

# GAZA IN FOCUS

## Development for Freedom

Empowered Lives, Resilient Nation

Consolidated Plan of Assistance: 2012-2014

United Nations Development Programme  
Programme of Assistance to the Palestinian People

4A Yakubi St., Jerusalem, 91191, P.O.Box 51359  
Tel: 02-6268200|Fax: 02-6268222  
[www.undp.ps](http://www.undp.ps)



*Empowered lives.  
Resilient nations.*



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# Introduction

Almost three years after the end of the Cast Lead military operation, much of the destruction wrought upon the Gaza Strip is still not been repaired. Despite the June 2010 decision to lift some obstacles to the import of materials and goods into the Gaza Strip, the continuation of the blockade is also preventing a huge backlog of critical reconstruction and development interventions related to access to basic services from being implemented. As a consequence, responses to critical humanitarian needs are delayed.

In such harsh circumstances, Gazans are confronted in their daily lives with life-threatening challenges and continue to be denied the full exercise of basic human rights related to access to safe and potable water, sanitation, housing, health, education, a healthy environment, movement and work. While humanitarian assistance is being provided to keep the Gaza community above subsistence levels, this by no means constitutes an appropriate remedy to the plight of an imprisoned population that is thriving to live a dignified life in the harsh environment created by the Israeli-imposed blockade.

The long-standing policy of closures has had far-reaching consequences on basic services delivery, as spare parts could not be imported for maintenance works and no construction projects could be undertaken, and on the economy, that came to a virtual halt, thus depriving thousands of Palestinians from employment and livelihoods opportunities.

The challenge in the Gaza Strip today is not, unfortunately, about reconstruction and development only. It is also about responding to life-threatening challenges in a durable manner and enabling Gazans to exercise basic human rights that they are currently being deprived of, namely right to free movement and right to work.

The Gaza Strip has been receiving humanitarian aid for decades and will continue to need it as long as Gazans are not allowed to work, trade and move freely. The absence of such prospects increases the need for international interventions to provide as much opportunity for human development as possible in the Gaza Strip. These interventions will have the potential to achieve much more than just relief such as building sustainable livelihoods and economic empowerment, strengthening civil society organizations and improving the environment.

As a result, UNDP plans to expand the scope of its development activities to increase self-reliance and resilience within the population of the Gaza Strip. UNDP proposes to address the areas of democratic governance, poverty reduction, environment and public and social infrastructure.

# 1. Promoting Productivity and Dignity through Livelihoods



## 1.1 Economic Empowerment of Productive Families

The Israeli siege of the Gaza Strip since 2006 destroyed many livelihood opportunities, resulting in massive un- and under-employment rates affecting more than half of the labour force in the poor and overcrowded Strip. Continued restrictions on goods and personal movement to and from the Gaza Strip are hampering the recovery and reconstruction efforts, especially as the majority of international assistance takes the form of humanitarian relief. The vulnerability of all Gazans has increased: women, youth, children, the elderly, the homebound and people with disabilities require specialized support.

The empowerment focus of the productive families programme enables beneficiary communities and individuals to move from receiving humanitarian assistance to actively contributing to development. The programme supports the poor through economic empowerment enabling recipients to move themselves

from dependency to self-reliance. The programme also contributes to the development and strengthening of social assistance programmes and community-level infrastructure to increase access to protection and empowerment for all in need.

Projects Proposed	Budget USD	Duration	Potential Partners
<b>Economic Empowerment of Productive Families</b>			
Deprived Families Economic Empowerment Programme (DEEP) second phase – pledged	30,000,000	2011 - 2014	Local NGOs, MOSA, MoWA, MoY, Ministry of labour, Ministry of Planning
<b>Total</b>	<b>30,000,000</b>		

## 1.2 Rural Development

The Israeli military operation in December 2008 and January 2009 resulted in widespread losses of assets and damage to farmlands. Consequently, some 46 percent of agricultural land in the Gaza Strip is now inaccessible or out of production. Since there are few agricultural and veterinary services, there are limited public extension services. In the fisheries sector, post-harvest production is limited by the inadequate infrastructure.

The rural development programme will build the commercial strength of Gaza's agriculture and fisheries sectors to enable them to provide income and employment, and ensure food security. A compensation scheme for war-related damages in livestock and poultry will be completed along with final rehabilitation of damaged greenhouses. Public extension services will be restored to full operation. The growth of the agricultural and fisheries industries will be stimulated through substantial refurbishment and redevelopment, and access to finance will be improved through a variety of instruments.



