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Managing the Recovery and Reconstruction Process in Post-Disaster Communities

A Forward-looking Vision for Gaza Strip 2024

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Managing the Recovery and Reconstruction Process in Post-Disaster Communities

A Forward-looking Vision for Gaza Strip

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Introduction

Post-War Reconstruction involves a set of operations and policies that aim at meeting the urgent need to rehabilitate affected communities and their environments, whether in the short or long term¹. Housing and infrastructure reconstruction, as well as community stabilization, take top priority in the post-war reconstruction phase due to their vital role in re-establishing the social environment of communities and restoring their means of livelihood.

In 2012, twelve years before the date of this paper (2024), the United Nations issued a report on the living conditions in Gaza, stating that 'Gaza will not be livable by the year 2020 unless urgent measures are taken to improve water, electricity, health, and education supplies². However, despite the difficult living conditions, high unemployment and poverty rates, and the dependence of over two-thirds of the population on humanitarian aid, the Gaza Strip remained habitable. It has become the largest open prison in the world, under a suffocating blockade imposed by the occupation since 2007. But today, it seems that the prediction of that report is coming true with the fifth war launched by the occupation against the Gaza Strip, which has become uninhabitable. The Under-Secretary-General for Humanitarian Affairs and Emergency Relief

1. Sultan Barakat, The slow reconstruction process in Gaza: donors' hesitation between the subjective and the objective, Arab Politics, Issue 45 (2020).

2. United Nation: The Question of Palestine: Gaza in 2020: A liveable place? Retrieved January 19, 2024, from <https://www.un.org/unispal/document/auto-insert-195081/>

Coordinator stated on January 5, 2024, after three months of continued Israeli aggression against the Gaza Strip since October 7, 2023³, that this war is the most destructive, brutal, and damaging to the Strip. It is the longest of the five wars (2008, 2012, 2014, 2021, and 2023) and brings more suffering and pain to civilians who have not yet recovered from the effects of previous wars and have been unable to rebuild their destroyed homes. Even those who managed to rebuild their homes did not enjoy them for long due to the policy of scorched earth and the Israeli occupation's destructive machinery that spares no civilians, residential areas, infrastructure, including schools, hospitals, electricity and water stations, sewage networks, as well as mosques and churches.

Despite the absence of signs of the war's end, it is important to start laying the foundations for the reconstruction and recovery process after the end of the Israeli aggression, which will end sooner or later. International experiences and studies in this field have proven that early planning for reconstruction is essential⁴.

Therefore, this paper has been written to shed light on the issue of Gaza reconstruction and the resources and supplies needed for the recovery and stabilization process. The paper is divided into two sections. The first section provides a theoretical framework for post-conflict and post-disaster reconstruction, including principles and foundations of reconstruction, methodologies, and approaches related to it, key actors involved, assessing local needs and capacities for the process, beneficiary selection models, and early recovery activities. The second section presents a practical approach to reconstruction projects by examining the experiences of four countries: Afghanistan, Iraq, Syria, and Palestine, which have faced wars and military conflicts. The goal of the paper is to provide a visionary outlook for Gaza's reconstruction, including an overview of the accumulated needs since the first war in 2008, an analysis of factors affecting resource availability based on the experience of reconstruction after the 2014 war, and a proposed vision for reconstruction. Additionally, the paper calls for an international conference to mobilize funding and support for reconstruction, as well as a comprehensive study of needs and resources under the supervision of the United Nations, accompanied by extensive recommendations for decision-making, organizations, and charitable agencies.

3. OCHA (05/01/2024), UN relief chief: The war in Gaza must end, Retrieved January 10, 2024, from <https://www.unocha.org/news/un-relief-chief-war-gaza-must-end>

4. Sultan Barakat (2005) Post-Saddam Iraq: deconstructing a regime, reconstructing a nation, *Third World Quarterly*, 26:4-5, 571-591, <https://doi.org/10.1080/01436590500127800>

First: Concept of Reconstruction

The concept of reconstructing post-disaster and post-war communities emerged after the end of World War II with the Marshall Plan for the reconstruction of Europe. Since then, the concept has been evolving, particularly with the ongoing waves of destruction, expanding armed conflicts, and increasing natural disasters. In the Arab world, especially, the region witnesses significant and continuous waves of armed conflicts, destruction, and disasters. This necessitates the urgent need for lessons in this field and the utilization and deep consideration of them, especially considering their deep connections to social, economic, and political issues related to reconstruction⁵.

There are many researches and studies regarding the topic of post-conflict reconstruction, but most of them do not provide a universally agreed-upon and globally accepted definition. The term "post-conflict reconstruction" has been used in various circumstances and different locations. When it was used in the 1950s after World War II to describe reconstruction in Japan and Europe, it referred to the rebuilding of countries where the war had ended and all forms of armed conflict had ceased. Although this theoretical framework resulted in successful reconstruction processes, leading to peace and development, some research suggests its limited effectiveness in recent times when applied to countries still experiencing various forms of armed conflict, such as Iraq, Afghanistan, Lebanon, and Palestine⁶.

The United Nations Office for Project Services (UNOPS) defines post-conflict reconstruction as the medium- and long-term rebuilding of vital infrastructure, services, housing, facilities, and necessary livelihoods for the full functioning of communities or societies affected by disasters, with the incorporation of sustainability and resilience elements, aligning with the principles of sustainable development and the concept of better reconstruction to avoid or minimize future risks⁷.

The World Bank defines post-war reconstruction as the reconstruction of the social and economic framework of a community and the creation of favorable conditions for the establishment of a functioning community in peacetime, particularly focusing on government and the rule of law as the key elements for nation building⁸.

5. Sultan Barakat and Ghassan Al-Kahlot, Lessons Learned from Post-Armed Conflict Recovery Experiences: Towards Unified Arab Action, Arab Politics Magazine, Issue 30, January 2018.

6. Jabareen, Y. (2013). Conceptualizing "Post-Conflict Reconstruction" and "Ongoing Conflict Reconstruction" of Failed States. International Journal of Politics, Culture, and Society, 26(2), 107–125. <http://www.jstor.org/stable/42636447>

7. United Nations Office for Disaster Risk Reduction, accessed on 122023/24/ at the link: <https://www.undrr.org/ar/terminology/aadt-alar>

8. Talis Ibtissam, Farida Hamoum, Reconstruction: A Study in the Nature of the Concept, Al-Mufakir Journal for Political and Legal Studies, Volume 3, Issue 3, September 2020, Retrieved from: Rasha Sirop, Funding: Post-War Reconstruction in Syria, Syrian Economic Sciences Association, Cultural Center, 2017..

The African Union defines the concept of post-conflict reconstruction and development as a comprehensive set of measures aimed at meeting the needs of conflict-affected countries, including the needs of affected populations, preventing the escalation of conflicts, avoiding relapse into violence, addressing root causes, supporting sustainable peace, and basing the African vision of post-conflict reconstruction and development on renewable and sustainable development, transitional stages, short-term emergency development, medium-term development, and long-term development. This scope of activities includes six elements as follows:⁹

- Security and emergency humanitarian aid.
- Sound political governance system.
- Transformation and socio-economic process.
- Development and human rights.
- Justice and reconciliation.
- Women and gender justice..

While understanding the process of recovery as the restoration or improvement of means of livelihood, health, assets, systems, economic activities, material, social, cultural, and environmental aspects of the affected community after a disaster, in line with the principles of sustainable development and the principle of 'building back better' to avoid or minimize future disaster risks, the recovery process focuses on medium- and long-term reconstruction and sustainable restoration of infrastructure, services, housing, facilities, and vital livelihoods¹⁰.

Generally, specialized researchers in reconstruction studies agree that post-conflict reconstruction is a multidimensional process aimed at initiating political, economic, and social development to create conditions for a lasting peace that prevents the relapse into the abyss of war¹¹. However, this definition faces several challenges, including¹²:

9. African Union: Executive Council, Report on Policy Development for Post-Conflict Reconstruction and Development, Ninth Ordinary Session, Gambia, June 2006, accessed on 01/2024/19/ at the link: <https://www.peaceau.org/uploads/ex-cl-274-ix-a.pdf>

10. Disaster Recovery Framework Guide. Washington, D.C.: World Bank Group, March 2020 <http://documents.worldbank.org/curated/en/692141603785003050/Disaster-Recovery-Framework-Guide>

11. Barakat and Kahlot, Ibid, retrieved from: Krishna kumar, the nature and focus of international assistance for rebuilding –tornsocietiafter civil war :critical roles for international assistance, Lynne, Reinner, London, 1997 p2.

12. Sultan Barakat, Shelter and Housing Reconstruction after Conflicts and Natural Disasters, Hamad Bin Khalifa University Press, 2023, pp. 8.-9.

- Lack of a unified comprehensive vision at the research, academic, and programmatic levels. It is assumed that post-conflict recovery shall serve as a link between development studies, peace building, and conflict management with other traditional humanities disciplines such as political science, economics, sociology, psychology, and history. However, this is rarely the case, as each specialization tends to approach the subject from its own perspective.
- Moreover, at the programmatic level, most experiences fail to achieve sufficient integration between relief and development activities. Additionally, the boundaries between relief, recovery, and development are constantly changing, as a single context of the post-conflict phase may encompass geographical areas and populations at different stages of crisis and development. Therefore, there are no established standards to differentiate between the three stages due to the difficulty of defining them.
- Donor countries often adopt a fragmented approach to funding, which does not achieve integration among the various interventions. Sometimes, these interventions may even contradict each other, as they follow the priorities of external aid programs set by donor countries without considering the priorities of the affected countries.
- Reconstruction operations usually face the instability of international support for the efforts made. They are variable from one stage to another and also depend on different factors, including shifts in donor interests and funding when other crises occur worldwide.

It is important to consider the type of damage inflicted on the community (psychological, social, economic, educational, health-related, or otherwise), assess these damages, and take into account the social, cultural, and contextual aspects of the targeted community. Policies and strategies for reconstruction and stability projects shall align with this context, situation, and the type and magnitude of the incurred damage. It is also crucial for the Arab perspective on the field of reconstruction to differ from the Western perspective regarding cultural dimensions, social aspects, and the characteristics of the targeted community. However, this does not prevent benefiting from successful experiences of international projects

Second: Principles of Reconstruction

The post-war housing reconstruction process has two main aspects: the technical aspect, focusing on restoring the authenticity and safety of the damaged sites, and the social aspect, which encourages the return of displaced persons¹³. There are five key principles governing post-disaster reconstruction strategies, serving as guidelines for the process, illustrated in the following figure¹⁴:

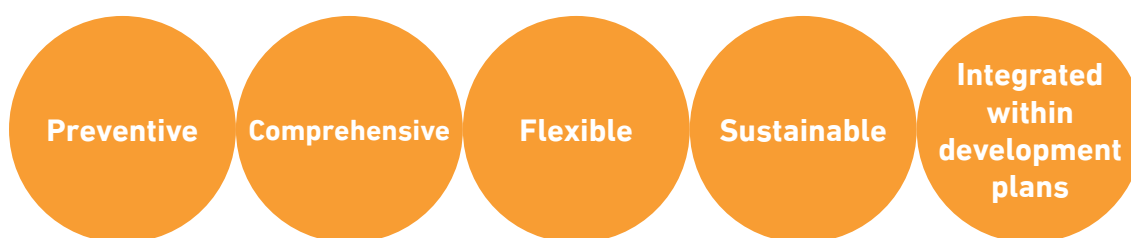


figure (1): Principles of Reconstruction

- **Preventive:** In addition to developing plans to address the disaster's effects, it establishes plans and strategies to prevent the disaster as much as possible through proactive measures.
- **Comprehensive:** It addresses all the resulting effects of the disaster across various levels and elements simultaneously, whether they are social, cultural, economic, or political.
- **Flexible:** It is adaptable and can quickly adjust to the realities and changes on the ground.
- **Sustainable:** It is capable of reestablishing the cycle of life and strengthening communities to face future disasters.
- **Integrated within development plans:** This strategy becomes part of development and urban development plans since disasters can potentially occur anywhere. Therefore, any future development plans must take them into account.

