Welcome

September 23rd 2026

BOARD of PEACE

TB

INTRODUCTION

Twelve months ago, this was an idea

This year we achieved “impossible” things – and stand ready to deliver

A YEAR AGO	TODAY
War raging, hostages in Gaza, hundreds of casualties every day	**War ended –** ceasefire (imperfectly) holding, hostages are back home
Fragmented humanitarian effort not reaching those in need	**25+ countries, 75 organisations —** under one roof, with aid reaching those who need it.
No framework for the future	**A mandate, and a Plan —** the 20-Point Plan, UNSCR 2803, 15-point Roadmap
No legitimate transitional authority	**NCAG recognized by all parties and ready to govern —** Commissioners trained, systems and controls in place
No horizon for peace and security	**Hamas agreed to fully disarm and relinquish governance;** new police vetted; ISF ready for activation with six committed countries.
No plan and funding architecture for recovery	**66 programs —** costed at US$2.45bn for the first six months ~US$18bn pledged — one control framework across BoP, OHR and NCAG

Still much to do. Most of it considered “impossible”

Together we can make it happen

GOVERNANCE & POLITICAL

NM

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Where we started 01 › Where we are 02 › Where we're going 03

No pathway to peace, and no plan for the day after

- Hostages still held in Gaza
- War with mass casualties ongoing
- No viable governance option

A ceasefire that still holds, and an authority ready to govern

- 20-point plan holds, while 15-point roadmap outlines demilitarization path
- Full audit of existing governing bodies beginning
- **NCAG ready for entry** – staff, plans, and structures all in place

NCAG governing Gaza, sector by sector

- NCAG governance advances in-step with demilitarization
- ISF and NCAG police secure Gaza-wide
- **All** sectors under unified NCAG government by mid-2027

PHASED, RECIPRICAL, TRANSITION: SECTOR BY SECTOR, NO LEAPS OF FAITH

PHASE 0
Preparatory
Sharm el-Sheikh commitments met; pre-deployment audit; decommissioning procedures finalized

PHASE 1
ISF and NCAG deploy
ISF, NCAG and police enter; recovery begins at scale

PHASE 2
Decommissioning advances
Verified sector by sector; Israeli forces draw back

PHASE 3
NCAG governs
Governance, rule of law and services expand Gaza-wide

PHASE 4
Full-scale reconstruction
All weapons verified; Israeli forces at the perimeter

**Each phase is gated on verified decommissioning, not on a calendar — with transitional steps prepared under point 19 of the 20-Point Plan.*

Jasper

PEACE & SECURITY

Where we are 01 › Where we're going 02

ISF ready to activate, and police vetted and in training

- ISF built and ready for activation; troops recruited from partner countries
- A clear demilitarisation plan: hand-over, decommissioning and roles
- First candidates starting training — from 250k applicants and 19k vetted

All of Gaza decommissioned, sector by sector

- NCAG police provide civil security under Palestinian law
- NCAG progressively takes over the border crossings
- IDF withdrawal as Gaza is verifiably demilitarised

ISF Supporting Countries



PHASED DEMILITARIZATION – Ensuring One Law, One Rule, and One Gun under NCAG

01 ISF enters sector
Initial deployment to secure sector and begin demilitarization

›

02 Weapons & tunnels decommissioned
All weapon types consolidated; tunnels and infrastructure neutralized or destroyed

›

03 Civil security
Vetted, trained NCAG police provide law enforcement within the sector

›

04 NCAG in control
Civil governance and service delivery established through NCAG

›

05 IDF withdrawal
Withdrawal begins as sector is verifiably demilitarized

Executed sector by sector as a whole-of-Gaza plan, with enduring verification by an International Verification Committee led by OHR and ISF.

NATIONAL COMMITTEE FOR THE ADMINISTRATION OF GAZA (NCAG)



Authorised by UN Security Council Resolution 2803 and the 20-Point Plan

Establishing the foundation for a free, peaceful, and prosperous Gaza where its residents can live with dignity.

CURRENT SERVICE DELIVERY & NCAG GOVERNANCE

Dr. Ali

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HOW SERVICES ARE GOVERNED AND DELIVERED TODAY

POLICY, AUTHORITY & REGULATION	COORDINATION	FINANCE & SUPPLY	FRONTLINE DELIVERY
• De facto authorities • Municipalities • PA ministries (Ramallah) • GEDCO	• OCHA • 10 humanitarian clusters • Health Cluster • WASH Cluster • Site Management Cluster	• WFP • WHO • UNICEF • UNDP, UNFPA, FAO, UNESCO, UNMAS • UN fuel cell	• Ex-ministry civil servants • UNRWA • 25 municipalities • INGOs and Palestinian NGOs • Private and community

~100,000 people. Three separate payrolls. The tier that does the work holds no authority.