Projects Proposed	Budget USD	Duration	Potential Partners
<b>Support to Agriculture and Fisheries Development</b>			
Compensation of war related damages	5,564,000	2012 - 2014	
Provision of agricultural services	2,140,000		
Stimulating and supporting growth of the agriculture industry	321,000		
Support to fisheries	2,675,000		
Improve access to finance	2,354,000		
<b>Total</b>	<b>13,054,000</b>		

### 1.3 Private Sector and Economic Development

Economic revitalization is a key priority for the Gaza Strip. Over 297 enterprises were partially or completely destroyed in the last large-scale Israeli incursion. The economic dislocation caused by the blockade and closed borders are particularly undermining enterprise development. Economic activity is in crisis, particularly in the agriculture, construction, industry and trade sectors. Internal support is urgently needed at company level, while external support (access to markets) is vital to enable SMEs and Co-ops to prepare for accelerated growth, employment generation and profitability. The private sector in Gaza has deteriorated and its capacity for employment creation has decreased. The blockade has also reduced the number of skilled workers.

Small commercial and industrial enterprises will be supported through provision of equipment and skills to enable them to renew their operations efficiently. Business development support will be provided to small and medium enterprises (SMEs) and cooperatives. Sectors with potential for import substitution will be supported, most likely through support to SMEs with growth potential, support to existing and new/re-activated cooperatives, and access to finance for SMEs and cooperatives.

Increased support will be provided to the private sector through employment generation internships, which will simultaneously contribute to employment generation and strengthen the private sector. An outsourcing incubator will be established to help graduates of ICT and engineering to work remotely. In addition, the capacity of technical and vocational training and education centres will be upgraded, which will equip the labour market with suitably trained and skilled workers. The revision and upgrading of training curricula and instructors' capacity will enable institutes of learning to meet the needs of the local labour market, and will reduce the level of structural un- and underemployment in the Gaza Strip.

A competence-based qualifications and training system that responds to labour market needs will be developed to provide the market with a trained workforce to meet the skills requirements in the economy through the delivery of vocational and educational training in selected trades.

Projects Proposed	Budget USD	Duration	Potential Partners
<b>Private Sector and Economic Development</b>			
Business development support to SME's and cooperative initiatives	11,408,046	2012 - 2016	
Support to small commercial and industrial establishments	23,144,100	2012 - 2013	Private sector, union of industries, Ministry of National Economy
Employment generation internship assistance programme	26,115,650	2012 - 2013	Private sector, PNGO, academic and graduate associations
ICT and Outsourcing	2,318,672	2012 - 2014	Universities and academic institutions, TVET centres, GIZ, UNRWA, Ministry of Labour, MOSA
Modernising and Promoting Technical and Vocational Training	10,063,885	2012 - 2013	
Reducing Adult Skills Mismatch	3,745,000	2012 - 2014	
<b>Total</b>	<b>119,849,353</b>		





## 2. Protecting Natural Resources and the Environment



### 2.1 Environment Governance

In the Gaza Strip, there is both a serious shortage and pollution of natural resources, coupled with long-term environmental degradation. The capacities of the Palestinian Environment Quality Authority (EQA) and the Palestinian Water Authority (PWA) have been decreased due to insufficient legal framework, lack of technical capacities in environmental monitoring, weak internal capacities magnified by insufficient staffing, lack of tools and equipment, lack of public awareness and community participation. In addition, there is serious lack of funding and financial resources. Moreover, standards and bylaws need to be formulated and enacted.

Developing the capacities of EQA, PWA and Coastal Management Water Utility is essential to improving the quality of services delivery and increasing the level of efficiency. There will be an active role of these institutions in both identifying priorities and implementing defined activities to promote more ownership

and sustainability. It is planned to rationalize the institutional and administrative structures and procedures of the beneficiary institutions.

Projects Proposed	Budget USD	Duration	Potential Partners
<b>Environment Governance</b>			
Capacity Development of EQA (meteorological department)	2,300,000	2012 - 2013	PWA, UNEP, EQA, INGOs, CMWU
Capacity Development of CMWA and PWA	3,300,000	2012 - 2013	
Promoting the behaviours necessary for environment preservation and increasing public awareness (under preparation)	1,000,000	2012 - 2013	EQA, NGOs
<b>Total</b>	<b>6,600,000</b>		

## 2.2 Water Supply, Sanitation and Solid Waste Services

The Gaza Strip's aquifer is being over-abstracted, producing more than 100 MCM annual deficits in ground water balance. The water quality has been deteriorating due to seepage of sewage water and salinity has increased due to seawater intrusion. 90 percent of water is now unfit for drinking. 64 percent of Gaza's households are connected to sewage networks but the remaining 36 percent use sewage cesspits, especially in Khan Younis, which adversely affects the quality of the aquifer. Approximately 1,200 tons of municipal solid waste is generated daily, and 65 percent of this amount comes from residential areas. The existing dumpsites have approached their maximum capacities, and there is no recycling or compost facility in place. In addition, the Gaza Strip lacks sound hazardous waste management capacities.

The construction of a regional seawater desalination plant and main carrier will improve and increase the quantity and quality of the water. An efficient management system for the water and wastewater sector is a high priority and can be achieved through the improvement of the distribution process monitoring and enhancing the tariff collection system.



