



# QUICK-RESPONSE PLAN TO RESTORE CRITICAL SERVICES TO REFUGEES IN GAZA

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## Introduction

On 27 December 2008, Israeli Defense Forces (IDF) launched an intensive military operation in the Gaza Strip (*Operation Cast Lead*), with heavy artillery and air bombardments and a subsequent ground force incursion. By the time Israel declared a unilateral ceasefire on 18 January 2009, an estimated 1,300 Palestinians had been killed and 5,015 wounded, according to Palestinian Ministry of Health estimates. Amongst the casualties are large numbers of civilians, including an estimated 410 children killed and 1,855 injured. Many will require lifelong assistance and care. The bombing campaign caused extensive internal displacement of the civilian population with more than 50,000 people seeking refuge in 50 UNRWA schools. There has also been widespread destruction of homes and public and commercial infrastructure across Gaza.

IDF *Operation Cast Lead* has wrought unprecedented devastation and hardship on an already impoverished population, compounding the effects of an 18 month blockade and tight regime of closures and restrictions on movement that date back to the early 1990s.

Since the start of the IDF operation, UNRWA has continued to assist and protect Palestine refugees, who represent over 1,000,000 of the 1,400,000 residents of Gaza, including through delivery of food aid and provision of temporary shelter. Assistance has also been extended to needy non-refugees, in close coordination with other aid partners. With a ceasefire now in place, UNRWA is urgently seeking funds to meet the costs of restoring full service provision in Gaza as soon as possible and to address the immediate post conflict needs of affected families. Initiatives are also planned in support of longer-term recovery efforts.

## “Day-after” responsiveness

This interim plan outlines funding needs over the coming nine months (January –September 2009), i.e. until the start of the 2009 – 2010 school year. Financial requirements are preliminary, based on the best available information at this time and key assumptions about the operating environment in Gaza in the post-conflict phase. As more detailed needs assessments are conducted in the coming weeks and months, UNRWA will update its plans accordingly.

The Agency estimates that these financial requirements represent only a portion of total cost of relief, rehabilitation and reconstruction activities that will be needed in Gaza in the aftermath of the recent conflict. Funding needs for early recovery are likewise likely to increase once UNRWA is able to complete the process of post conflict assessments of needs and damages, which are being fully coordinated with other relief partners. Where appropriate, budget estimates below incorporate earlier requirements detailed in the *UNRWA Flash Appeal*. Total funding requirements between January and September 2009 are estimated at US\$345.9 million.

Operational priorities are outlined below. These include additional requirements to restart UNRWA's regular activities as well as expanded emergency programmes and other interventions that will lay the ground for the longer term recovery plan that will be needed to rebuild the lives and homes of Palestinians in Gaza.

UNRWA's Quick Response Plan incorporates all of the Agency's emergency funding needs in Gaza between January – September 2009, in effect superseding the *2009 Emergency Appeal* for this period, and the *UNRWA Gaza Flash Appeal*, which was launched in early January. Ongoing and planned emergency interventions, as outlined in those plans, have been adjusted and expanded to meet the increasing needs arising from the recent conflict; where necessary, for example in the education sector, new interventions have been developed. Additional financial requirements for emergency activities, above and beyond provisions made in the *2009 Emergency Appeal* and *UNRWA Gaza Flash Appeal*, are in excess of \$120m.

This plan will be revised at mid-year point, as part of the review process for the OCHA Flash Appeal. The review process will include the elaboration of programme plans for the period October-December 2009 and their integration into the the 2009 CAP / Emergency Appeal for the Gaza Strip and West Bank.

Early funding for the activities outlined in this plan is crucial, to ensure that UNRWA is able to discharge its mandate effectively and meet refugees' most urgent humanitarian and early recovery needs. Assistance efforts are being planned on a rolling basis in a very fluid operating environment and require that UNRWA is able to respond flexibly to pressing needs, as and when they emerge. UNRWA would therefore request that donors afford the Agency maximum flexibility in this respect.

All interventions described below will form part of the broader *OCHA Gaza Flash Appeal*, which will be coordinated under the leadership of the Humanitarian Coordinator and the UN Office of the Coordination for Humanitarian Affairs, and which is currently under preparation.



