pharmaceuticals.	Rebuild and repair health facilities with a focus on improving resilience with regard to future conflicts.	

Sector	Assessment Plan			Recovery Process		
	Damage survey	Needs analysis	Cost estimation	Immediate relief	Reconstruction	Funding
<b>3</b> <b>Education sector</b>	<p>Survey schools, universities and other educational institutions to identify damage.</p> <p>Enrolment impact: assess the number of displaced students and interruptions in educational services.</p>	Determine the need for educational materials and infrastructure.		<p>Temporary learning spaces: set up temporary classrooms and learning centres.</p> <p>Support services: provide psychological and social support to students and teachers affected by the conflict.</p>	Rebuild schools and educational facilities with improved designs to withstand future conflicts.	
<b>4</b> <b>Water and sanitation sector</b>	<p>Use satellite imagery to assess damage to water treatment plants, pipelines, and sanitation facilities.</p> <p>Service interruption: evaluate the extent of service interruption and the impact on public health.</p>	Resource needs: identify the materials and resources required for immediate and long-term repairs.		<p>Emergency services: provide temporary water supply and sanitation services.</p>	<p>Repair and rebuild water and sanitation infrastructure.</p> <p>Sustainable solutions: implement sustainable water management practices and infrastructure to reduce vulnerability.</p>	
<b>5</b> <b>Economic sector</b>	<p>Business impact: assess the damage to commercial and industrial buildings and the overall impact on economic activity.</p> <p>Employment: evaluate job losses and the impact on the local labour market.</p>	Identify the most affected sectors, such as agriculture, manufacturing and services.		Provide financial aid and support to businesses affected by the conflict.	<p>Rebuild commercial and industrial infrastructure with a focus on economic diversification.</p> <p>Job creation: implement programmes to create jobs and stimulate economic activity, such as micro-grants and vocational training.</p>	
<b>6</b> <b>Energy sector</b>	<p>Use remote sensing and on-ground inspections to assess damage to power plants, transmission lines, and other energy infrastructure. Assess renewable energy plant damage to public and private premises</p> <p>Service interruption: evaluate the extent of power outages and their impact on daily life.</p>	<p>Identify the resources required to restore energy services.</p> <p>Identify the resources required to reconstruct renewable energy sources on private and public premises.</p>		<p>Emergency power: provide temporary power solutions, such as generators and solar panels.</p>	<p>Repair and rebuild energy infrastructure with a focus on renewable energy sources.</p> <p>Implement measures to increase the resilience of the energy sector</p>	
<b>7</b> <b>Transportation sector</b>	<p>Infrastructure damage: assess the damage to roads, bridges, and public transportation facilities using satellite imagery and on-ground inspections.</p> <p>Service disruption: evaluate the disruption to transportation services and its impact on mobility.</p>	Identify the materials and resources required for immediate and long-term repairs.		Provide temporary transportation solutions, such as shuttle services and temporary bridges.	<p>Rebuild transportation infrastructure with improved designs</p> <p>Replace lost equipment and vehicles to enhance services</p>	
<b>8</b> <b>ICT sector</b>	<p>Use remote sensing and on-ground inspections to assess damage to communication plants, transmission lines and towers, and other ICT infrastructure. Assess all facilities and equipment damages on public and private premises</p> <p>Service interruption: evaluate the extent of access to internet, mobile networks, land lines and their impact on daily life.</p>	<p>Identify the resources required to restore energy services.</p> <p>Identify the resources required to re-construct ICT sector on private and public premises</p>		<p>Provide technical and financial assistance to recover mobile and landline connectivity.</p> <p>Maintain uninterrupted power sources for main telecommunication systems.</p>	<p>Repair and rebuild ICT infrastructure with a focus on utilising modern tech and implement measures to protect the ICT infrastructure. Further efforts should be made to operate the 4G/5G networks in the Gaza Strip.</p>	



## FORMATION OF DAMAGE ASSESSMENT TEAMS

A wide spectrum of personnel and local expertise alongside international support is required to establish assessment teams. In addition, specific sectors will require international experts to support the assessment process.