Focusing on strengthening the institutional and management aspects and developing the water and wastewater infrastructure will also improve environmental conditions. Hence the rehabilitation and upgrading of sewage networks, and construction of a wastewater treatment plant in Khan Younis Governorate constitute an essential part of the programme strategy. Developing both components will ensure sustainability and a diversified long-term impact.

Enhancing effective and environmentally sound solid waste management through improving primary and secondary collection and disposal will be emphasized throughout the implementation of the programme. The protection of natural resources will be enhanced by means of an advanced and efficient recycling system. Public awareness will be raised to enable full participation in and ownership of solid waste collection and recycling.

Projects Proposed	Budget USD	Duration	Potential Partners
<b>Water Supply, Sanitation and Solid Waste Services</b>			
Solid Waste Management	27,355,300	2012 - 2013	UNEP, EQA, INGOs, local governments, municipalities
Waste Water	80,602,929	2012 - 2013	UNDP, WB, UNICEF, ICRC, PWA, CMWU
Water	39,092,198	2012 - 2013	
<b>Total</b>	<b>122,430,427</b>		



## 2.3 Climate Change Adaptation

Saline intrusion into the coastal aquifer in the Gaza Strip is increasing, and land use is stunted by sea-level rise and coastal erosion. Climate Change effects are expected to more seriously threaten local communities in the next few years, impacting environmental and water management services and policies, household access to water, public health, food security (agricultural production) and energy.

The meteorological office is unable to collect reliable data and provide models for the occupied Palestinian territory on the effects of Climate Change on Palestinian communities and economy. There are insufficient numbers of meteorological stations established in the West Bank and Gaza Strip, the capacities of weather forecasting are not well developed, and climate related warning systems are not fully ensured.

The integrated climate change programme will focus on implementing the pilot projects from the Palestinian Adaptation Programme of Action in the most affected areas in the occupied Palestinian territory including water resources and food security, efficient and sustainable use of energy and sea level rise. The project will develop the capacity of the meteorological office in the West Bank and reactivate their role in the Gaza Strip. Gaza coastal zone, marine environment, Wadi Gaza reserve and Southern reserve will be protected from further depletion and deterioration.

Projects Proposed	Budget USD	Duration	Potential Partners
<b>Climate Change Adaptation/ Integrated Climate Change Programme (ICCP)</b>			
Improve the capacity of the Palestinian Meteorological Department in the West Bank and the Gaza Strip	2,300,000	2012 - 2013	MoT, EQA, Universities
Reserve and protect further depletion and deterioration of the Gaza Coastal Zone and marine environment	500,000	2012 - 2013	EQA, NGOs
Protect Wadi Gaza and southern natural reserves	1,500,000	2012 - 2013	EQA, NGOs, JCP, ICRC
Develop a professional centre for renewable energy and assess the sources of wind and solar radiation	350,000	2012 - 2013	PENRA
Construction of solar plant cells for electric power generation with capacity of 250 KW and connect it to a neighborhood in Rafah Governorate	4,000,000	2012-2014	PENRA, GEDCO
Lighting the border line with Egypt using solar energy	1,500,000	2012 -2014	PENRA, GEDCO
Implement selected pilot projects from the Palestinian Adaptation Programme of Action in the most affected areas including water resources and food security	1,350,000	2012-2014	MoA, PWA, NGOs
<b>Total</b>	<b>11,500,000</b>		

## 3. Public and Social Infrastructure



### 3.1 Energy Resources

The Gaza Strip has suffered from a continuous electricity deficit with the current deficit standing at 25 percent. Following the decline in the amount of industrial fuel entering the Gaza Strip due to the Israeli siege, power cuts have increased up to 16 hours a day in some parts of the Gaza Strip. These power cuts are affecting the daily life throughout the Gaza Strip, including the provision of essential services such as water supply, sewage treatment and removal, and the functioning of health services.

The Gaza Power Plant (GPP) has been operating several power-generating turbines run on diesel, in order to raise electricity production. The solar photovoltaic panels offer a cost-effective solution for rural and public buildings and utilities. Solar panel technology has the potential to increase the electrical power supply, reduce fuel consumption and relieve the high demands placed on the existing power station.

Projects Proposed	Budget USD	Duration	Potential Partners
<b>Energy Resources</b>			
Renewable Energy, PVC Cells (pilot project)	950,144	2012	UNDP, CMWU, Ministry of Education
<b>Total</b>	<b>950,144</b>		

### 3.2 Transport and Management Systems

It is estimated that the total length of existing road networks in the Gaza Strip is 1390 kilometres. Among them 700 km are unpaved or not suitable for transportation means. Roads have been severely damaged due to Israeli military invasions and bulldozing while rehabilitation is hindered by the blockade.

The programme will establish road networks for moving goods from border access points to various areas within the Gaza Strip through the rehabilitation and upgrading of regional and internal roads. Access will be improved for inhabitants across and within various governorates, including marginalized areas. Access to essential services in education, health, social networking etc. will also be eased.