## Assumptions and enabling conditions

The successful implementation of all activities in this plan will be largely conditioned by operating conditions on the ground. As part of the planning process, UNRWA has identified a number of key enabling conditions, as follows:

- The functioning of border crossing points at levels agreed upon in the November 2005 Agreement on Movement and Access, including Karni for container traffic and Sufa for construction materials;
- Operation of the banking sector in the Gaza Strip so that cash can enter Gaza and the local economy can be stimulated, leading to the resumption of private sector activity;
- Improvement in the security situation through the maintenance of a stable and dependable cease-fire, whereby fluid movement of the population and ready access for humanitarian actors is possible. UNRWA has maintained a significant level of emergency humanitarian services throughout the conflict but for any credible early recovery to take place, an improved security environment is necessary.



Although pre-requisites for the resumption of normal services and vital components of any early recovery initiative, funding requirements for rubble removal and the disposal of explosive ordnance are not included in this plan. At this stage, UNRWA is not in a position to estimate with any degree of accuracy the scope and financial requirements of such undertakings, which will be led by other humanitarian actors with the relevant expertise and experience. Coordinated human resources support for rubble removal will be provided through the Agency's Job Creation Programme; wherever possible, resources will also be made available to support unexploded ordnance activities.

## Cross-cutting issues

### Protection

The Gaza situation, where so many Palestinians lack access to food, health care, shelter and sanitation, exemplifies the complementary relationship between protection and assistance. Under this plan, UNRWA's service provision will ensure that basic necessities are made available, with priority being given to identified vulnerable groups, among whom children will be given particular attention. Children in UNRWA schools will be provided with food assistance and support in cash and in kind to facilitate their attendance at school and to address their nutritional needs. Precedence will be given to children from the poorest refugee families and those living in areas most affected by the recent conflict. An expanded community mental health programme will address trauma and psycho-social needs. Female-headed households, including women widowed as a result of the conflict, displaced refugees and the elderly will be targeted for support.



Specific initiatives such as the Violence Free School initiative, which was being piloted before Operation Cast Lead, will be restarted as soon as possible, as will the introduction of a Human Rights Curriculum in UNRWA schools. These existing initiatives will be reinforced with new therapeutic content designed to mitigate the distress Gaza's children have experienced.

UNRWA will continue to prioritize a participatory approach with refugee households in delivery of all assistance, to ensure that refugees have access to essential services and to facilitate regular assessment and monitoring of needs. As far as feasible, refugees' views and perspectives will be sought and incorporated in the process of recovery and reconstruction, including through systematic and representative participation in assessments.

UNRWA's interventions will be consistent with the neutrality and integrity required by its humanitarian mandate. This entails continuing to ensure that the humanitarian assistance UNRWA provides does not go to individuals involved in militant activity and that its staff and facilities are free from such activity. The work of the Gaza Operations Support Office will be central in this regard.

### Gender

The issue of gender impacts on all areas of Palestinian refugee life whether in education, employment opportunities, health needs, or security and protection concerns. The recent conflict may result in additional gender disparities such as an increasing number of female-headed households, increasing numbers of permanently disabled males, further distorted unemployment patterns, disruption to family bonds and differences in dealing with exposure to trauma incidents etc. New trends will be monitored and responded to through UNRWA's already existing community mental health and social work services, in collaboration with other aid partners.



Ongoing initiatives such as the Gender Initiative, which seeks to strengthen targeted social protection services and address issues relevant to women, girls, men and boys will be restarted as soon as possible.

## Priority areas of intervention

### Education

\$17,549,100

The education system in Gaza has sustained severe damage as a result of the conflict. Its rehabilitation and recovery are amongst the main priorities of the Agency's quick response plan, to help Gaza's refugee children and their families to rebuild their shattered lives.

UNRWA aims to resume delivery of full education services as soon as possible. To this end, following emergency repairs to the 36 schools damaged during the conflict, UNRWA reopened all of its 221 schools across the Gaza Strip on 24 January.

The Agency seeks to ensure full access to schooling for refugee pupils and will provide a safe environment and structure for children whose lives have been upturned. Full repairs to damaged schools and the refurbishment of 49 school buildings used as temporary shelters will continue over the coming months. In addition, the Agency will introduce supplementary learning and support programmes for all the 200,000 children (aged 5 – 14) in its schools, including special programmes for those facing particular difficulties, such as those whose livelihoods and basic survival needs have been severely compromised due to lack of shelter, displacement, and poverty.

Teaching at all UNRWA schools in Gaza was suspended between 27 December – 24 January. Lost teaching hours will be recaptured through additional teaching hours, after-school remedial teaching programmes and an intensive Summer Learning programme.