13. Nour Saleh, Adnan Enshassi & Matthias Sundermeier (06 Feb 2023): Factors influencing resource availability for post-disaster housing reconstruction: the case of Gaza Strip-Palestine, International Journal of Construction Management, DOI: 10.1080/15623599.2023.2174654

14. Moaz Al-Taher, Reconstruction Strategies after Wars and Disasters in Palestine, Master's Thesis, An-Najah National University, 2011, pp. 18-19.

Third: The Four Pillars of Post-Conflict and Post-Disaster Reconstruction



Figure 2: Pillars of Post-Conflict and Post-Disaster Reconstruction

The framework for joint work between the Strategic and International Studies Center and the United States Army Association consists of four fundamental pillars for post-conflict and post-disaster reconstruction, which are as follows¹⁵:

- **Security:** This pillar encompasses all aspects of public safety, particularly the provision of a safe environment and the development of legitimate and stable security institutions. The concept of security includes individual and collective security, which is a prerequisite for achieving effective results in the other pillars. Specifically, it involves securing the lives of civilians from widespread direct violence and restoring regional peace.
- **Justice and Reconciliation:** This pillar emphasizes the need to establish a neutral and accountable legal system to address past violations effectively. It involves

15. Kahlout and Barakat, Ibid

enforcing laws, establishing an open and independent legal system, implementing fair laws, and providing official and non-official mechanisms for resolving disputes arising from conflicts. The tasks include providing mechanisms to address grievances, appropriate and precise punishments for previous actions or violations, and building the capacity to promote and enforce the rule of law.

- **Social and Economic Welfare:** This pillar focuses on meeting basic social and economic needs, particularly providing relief in emergency situations, restoring essential services for the population, establishing the foundations for a sustainable economy, and initiating a comprehensive program for sustainable development.
- **Governance and Participation:** This pillar addresses the need for legitimate, efficient, and participatory political and administrative institutions. It includes establishing a representative constitutional structure, enhancing public sector management and organization, and ensuring active and open participation of the civil community in shaping government and its policies, especially regarding the reconstruction file. Governance also involves setting rules and procedures for making political decisions, delivering public services efficiently and transparently, and promoting participation, which includes giving a voice to the population through the development of a civil community that generates and exchanges ideas through advocacy groups, civil associations, and media channels.



Fourth: Methodologies and Approaches to Reconstruction

A. Reconstruction Methodologies

There are five distinguished methodologies for post-disaster and post-conflict housing reconstruction, considering that it is possible to integrate several methodologies into a single approach. There is no completely right or completely wrong approach, but there are approaches that better meet the goals, context, and needs of the targeted community. It may be beneficial to combine the best aspects of different housing methodologies and their financing methods, as adopting a diverse range of methodologies helps obtain a wide range of benefits. These benefits include recognizing diversity among potential aid recipients, preserving social diversity, and distributing investment to minimize future vulnerabilities. The five methodologies are as follows:

1. Provision of temporary housing.
2. Rehabilitation of damaged housing.
3. Construction of new housing.
4. Self-build methodology, where the community rebuilds itself, and external organizations and agencies provide affordable materials and skills.
5. Facilitating financing methodology, where communities rebuild with financial assistance from external agencies, civil community organizations, local organizations, private companies, and institutions.

Within this scope, different options present their own unique challenges and ways to meet the diverse needs of various groups. Each option has its advantages and disadvantages, and methods that prove successful in one context may not succeed in another context¹⁶.

16. Ibid.

B. Reconstruction Approaches

In reconstruction projects, there are several directions for post-war or post-disaster architecture. Some focus on the symbolic aspect of preserving memory and collective identity, while others prioritize the functional aspect. Each case has its own specific strategy, as follows¹⁷:

- **The direction of innovation and renewal:** This direction focuses on creating a new architecture that did not exist before, disregarding the history and identity of the community. Its purpose is to meet the needs of rapid and efficient housing and provide shelter for the displaced. This approach became widespread in European countries after World War II.
- **The direction of revitalization:** This direction focuses on reconstructing what was destroyed, aiming to preserve the identity and existence as it was before the disaster or war. This type requires prior and accurate documentation of buildings and primarily focuses on historically significant and symbolically important structures.
- **The direction of blending between the old and the modern:** This direction combines the use of ancient construction methods and the revival of the old style with the use of modern construction methods. This is done to preserve historical architecture, keep up with the spirit of the era, and adapt to rapid and urgent needs, and urban development, in addition to the difficulty of using old methods and styles as they were.
- **Symbolic direction witnessing events:** This direction focuses more on the importance and symbolism of the event rather than the importance of the building itself. It works to maintain the building as a witness to the destruction that has occurred to preserve memory and to demonstrate the magnitude of the atrocities committed in terms of human and historical values. This direction is only suitable for certain buildings with special symbolism and for valid reasons to preserve them as they are, chosen by specialists and experts.

17. Moaz Al-Taher, Ibid, p. 25, retrieved from: Okasha Alia, Post-War Architecture, a Case Study of the City of Nablus, Master's Thesis in Architecture, Cairo University, 2004.

Fifth: Key Actors in Shelter and Housing Reconstruction

Many actors participate in the process of reconstruction from the public sector, private sector, non-profit sector, local and international entities, as follows¹⁸:



Figure 3: Key Actors in the Reconstruction Process

1. Community: The targeted community is a key actor that plays a central role in any reconstruction program. Because societies are characterized by the diversity of their individuals, the tools used to engage them in these programs shall vary appropriately. It is essential to ensure the involvement of the most vulnerable and marginalized groups in the community, such as women, widows, the elderly, the poor, and people with special needs. It is also necessary to understand the leadership dynamics within the targeted community, whether it involves the elderly, religious leaders, employees, or teachers, to speak on behalf of the community and lead. Leadership can be vested in a civil organization like local or national organizations or in a religious institution (such as a mosque or a church). Organizing community leaders into committees facilitates the process, and it can happen spontaneously, as was the case following the 1985 Mexico City earthquake, where renewal councils were formed with elected representatives for each site to rehabilitate and reconstruct.

The absence of community participation negatively affects the process of reconstruction and does not contribute to meeting the needs of the targeted community, as was the case in Afghanistan. A report by John Sopko, the American Congress watchdog for reconstruction in Afghanistan, indicates a significant gap between the supporting organizations of the process and the affected communities regarding housing reconstruction projects. Reconstruction efforts are ineffective

18. Sultan Barakat, 2023, Ibid.

due to the lack of community support, despite significant funding from the international community.

The weak community participation in Afghanistan's reconstruction can be attributed to several factors, including the lack of community capacity, government policies, and practices, as well as the lack of professional competence in non-governmental organizations and the absence of security, all of which influence the participation rates in reconstruction programs ¹⁹. A study published in 2010 emphasized the importance of involving beneficiaries in the reconstruction process in Lebanon after the 2006²⁰ war. Another study concluded that the reconstruction efforts in Indonesia after the 2004 tsunami could have been improved by utilizing the skills of the community and involving them in the reconstruction process ²¹.

- 2. Local Authorities:** play a vital role in any reconstruction program, considering the risks that may arise from the process of exclusion and the resulting hostile reactions in society. Local authorities are typically represented through provincial and municipal governments. They are often responsible for providing social housing, managing facilities, regulating land use and planning. They serve as repositories of statistical information about the local population and the documents proving their land ownership. However, this may not always be possible, especially during or after conflicts, where legitimate authority may lack the necessary functioning elements or where local authorities may be absent altogether.
- 3. Private Sector:** The private sector can make an important contribution to the shelter and housing reconstruction program, as it possesses the skills and resources that cover the deficit in public sector services, reduce the need for imports and help stimulate economic growth. This is why it is important to identify private sector partners so that the process does not become a housing reconstruction purely commercial project. This will make the process of obtaining shelter or housing dependent on purchasing power, while guarantees must be put

19. Zabihullah Sadiqi, Bambang Trigunarsyah & Vaughan Coffey, "A Framework for Community Participation in Post-Disaster Housing Reconstruction Projects: A Case of Afghanistan," *International Journal of Project Management*, vol. 35, no. 5 (2017), p. 1.

20. Hamieh C, Ginty R. 2010. A very political reconstruction: governance and reconstruction in Lebanon after the 2006 war. *Disasters*. 34(1):S103–S123. <https://doi.org/10.1111/j.1467-7717.2009.01101.x>

21. Leitmann J. 2007. Cities and calamities: learning from post-disaster response in Indonesia. *J Urban Health*. 84(S1):144–153. <https://doi.org/10.1007/s11524-007-9182-6>

in place to obtain suitable housing for those in need and not just for those who can pay its costs.

4. **National Government:** reconstruction shall be carried out reconstruction in coordination with the national government. Although governments may be in a position that does not allow them to provide those houses, they still retain full responsibility for the process of developing long-term housing policies and strategies.
5. **5. External Actors:** External assistance takes two forms: financial and technical. Some organizations offer only one type, while others provide both types together. In rare cases, assistance and grants may be offered without conditions, which can complicate and reduce the effectiveness of reconstruction programs. Although funding is often available after a conflict, it is important to identify potential donors. The main donors include international and regional development banks, bilateral donors such as ministries, multilateral agencies such as United Nations agencies and the European Commission, and non-governmental organizations. The intentions of the donors shall be clarified, and it shall be determined which aspect of the proposed program they will finance..

It is essential to define the roles and responsibilities of the main actors involved in reconstruction and enhance coordination among them to effectively utilize resources, and minimize waste of time, essential materials, and financial resources. Having an information system that documents the progress of the operation and is accessible to stakeholders contributes to transparency, coordination, and trust²².



22. Nour Saleh, Ibid.

Sixth: Needs Assessment and Beneficiary Selection

A. Needs Assessment

Comprehensive needs and capacity assessment is one of the most important stages and tools for dealing with post-disaster and post-conflict reconstruction. It is a major part of the planning and preparation phase. The process helps determine the extent of damages and losses and the type of interventions required. It can take various forms, ranging from brief and concise to detailed and comprehensive, depending on the context, initial appeals, and the level of response needed. Depending on the size of the program, an assessment team can be formed, including members with diverse expertise reflecting the nature of the specialized needs in reconstruction. Local individuals with specialized expertise shall be represented, and both quantitative and qualitative research methods can be used. It is crucial to prioritize the needs of the target community as much as possible.

