Gaza Relief and Recovery: First 100 days plan

Concept, Scope & Guidelines to Clusters and Sectors

1. Context

Extensive humanitarian relief efforts have been ongoing in Gaza since the beginning of the Israeli offensive over 50 days ago. This humanitarian relief, provided largely by local and international humanitarian organizations and government agencies, has been an essential lifeline to the people of Gaza.

Early recovery in Gaza must start as soon as possible, particularly to ensure that residents in Gaza have increased access to basic services and greater financial resilience, the private sector is better able to participate in the reconstruction and recovery process, and the internally displaced are able to return to their homes or given suitable temporary shelter, particularly before the onset of winter.

In line with its development mandate, the Government is in the process of developing the Gaza Early Recovery and Reconstruction Plan,\(^1\) which looks forward beyond the current offensive and immediate humanitarian efforts. Through this two-year plan, the Government sets itself the goal of re-building the foundations for sustainable development in Gaza. However, the Government has identified the need for a transitional document, since the Early Recovery and Reconstruction Plan is intended for presentation at the as yet-unscheduled International Donor Conference in Cairo.

The “First 100 Days” Plan can be considered the first implementation phase of the larger Early Recovery and Reconstruction Plan. It will guide the Government and its partner agencies in initiating early recovery activities as soon as feasible, alongside immediate relief activities implemented by its ministries and humanitarian agencies. Given its early recovery focus, the “First 100 Days” Plan will be complementary to ongoing relief campaigns but will have a larger and longer-term focus in order to provide a bridge between ongoing relief efforts and the two-year recovery and reconstruction plan.

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\(^1\) The plan is based on a rapid needs assessment carried out in Gaza by line ministries, in coordination with local and international agencies. Using data provided from the field, the plan is a guide for recovery and reconstruction activities through three distinct but partially overlapping “phases” (immediate relief, early recovery, and reconstruction) and across the four national development sectors (social, economic, governance and infrastructure). See Annex 1 for further specification of the Phases.
2. Objectives of the “First 100 Days” Plan

The overarching purposes of having the “First 100 Days” Plan are to:

a. Develop a common platform for Government and Partners for the relief and early recovery effort, as part of a coherent integrated Recovery and Reconstruction Strategy for Gaza.

b. Begin to operationalize, as far as possible, the interventions of the Early Recovery and Reconstruction Plan and begin the process of restoring “normalcy” to people’s lives.

c. Provide the basis for common and consistent messaging regarding needs and expected interventions in Gaza, particularly to the people of Gaza

3. Assumptions & Relationships to Other Planning Documents

Relationship to the Early Recovery and Reconstruction Plan: The “First 100 Days” Plan can be considered as the jumping off point for the Gaza Early Recovery and Reconstruction Plan 2014-2016. Its purpose, de facto, is to outline how the Government and Partners will start their work on Early Recovery and Reconstruction, notwithstanding that humanitarian relief efforts have been ongoing throughout the offensive and will need to continue even after a ceasefire.

Relationship to the UN Flash Appeal: The UN launched the UN Gaza Appeal in early August. Given the changing circumstances on the ground a few weeks on, the Appeal is currently being updated. The “First 100 Days” Plan does not seek to over-ride the UN Gaza Appeal. Rather, in line with the overall Recovery and Reconstruction Plan, the “First 100 Days” Plan aims to provide a broader framework for the ongoing humanitarian efforts and to begin to bridge them into early recovery efforts.

Day 1 & Overall Timing: For working purposes, the “First 100 Days” Plan will commence with an announcement by the Government following the cessation of military attacks (whether through informal understandings or an official ceasefire). Whilst its title focuses on the first 100 days, the plan can be considered to be equivalent of taking us up to winter/end of the calendar year.

Enabling conditions: The challenge in preparing the 100 day plan is lack of clarity about the enabling access regime that will be in place on Day 1. The assumption is that limited material required for early recovery will be allowed into Gaza in the early stages. This would include, but is not limited to, equipment for repair, food and non-food items, as well as prefabricated
shelters along with material for shelter infrastructure. The capacity of existing border crossings might, however, pose limitations. The current access regime is by no means sufficient to enable reconstruction and economic recovery and a parallel political push will be undertaken to ensure an acceptable movement and access regime. However, for the First 100 days Plan, feasibility of interventions should be considered within the constrained environment described in this paragraph.

4. Draft Logframe & Scope of Interventions

A high level draft logframe has been developed for the “First 100 Days” Plan. The logframe is an initial prioritization of “immediate relief” and “early recovery” interventions from the Early Recovery and Relief Plan designed by Ministries and international partners.

For context, we have attached the draft Early Recovery and Relief Plan’s two-year logframes (for the economic, infrastructure and social sectors). The interventions that are scheduled for implementation in the “First 100 Days” Plan are highlighted in yellow.

The “First 100 Days” Plan and Logframe have been developed around four strategic objectives:

- Objective 1: Increasing Availability of Basic Services in Gaza
- Objective 2: Relieving financial stress
- Objective 3: Enabling private sector to participate in recovery and reconstruction
- Objective 4: Responding to specialized needs of IDPs

As described above, the intention of the “First 100 Days Plan” is to answer the question “Beyond humanitarian relief, how do we begin?” In line with this, the plan intends to:

- **Prioritize the most critical interventions** for the first 100 days to continue immediate relief and begin the process of recovery and reconstruction through very early recovery interventions. By definition, this will leave many recovery and reconstruction issues unresolved, which will be addressed through the longer term Early Recovery and Reconstruction Plan.
- **Capture only those interventions which are needed - and can feasibly begin - in the first 100 days.** (In line with the early recovery focus, this plan assumes that many of the interventions will continue – or be built upon – beyond the 100-day timeframe.)
- **Clearly specify the enabling conditions and inputs required for each intervention,** so that these can be put in place or, where these are unattainable, so that implementation can be adjusted accordingly.
• **Facilitate a consideration inter-linkages and dependencies** between sector interventions (e.g. the need to secure sufficient energy for a range of water sector interventions), and highlight where these are likely to become a constraint or delay factor in implementation.