Additional teaching resources will also be required to address the new challenges facing the education system and to ensure quality of service provision at this critical time. UNRWA plans to regularise casual teaching staff, upgrade head teachers and assistant head teachers and to recruit additional Special Educational Needs teachers. Additional human resources support will be provided through the Job Creation Programme. The priority is to ensure class sizes of 30 pupils in all preparatory boys' schools - to improve boys' educational achievement - and to strengthen education programme management resources. To inform planning for longer term needs in the education sector, unified tests at the end of the second semester of the 2008-2009 school year are also planned.

Funds will be used to purchase educational materials and equipment, including replacement or supplementary teaching materials and stationery and school supplies for all 200,000 refugee pupils in Gaza, and to cover the cost of lost and damaged school equipment.

UNRWA expects a significant increase in children who are experiencing emotional trauma and resulting difficulties in school following the increased exposure to severe psychological trauma of students; early evidence of this has already transpired during the conflict. Likewise, teachers and family members of students are likely to experience psychological problems and will need support through UNRWA's *Community Mental Health Programme*. Hence, a significant expansion of the programme is planned. Funding needs and related activities are covered under the relevant section below.

Furthermore, awareness raising activities will take place informing children, teachers, parents and the community of the risk of Unexploded Ordnance, funded through existing resources and outreach channels.

It is not yet clear how much damage the Ministry of Education system has suffered and whether there will be any significant transfer of refugee children currently enrolled in PA schools to UNRWA schools, but this is not envisaged as part of this plan.



### Impact

These activities will mitigate the impact of the crisis on the education system and learning process for 200,000 refugee children, by providing a safe and secure learning environment, and support longer term rehabilitation and recovery efforts in this sector.

### Budget

Operating costs	15,810,000
PSC (11%)	1,739,100
<b>TOTAL</b>	<b>17,549,100</b>

UNRWA currently provides food assistance to around 650,000 refugees in Gaza through its Emergency Appeal and Special Hardship Case (SHC) programmes, whilst 200,000 school children benefit from UNRWA's School Feeding programme, which is also funded under the Emergency Appeal. These programmes remain a top priority, with families already identified as vulnerable before the onset of the latest crisis at risk of falling deeper into food insecurity. As such, as part of its immediate response, UNRWA has already decided to supplement planned and ongoing emergency interventions with an additional round of assistance, funded under the Flash Appeal.

In response to the recent conflict, UNRWA has revised its emergency food aid plans for January – September 2009. The Agency is seeking funds for four rounds of food assistance. This includes two rounds of general food distribution for all registered refugees in Gaza (1,000,000 persons) and two rounds for 550,000 persons. Parcel size will be based on the parameters outlined in the 2009 Emergency Appeal, ensuring an average of 60% of daily needs per person. The total cost of these food rounds is around \$50m, based on latest commodity prices. UNRWA is also seeking \$6.3m for an expanded school feeding programme, including hot meals, sandwiches and juice or milk for all pupils in UNRWA schools and trainees at the Gaza and Khan Younis vocational training centres.

A joint FAO-UNRWA-WFP rapid food security assessment carried out in April 2008 estimated that 56% of households in Gaza (refugee and non-refugee) were

food insecure, with a further 20% vulnerable to food insecurity or only marginally secure, despite large scale programmes of food aid. The recent conflict has clearly exacerbated an already dire food security situation for the entire Gaza population, with the livelihoods of many placed under further strain and local production capacity likely to diminish further.

UNRWA's plans are based on the assumption that the banking system in Gaza will be allowed to function normally and wage employees – primarily UNRWA and PA staff – who would not normally be included on the Agency's food rolls, receive their full salaries. They also assume the availability of cooking gas in Gaza, without which ready to eat meals will need to be distributed.

Decisions on any further changes to the caseload or coverage level of the programme will be informed by a detailed assessment of the physical and economic access of Gazans to food, which is planned for February 2009.

#### Impact

The distribution of food assistance to vulnerable refugee families in Gaza will mitigate the impact of increasing food security resulting from the recent crisis and protracted blockade. Delivery of food aid to the entire refugee population in the immediate aftermath of the war will support recovery efforts and allow vulnerable refugee families to spend scarce resources on other priorities. The expansion of the school feeding programme will contribute towards improved educational performance and support other education initiatives outlined above.



#### Budget

<b>Flash appeal</b>	10,010,000
<b>Additional operating costs</b>	42,895,000
<b>PSC (11%)</b>	5,819,550
<b>TOTAL</b>	<b>58,724,550</b>



Based on preliminary results of the 2007 Palestinian census conducted by the Palestinian Central Bureau of Statistics, UNRWA estimates that around 85,000 refugees were unemployed in Gaza during the first half of 2008.