There are multiple tools and methodologies for assessing and analyzing needs prior to embarking on reconstruction. Many experts from United Nations groups and other international agencies, including the World Bank, have come together to unify and improve evaluation and analysis tools in all stages of emergencies. This includes the development of indicators, definitions, and enhanced methodologies. One of the most important efforts in this regard is the Emergency Assessment and Classification Project developed by the United Nations Office for the Coordination of Humanitarian Affairs, which organizes various assessment initiatives into three categories:

1. Standards-related initiatives: These initiatives serve as the basis for evaluation tools and data collection. For example, SPHERE Project²³.

2. Primary data collection: This involves distinguishing between rapid assessments and in-depth assessments. For instance, the Shelter and Settlements Local Assessment developed by the Joint Interagency Standing Committee and the Emergency Shelter Cluster.

²³ The Sphere project was started in 1997 by a group of specialists in the humanitarian field with the aim of improving the quality of humanitarian work when responding to disasters. They developed a humanitarian charter and identified a set of humanitarian standards to be applied when dealing with disasters. Humanitarian response machines. For more information, visit the project website at the link:

<https://www.spherestandards.org/ar/about/>

3. Frameworks for analysis: This integrates information and data resulting from the previous two categories into an analysis or planning framework. For example, the Post-Disaster Needs Assessment (PDNA)²⁴ conducted by the United Nations, the World Bank, and the European Commission.

In the assessment process, there are several key issues to consider, including:

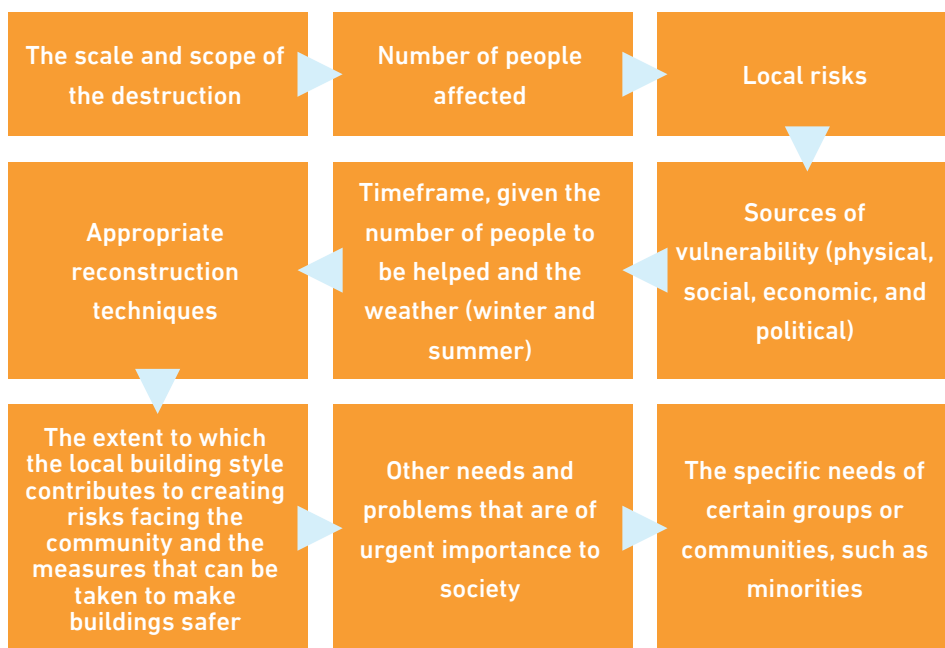


Figure 4: Considerations to be taken into account during the Assessment Process

Damage assessment is the key to the reconstruction process. Certain classifications may need to be developed to meet the context-specific needs. Damage assessment requires specialized teams, particularly when the goal is not only to determine the extent of damage but also to understand the impact of risks on buildings. This allows for improvements in materials and technologies in reconstruction programs. Consultations with local populations are also necessary to benefit from local knowledge of previous risks. Additionally, it is important to seek the perspectives of women and

²⁴. The project aims to strengthen capabilities to assess post-disaster needs and prepare for recovery. (The Strengthening Capacities for Post Disaster Needs Assessment and Recovery Preparedness Project) and seeks to strengthen post-disaster recovery capacities at the global, regional and national levels through the development of numerous knowledge products, guidelines, handbooks, training courses, online tools and other innovative products. For more, see the project guide. Via the link: <https://www.undp.org/latin-america/publications/pdna-rollout-ii>

marginalized groups, and not solely rely on consultations with community leaders.

The assessment of local resources shall not be limited to financial assets only, but shall take into account all the key inputs required for the successful implementation of the housing project: such as human resources, institutional resources, community resources, and construction materials. , technology, and the more resources available locally, the less The need to import it; This reduces the cost, contributes to the development of the local economy, and most likely leads to the reconstruction program being sustainable and not conflicting with the culture of the local community²⁵.

B. Beneficiary Selection

Multiple factors influence the selection of beneficiaries. These include the allocated budget, the number of individuals who can be targeted for assistance, local employment opportunities, sustainability, exposure to future disasters or conflicts, availability of local resources, level of external assistance, and accessibility. All of these factors affect and assist in determining the targeting of aid and the selection of beneficiaries. Therefore, comprehensive needs assessment helps identify individuals or groups in the community who are targeted for assistance. To assess the areas that need reconstruction and the extent of required work, standards must be established to create unified evaluation systems. As the process of reconstruction continues, it may be necessary to revise these standards to ensure their ongoing relevance and usefulness. Evaluation standards facilitate transparency and accountability, making it easier to explain difficult decisions to the targeted community. Ideally, these standards shall be developed in collaboration with community representatives and other key stakeholders and used by all relevant agencies. Here are two models for selecting beneficiaries that were implemented in Kosovo after the end of the war in 1999 and after the Israeli occupation of Gaza in 2014²⁶.

Beneficiary Selection Model based on Vulnerability in Kosovo:

In Kosovo, some standards were developed by municipal housing committees composed of representatives from the local and national government and external agencies. These standards include the following²⁷:

²⁵. Sultan Barakat, 2023, Ibid, pp. 6670-, adapte..

²⁶. Ibid, pp. 7880-, adapted.

²⁷. Ibid. -80 82.

- Families whose houses were destroyed and whose members live in tents, shelters, public buildings, or with other families.
- Families consisting of more than eight people and children under the age of 12.
- Families with elderly or disabled individuals or those suffering from chronic diseases.
- Families that lack the means to rebuild their houses.
- Families supported by women who are the sole breadwinners or have been disabled during the conflict.
- Families at risk due to their current living conditions.

Beneficiary Selection Model for the Affected by the Occupation War in Gaza (2014)

The United Nations Development Program (UNDP), in collaboration with the Ministry of Public Works and Housing and the representative committee for affected families, has defined a list of beneficiaries consisting of 302 families for the construction project. The selection was based on agreed-upon criteria, and the neediest were chosen according to several criteria, including²⁸:

- Legal status and ownership of the demolished house.
- The beneficiary shall be eligible for assistance from the United Nation Relief and Works Agency for Palestinian Refugees or a non-refugee citizen deprived of benefiting from projects funded by the International Relief Agency.
- The building shall be residential.
- No previous compensation was received for the damaged house from any housing projects funded by other entities.
- Priority is given to the project based on the date of damage, excluding citizens living in dire conditions.
- The assistance shall be provided on a one-to-one basis, i.e., one demolished unit shall be replaced by one housing unit.

In the case of Gaza, additional criteria may be added after the end of the ongoing war (October 2023) to suit the situation in the region. The criteria shall consider the condition of the affected community, and effective participation from the central and local government, civil society organizations, representatives of the community, and conducting a comprehensive survey of the community to assess the extent of damage.

²⁸. United Nations Development Program: Housing project to establish 300 housing units in Rafah, funded by the Saudi Committee for the Relief of the Palestinian People. Implementation of the Palestinian People's Aid Program, Final Report, August 2017.

Seventh: Recovery after Disasters and Crises

The relationship between early recovery and reconstruction shall be interdependent and necessary. The early recovery phase shall focus on immediate response and meeting the urgent needs of the affected population, such as providing shelter, water, food, and healthcare. This phase also includes efforts to rebuild the basic infrastructure, such as roads, bridges, electricity, and water networks. Subsequently, the reconstruction phase aims to rebuild and rehabilitate the damaged infrastructure, improve living conditions for the affected individuals, restore normal life to the affected communities, enhance community and economic capacities, and achieve sustainable development. Therefore, early recovery and reconstruction may be considered as two consecutive stages in humanitarian crisis response²⁹.

The United Nations Development Programme defines early recovery as a multidimensional process that begins in a humanitarian setting and aims to establish sustainable, nationally owned, and flexible processes for recovery after a crisis. It includes the restoration of basic services, livelihoods, shelter, governance, security, rule of law, environmental and social dimensions, including the reintegration of displaced populations. Proper and effective implementation of early recovery contributes to stabilizing the situation and preventing further deterioration of national capacities³⁰.

A. Early Recovery Goals

The objectives of early recovery efforts are to achieve three general goals³¹:



Figure 5: Early Recovery Goals

29. Approaches Center for Political Development, Early Recovery and Reconstruction: Relationship and Entanglement, Maysoon Muhammad, January 2024, accessed on 02/2024/07/ at the link:<https://mukarbat.org/archives/3425>

30. Cluster Working Group on Early Recovery, Guidance note on Early Recovery, April 2008

31. Ibid. P 10-11

- 1. Strengthening emergency assistance operations:** By relying on humanitarian programs, ensuring that their inputs become long-term development assets, and thus enhancing self-reliance among affected populations and assisting in rebuilding livelihoods. This can be achieved through various activities and interventions, such as:
 - Rebuilding and facilitating access to basic services such as health, education, water, sanitation, finance, infrastructure, and restoring environmental assets.
 - Ensuring adequate shelter.
 - Restoring basic levels of collective and human security.
 - Assisting the community in reviving and developing social and economic activities.
 - Providing employment opportunities.
 - Restoring the necessary environments to enable the rebuilding of livelihoods.
 - Enhancing the rule of law.
- 2. Supporting self-recovery initiatives:** By affected communities through:
 - Supporting national capacities to lead, plan, and program early recovery, based on knowledge and effective practices.
 - Promoting self-help efforts and capacities of affected populations to actively contribute to rehabilitation and reconstruction.
 - Promoting a community-based approach to restoring basic levels of security.
 - Identifying negative adaptation mechanisms to ensure that community recovery and rehabilitation activities do not generate discriminatory practices or secondary risks.
 - Identifying goods and services that require recovery to support sustainable livelihood development.
- 3. Establishment of the basis of recovery in the long term through the following:**
 - The early assessment for needs, planning, and resource mobilization for recovery, taking into account needs, recourses, and different weaknesses of society members.
 - The comprehensive planning for all concerned domestic and international entities, along with enabling the civil organizations to fully participate in all stages of recovery.