Projects Proposed	Budget USD	Duration	Potential Partners
<b>Construction of Roads</b>			
Re-construction of Al Karama Road	4,355,221	2012	Municipalities, Ministry of Public Works and Housing, Ministry of Transport and Ministry of Local Governance
Development of AL Nasser road in Beit Lahia area	2,046,375	2012	
Re-construction of Salah Eddeen Regional Road	19,375,704	2012 - 2013	
Construction of roads in Khan Younis	4,817,782.00	2012	
Construction of roads in the Middle Area	3,000,280.00	2012	
Construction of roads in the North	2,308,043.50	2012	
Construction of roads in Rafah	2,437,085.50	2012	
Construction of roads in Gaza city	7,300,610.00	2012	
<b>Total</b>	<b>45,641,101</b>		

### 3.3 Affordable and Adequate Housing

The housing sector in the Gaza Strip is faced with dramatic challenges with more than 20,000 new housing units needed. The following are some of the factors affecting the sector:

- Recurrent destruction of houses by Israeli forces, in particular during the Cast Lead Operation
- Inability to reconstruct new houses due to the blockade and import restrictions
- Increasing demand for new houses due to natural growth and the need to replace derelict houses, particularly in marginalized areas

The housing programme will mostly target vulnerable beneficiaries who will receive integrated assistance from on-going programmes to enhance decent living conditions. The programme will also include:

- Reconstruction of damaged and destroyed houses through self help initiatives
- Construction of housing complexes to re-house people whose houses cannot be rebuilt on original land and to create new housing opportunities
- Adaptation of the concept of "building back better" to secure sanitary housing units and utilize green technology to preserve the Gaza environment

Projects Proposed	Budget USD	Duration	Potential Partners
<b>Housing</b>			
Construction of 400 housing units	21,112,543		
Construction of 154 housing units	7,007,044	2012	UNDP, UNRWA, MOPWH, UN-Habitat, CHF, PHC, IRPAL, other NGOs
<b>Total</b>	<b>28,119,587</b>		



### 3.4 Construction of Schools

Education in the Gaza Strip has long been characterized by overcrowding and unsafe conditions (approximately 37.3 students per class). The annual increase of students in the Gaza Strip is nearly 4 percent (approximately 10,000 new students). The Cast Lead operation resulted in 217 schools and 60 kindergartens being damaged, including 18 facilities damaged beyond repair. 79 percent of governmental schools and 88 percent of UNRWA schools operate on a double shift system. The blockade has prevented the urgently needed reconstruction of damaged schools and construction of new ones.

The programme will include:

- Complete reconstruction of schools damaged during Cast Lead
- Expand current schools through construction of new classrooms to minimize use of land
- New schools will be concentrated in marginalized areas and areas of chronic overcrowding
- Improve the quality of educational facilities for students and preserve energy and the environment.

Projects Proposed	Budget USD	Duration	Potential Partners
<b>Construction of New Schools and Additional Classrooms</b>			
Al Mawwassi elementary school	1,340,526	2012 - 2013	Ministry of Education and Higher Education, UNRWA, UNESCO, UNICEF, UNDP
Beit Lahia Female secondary school	1,340,526		
Construction of Beit Lahia Co-educational elementary school	1,573,000		
Shejaia Female secondary school	1,692,000		
Extension of 95 classrooms in Khan Younis	4,310,953		
<b>Total</b>	<b>10,257,006</b>		

### 3.5 Public Health Services and a Health System

The health sector suffers from a rapid increase in the population and a critical economic situation. Most existing health facilities provide insufficient services and need rehabilitation and upgrading. The Ministry of Health is spending much of its budget on external referrals, which compromises the development of internal health institutions. Other health services such as the blood bank, emergency centres, communications, etc. are also in need of upgrading and enhancement.

The programme will include

- Construction of the facilities needed to enhance service delivery and prepare for any future crises
- Improvement of the quality of services to control the source and spread of contagious diseases
- Reduction of mortality cases that result from inaccessible and inadequate health services.

Projects Proposed	Budget USD	Duration	Potential Partners
<b>Construction of Health Facilities</b>			
Construction of Central Laboratories and Blood Bank	8,130,000	2012 - 2013	UNDP, WB, UNICEF, ICRC, Palestinian Ministry of Health
Construction of seven new Primary Health Care Centres (PHCC's)	2,300,000		
Construction of Internal Medicine Building in Al Shifa Medical Complex	20,500,000		
Building new central warehouses for Ministry of Health (MoH) pharmaceuticals	9,700,000		
Construction of Internal Medicine Building in Al Tahreer Hospital in Khan Younis	8,130,000		
Construction of Central Station for Emergency and Ambulance services	3,500,000		
Construction of National Oncology Centre	8,130,000		
<b>Total</b>	<b>60,390,000</b>		

### 3.6 Heritage Conservation

The architectural heritage in the Gaza Strip is deteriorating rapidly due to negligence and continuous Israeli attacks, combined with lack of resources and necessary funds. Tourism has been identified as a sector with a potential for growth once the blockade is lifted.