For the past several years, unemployment rates in Gaza have remained amongst the highest in the world. Using the broad definition of unemployment, these rates stood at 42.3% during the first half of 2008, and have continued to climb year on year, with labour force and working age population growth far outpacing employment growth, due to the continuing isolation of Gaza and the effective paralysis of much of the private sector. In line with trends over the past several years, refugee rates of joblessness remain higher than those of non-refugees, whilst the youth cohort continues to suffer the highest rates of unemployment.

Throughout 2008, UNRWA initiatives have generated temporary work for approximately 10,000 destitute refugees in Gaza at any one time. Unemployed workers benefit from temporary employment inside and outside UNRWA in a range of skilled, unskilled and professional positions, whilst a separate graduate / apprenticeship training programme reaches around 1,500 unemployed youth each month. The programme has proved to be a high-impact cost effective support mechanism for needy families over the past eight years, helping to mitigate some of the worst impacts of the crisis on the most vulnerable. Demand remains high, with over 100,000 eligible applicants on UNRWA's waiting list.

Full funding for this component of the 2009 Emergency Appeal, estimated at \$43m over nine months, would allow the Agency to expand this provision to more than 18,000 refugees at any one time, reaching at least 40,500 refugees. Including dependents, the programme would benefit around one quarter of all

registered refugees in Gaza and lead to the creation of an estimated 3.5 million job days.

During the early recovery phase, the scope of the programme will be expanded to include clean up operations and light repairs/rehabilitation of conflict affected camps, including roads and community areas, thereby contributing to longer-term post-conflict recovery. Provision is made for the hiring of contractors for the large scale rubble removal operation that will be needed, with additional support to be provided through job creation programme (JCP) labourers, and also for the purchase or hire of necessary equipment, including bulldozers, diggers and compactors. The programme will also be used to support multi-sectoral needs assessments that are planned and ongoing.

The expanded scope of the programme will result in the creation of additional mostly unskilled, short term (i.e. three month) jobs, mainly for unemployed males. Additional roles for JCP contracted staff may include social workers, teachers (to provide additional remedial support to children whose educational performance has suffered as a result of the conflict), and health staff, including physiotherapy staff (to respond to possible increased demands on an already over-stretched health service). Labour intensive methodologies will be incorporated into rubble removal, clean up and reconstruction activities wherever possible. Under the current programme, UNRWA seeks to ensure that 35% of contracts be awarded to women. The Agency will strive to maintain this target under this plan.

The longer-term recovery of the Gaza economy through the stimulation of small to medium size businesses which could be assisted through JCP support in the agricultural, ICT, and other business sectors does not form part of this plan. Likewise, provision of additional loans through UNRWA's Microfinance Department is not envisaged in the early recovery phase, but will be developed at a later stage.

#### Impact

Full funding for UNRWA's temporary job creation programme will allow UNRWA to provide financial support to approximately one-quarter of the refugee population (250,000 persons) in Gaza. It will also support clean up and rubble removal activities, ensuring rapid improvements in living conditions and reducing the risk of public health emergencies and other hazards. The injection of liquidity into Gaza's cash starved economy will also have second round impacts for local retailers and service providers at a critical time.

#### Budget

<b>Operating costs</b>	50,300,000
<b>PSC (11%)</b>	5,533,000
<b>TOTAL</b>	<b>55,833,000</b>



In the immediate post-conflict period, refugee families affected by the conflict will require immediate access to financial assistance to help them meet a range of basic needs. These will likely include replacement of basic household items, funeral costs for relatives killed during the conflict and support to cover loss of income.

As part of the *Flash Appeal*, UNRWA has already sought an additional \$10,000,000 for cash assistance, to meet the range of needs outlined above. The Agency expects that the need for such assistance will increase further in the immediate aftermath of the war, due to further damages to homes and livelihoods, loss of life and possessions, and to meet the cost of post injury care. Consequently, UNRWA has revised and expanded its emergency cash assistance programmes, as presented in the 2009 Emergency Appeal.

Over the course of the next nine months, UNRWA plans to provide cash grants to 20,000 refugee families affected by the conflict, or around 10% of all registered refugee families in Gaza. The size of the grant will vary according to the specific need, but grants will likely average \$500 / family. Approval will be on the basis of assessments carried out by UNRWA social workers and medical staff.

Cash assistance to SHC beneficiaries may also need to be expanded, at least temporarily, according to the modalities outlined above. Living levels of the poorest 94,000 refugees in Gaza are expected to have fallen further due to the ongoing crisis and UNRWA's inability to make cash payments since November 2008, due to restrictions on the entry of cash to Gaza. This will be assessed in more detail as soon as conditions allow.