- Establishment of alliances between domestic associations and organizations, and authorities in order to ensure the participation of all categories in the recovery process.
- Raising the level of human rights awareness and enhancing the capacities of the society in demanding rights with the building of authorities' capacities to respond appropriately to such requirements.
- Reconstruction/ restoration/ enhancement of the domestic regulations, including identifying and training employees or retraining them, to restore authorities' capacities to guide and manage the development stage.
- Establishment of fundamental policy to guide recovery efforts aimed at improving pre-crisis conditions.
- Identifying and enhancing an enabling institutional system, which has clear roles and responsibilities that facilitate the integration of recovery into the development process.

B. Guidelines for Early Recovery

The recovery process shall be guided by specific guidelines, which help to achieve successful sustainability and transition after the crisis. Such guidelines shall be adopted during the stages of assessment of needs, planning, programming, monitoring, and evaluation, and these guidelines are as follows³²:

- **Ensuring national ownership of the early recovery process:** : through full participation of domestic and national authorities in planning, implementing, and monitoring recovery procedures.
- **Enhancing domestic and national capabilities:** through ensuring that external aid complements not replaces the current capacities, and is reviewed by domestic competent authorities as supportive not prescriptive .
- **Using and enhancing participatory practices for identifying needs and building capacities:** to empower the affected community, and establish sustainable, free, active, and meaningful participation basis in all stages of the early recovery process.

³². Ibid, p 11-12

- **Capacity development:** aiming at building constructive and comprehensive labor relationships between civil society organizations and government institutions.
- **Reconciliation of initial interventions and development considerations with long-term:** Urgent relief operations take into consideration sustainable development goals.
- **There should be neither harm nor malice:** foreign aid is sometimes not neutral and can enhance actual or latent conflict dynamics, so it is necessary to ensure that policies, projects, and programs in all fields improve livelihood and have no harmful effects on people's rights.
- **Achieving maximum collaboration between various competent authorities:** through effective coordination among stakeholders in the early recovery process through the exchange of information, enhancing integration to avoid duplication, and gaps, as well as improving the resources available to achieve sustainable recovery.
- **Including risk reduction and conflict prevention measures in the early recovery plan:** by ensuring that key decisions in the plan and program are based on the results of the risk assessment.
- **Capacity building to enhance accountability systems:** So that people could ask domestic authorities to implement early recovery plans and programs, as well as access justice in the event that a complaint or a claim related to the program is not met.
- **Correct and full understanding of the context and condition** early recovery interventions shall be based on a comprehensive understanding of their context, including conflict dynamics that may be reinforced by such interventions (As for Gaza, humanitarian organizations involved in the humanitarian response operation shall take into account the political, social, and economic situation for the Strip.
- **Justice for all:** Early recovery programs shall identify, treat, and avoid key patterns of discrimination, injustice, and exclusion during setting the response plan and its implementation.
- **Conduct effective assessments for needs:** in order to be able to set goals and priorities for early recovery programs.
- **Monitoring, assessment, and learning:** through appropriate techniques, programs, and participatory mechanisms, which allow the identification of corrective measures and practices timely, and taking feedback from the target population.

- **Continuous review:** reviewing ongoing activities and operations to ensure that they contribute to building resilience, enhancing the capabilities of the affected community, and ensuring that they do not contribute to the accumulation of weaknesses.

C. Comprehensive Post-Disaster Needs Assessment, Recovery, and Reconstruction

The methodology of Post-disaster needs assessment is a mutual methodology, developed jointly by the European Union, the United Nations, and the International Bank for Government Support in assessing damage, losses, and recovery needs. The main goal of the needs assessment process is to provide a comprehensive initial basis for the impacts and effects, and estimating recovery and reconstruction needs in the post-disasters, and provide recommendations and a working map for donors



Figure No.6 : Methodology for Post-disaster needs assessment

The second step after the assessment of needs is to build a recovery framework using the assessment results and recovery needs extracted from the assessment process. The recovery framework is more detailed than the assessment process with regard to identifying priorities, financing resources, and recovery measures and activities, which required to be implemented in the short, medium, and long term. The urgent relief interventions, post-disaster assessments, early recovery activities, and reconstruction operations shall be a continuum of activities that begin after the disaster or the crisis, all of which contribute to support the capacity of the affected community to resilience and achieve sustainable development, and the timeline of all activities depends on the nature and scope of the disaster. But it also depends on the available recovery resources such as human, technical, and financial resources³³.

³³. Disaster Recovery Framework Guide, Ibid, p 22-24

D. Financing Early Recovery Operations

Financing is considered a basic pillar for the implementation of early recovery projects, without it or by not being subjected to accountability, programs cannot be fully financed, implementation, monitoring, and assessment cannot fully progress, and humanitarian response coordination may be impeded. Therefore, financing is essential to set and implement an effective recovery framework, the framework helps in formulating a vision for recovery, determining the appropriate strategy, and starting with urgent and important priorities and careful planning

There are five important dimensions of financing recovery activities, which are considered critical elements for the mobilization of financing on the largest possible scope³⁴:

- Determining the economic costs of the crisis and preparing recovery plans
- Developing, reviewing, and controlling recovery budgets
- Identifying financial sources and the financing gaps
- Coordinating and allocating financial resources
- Establishing mechanisms to manage funds.

Successful financing requires paying attention to all elements, while local authorities shall ensure that all funds are allocated according to the priorities of recovery activities. Finance systems shall be established, which maintain transparency, accountability, and integrity to decrease corruption, the lack of finance leads to exacerbation of risks and costs, when the authorities lack the financial ability necessary for an immediate and effective response to a crisis, the human and economic costs are increasing quickly. In addition, the suffering of those who affected is increased, and their ability to withstand is weakened by their disability to rebuild their homes, access basic services such as (health, sewage, food, and water) or resume their work and livelihoods. The

³⁴. International Recovery Platform, Good Practices in Financing Recovery and Building Back Better: 30 cases of good practices from 18 countries, August 2023.

authorities sometimes have difficulty in financing the recovery programs for various reasons, including:

- Unpreparedness such as the lack of establishing and developing financing mechanisms before the occurrence of the crisis
- Absence of procedures for quick reallocation and disbursement of funds
- Incomplete or inaccurate information about the recovery financing needs of different districts and affected communities
- An ineffective effort to mobilize additional resources from public resources, the private district, and charitable organizations
- Problems related to corruption and financial management
- Institutional or political obstacles that prevent mobilization, allocation, or disbursement of financing for the recovery process



Eighth: Models of Non-Profit Organizations in Reconstruction

This section presents the experiences of reconstruction in four countries: Palestine, Afghanistan, Iraq, and Syria. The goal of studying these experiences is to understand the challenges faced in the reconstruction process, identify the sectors that were focused on, learn about best practices, and provide a supervisory model for organizations and charitable institutions involved in the reconstruction of Gaza.

An analysis conducted by the Cluster Shelter Global initiative³⁵, based on over 250 case studies of shelter projects, concluded that there are no identical cases and no standardized model for shelter and housing response suitable for all contexts. Projects often differ even within the same response³⁶.

The reason for choosing these four countries specifically is their similarity to the situation in Gaza in terms of political circumstances and the overall state of the countries. Despite ongoing wars and military operations in various parts of these four countries, all reconstruction efforts were carried out. This is unlike the reconstruction projects in Japan or Europe after the end of World War II, where all forms of combat and armed conflict ceased. The following is a summary of the specific experiences:



A. The Arab and International Organization to Construct in Palestine: Reconstruction projects in Gaza:

The Arab and International Organization to Construct in Palestine was established following the 2008 war in Gaza through an initiative by the Jordanian Engineers Association, Jordanian construction contractors, and Jordanian housing sector investors.

It involves leaders and representatives of engineering bodies, business associations from Arab and Islamic countries, as well as national figures. It is a non-profit civil

35. The Global Shelter Cluster: is a coordination mechanism of the Inter-Agency Standing Committee of UN and non-UN humanitarian partners, supporting people affected by disasters and internally displaced persons affected by conflict. Conflict on the means to live in a safe, decent and appropriate shelter. For more, visit the initiative's website at Link:<https://sheltercluster.org/>

36. Shelter projects: Learning components of programming in humanitarian crises, Global Shelter Cluster Initiative, 2021, at the link: <https://www.shelterprojects.org/>

institution working in Palestine, encompassing engineering, economic, social, Arab, Islamic, and international bodies and forums. The organization has extensive experience in reconstruction, particularly in the Gaza Strip, where most of its work has been focused since the first war on the region in 2008.

The organization has implemented dozens of projects between 2009 and 2022 in various sectors such as health, education, endowments, emergency housing and shelter projects, and infrastructure, and the graphic below illustrates the distribution of these projects

The organization has implemented dozens of projects between 2009 and 2022 in various sectors such as health, education, endowments, emergency housing and shelter projects, and infrastructure, and the graphic below illustrates the distribution of these projects³⁷:

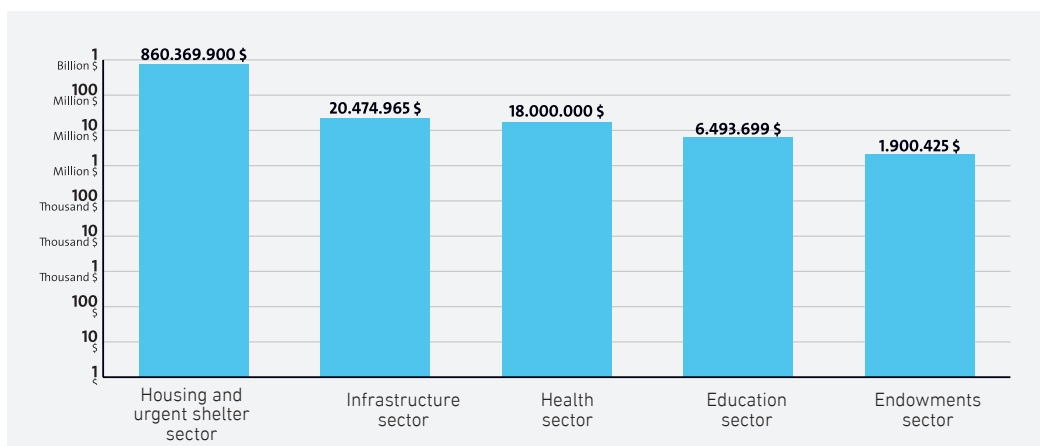


Chart 1 :: Percentage of Costs for the Five Sectors' Projects in the Period 2009 - 2022

Among the notable projects implemented by the organization - some of which are still ongoing - are the reconstruction project of Al-Wafa Medical Rehabilitation Hospital, the reconstruction of the Women's Marginalized Building, the rehabilitation and renovation of houses for the poor, the reconstruction of destroyed housing units, in addition to

³⁷. Facebook: The Arab and International Organization to Construct in Palestine, the Organization's publications on its official page, accessed on 01/2024/07/ at the following links: :

<https://bit.ly/41RzsFG> <https://bit.ly/41WKWHZ>
<https://bit.ly/3HcoKA3> <https://bit.ly/3TSQ0eq>
<https://bit.ly/3Se3eBw>

infrastructure projects such as the operation of the sewage network system in the Swedish village in Rafah, and the rehabilitation of Freedom Street in the Gaza Strip.