The programme aims at encouraging tourism through the Preservation of archaeological sites and rehabilitation and restoration of many significant monuments. The targeted archaeological locations will include Al Basha Palace, Khan Younis castle, Jabalia Mosaic, Saint Hillarion Archaeological Site, Anthidon (Roman Harbour) and Al Qisareya Market.

Projects Proposed	Budget USD	Duration	Potential Partners
<b>Preservation of Archaeological Sites</b>			
Development of the Archaeological Museum of Gaza (Al Basha Palace)	122,527	2012 - 2013	UNDP, MoTA, MoC
Rehabilitation and conservation of Khan Younis Castle	153,159		
Conservation and Technical Maintenance of Saint Hillarion Archaeological Site	888,326		
Conservation of the Anthidon (Roman Harbour) through Preservation and Restoration	551,375		
Restoration and Rehabilitation of Qisareya Market	398,215		
Restoration and conservation of the Jabalia Mosaic	183,791		
Development of conservation and curatorial skills for museum and historic site managers, historians and archaeologists	642,000		
<b>Total</b>	<b>2,939,393</b>		

### 3.7 Economic Development and Wellbeing

Khan Younis city is the second largest city of the Gaza Strip, however, its residents settle in overcrowded zones and infrastructural needs are minimal. The residents are suffering from the social and psychological effects derived from the prevailing political and economic conditions, along with denial of access and inability to travel.

The construction of the First Stage of Crafts and Industries Zone in Khan Younis City will enhance economic development; promote productivity of local industries in addition to protecting public health and the environment. As for the construction of a regional park, it will provide social and psychological relief to families, youth and children in Khan Younis. In the long run, both projects will contribute to improving the living conditions and wellbeing of Khan Younis and Gaza residents.

Projects Proposed	Budget USD	Duration	Potential Partners
<b>Economic Development and Wellbeing</b>			
Construction of First Stage of Crafts and Industries Zone in Khan Younis	4,959,120	2012 - 2014	
Construction of a regional park in Khan Younis	4,886,475	2012 - 2013	
<b>Total</b>	<b>9,845,595</b>		



## 4. Strengthening Democratic Governance and the Social Contract



### 4.1 Rule of Law and Access to Justice

The rule of law situation and structures in the Gaza Strip are weakened by:

- Increased vulnerability of the population that decreases their ability to access to Justice
- Emergence of unprecedented legal problems
- Increased levels of gender based violence due to the stressful social and political circumstances
- Human rights violations and a culture of impunity
- Lack of legal awareness and confidence in the justice system
- Increase in the number of juveniles in conflict with the law
- Lack of consistency between formal and informal judiciary systems
- Destruction of judicial institutions and infrastructure
- Absence of judicial independence and accountability

- Weakness of legal professional and legal education
- Existence of different and antagonist legal frameworks
- Lack of a permanent constitution and a culture of constitutionalism

UNDP's rule of law strategy is three-fold:

- Provision of legal assistance services to all, especially marginalized groups
- Capacity building of the justice system by improving the quality of legal services
- Increasing professionalism while supporting the harmonization of Palestinian national laws

This integrated strategic approach will enable UNDP and its partners to improve all aspects and domains of the rule of law in the Gaza Strip.

Projects Proposed	Budget USD	Duration	Potential Partners
<b>Rule of Law and Access to Justice</b>			
Strengthen Rule of Law and respect for Human Rights	8,500,000	2012 - 2014	PBA, CS, CSOs, academic institutions, HJC, MoJ, AGO, MoSA, MoWA, media agencies, private sector, PLC
Support to physical reconstruction	22,040,944	2012 - 2013	MoJ, Bar Association
<b>Total</b>	<b>30,540,944</b>		

## 4.2 Local Governance and Public Administration

There have been no democratic elections in the Gaza Strip since 2006 and the Palestinian Legislative Council has been paralyzed. People are excluded from the decision-making process and there are growing concerns regarding representation, transparency and accountability, especially in national and local institutions.

The political split has resulted in the division of national and public institutions and has negatively affected their service delivery capacity, productivity, efficiency and accountability. There is a lack of resources and proper planning and oversight mechanisms, which is reducing the appropriateness, quality and quantity of social services provided.