UNRWA is also making provision for more broadly based initiatives targeting specific sectors within the refugee community, such as the Back-To-School initiatives of 2006 – 2008.

Provision for rental subsidies for families made homeless as a result of the conflict is included in under *Shelter rehabilitation/repair*, below.

#### Impact

The cash assistance programme will mitigate the impact of the recent crisis on the most vulnerable refugees in the Gaza Strip, including Special Hardship Cases and those whose livelihoods have been particularly affected by the war. It provides UNRWA will the facility to respond flexibly to emerging needs in an extremely volatile situation and enables refugees to determine and meet a range of essential priorities.

#### Budget

<b>Flash appeal</b>	10,000,000
<b>Additional operating costs</b>	18,820,000
<b>PSC (11%)</b>	3,170,200
<b>TOTAL</b>	<b>31,990,200</b>





UNRWA's preliminary assessment is that tens of thousands of refugee homes and shelters have been destroyed or damaged due to IDF air strikes and bombings since 27 December. More than 50,000 refugees fled their homes and sought shelter in UNRWA installations, whilst tens of thousands of others stayed with relatives and friends in areas away from the fighting. Estimates of the total number of displaced are as high as 100,000 persons. Although many displaced families have now returned home, several thousand persons remain in UNRWA schools and with host families.

Satellite imagery from UNOSAT, part of the United Nations Institute for Training and Research, dated 10 January 2009, i.e. two weeks into the three week conflict, indicated that 400 buildings across the Gaza Strip had been damaged or destroyed, with the vast majority (300) in Gaza City. These figures should be considered preliminary estimates only, with UNOSAT indicating that actual damages are likely to be far higher. With each building housing on average eight apartments, it is estimated that around 2,400 homes had already been damaged or destroyed by 10 January. Meanwhile, the Palestinian Central Bureau of Statistics has estimated that more than 22,000 buildings in Gaza – some 14 percent of all buildings and establishments – were partially or completely destroyed.

### ***Shelter repair and rehabilitation***

As part of early recovery activities, and based on UNRWA staff reporting and information from families

living in temporary shelters, UNRWA is seeking an initial \$60,000,000 for most urgent repairs to up to 15,000 damaged refugee shelters. This is an initial estimate only, which will be revisited once detailed assessments have been completed. The cost of needs assessments is covered under this plan, with provision made for the hiring of 300 engineers to assess shelter damage, damage to UNRWA installations and water and sanitation needs. Standard UNRWA shelter damage assessment methodology will be applied, with Agency engineers evaluating the extent of damage – minor, moderate, severe or irreparable – and social worker studies used to assess family income levels.

Based on most recent experience, UNRWA estimates an average repair cost of \$4,000 per shelter, covering minor, moderate and serious damages. Payments will be authorized on the basis of assessments by engineers and will be in the form of cash grants or contracts with local construction companies, depending on the extent of damage. For repairs under \$5,000 UNRWA would normally provide cash grants (individual grants or a series of installments), whereas for more serious damages (usually above \$5,000), repair works are typically implemented through third party contractors.

UNRWA's ability to repair and rehabilitate damaged shelters will depend on the availability of construction materials in Gaza and the border / trade regime in place once agreement on a ceasefire is reached. Without the removal of the restrictions that have been in place since June 2007, and which have seen the collapse of the

construction and strategically important manufacturing sectors, UNRWA will be unable to implement activities outlined herein. It is assessed that local construction companies have sufficient capacity to implement all shelter rehabilitation and repair work.

The pace of repair and rehabilitation will also be conditioned by the extent of unexploded ordnance (UXO) damage in Gaza and whether mine clearance operations need to be started before construction works can proceed.

### ***Rental subsidies***

Funding requirements under this plan also cover relocation fees for an estimated 20,000 families whose homes have been destroyed or damaged. Relocation fees will average \$150 per month and will be awarded on the basis of assessments by UNRWA engineers. Monthly requirements of \$3,000,000 will reduce over the course of the recovery plan as UNRWA completes repairs to damaged homes. Over nine months, the Agency estimates that \$20,000,000 in relocation fees will be required.

### ***Replenishment of non-food items***

Further, UNRWA is seeking funds to purchase non-food items for up to 20,000 families (100,000 persons), including those whose homes have been damaged or destroyed or those who have lost belongings and lack the means to replace them. The range of items required include mattresses, blankets, kitchen and family hygiene kits and water tanks (approximate estimate of a package per family is \$220). The Agency will also

seek to procure items not currently available on the market in Gaza, primarily powdered milk. Support will be provided to families staying in temporary UNRWA shelters and others living with host families, to facilitate their return to their own homes wherever possible. Provision is also made to replace Agency contingency stocks that have been exhausted as a result of the conflict. Where possible, items will be purchased locally and will conform to or exceed minimum international standards, where such standards exist.