The organization receives funding from various Arab and international entities, including the Islamic Development Bank, the Kuwait Fund for Arab Economic Development, and the Jordanian Engineers Association. Currently, the organization is working on several emergency housing projects, including:

- Damage assessment and building evaluation project.
- Road opening, debris removal, and demolition of dangerous buildings project.
- Building reinforcement and rehabilitation of damaged buildings project.
- Restoration, rehabilitation, and solar energy coverage of wells project.
- Rehabilitation and requalification of bakeries project.
- Temporary housing project (tents and caravans).

B. Reconstruction experience in Afghanistan involving several charitable institutions and agency³⁸:



The Watson Institute for International and Public Affairs at Brown University estimated the cost of the war in Afghanistan to be around \$26.2 trillion. The cumulative funds allocated for reconstruction and related activities in Afghanistan since 2002 reached \$40.146 billion by the end of March 2022. This total is divided into four main categories: security, governance and development, humanitarian operations, and operational agency activities. Approximately \$86.8 billion of these funds were allocated to drug control initiatives, including the security category (\$60.4 billion) and governance and development (\$27.4 billion)³⁹.

gDue to the limited available data regarding the outputs and results of the reconstruction process in Afghanistan, the paper presents the information that has been accessed. Table 1 illustrates the areas where projects were implemented during the period 2002-2007.

38. ساهم في إعادة إعمار أفغانستان العديد من الوكالات والمؤسسات الخيرية وغير الربحية، ووُضع شعار مؤسسة الوكالة الأمريكية للتنمية الدولية لكونها أكبر جهة مانحة ساهمت في تمويل العملية، وكأكبر مؤسسة كان لها وجود على الأرض.

39. SIGAR: Special Inspector General for Afghanistan Reconstruction, Quarterly Report to The United States Congress, Apr 2022.

	2002	2003	2004	2005	2006	2007	Total
Capital	54	145	554	737	599	1170	3259
the East	86	1071	5260	5710	5616	6177	23920
North	21	556	2488	3070	2334	5180	13649
the South	54	272	2907	1117	1273	6502	12125
the West	23	165	1072	1547	2584	2406	7797
unknown	1	22	37	98	75	238	471
Total	239	2231	12318	12279	12481	21673	61221

Table 1: Areas for Implementing Reconstruction Projects in Afghanistan (2002 - 2007)

Among the 61,221 projects implemented, more than 39% were executed in the eastern part of the country due to the significant presence of the largest donor, the United States, both in terms of military forces and through the United States Agency for International Development (USAID). The table shows a gradual increase in the number of projects over the years, distributed across eight different sectors, which are⁴⁰:

- Infrastructure and natural resources (roads, bridges, water supplies, energy, and mining).
- Agriculture and rural development.
- Education.
- Social protection.

⁴⁰. Christiaan Davids, Sebastiaan Rietjens & Joseph Soeters (2011) Analysing the Outputs of Reconstruction Efforts in Afghanistan, Journal of Peacebuilding & Development, 6:2, 15-29, DOI: 10.1080/15423166.2011.669057292864

- Health.
- Private sector development.
- Security.
- Good governance.

The chart below illustrates the total number of projects distributed among the aforementioned sectors. :

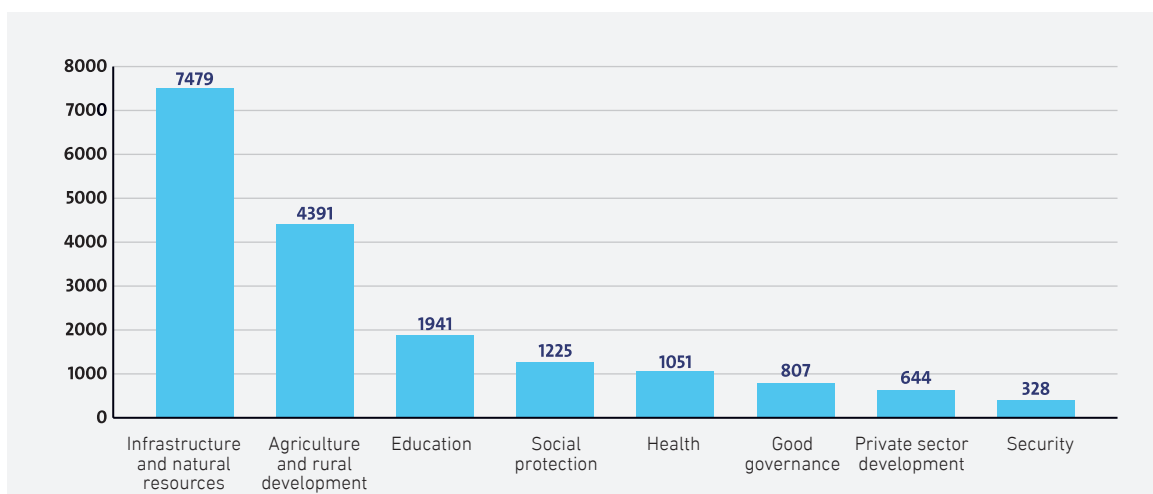


Chart 2: Number of Implemented Projects by Sector in Afghanistan (2002 - 2007)

This chart shows that the highest proportion of implemented projects is in the infrastructure and natural resources sector, reaching around 7,479 projects, followed by agriculture and rural development with 4,391 projects, education with 1,941 projects, social protection with 1,225 projects, health with 1,051 projects, good governance with 807 projects, private sector development with 644 projects, and finally, security with 328 projects⁴¹. The variation in the number of implemented projects cannot be fully explained due to limited data and relevant information.

⁴¹. Ibid.

• Lessons Learned from Reconstruction in Afghanistan

In August 2021, the American (Special Inspector General for Afghanistan Reconstruction (SIGAR) published a report titled⁴² We have to Learn: Lessons from Twenty Years of Reconstructing Afghanistan. The report presents the results of an analysis of lessons learned from the efforts of reconstruction in Afghanistan, which achieved some successes but also faced numerous failures, as described in the report. The paper identified seven main lessons that cover the 20-year process and could be applied in other conflict areas around the world, as follows:

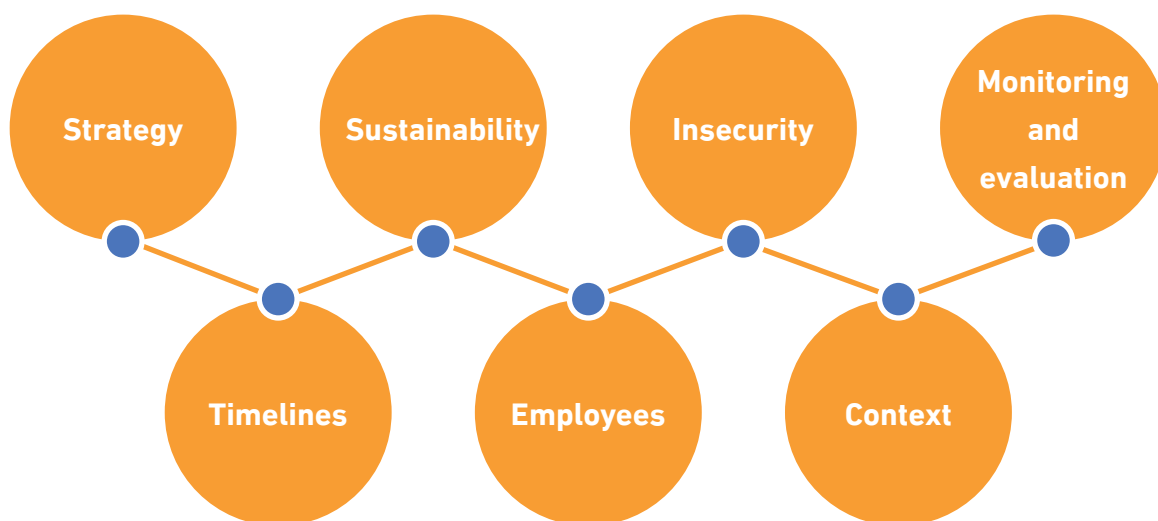


Figure No. (7): Lessons learned from reconstruction in Afghanistan

- 1. Strategy:** There is no single agency with the mentality, expertise, and necessary resources to develop and manage a reconstruction strategy for Afghanistan. For the United States government to succeed in rebuilding a country, especially one still plagued by intense conflict, civilian agencies will need the resources and necessary flexibility for effective leadership in practice, not just on paper..

⁴² The Office of the Special Inspector General for Afghanistan Reconstruction was established by the US Congress in 2008 to monitor the reconstruction process in Afghanistan.

- 2. Timelines:** The US government consistently underestimated the time required for rebuilding Afghanistan, setting unrealistic timelines and expectations that prioritized rapid spending. These choices led to increased corruption and reduced program effectiveness.
- 3. Sustainability:** Many institutions and infrastructure projects built by the United States in Afghanistan were not sustainable. Consequently, billions of dollars in reconstruction funds were wasted as projects became unused or fell into disrepair.
- 4. Employees:** The US government struggled to appropriately appoint qualified individuals to suitable positions at the right times, which was one of the mission's most significant failures. American personnel in Afghanistan often lacked qualifications and received inadequate training, making it difficult to retain qualified individuals.
- 5. Insecurity:** Continued insecurity significantly undermined reconstruction efforts. Another report emphasized the necessity of security and stability for the success of reconstruction operations⁴³.
- 6. Context:** The US government failed to understand the Afghan context, leading to its failure to design reconstruction programs that aligned with Afghanistan's cultural, social, economic, and political context. For example, the US government imposed Western technocratic models on Afghan economic institutions, which did not work and did not fulfill the intended role.
- 7. Monitoring and Evaluation:** The monitoring and evaluation process is necessary to determine the things that working and things not and what needs to change as a result. US government agencies have rarely conducted sufficient monitoring and evaluation to understand the impact of their efforts, because practical I focused on doing as much as possible in the fastest time possible, instead of Ensuring that programs were well designed at the outset and could be adapted as needed.

⁴³. Sana'a Center for Strategic Studies, An Institutional Framework for Post-Conflict Reconstruction in Yemen, Khaled Hameed, May 2018..

C. United Nations Development Programme in Iraq: Stability Restoration Program for Liberated Areas



The Stability Restoration Program for Liberated Areas provides support to the Iraqi government in establishing stability in areas liberated from ISIS, facilitating the return of displaced persons. The program was established in June 2015 based on commitments from the international community, including Australia, Austria, Belgium, Bulgaria, Canada, the Czech Republic, Denmark, Estonia, the European Union, Finland, Germany, Greece, Iraq, Italy, Japan, Kuwait, Malta, the Netherlands, New Zealand, Norway, Poland, South Korea, Romania, Slovakia, Sweden, Turkey, the United Arab Emirates, the United Kingdom, and the United States. Since its inception, the program has mobilized \$1.52 billion in donor funds.

The program works towards achieving stability through four areas of work, which have been identified to facilitate the return of displaced persons and strengthen the relationship between the government and the people:

- Public Works and Infrastructure Rehabilitation.
- Livelihoods.
- Support for Local Governments' Capacities.
- Social Cohesion..