Pre-positioned aerial maps are needed and can be used to start to organise assessment teams according to sector and field.

Training of all participants per sector in assessment tools and methodology.

Include all relevant and functioning stakeholders in the planning and implementation of damage assessments, such as government agencies, local authorities, municipalities, representatives of internally displaced persons (IDPs), community leaders, and groups representing women and young people. Additionally, UN agencies, donor organisations and Arab and Islamic countries and institutions should play an advisory role.

## ROLES AND CONTRIBUTIONS

Successful localisation in reconstruction requires a comprehensive understanding of the local context, active involvement of local stakeholders, and flexible strategies tailored to the unique needs and conditions of each community. Localisation often encompasses various sectors. In the context of reconstruction, strategies, actions and policies must be specifically designed to address particular needs. These include: reconstruction of infrastructure, housing and shelter, health services, education, economic development and environmental management. By focusing on these areas, reconstruction efforts can be aligned more effectively with the distinct requirements of the Palestinian community in Gaza.

- **Educational and research institutions:** Conduct research and provide training and capacity-building programmes.
  - **Financial institutions, such as local banks, monetary organisations, international bodies:** facilitate financial transactions, provide loans and grants, and support economic recovery.
  - **Media:** Raise awareness, disseminate information, and ensure transparency and accountability.
  - **Civil society:** Advocate for the rights and needs of affected populations, monitor progress, and hold stakeholders accountable.
  - **Specialised agencies:** Provide sector-specific expertise and support in areas such as labour, migration, and health. This includes universities, REACH, IOM, WHO, UNICEF, UNFPA, etc. in addition to international consulting firms.
- These stakeholders and partners will play essential roles in assessing the damage, planning the recovery process, mobilising resources, and implementing reconstruction and development projects in Gaza.
- **Government, local authorities and municipalities:** Lead and coordinate recovery efforts, facilitate logistics, and ensure security and regulatory compliance.
  - **UN and INGOs:** Provide technical expertise, funding, and support for implementing various projects.
  - **Donor agencies and countries:** Offer financial support, technical assistance, and humanitarian aid.
  - **NGOs:** Implement on-ground projects, provide emergency services, and support community-based recovery initiatives.
  - **Private sector:** Engage in reconstruction projects, invest in infrastructure development, and create job opportunities.
  - **Community organisations:** Mobilise community participation, provide local insights, and support grassroots initiatives.

# 5

## RECOMMENDATIONS

The reconstruction of Gaza requires a multifaceted approach that addresses immediate humanitarian needs while laying the foundation for sustainable development. By prioritising infrastructure rehabilitation, economic revitalisation, and social cohesion, and leveraging community-based approaches and international partnerships, the reconstruction efforts can pave the way for a more resilient and prosperous Gaza. Future research should focus on evaluating the long-term impacts of these reconstruction efforts and on identifying best practices for post-conflict recovery in similar contexts.

- Immediate relief: prioritise emergency shelter, health-care access, and food distribution to address the urgent needs of displaced persons.
- Infrastructure rehabilitation: focus on restoring essential services such as water, electricity and health-care facilities to stabilise daily life.
- Economic recovery: implement job creation programmes and support for small businesses to revive the local economy.
- Community and capacity-building: engage local communities in recovery efforts and strengthen local governance and institutional capacities.
- Sustainable reconstruction: adopt ‘build back better’ approaches to make reconstructed infrastructure resilient and sustainable.

These steps, supported by international aid and effective multilateral collaboration, are crucial for Gaza’s recovery and future stability.

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## ABOUT THE PROJECT

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In this context, they do not regard the Gaza Strip as a separate entity, but as part of the Palestinian territories occupied by Israel since 1967. They also hold that all approaches, be they short or long term, should be compatible with the principle of Palestinian self-determination. The objective is to highlight key insights from Palestinian experiences and expertise and introduce them into the international debate. Papers cover aspects such as security arrangements, governance, the role of women and urban planning for recovery and reconstruction. They reflect the author's views only.

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