• **Specify, to the degree possible, a spatial dimension to the interventions**, including priorities per Governorate where available

• **Avoid being a wish list** of items, but rather focus on feasible interventions based on the information available and a limited enabling environment in the immediate term.

5. **Inputs required from Clusters and Sectors**

The high level, draft overarching log-frame for the “First 100 days plan” is attached with this guidance note.

The Government seeks the following inputs from Clusters and Sectors within the logframe template:

1. Using the “Overall Intervention” listed from the Early Recovery and Reconstruction plan as a starting point, provide a specification of the “Scope of Intervention within First 100 days” in the blank column based on understanding of the situation on the ground and ongoing activities. If the intervention is considered not feasible in the first 100 days, “not feasible” can be noted as the scope of intervention and the intervention will subsequently be removed. Where available, priorities per Governorate should be specified.

2. Explanation of the enabling requirements and expected complications for the interventions specified within the first 100 days. This should highlight restrictions, which if lifted, would make a significant impact on implementation.

3. An estimated budget for the intervention in line with the scope suggested for the first 100 days and an annotation of whether it is covered in the UN Gaza Appeal.

4. Addition and specification of any priority intervention areas that have been omitted.

Whilst the purpose of this process is focused on the first 100 days, Clusters/sectors are also welcome to provide feedback on the interventions & logframes for the Overall Early Recovery and Reconstruction Plan, which have been shared as the background to this exercise.

**All inputs are requested by COB Sunday 31st August to Ala’ Nofal – Masri (anofal@mop.gov.ps) , Ministry of Planning and Administrative Development**

(Extracts from Draft Gaza Early Recovery and Reconstruction Plan 2014-2016)

This Plan was developed with the intention to transition from relief efforts to longer-term development needs in Gaza. As a result, it combines critical relief, recovery and reconstruction needs in order to lay the foundations for long term development.

The immediate focus will be on the continuation of relief efforts already initiated by public and international agencies, especially for internally displaced persons (IDP), as well as initiating early recovery interventions.

2.2.1 Relief

Israel's military offensive has created a complex humanitarian emergency situation that has required an immediate response in order to save lives and prevent severe harm to the population in Gaza. Some of these humanitarian interventions, in particular for IDPs, will need to be sustained over the coming months based on the damage assessments. These relief interventions focus predominantly on such needs as access to clean water and food, provision of shelter, as well as and social protection to those whose homes were destroyed.

2.3.2 Early Recovery

Early recovery is a multi-dimensional process that aims at stabilizing living conditions and preparing the foundations for longer-term reconstruction and development by supporting and generating self-sustaining processes for post-crisis recovery, planning, and financing. Among other things, early recovery intervention will aim to restore delivery of basic services (health, education, social programs, water, electricity, telecommunications); reduce additional risk and vulnerability; remove explosive remnants of war (ERW); begin to restore livelihoods and shelter (ensure safe and secure environments);
and support the return of IDPs. In parallel with this, the Government work towards strengthening governance functions.

2.2.2 Reconstruction

Beyond the first two response phases, the Plan comprises a major reconstruction effort across all sectors in order to restore Gaza to “normalcy.” Services and infrastructure in Gaza are largely non-functional: from its destroyed power plant to the massive destruction of public and private infrastructure. It is thus crucial to initiate reconstruction activities as early as possible. Recognizing this, the Plan identifies time-sensitive reconstruction interventions that must be dealt with rapidly and fully, and which will be given top priority during the early reconstruction phases. These include:

- Reconstructing housing units in response to the high number of IDPs, scale of damage caused by this and the 2008 offensive, and the onset of the winter weather
- Rehabilitating schools for use in response to the start of the school year
- Rehabilitating health infrastructure to provide health services and prevent outbreaks of disease
- Activating the Gaza Power Plant and other energy-related infrastructure in response to demand for energy from the population and private sector and for other immediate and long-term responses
- Rehabilitating the private sector and reducing poverty
- Strengthening operational capacities of Government institutions

The entire reconstruction effort will be underpinned by the aspiration to “build back better.” A mere rebuilding of the status quo or filling gaps left by the offensive will not suffice. In this sense, the reconstruction provides an opportunity to revisit the needs of Gaza residents as they stand today, not as they stood yesterday. We must set our aims on ensuring conditions for lasting prosperity and wellbeing and creating an enabling environment for their enterprise and industry to flourish, and for people to live in dignity. We must also ensure that the reconstruction directly addresses key restraints to Gaza’s growth and some of the impending crises.

As a result, the reconstruction components of this plan include:

- Reconstructing and developing border crossings to facilitate trade levels required for the recovery of the private sector, as well as for enable normal travel and support reconstruction effort
- Expanding infrastructure (such as housing and classroom capacity) to fill the current gap and keep pace with population growth
- Upgrading the energy and water sector meet current and future demand and prevent predicted identified system failures
- Stimulating economic growth and competitiveness for regional and global markets