The local governance support and the public sector reform programme represents the main two pillars of the strategy; the promotion of people's participation in the decision-making process and enhancing the efficiency and effectiveness of public institutions. The programme will be an integral part of the comprehensive public administration reform process and will streamline the reintegration of the refraining governmental civil servants and improve their technical and managerial skills

Projects Proposed	Budget USD	Duration	Potential Partners
<b>Local Governance and Public Administration</b>			
Support local governance, public administration reform including oversight mechanisms, and political processes	8,500,000	2012 - 2014	MoLG, Municipalities, MoPIC, private sector, PLC, CEC, civil society
<b>Total</b>	<b>8,500,000</b>		

### 4.3 Inclusive Dialogue and Social Contract, with Special Focus on Women's Inclusion

The Gaza Strip's civil society has been vibrant and dynamic for several years in different fields including education, health, agriculture and governance. Politicization and fractionalization of civil society and lack of financial resources has eroded sustainability strategies. The absence of civil society internal governance limits service provision and flexibility of responses. Civil society needs to be supported especially in monitoring and oversight of government institutions to ensure transparency and accountability. Women and youth need specific support to increase their effective public participation. ICT skills and access for all is a key driver of social development and communication with the outside world.

The programme will target youth and women due to their important role in the overall socioeconomic development and social cohesion. Particular attentions will be directed towards the capacity development of the civil society organizations and strengthening their role in advocating youth and women rights and increasing the participations of these groups in the decision making processes.

Projects Proposed	Budget USD	Duration	Potential Partners
<b>Inclusive Dialogue and Social Contract, with special focus on Women's Inclusion</b>			
Support Civil Society with a focus on youth and women	3,000,000	2012 - 2014	CS, MoWA, MoY, academic institutions, community leaders, media
<b>Total</b>	<b>3,000,000</b>		

### 4.4 Reconciliation and Social Cohesion

The population of the Gaza Strip has been severely affected by internal violence. Hundreds of people have been killed and thousands injured, many with permanent disabilities, which have led to a high level of tension and deep social division. National, social and human cohesion have deteriorated, leading to fragmentation, distrust, low morale, decreased productivity, and so forth. Young people are particularly alienated.

Renewing social cohesion through promoting a culture of tolerance and dialogue is a priority in the Gaza Strip. Women's role will be particularly supported, as will the involvement of all influential stakeholders including community leaders, Mukhtars, religious men, media and youth activists, etc. Affected families will play a central role in the social reconciliation process. Large-scale awareness campaigns promoting tolerance, reconciliation, and forgiveness will be delivered along with psychosocial support interventions. Comprehensive interventions will maximize the possibility of social reconciliation amongst families, factions and communities.

Projects Proposed	Budget USD	Duration	Potential Partners
<b>Reconciliation and Social Cohesion</b>			
Support to Social Cohesion and Reconciliation, and Economic empowerment of conflict victims (under preparation)	7,000,000	2012 - 2014	PLC, HJC, PBA, CS, MoWA, MoY, Community Leaders, Media
<b>Total</b>	<b>7,000,000</b>		

## 5. Access Coordination

Since the imposition of the blockade on the Gaza Strip in 2006, the infrastructure support operations and projects of the UN agencies and partners there were dormant or suspended due to access restrictions. Following the Cast Lead Operation, which caused a large-scale destruction of socio-economic, public and private infrastructure, the need for such projects increased considerably.

With the Israeli Cabinet decision to relax controls on movements especially of construction materials, UNDP had to be prepared to address considerable access coordination challenges. Accordingly, an access unit (ACMT) that is responsible for the coordination, monitoring and control of materials movements, storage and handling was created. Nearly 50,000 tons, equivalent to 1,250 trucks, of construction materials were coordinated in 2011 by the unit. Unlike other agencies that rely on numerous staff members on both sides of the security fence to conduct inspections of the cargo, the ACMT utilizes a smaller multitasked team to achieve the same result. The unit:

- Facilitates and monitors the access of goods and construction materials into the Gaza Strip
- Verifies with the authorities on how best the crossing border capacities can be developed
- Explores more sectors that were not previously tackled (other UN agencies or partners)
- Reassures that imported materials are adequately used for the projects they were intended for
- Improves the existing means of communications both with the CLA and with Palestinian de-facto government representatives
- Upgrades warehouse capacities through land rental and acquisition of equipment to increase efficiency and ensure workplace safety

Projects Proposed	Budget USD	Duration	Potential Partners
<b>Access Coordination</b>			
Strengthen and enlarge the role and the capacities of the Access Coordination and Monitoring Team	1,499,862	2012 - 2013	UNDP and other UN agencies
<b>Total</b>	<b>1,499,862</b>		

Master Plan Focus Area	Projects Proposed	Budget in USD	Planned duration	Potential Partners
<b>A. Promoting Productivity and Dignity through Livelihoods</b>				
A.1 Economic Empowerment of Productive Families	A.1.1	30,000,000	2011 - 2014	Local NGOs, MOSA, MoWA, MoY, Ministry of Labour, Ministry of Planning
	A.2.1	13,054,000		
A.2 Rural Development		5,564,000		
		2,140,000	2012 - 2014	
		321,000		
		2,675,000		
		2,354,000		
	A.3.1	11,408,046		
A.3 Private Sector and Economic Development		6,228,256	2012 - 2016	
		1,969,790		
		3,210,000		
	A.3.2	23,144,100	2012 - 2013	Private sector, union of industries, Ministry of National Economy
	A.3.3	26,115,650	2012 - 2013	Private sector, PNGO, academic and graduate associations
	A.3.4	2,318,672	2012 - 2014	Universities and academic institutions, TVET centres, GIZ, UNRWA, Ministry of Labour, MOSA
	10,063,885	2012 - 2013		
	3,745,000	2012 - 2014		
Sub Total		<b>119,849,353</b>		
<b>B. Protecting Natural Resources and the Environment</b>				
B.1 Environment Governance	B.1.1	2,300,000		PWA, UNEP, EQA, INGOs CMMU
	B.1.2	3,300,000	2012 - 2013	
	B.1.3	1,000,000		EQA, NGOs