UNRWA is not seeking funds for reconstruction of homes as part of this plan, based on the assumption that construction materials will not be available in the quantities required in the immediate onset of a ceasefire, and in the absence of any reliable estimates of damages. Later stages of the recovery process will include the reconstruction of demolished homes, which will require the availability of construction materials in Gaza in excess of pre-June 2007 quantities.

### **Impact**

Shelter repair and rehabilitation activities and provision of rental subsidies to those made homeless will ensure safe, dignified and adequate standards of housing for refugee families whose homes have been damaged or destroyed during the recent crisis and support the return of refugees to their homes as soon as possible.

The provision of non-food items and other stocks to families displaced by the conflict will support the longer term rehabilitation and recovery process and ensure a minimal level of dignity for up to 20,000 affected families. Funds to replenish UNRWA's NFI reserves will ensure that the Agency is able to respond in a timely manner to any future crises.

### **Budget**

<b>Flash appeal</b>	10,500,000
<b>Additional needs for shelter rehabilitation and repair</b>	52,203,000
<b>Replenishment of NFIs</b>	5,100,000
<b>Rental subsidies</b>	20,000,000
<b>PSC (11%)</b>	9,658,330
<b>TOTAL</b>	<b>97,461,330</b>





unicef-foPu/yadEl Baba

Preliminary assessments by UNRWA staff indicate that 53 UNRWA installations have been damaged as a result of the recent conflict. This includes 36 school compounds, seven health centres, distribution centres and sanitation offices, warehouses, offices of the Microfinance Department and the Gaza Field Office compound and neighbouring Gaza Training Centre. Damages range from minor damage to windows, boundary walls and finishing to more serious structural damages. Costs of reconstructing the warehouse at UNRWA's Field Office alone are estimated at \$2,700,000, not including replacement of lost stocks.

The Agency is seeking funds for repair and rehabilitation of damaged facilities as part of this

plan. Budget estimates below should be considered preliminary in nature and will be updated once more detailed assessments of damage can be conducted. Funding is also required for the clean up and repair of 49 UNRWA schools used by displaced families as temporary shelters.

#### Impact

Rapid repairs to 53 UNRWA installations damaged during the recent conflict will facilitate the resumption of full Agency services to refugees in Gaza. These repairs are a prerequisite for the successful implementation of many of the other interventions outlined in this document.

#### Budget

<b>Operating costs</b>	18,050,000
<b>PSC (11%)</b>	1,985,500
<b>TOTAL</b>	<b>20,035,500</b>

The conflict has had a dramatic impact on the health status of the entire Gaza population.

Initial reports indicate that seven of UNRWA's 19 health installations have been damaged, three of which have sustained serious damages and are not operational. The functioning UNRWA health clinics are under severe strain, due to increases in the number of patients presenting. Regular primary health care services have been disrupted through the loss of medical consultation days, with ante-natal and chronic disease patients particularly affected. Immunization programmes have also been suspended for the duration of the conflict and will need to resume as a matter of urgency. Further, the pharmaceutical supply line has come under extreme pressure due to increased demands on the system and an estimated \$4.5m worth of medical supply losses following the destruction of UNRWA warehouses following the attacks on the UNRWA Gaza Field Office compound.

To respond to increased needs, UNRWA plans to open all health centres on a double shift basis, as far as the security and access situation allow, with staffing costs absorbed by the JCP programme. The Agency will also procure additional medical equipment and supplies and furniture, including prosthetic devices and physiotherapy equipment, and support the cost of home adaptations for disabled persons. As of 16 January, Ministry of Health data indicates that more than 5,000 people have been injured, including approximately 1,855 children. Though accurate numbers are currently unavailable it is clear that there will be significant demands for disability support and rehabilitation of injured persons in both the immediate and longer term. Agency physiotherapy clinics and UNRWA-supported Community Based Rehabilitation Centres will therefore need additional resources to meet an increased caseload of people with disabilities.

UNRWA plans to establish and operate five mobile health clinics in the event that IDF presence and checkpoints obstruct access to health services, or if large numbers of families remain in temporary shelter. An expanded community health education and outreach programme (linked to decreased sanitation, living conditions, first aid, disrupted vaccination programmes) will also be needed to provide the population with basic health messages and advice on a range of issues in order to prevent a further deterioration in the health of the population.