Figure (8): Approach of the Stability Restoration Program for Liberated Areas

The comprehensive approach of the Stability Restoration Program for Liberated Areas paves the way for a comprehensive and sustainable recovery in the post-conflict phase in Iraq. It combines efforts to rehabilitate major infrastructure sectors such as education, electricity, health, housing, municipal services, road networks, bridges, sanitation, and water, along with immediate and medium-term socio-economic interventions to support livelihoods and enhance the capacities of local governments. It also includes initiatives for social cohesion and peace building

Since the beginning of the project in 2015 until the end of December 2022, the program completed 3,510 projects in all intervention sectors and the five liberated provinces: Anbar, Diyala, Kirkuk, Nineveh, and Salah Al-Din, at a total cost of \$4.948 million. By the same period (December 2022), there were 201 projects under implementation, 90 projects in the procurement stage, and 1,825 projects in the preparation phase. By 2022, one of the important areas of focus for the program was to enhance the government's capacities to sustain the gains achieved by the stabilization program in the liberated areas, and for the government to take on an agenda for achieving stability. The Governorate and local authorities are responsible for preparing the projects, where coordination cells are formed between all Iraqi government directorates and provinces to coordinate and identify the projects required for implementation to obtain external support. The governor appoints oversight committees that oversee the projects on the ground, along with third-party observers, and the program relies on the private local sector to implement 95% of its projects, reducing costs, supporting local economies, and creating income-generating opportunities. Additionally, engineering teams composed of professional male and female engineers oversee infrastructure works, ensuring quality control and compliance with safety and health protocols.

The program's authorization includes the following:

- Focus on areas that faced difficulties in the return of displaced persons.
- Rehabilitation of infrastructure supporting productive sectors such as agriculture and small and medium-sized enterprises.
- Sustainable livelihood activities that enhance employment opportunities.

- Promoting the dissemination of human rights principles, environmental sustainability, conflict resolution, and gender equality in all sectors of work.
- Clear exit strategy in its last year, 2023, and transferring the ownership of medium-term stability activities to the Iraqi government.

The program has faced several challenges, including:

- High transportation and raw material prices due to global inflation and the Russian-Ukrainian war.
- Difficulty in coordination between the central and local governments due to different priorities, limited communication, and insufficient coordination mechanisms, resulting in inefficiency in resource allocation and lack of decision-making consistency.
- Insufficient financial resources allocated by the government for the operation and maintenance of completed infrastructure assets after the handover process.
- Poor security conditions, including the presence of militias and armed groups in some areas, created difficulties in accessing and implementing activities, as well as other access barriers such as landmines and unexploded ordnance, hindering the access of affected individuals to services and assistance.
- Lack of skilled local workforce to implement quality projects in certain fields.
- Lengthy and time-consuming bureaucratic procedures within directorates for project issuance, leading to modifications in program activities and timelines in 2022.

With the closure of the Stability Restoration Program in December 2023, as part of the transitional program strategy, the main objectives of the program were defined as continuing the implementation of priority projects across sectors, including hard-to-reach locations, and supporting the Iraqi government in preserving and protecting the gains achieved by the program and addressing the remaining stability needs.

The chart below (Figure 3) illustrates the cumulative projects implemented by the program according to governorate and sector until the end of 2022:

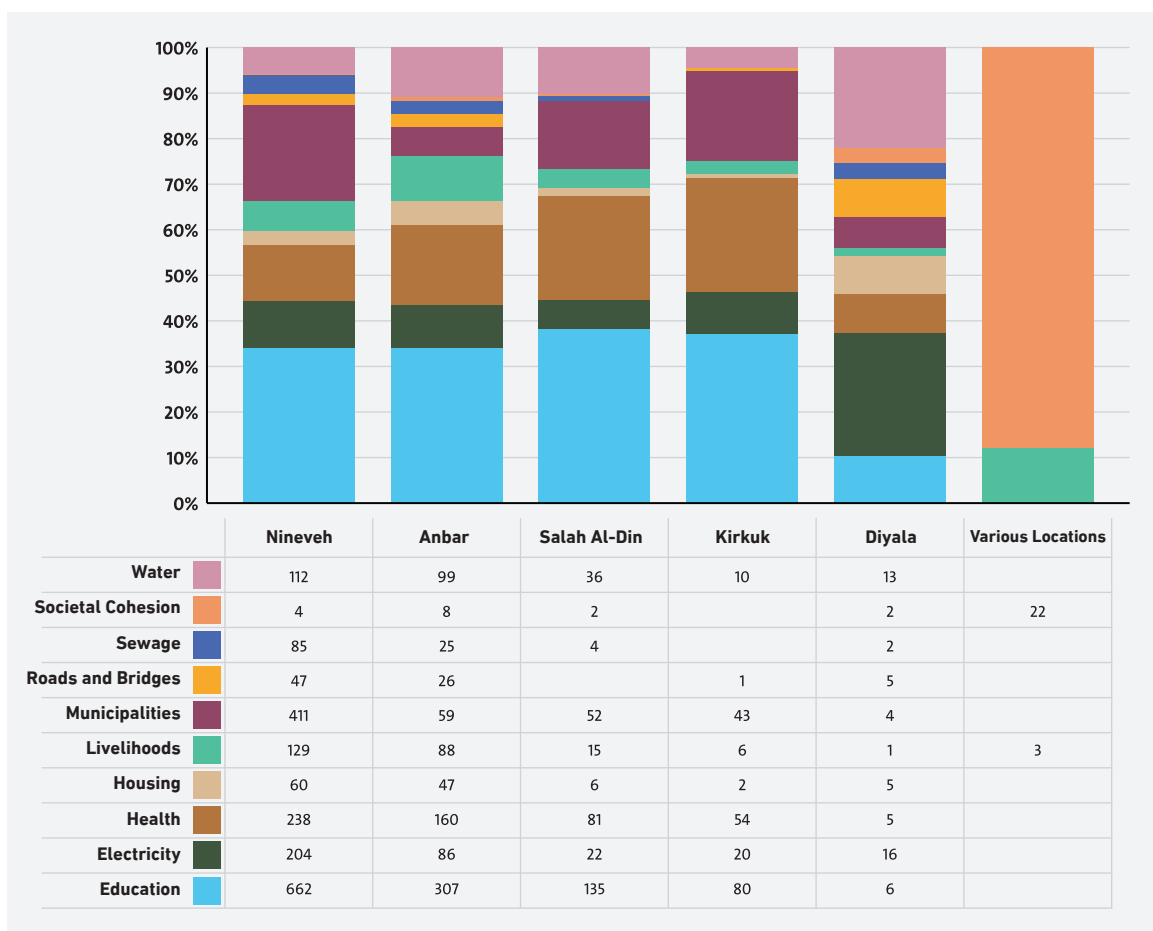


Chart No. (3): Cumulative projects implemented by the Stabilization Program by governorate and by sector since its establishment until the end of 2022

The chart shows that Nineveh Governorate had the largest share in the number of implemented projects, with a total of 1,952 projects across various sectors. The report issued by the United Nations Development Programme (UNDP) did not specify the reasons behind the Nineveh Governorate having the highest number of projects. Following Nineveh, Anbar governorate had 905 projects, Salah Al-Din Governorate had 353 projects, Kirkuk governorate had 216 projects, and finally, Diyala governorate had 59 projects⁴⁴.

⁴⁴. United Nations Development Program in Iraq, Stabilization Program for Liberated Areas, Annual Report for 2022, accessed on 012024/07/ at the link: <https://www.undp.org/ar/iraq/publications/funding-facility-stabilization-annual-report-2022>

D. Global Shelter Cluster: Rehabilitation of Housing Units in Iraq:



Global Shelter Cluster is a coordinating mechanism under the Committee Standing Agency-Inter, consisting of United Nations partners and non-UN humanitarian partners. It supports disaster-affected and internally displaced persons in living decently and safely in shelters.

The group implemented a project during the years 2019-2021, which included two activities in Erbil, Dohuk, Sulaymaniyah, Mosul, and Sinjar in Iraq. The project involved:

- Rehabilitating 976 housing units.
- Rehabilitating five water networks in partnership with officials in each municipality.

The project classified and assessed houses based on the methodology of the Shelter Cluster for War-Damaged Residential Buildings, which consists of five categories ranging from zero to four, as shown below:



Figure (9): : Shelter Cluster Methodology for War-Damaged Residential Buildings

The project faced several challenges, including:

- The rejection and slow rate of return of displaced persons to their unsafe areas, such as Sinjar, hindered the project's support.
- Additionally, houses that were destroyed or suffered significant damage in areas like Mosul were not included in the project due to budget limitations.
- The project's progress was affected by lockdown measures and travel restrictions due to the COVID-19 pandemic.

The project utilized a social and economic⁴⁵ vulnerability assessment tool to identify target households and classify war-damaged properties. Qualified engineers were involved in the assessment process. The selected cities (Erbil, Dohuk, Sulaymaniyah, Mosul, and Sinjar) were chosen due to the extensive damage suffered by Mosul and Sinjar, as well as their significant population of refugees and internally displaced persons. The project team coordinated with local authorities and local planning to ensure compliance with all activities and the completion of main plans. This allowed organizing activities based on local development plans. Local authorities also participated in assessing houses, setting priorities and selections, and identifying essential water infrastructure in need of repair⁴⁶.



⁴⁵. Socio-Economic Vulnerability Assessment Tool (SEVAT): Developed by the Iraq Cash Action Working Group and adopted by the Shelter Cluster and the National Finance Fund to ensure a unified and systematic approach to identifying the most vulnerable households in all areas of Iraq..

⁴⁶. Global Shelter Cluster: Shelter Projects 8th Edition, Iraq 20192021- at the link: http://shelterprojects.org/translations/ar/A.19_Iraq201921--AR.pdf

E. MOLHAM Volunteer Team: MOLHAM Village Endowment:



MOLHAM Voluntary Team was established in 2012 in Jordan and is currently based in Turkey. Its mission is to assist displaced Syrians and refugees both inside and outside Syria. The team implements various relief programs, including medical, humanitarian, emergency response, orphans support, education, the MOLHAM Events program, and finally, the Shelter and Construction program, which includes several projects for renovation, reconstruction, and providing temporary housing. The team is currently working on the MOLHAM Village Initiative, which aligns with the topic and objective of this document.

The MOLHAM Village Endowment was launched in 2018 and consists of 300 housing units, a school, a mosque, and infrastructure facilities. Each housing unit consists of two bedrooms and a living room. The cost of each apartment is \$5,000, and beneficiaries are not required to pay or provide any financial compensation since the project is based on endowment principles.

The beneficiaries of the MOLHAM Village Initiative are selected from internally displaced families in Syria according to the following criteria:

- Widows, orphans, and wives of martyrs
- Amputees
- People with special needs
- Elderly individuals without sponsors.

The project is funded by individual donations received through the team's website. In addition to this project, the MOLHAM Team is involved in implementing various housing and reconstruction projects for displaced and migrated individuals, such as the "Until the Last Tent" project, which aims to build residential communities, infrastructure, and service facilities to relocate families from camps to provide them with a dignified and safe life. The project is still ongoing, with the completion of building 2,000 housing units and relocating families to them⁴⁷.