B.2.1		Solid waste Management	27,355,300			
	B.2.1.1	Construction of new central sanitary Solid Waste landfill in Gaza	15,000,000	2012		UNEP/EQA, INGOs, Local Governments, Municipalities
	B.2.1.2	Improvement of Medical Waste Management /Collection-Disposal	2,898,000	2012		
	B.2.1.3	Supply of Solid Waste Fleet/Equipment	7,435,000	2012 - 2013		
	B.2.1.4	Enhancement of Recycling and reuse of Solid Waste	2,022,300	2012 - 2013		
B.2.2		Wastewater	80,602,929			
	B.2.2.1	Rehabilitation and upgrading of wastewater networks	9,603,097	2012		
	B.2.2.2	Construction of Waste Water Collection System in Bani Suhaila City	18,922,317	2012 - 2013		UNDP, World Bank, UNICEF, ICRC, PWA and CMMU
	B.2.2.3	Rehabilitation and upgrading of wastewater networks in Khan Younis	7,077,514.50			
	B.2.2.4	Construction of wastewater treatment plant (Pledged)	45,000,000			
B.2.3		Water	39,092,198			
	B.2.3.1	Construction of carriers, network and storage tanks	20,141,225	2012 - 2013		
	B.2.3.2	Construction of new seawater desalination plant in Gaza city and expansion of existing Deir Al Balah Sea Water Desalination Plant	18,950,973	2012 - 2013		
B.3.1		Climate Change Adaptation/ Integrated Climate Change Programme (ICCP)	11,500,000	2012 - 2014		EQA, PWA, PEA, MoA, MOH, MoT, Universities, NGOs.
		Improve the capacity of the Palestinian Meteorological Department in the West Bank and the Gaza Strip	2,300,000	2012 - 2013		MoT, EQA, Universities
		Reserve and protect further depletion and deterioration of the Gaza Coastal Zone and marine environment	500,000	2012 - 2013		EQA, NGOs
		Protect Wadi Gaza and southern natural reserves	1,500,000	2012 - 2013		EQA, NGOs, JCP, ICRC
		Develop a professional centre for renewable energy and assess the sources of wind and solar radiation	350,000	2012 - 2013		PENRA
		Construction of solar plant cells for electric power generation with capacity of 250 KW and connect it to a neighborhood in Rafah Governorate	4,000,000	2012-2014		PENRA, GEDCO
		Lighting the border line with Egypt using solar energy	1,500,000	2012 - 2014		PENRA, GEDCO
		Implement selected pilot projects from the Palestinian Adaptation Programme of Action in the most affected areas including water resources and food security	1,350,000	2012-2014		MoA, PWA, NGOs
		<b>Sub-total</b>	<b>165,150,427</b>			