The need to support the costs of hospital care and referrals to secondary/tertiary facilities will also increase due to conflict-related injuries and the reduced ability of refugee patients to pay. Further, additional activities to compensate for the disruption to the Expanded Programme for Immunisation (EPI) as well as surveillance of communicable diseases will be required, due to the heightened risk of disease outbreaks.

Funding needs for the repair of damaged clinics and expansion of the Community Mental Health Programme are covered under the relevant sections of this plan, whilst additional staffing needs to run clinics on a double shift basis and expand community outreach and physiotherapy services are included under the *Job Creation Programme*, above.

UNRWA has the capacity to resume full operations in health to a pre-conflict level but will face constraints in meeting the anticipated additional health needs if the Ministry of Health primary health system is not able to resume full operations.

#### Impact

These initiatives will support the full restoration of preventive and curative health services in Gaza, with targeted support to meet new health needs emerging from the crisis. Access to basic, secondary and tertiary care will be guaranteed for refugee patients, through ensuring the availability of medical services and supplies and provision of specialist support, and the risk of outbreaks of communicable diseases will be mitigated.



#### Budget

<b>Operating costs</b>	20,100,000
<b>PSC (11%)</b>	2,211,000
<b>TOTAL</b>	<b>22,311,000</b>

The scale of the recent conflict has exposed the entire civilian population of the Gaza Strip to extreme events on an unprecedented level, including witnessing of destruction and death, loss of family members, high levels of insecurity, and mass displacement. These extraordinary levels of physical and emotional stress will only compound the chronic stress which the population of Gaza has endured for many years.

UNRWA established a psycho-social support programme in the occupied Palestinian territory in 2002 to provide assistance to Palestine refugee children and youth and their families living in extremely violent and stressful circumstances. The programme is part of the Agency's Emergency Appeal for 2009 and the Agency currently has around 200 counselors working in its schools, health and social service centres. Under this plan, UNRWA is seeking to expand its psycho-social support programme, with a planned doubling of the number of counselors, to assist a far higher number of refugee families than was envisaged at the time of planning the 2009 Emergency Appeal. There will be immediate psycho-social needs to be addressed during and in the immediate aftermath of the conflict, as well as longer-term needs as psychological problems may manifest at a later date.

The impact of these events on children and young are of particular concern and require immediate treatment. Though this intervention, the Agency plans to assist all children at UNRWA schools, i.e. around 200,000 persons or around one third of all young refugees in Gaza Strip. Support will be provided through hiring of additional counselors, who will provide a range of services including group and individual counseling, home visits and referrals. Counsellors will be posted



to all of the Agency's schools. UNRWA will continue to coordinate closely with other service providers in this domain to avoid gaps or duplication. Funds will also be used to purchase counseling materials and equipment, including the possible erection of temporary counseling rooms in each of UNRWA's 147 school compounds in Gaza. Particular attention will be given to the gender dimensions of the conflict, with special interventions developed for different groups, including young people, women and fathers.

#### Impact

The expansion of UNRWA's community mental health programme will help to mitigate the immediate and longer term effects of the recent conflict on the refugee population in Gaza and contribution to the rehabilitation of affected families and communities.

#### Budget

<b>Operating costs</b>	6,783,800
<b>PSC (11%)</b>	746,200
<b>TOTAL</b>	<b>7,530,000</b>



**Support to Community-Based Organisations****\$8,400,000**

UNRWA is seeking funds for the continuation of its Summer Games programme in 2009, at an estimated cost of \$6.4 million. Over the course of the past two years, Summer Games activities have played an important role in enhancing psycho-social well-being amongst Gaza's youngsters and have offered much needed opportunities for escape from daily hardships and traumas. Last year, these activities reached 250,000 of Gaza's youngsters; UNRWA worked with a large number of Community Based Organisation (CBO) partners on a range of recreational and educational programmes. The provision of such support has gained added importance as a result of the recent hostilities; with children comprising over 50% of the total population of Gaza, dedicated programmes of assistance need to be developed and implemented as a matter of urgency.

Funds will also be used to provide financial support to CBOs that provide essential services and activities to other vulnerable groups, including women and the disabled, and whose financial sustainability has been

severely compromised by the recent conflict and 18-month blockade of the Gaza Strip.

**Impact**

The provision of financial support to CBOs will support the resumption of vital services to the most vulnerable communities in Gaza, including children and youth, women and the disabled.