⁴⁷. Molham Village Endowment: The official website of the Molham Volunteer Team, accessed on 05/2024/01/ at the link: <https://molhamteam.com/campaigns/306>

Ninth: Cumulative Needs for the Reconstruction of the Gaza Strip

There is a great need for significant funding for the reconstruction of the Gaza Strip due to the immense and cumulative needs. The future process includes addressing and repairing the effects of the ongoing war (October 2023), in addition to the previous reconstruction needs that have been accumulating since the wars of 2008, 2012, 2014, and 2021. The table below presents the damages resulting from the last five wars on Gaza, with the total cost of the damages⁴⁸:

	Number of people affected	Death toll	Number of injured	Residential buildings destroyed or severely damaged	Residential buildings that were partially damaged	Number of displaced people	Total estimate of the cost of damages
2009/2008	1500000	1391	5400	4100	17000	46000	million \$1.1
2012	1600000	140	1202	450	8000	14920	million \$416
2014	1800000	2300	10500	17800	153000	500000	million \$5.4
2021	2000000	253	1948	2800	14315	72000	million \$479
2023	2000000	23469	59600	69000	290000	1900000	billion \$20
2024	More Than 2060000	33729	76424	More Than 70742	More Than 790765	2000000	18.5 billion For the period: Oct 2023 to Jan 2024

Table No. (2): Damage resulting from the five wars against Gaza

For more details about the project and other residential projects, see the two attached links:

<https://bit.ly/48o1tqQ>

<https://bit.ly/3vtJ9hz>

⁴⁸. Al-Zaytouna Center for Studies: Scientific paper: Repercussions of the Israeli aggression in May 2021 on the Gaza Strip and the reconstruction file, Raed Halas, 162021/08/, accessed on 102024/01/, at the link:

<https://bit.ly/3vzynyW>

Al Jazeera: In numbers, learn about Gaza's economic losses as a result of the aggression, 102023/12/, accessed on 102024/01/ at the link: <https://bit.ly/3NZ0eq1>

!Rebuilding Gaza: The Necessity of a Radical Shift in Reconstruction Strategy, op. cit.

The losses in the Gaza Strip during the 2021 war were estimated at around \$479 million, with \$292 million in direct damages to the housing and infrastructure sector (housing, public facilities, government buildings, transportation, electricity, energy, communications, and information technology, and infrastructure sector), \$156 million in direct damages to the economic development sector (economic facilities, tourist facilities, and agricultural facilities), and \$30 million in direct damages to the social development sector (health institutions, social protection institutions, educational institutions, cultural, sports, religious, and civil society institutions). As for the most recent war (October 2023), the destruction extended to all parts of the city, rendering it uninhabitable, and it requires a comprehensive reconstruction program for all sectors, with funding of at least ten billion dollars. An expert in economics, and finance, and the president of the Mediterranean Observatory for Human Rights expects that the economic losses so far have reached approximately 20 billion dollars⁴⁹, indicating that this estimated figure is based on the scale of destruction inflicted on the infrastructure, civilian, and economic facilities, in addition to assessing the current damages and losses alongside those incurred by Gaza during the 2014 aggression.

The previous cumulative needs for the reconstruction in Gaza impose burdens on the future reconstruction plan and, at the same time, necessitate finding radical solutions to the accumulated issues and formulating specific policies and strategies for the sector's reconstruction and development in the near and long term, taking into consideration the provision of urgent and temporary solutions for the population, such as shelter, health and educational facilities, and the operation of power stations and sewage systems.



49. هذا الرقم التقريبي مقدر حتى تاريخ الثاني عشر من ديسمبر 2023 إلا أن الحرب لم تتوقف بعد مما يعني أن الرقم يحتمل الزيادة.

Tenth: Factors Affecting the Availability of Resources for Reconstruction in the Gaza Strip: Post-2014

Reconstruction cannot begin without the availability of essential resources, including iron, cement, and wood. Since this paper aims to provide a forward-looking vision for the reconstruction of the Gaza Strip, it is important to review the factors and influences related to the availability of resources for reconstruction in Gaza. This is to benefit from previous reconstruction experiences in the region and avoid repeated obstacles and mistakes.

In February 2023, the "International Journal of Construction Management" published a peer-reviewed scientific study titled "Factors Affecting the Availability of Resources for Housing Reconstruction after Disasters: The Case of the Gaza Strip." The study sheds light on the success factors that helped the implementing parties of post-2014 reconstruction in successfully obtaining resources. The researchers conducted a questionnaire targeting 55 key individuals involved in reconstruction projects. They also reviewed literature and studies related to previous experiences in order to clarify the influential success factors on reconstruction projects and housing reconstruction after the war. As a result, they identified significant success factors that contributed to the availability of resources in Gaza after the 2014 war. The final questionnaire for the study included twenty success factors divided into three categories:

- 1.** Executive and operational management of the project
- 2.** Stakeholders in the project
- 3.** Project operating environment.

1. Success factors related to project executive and operational management:

This category included ten factors related to project management and operation. The impact indicators of these success factors ranged from 6.79% to 7.57%. The most influential factor was "Advocating for international support to secure sufficient financial aid for reconstruction" with a percentage of 6.79%. This factor ranked second among all twenty factors and played a significant role in securing financial resources for

housing reconstruction after the 2014 war. The Palestinian Authority heavily relies on international assistance for reconstruction due to the economic blockade imposed on the Gaza Strip.

Furthermore, it came in the last rank in this category, among all the factors, the factor 'Establishing an administrative mechanism between the United Nations, the Palestinian government, and the occupation (GRM) to monitor and regulate the flow of goods to and from the Gaza Strip' with a percentage of 7.57%. This mechanism, led by the United Nations, is an agreement regarding the monitoring of all goods entering Gaza. It was reached after the 2014 war and posed a significant challenge to the reconstruction process, as it imposed a burdensome and highly bureaucratic system on the importation of construction materials and related items into the Gaza Strip. This system severely slowed down and hindered the reconstruction process, leaving significant needs resulting from the aftermath of the previous three wars unaddressed (2008-2012-2014). Although this mechanism seemingly aimed to expedite reconstruction⁵⁰, while maintaining the security of the occupation, it ultimately institutionalized the blockade and hindered reconstruction efforts. In addition, affected families were required to register in the mechanism to receive the necessary materials for rebuilding their homes, going through a multi-step process to be accepted and obtain the required materials. However, some families were denied registration by the occupation for political reasons, preventing them from obtaining construction materials⁵¹.

Numerous studies have confirmed that reconstruction under the Gaza Reconstruction Mechanism is at its minimum compared to the slow and ineffective reconstruction after the 2008 war⁵². Similarly, other studies have found that the need for Israeli approval for the entry of construction materials (such as cement) significantly hindered the reconstruction of houses after the 2014 war⁵³.

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50. Rebuilding Gaza: The Necessity of a Radical Shift in Reconstruction Strategy, Sultan Barakat, Sansom Milton, and Ghassan Al-Kahlout, Policy Briefing: Center for Conflict and Humanitarian Studies, July 2021
51. Sultan Barakat, Sansom Milton & Ghassan Elkhoulout (2018) The Gaza Reconstruction Mechanism: Old Wine in New Bottlenecks, *Journal of Intervention and Statebuilding*, 12:2, 208-227, DOI: 10.1080/17502977.2018.1450336
52. Barakat, S., Milton, S. and Elkhoulout, G. (2020), Reconstruction under siege: the Gaza Strip since 2007. *Disasters*, 44: 477-498. <https://doi.org/10.1111/disa.12394>
53. Alaloul WS, Alfaseeh A, Tayeh B, Zawawi NAWA, Liew M. 2019. Reconstruction of residential buildings post-disaster: a comparison of influencing factors. *AIP Conference Proceedings*, 2157, 1–11.

2. Success factors related to stakeholders in the project

This category includes seven factors with varying degrees of impact, ranging from 7.77% to 63.1% in terms of the influence indicators of success factors. The highest percentage was for the factor "Strong government leadership" at 7.77%, which was also the third highest among the twenty success factors. The government in Gaza played a crucial role in the reconstruction efforts and was the main driver of post-war reconstruction. It developed a reconstruction plan in partnership with relevant stakeholders such as United Nations agencies and issued guiding principles to organize reconstruction activities according to government policies. The government provided support and coordination with various stakeholders, despite not receiving funding from donor countries due to political issues.

3. Success factors related to the project's operating environment

In this category, there are three success factors with impact ranging from 5.80% to 1.69%. The factor "Enhancing transparency and accountability" was the most important factor in this category and among all factors, with a percentage of 5.80%. This is attributed to the reliance on international funding for the reconstruction process in the Gaza Strip. International donors imposed a high degree of transparency and accountability, not only to prevent corruption and financial mismanagement but also to prevent the use of aid for political purposes. Donors closely monitored budgets through representative entities such as United Nations agencies.

4. Study Summary:

The four most influential factors among all the factors were as follows: "enhancing transparency and accountability" with a percentage of 5.80% in the first rank, followed by "calling for international support to secure sufficient financial aid for reconstruction" with a percentage of 6.79% in the second rank, "strong leadership from the government" with a percentage of 7.77% in the third rank, and "developing a suitable plan for reconstruction to define goals and objectives before implementation" with a percentage of 2.77% in the fourth rank. The least successful factor was "efficient logistical management of material transportation from origin to consumption point" with a percentage of 4.61%, and in the last rank was the factor "establishing an administrative mechanism between the United Nations, the Palestinian government, and the occupation to monitor and regulate the flow of goods to and from the Gaza Strip" with a percentage of 7.57%.

The study recommended that the stakeholders in the reconstruction work adopt an alternative mechanism to manage the reconstruction of Gaza due to its inefficiency and hindrance to reconstruction efforts. The study also recommended the establishment of an alternative mechanism managed by the civil society in Gaza to facilitate the entry of construction materials into the Gaza Strip. It is also advisable for the government in the Gaza Strip to work with the Arab Republic of Egypt to develop a mechanism to facilitate the entry of construction materials from its borders to the Gaza Strip. Additionally, the study advises the government in the Gaza Strip to work on enhancing local capacity to produce and acquire the required construction materials, supporting factories that work on obtaining the required materials, and producing materials from debris and crushed rubble. Support can be provided by reducing taxes imposed on these factories, conducting tests to examine the performance of these materials, providing factories with experts and consultants, and assisting in organizing the rubble and its transportation.

The study is expected to support stakeholders in the reconstruction process in Gaza and other countries and shed light on important success factors that affect the availability of resources for managing housing reconstruction projects effectively after the war. These factors are considered the main artery for a successful and efficient reconstruction process⁵⁴.