## B.3 Climate Change Adaptation

C. Public and Social Infrastructure						
C.1 Energy Resources	C.1.1	Renewable Energy /PV Cells (pilot project)	950,144	2012	UNDP/CMWU, Ministry of Education	
	C.2.1	Construction of Roads	45,641,101.00			
C.2 Transport and Management Systems	C.2.1.1	Re-construction of Al Karama Road in Gaza Strip	4,355,221	2012	Municipalities, Ministry of Public Works and Housing, Ministry of Transport and Ministry of Local Governance	
	C.2.1.2	Development of AL Nasser road in Beit Lahia area	2,046,375	2012		
	C.2.1.3	Re-construction of Salaheddeen Regional Road in Gaza Strip	19,375,704	2012 - 2013		
	C.2.1.4	Construction of roads in Khan Younis	4,817,782.00	2012		
	C.2.1.5	Construction of roads in the Middle Area	3,000,280.00	2012		
	C.2.1.6	Construction of roads in the North	2,308,043.50	2012		
	C.2.1.7	Construction of roads in Rafah	2,437,085.50	2012		
	C.2.1.8	Construction of roads in Gaza city	7,300,610.00	2012		
C.3 Affordable and Adequate Housing	C.3.1	Housing	28,119,587.00			
	C.3.1.1	Construction of 400 Housing Units	21,112,543	2012	UNDP, UNRWA, MOPWH, UNI-Habitat, CHF, PHC, IRPAL, and other NGOs	
	C.3.1.2	Construction of 154 housing units	7,007,044			
C.4 Construction of Schools	C.4.1	Construction of new schools and additional classrooms	10,257,006			
	C.4.1.1	Al Mawwassi elementary school	1,340,526			
	C.4.1.2	Beit Lahia Female secondary school	1,340,526			
	C.4.1.3	Construction of Beit Lahia Co-educational elementary school	1,573,000	2012 - 2013	Ministry of Education and Higher Education (MOEHE), UNRWA, UNESCO, UNICEF, UNDP	
	C.4.1.4	Shejaia Female secondary school	1,692,000			
	C.4.1.5	Extension of 95 classrooms in Khan Younis	4,310,953			
C.5 Public Health Services and a Health System	C5.1	Construction of Health Facilities	60,390,000			
	C5.1.1	Construction of Central Laboratories and Blood Bank	8,130,000			
	C5.1.2	Construction of seven new Primary Health Care Centres (PHCC's)	2,300,000			
	C5.1.3	Construction of Internal Medicine Building in Al Shifa Medical Complex	20,500,000			
	C5.1.4	Building new central warehouses for Ministry of Health (MoH) pharmaceuticals	9,700,000	2012 - 2013	UNDP, World Bank, UNICEF, ICRC, Palestinian Ministry of Health	
	C5.1.5	Construction of Internal Medicine Building in Al Tahreer Hospital in Khan Younis	8,130,000			
	C5.1.6	Construction of Central Station for Emergency and Ambulance services	3,500,000			
	C5.1.7	Construction of National Oncology Centre	8,130,000			

				2012 - 2013	2012 - 2013	UNDP, MoTA, MoC
C-6 Heritage Conservation	C6.1	Preservation of Archaeological sites		2,939,393		
	C6.1.1	Development of the Archaeological Museum of Gaza (Al Basha Palace)		122,527		
	C6.1.2	Rehabilitation and conservation of Khan Younis Castle		153,159		
	C6.1.3	Conservation and Technical Maintenance of Saint Hillarion Archaeological Site		888,326		
	C6.1.4	Conservation of the Anthidion (Roman Harbour) through Preservation and Restoration		551,375		
	C6.1.5	Restoration and Rehabilitation of Qisareya Market		398,215		
	C6.1.6	Restoration and conservation of the Jabalia Mosaic		183,791		
	C6.1.7	Development of conservation and curatorial skills for museum and historic site managers, historians and archaeologists in Gaza Strip		642,000		
C-7 Economic Development and Wellbeing	C7.1	Construction of First Stage of Crafts and Industries Zone in Khan Younis		4,959,120	2012 - 2014	
	C7.2	Construction of a regional park in Khan Younis		4,886,475	2012 - 2013	
	Sub-total			<b>155,203,433</b>		
<b>D. Strengthening Democratic Governance and the Social Contract</b>						
D.1 Rule of Law and Access to Justice	D.1.1	Strengthen Rule of Law and respect for Human Rights		8,500,000		PBA, CS, CSOs, academic institutions, HJC, MoJ, AGO, MoSA, MoWA, Media agencies, Private sector, PLC
		Provide legal aid services for all vulnerable individuals, with emphasis on women and juveniles		3,000,000		
		Improve quality of legal profession		1,500,000		
		Confidence building and advocacy/monitoring of Justice Sector		2,000,000	2012 - 2014	
		Harmonize national laws and create a culture of constitutionalism		2,000,000		
		Support to physical reconstruction		22,040,944		
		Reconstruction of Ministry of Justice offices		3,584,982		MOJ
		Reconstruction of Palestinian Bar Association offices		1,780,962	2012 - 2013	Bar Association
		Reconstruction of the Justice Palace		16,675,000	2012 - 2013	MOJ
		Support local governance, public administration reform including oversight mechanisms, and political processes		8,500,000	2012 - 2014	MoLG, Municipalities, MoPIC, Private sector, PLC, CEC, civil society
D.2 Local Governance and Public Administration	D.2.1	Support Civil Society with a focus on youth and women		3,000,000	2012 - 2014	CS, MoWA, MoY, academic institutions, community leaders, media
D.3 Inclusive Dialogue and Social Contract, with a special focus on women's inclusion	D.3.1	Support to Social Cohesion and Reconciliation, and Economic empowerment of conflict victims (under preparation)		7,000,000	2012 - 2014	PLC, HJC, PBA, CS, MoWA, MoY, Community Leaders, Media
D.4 Reconciliation and Social Cohesion	D.4.1					
	Sub Total			<b>49,040,944</b>		
<b>E. Access Coordination</b>						
E. Access Coordination	E.1.1	Strengthening and enlarging the role and the capacities of the Access Coordination and Monitoring Team.		1,499,862	2012 - 2013	UNDP and other UN agencies
	Sub-total			<b>1,499,862</b>		
	Total			<b>490,744,018</b>		
	Funds pledged			<b>75,000,000</b>		
	Funds required			<b>415,744,018</b>		