**Budget**

<b>Operating costs</b>	7,567,600
<b>PSC (11%)</b>	832,400
<b>TOTAL</b>	<b>8,400,000</b>

**Environmental Health Services****\$5,371,050**

Preliminary assessments by UNRWA environmental engineers indicate extensive damage to environmental health infrastructure inside some refugee camps in Gaza, in particular in Jabalia and Rafah. This includes destruction of water and sewage and waste water networks, as well damage to pipes and tanks in refugee shelters. UNRWA is seeking funds to conduct immediate repairs to networks inside camps, to mitigate the risk of public health emergencies and ensure the rapid resumption of normal services to refugee homes. Funds may also be required for the rental of alternative and additional landfill sites for rubble and other damages. Staffing components are covered under the *Job Creation Programme*, above.

UNRWA has provided fuel to environmental health and utility service providers in Gaza since 2007, when the embargo on the Palestinian Authority and the Israeli-enforced blockade prompted major spikes in demand

for such assistance. Further damage to electricity and water infrastructure during the current crisis is likely to lead to further disruption of services and increased demands for support, above and beyond the provision made in UNRWA's *Gaza Flash Appeal*. Emergency fuel supplies may also be required for generators at hospitals and UNRWA health clinics, as health providers seek immediate resumption of services. Fuel will be provided on the basis of assessments conducted by UNRWA's Special Environmental Health Department and monitored by Agency engineers.

**Impact**

These activities will mitigate the risk of public health emergencies and disruption to vital water and waste water services, and support the restoration of full water and waste water services to affected communities across Gaza.

**Budget**

<b>Flash appeal</b>	500,000
<b>Additional operating costs</b>	4,338,750
<b>PSC (11%)</b>	532,300
<b>TOTAL</b>	<b>5,371,050</b>



## Operations Support Officers

\$1,448,200



As part of this plan, UNRWA is seeking full funding for its Operations Support Officer programme, which provides reinforcement for UNRWA's regular and emergency programmes in Gaza. The programme, which has run in Gaza since 2003, ensures effective monitoring of rapidly changing humanitarian conditions for Palestinians, thereby enabling UNRWA to respond in a timely manner to acute and emerging needs. Its continuation is vital in the current context.

Where necessary, OSOs will facilitate the passage of Agency supplies and personnel through military

checkpoints and will continue to conduct regular inspections of Agency installations and assets, to assess damages sustained as a result of the hostilities and to ensure that these are only being used as intended.

### Impact

The Operations Support Officer programme will ensure that UNRWA is able to monitor and respond effectively to ongoing and emerging humanitarian needs amongst refugees in Gaza. It will also provide vital reassurances to refugees so that UNRWA remains a source of strength and stability in the post conflict phase.

### Budget

<b>Operating costs</b>	1,304,692
<b>PSC (11%)</b>	143,516
<b>TOTAL</b>	<b>1,448,208</b>

## Management, capacity and security

\$19,250,175

Additional resources for management and coordination of operations, including human resources and related goods and services, will be needed as a matter of urgency to support the recovery and longer-term reconstruction process in Gaza. This includes funds for an Early Recovery Project Management Team which will coordinate all early recovery efforts within UNRWA. The scope of needs also covers the replacement of more than 30 vehicles destroyed and damaged during the crisis, as well as the expansion of the Agency's fleet of armoured vehicles to ensure the safe movement of UNRWA staff around Gaza in the post conflict environment.

Supplementary security arrangements are also planned to enhance the safety of the Agency's 10,000 Palestinian

staff. This will be achieved through the development of an integrated security system for Palestinian staff. Components of this plan include the development of a warden system, creation of reasonably secure and covered safe havens and security training. Preliminary costs are included in the budget below. Additional security costs may be incurred and these will be assessed in due course.

### Impact

Resources for management, capacity and security components of this plan will enable UNRWA to meet increased demand for assistance and to ensure effective planning of humanitarian programmes and early and longer term recovery efforts.

### Budget

<b>Operating costs</b>	17,342,500
<b>PSC (11%)</b>	1,907,675
<b>TOTAL</b>	<b>19,250,175</b>

## Summary of financial needs

Education	17,549,100
Food Aid	58,724,550
Job Creation Programme	55,833,000
Emergency Cash Assistance	31,990,200
Shelter	97,461,330
Repair and Rehabilitation of UNRWA Installations	20,035,500
Health	22,311,000
Community Mental Health Programme	7,530,000
Support to Community Based Organisations	8,400,000
Environmental Health Services	5,371,050
Operations Support Officers	1,448,208
Management, Capacity and Security	19,250,175
<b>TOTAL</b>	<b>345,904,113</b>

*Note: all costings above include 11% Programme Support Costs*



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