54. For more: Chang Y, Wilkinson S, Potangaroa R, Seville E. 2012b. Resourcing for post-disaster reconstruction: a comparative study of Indonesia and China. *Disaster Prev Manage Int J.* 21(1):7–21. <https://doi.org/10.1108/09653561211202674>

Eleventh: A Proposed Vision for the Reconstruction of Gaza

In light of the catastrophic situation in the Gaza Strip after more than four months since the beginning of the ongoing war until now (07/04/2024), and based on previous experiences of reconstruction, taking into account the political, economic, and international dynamics related to the Gaza reconstruction file, the following recommendations are proposed, considering that the reconstruction process will take place after a ceasefire and the end of the aggression on the Strip::

- Organize an international conference for the reconstruction of the Gaza Strip, suggested to be organized and sponsored by the International Islamic Charitable Organization, due to its expertise in this field and its ability to gather effective international parties, international and local non-profit organizations, and private sector institutions. A Gaza Reconstruction Fund shall be established.
- Conduct a comprehensive study of the economic, psychological, social, health, educational, service, and infrastructure needs, as well as the resources for reconstruction, to be presented at the conference. Based on this study, necessary funding can be mobilized through the Gaza Reconstruction Fund. The study shall include the following:
 1. Formation of a joint committee and alliances from local authorities and international organizations to assess the extent of damage and required resources, and determine the necessary needs and type of intervention.
 2. Development of a long-term humanitarian plan for stabilizing the sector.
 3. Identification of the potential challenges that may face the reconstruction process and proposed solutions to overcome these challenges.
 4. The study shall be primarily supervised by a specialized team and experts from the United Nations, in collaboration with other organizations and representatives from local authorities and civil society in the Gaza Strip.
 5. Interview affected residents to identify their needs and gather their opinions and suggestions regarding proposed reconstruction methods and the type and form of proposed humanitarian intervention.

The humanitarian crisis in Gaza, caused by the Israeli occupation, is considered the

most severe crisis in the history of the Gaza Strip. A report issued by the United Nations Conference on Trade and Development in January 2024 revealed that the economic recovery of Gaza from the current military operation would require a financial commitment several times the amount of the recovery after the 2014 war (\$9.3 billion). It will require a coordinated international effort to restore the social and economic conditions that prevailed before the war.

As indicated in the report, in the event of the end of the war and the start of the reconstruction process immediately, and if the growth trend in the Gaza sector continues as it was between 2007-2022 with an average of 4.0%, the economy will not be able to recover the levels of gross domestic product achieved in 2022 in Gaza until the year 2022, with the individual's share of the gross domestic product and the social and economic conditions deteriorating. However, even in the most optimistic scenario represented by a 10% annual growth in gross domestic product, the individual's share of the gross domestic product in Gaza will not return to the level achieved in 2006 before the blockade, except in the year 2035⁵⁵, which requires an urgent need for a long-term humanitarian plan to restore stability and recovery to the Gaza Strip and help civilians overcome the crisis.



55. UNCTAD, Preliminary Assessment of The Economic Impact of The Destruction in Gaza and Prospects for Economic Recovery, Unctad Rapid Assessment, January 2024.

Twelfth: Proposed Recommendations

Based on the information presented in this paper, and in light of the current reality in the Gaza Strip, the paper presents a set of recommendations directed to the charitable sector regarding reconstruction and stability in the sector. These recommendations include various levels, ranging from mobilization and advocacy to implementation and preparation, and ending with monitoring and evaluation, as follows:

- 1. Providing emergency shelter for the displaced:** Approximately 8.1 million people have migrated to the Rafah area since the beginning of the war, living in extremely poor conditions. They need safe shelter that provides them with a decent and healthy life. It is possible to replicate the experience of the International Reconstruction Agency after the 2014 war, where they worked on providing prefabricated housing units (caravans) for affected families or exploring other solutions such as camps to provide temporary shelter until the completion of reconstruction and restoration of homes. Diversification in shelter assistance, such as distributing cash vouchers, providing building materials for the reconstruction of damaged houses, paying rent allowances until the completion of repair, renovation, and reconstruction operations, or providing technical advice regarding construction matters.
- 2. Establishing an Administrative Body and Fund for Gaza Reconstruction:** Initiating the mobilization of funding for the fund (even before the end of the war) and developing plans to be ready for immediate implementation on the day following the end of the war. The proposed body consists of the central government, local government, the private sector, qualified individuals, and experts in reconstruction (engineers, experienced professionals, and traders). It also includes representatives of civil society (organizations or elected members agreed upon by the community) and civil society organizations (including professional unions and charitable organizations). The body is responsible for formulating reconstruction policies and presenting projects to donor entities. The body assumes the responsibility of developing a flexible and comprehensive plan based on the five principles of reconstruction (preventive, inclusive, flexible, sustainable, and integrated into development plans) to meet the needs of various levels of political administration sectors.

- 3. Availability of construction resources:** The paper showed that the availability of construction resources is a major and fundamental step in reconstruction, so it is important to ensure the availability of resources without preconditions or occupation control, as happened in previous experiences.
- 4. Implementation of Reconstruction and Housing Projects by Local Companies:** It is important to involve the private sector in reconstruction operations to reactivate the local economy and contribute to its development, rather than relying on the development and revitalization of the occupation's economy as seen in previous experiences, such as in 2014 when reconstruction materials were purchased from the occupying force. Engaging the private sector also helps provide employment opportunities and reduce unemployment and poverty in society..
- 5. Focus on Affected Individuals:** Through analyzing the strengths and weaknesses of over 250 case studies conducted by the Shelter Group and collected over the past thirteen years for housing and shelter projects worldwide, it has been found that in order to provide the best support to the population, housing and shelter projects need to focus on the affected individuals. This means that successful projects actively and effectively involve the affected individuals to understand their intentions, resources, needs, capabilities, weaknesses, and priorities better. This shall be the approach for aid related to shelters and housing⁵⁶, emphasizing the importance of not repeating the mistakes of the reconstruction experience after the 2014 war, where affected populations were not involved in the planning process, resulting in negative impacts on the outcomes and deliverables..
- 6. Formulating a Post-War Recovery Strategy:** A strategy is a diverse set of knowledge that helps stakeholders identify the most important tasks to be implemented in each stage of the reconstruction process. It clarifies the types and quantities of resources needed, and the location of recovery activities, and includes goal setting, prioritization, tasks, and implementation policies⁵⁷, taking into account lessons learned from previous reconstruction experiences in the sector. This can be achieved through a collective workshop involving external actors (organizations, charities, and civil society), national and local governments, and representatives of the target community..

⁵⁶.Shelter projects: Learning components of programming in humanitarian crises, op. cit.

⁵⁷. Sultan Barakat and Ghassan Al-Kahlot, Lessons Learned from Post-Armed Conflict Recovery Experiences, op. cit.

- 7. Protecting Infrastructure and Residential Buildings from Targeting** The occupation's destruction machine targets buildings, residential areas, hospitals, schools, mosques, and private and public sector institutions. It has become necessary for institutions and charitable agencies to mobilize support to the Security Council to demand the neutralization of residential buildings and infrastructure services from targeting and bombing in any future wars, and to adhere to international humanitarian law.
- 8. Establishing a Platform for Reconstruction and Recovery in Gaza:** After the earthquake that struck the Republic of Nepal in 2015, the "Housing Recovery and Reconstruction Platform in Nepal" was established to coordinate between government authorities, ministries, local partners, external actors, and international stakeholders in the reconstruction process. Coordination is essential to avoid duplication and repetition of projects, prevent resource wastage, and maximize impact as much as possible..
- 9. Preserving the Reconstruction File as a Humanitarian File Serving Civilians and Affected Individuals** Avoid politicizing the efforts of the reconstruction management and associating the program with any agenda or political interests. Keep it within the realm of humanitarian and relief work, ensuring transparency and accountability at all stages of the reconstruction process, particularly in resource utilization and allocation. The paper recommends the establishment of monitoring systems to oversee resources and their expenditure, in order to reduce corruption, misuse, and waste..
- 10. Building fortified shelters to protect civilians from targeting and military operations:** The Gaza Strip is constantly subjected to extensive military operations and destructive wars that result in the killing of thousands of civilians. It has become extremely necessary to construct shelters by specialized engineers and technicians that are equipped with essential supplies (food, water, sanitation services) and have a ventilation system, as well as medical points to provide first aid.
- 11. Calling for an international conference:** It is proposed that the International Islamic Charity Organization (IICO) invites an international conference to mobilize funding for the reconstruction of Gaza and establish a Reconstruction Fund. The organization has experience in this field, as demonstrated by its participation in the international conference for the reconstruction of Iraq.

Conclusion:

With the war ongoing as of the date of this paper (07/04/2024) and the Israeli occupation's destructive machinery not ceasing to destroy what remains of the Gaza Strip, resulting in the killing of more civilians and the prevention of the required amounts of urgent humanitarian aid from entering to assist the displaced, refugees, patients, and wounded, there is an urgent and essential need for a comprehensive and sustainable reconstruction program immediately after the end of the war, as outlined in this paper. Additionally, the Gaza Strip requires urgent relief and shelter interventions, and the provision of medical and food assistance to alleviate the suffering of two million people living in dire conditions, suffering from hunger and cold, as reported by the United Nations. Upon the cessation of hostilities, public institutions should intervene to implement debris and rubble removal projects and open roads between the south and north of the Strip to facilitate the arrival of relief trucks to all areas. As suggested in the recommendations of this paper, charitable organizations should begin developing an initial vision for the reconstruction of Gaza, establish communication channels with central and local authorities, international and local charitable organizations, and civil society institutions for this purpose, and call for an international conference to establish the Gaza Reconstruction Fund and launch an appeal to mobilize funding for the fund.

It remains difficult to develop possible scenarios for the reconstruction of the Gaza Strip, given the political and international situation of the region, the history of the Israeli-Palestinian conflict, and the attempts to cut off funding for aid provided to Gaza, such as the suspension of funding by 18 countries, in addition to the European Union⁵⁸. The paper aimed to present a future vision for the reconstruction of the Strip based on an international conference organized and sponsored by the International Islamic Charity Organization. It also proposed a comprehensive study of all the sector's needs conducted by the United Nations in collaboration with humanitarian organizations and local entities. This document would serve as the main framework for drawing up a recovery and reconstruction plan and determining the required funding.

In conclusion, this paper attempted to provide a vision for the reconstruction of the Gaza Strip by referring to existing research and theoretical studies in this field. It also sought to learn from the lessons and mistakes of previous experiences in the sector and in other communities to assist decision-makers and organizations working in the charitable sector in developing a strategy for the reconstruction of Gaza that aligns with the political, economic, and security situation of the Strip, and that is effective and fruitful to serve and aid charitable organizations in directing their interventions or implementing projects that contribute to the development of the sector and directly benefit the affected individuals

⁵⁸ The countries that announced the suspension of their funding to UNRWA until January 30, 2024, are the United States, Canada, Australia, Japan, Italy, Britain, Finland, Germany, France, Switzerland, Austria, New Zealand, Iceland, Romania, Estonia, Sweden, and the Netherlands, in addition to the European Union. For more details, please visit the link below: : <https://unwatch.org/updated-list-of-countries-suspending-unwra-funding/>



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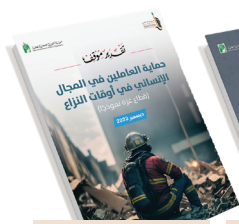
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