THE PRINCIPLES NCAG WILL GOVERN BY

01 **One Authority, One Law, One Weapon**

02 **Preserving Employee's Rights**

03 **Unified Approach to Policy, Coordination, Finance, and Delivery**

04 **Lean Structures Built on Transparency**

05 **Modern – Harnessing Technology Where Possible**

THE NEXT IMMEDIATE STEP

A full, independent audit of governance, personnel, finances, services, and assets.

HUMANITARIAN & GAZA RECOVERY PROGRAM

Dr. Ali

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Where we started 01 › Where we are 02 › Where we're going 03

A dire situation, and aid that did not reach people

- Food insecurity & shortage causing many to go without meals daily
- Very few patients able to leave Gaza to receive critical medical treatment
- Lack of organization and clarity on humanitarian priorities

Coordinated humanitarian delivery and governance

- Access to food improved through increase in aid and commercial traffic
- Hundreds more patients receiving medical treatment abroad each month
- Shelter & WASH situation remains dire
- NCAG's Gaza Recovery Program – 16 immediate humanitarian programs

One system under NCAG, moving away from dependency

- One humanitarian coordination system under NCAG, incl. UN and EU
- NCAG providing critical service delivery with the support of partners
- Partnering with UN & NGOs to move from aid to digital cash and vouchers for services delivered by private sector

PRIORITIZING IMMEDIATE NCAG HUMANITARIAN IMPACT, EVEN BEFORE ENTRY

- Emergency restoration of **solid waste management**
- Emergency **Winterization** efforts
- Emergency restoration of **WASH infrastructure**
- **Medical evacuation** for those most in need
- **Shelters** and housing repair

Delivery of each program depends on Israeli approvals for entry and access.

INFRASTRUCTURE & RECONSTRUCTION

Shadia

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Where we started 01 › Where we are 02 › Where we're going 03

Strip destroyed, multiple plans developed - none delivered

- **77%** of housing damaged — 85% of it destroyed
- **US$35bn** in damage, US$71bn in needs
- **34** plans in 20 years — none implemented

A baseline established, and the first works under way

- Damage and needs baseline set; priority portfolio developed
- Enabling works started: utilities, shelters, site clearance, roads
- Emergency spatial plan in development with NCAG, connected to master plan

Gaza rebuilt by Gazans, under one long-term plan

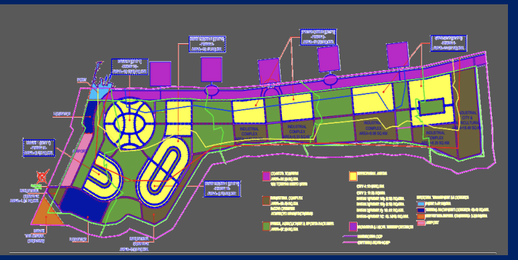
- Critical infrastructure recovery delivered over the next six months
- Gazan contractors, engineers and workers prequalified
- **2027** long-term reconstruction begins as demilitarisation progresses

INTEGRATED SHORT & LONG-TERM PLANNING – Balancing immediate needs with long-term vision

TRACK 1
Early Recovery / Emergency Spatial Plan
UNDERWAY

TRACK 2
Sector 1 Development
DESIGN-BUILD FLAGSHIP

TRACK 3
Gaza Master Plan
LONG-TERM STRATEGY



ECONOMIC ACCELERATION

Dr. Bashir

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Where we started 01 › Where we are 02 › Where we're going 03

An economy destroyed, and a supply chain captured

- Most SMEs closed; few jobs and a cash crisis
- No digital connectivity
- captured supply chain driving inflated prices and corruption

The fiscal plan drafted, and connectivity beginning

- **2027–2031** five-year Macro-Fiscal Plan drafted
- Economic acceleration projects prepped and ready for delivery
- 4G deployment starting

Jobs, connectivity and an open, traceable economy

- Zero tax in the short term, then a favourable regime
- Transparent end-to-end supply chain with global logistics partners
- SMEs and local contractors embedded in the recovery program

SIX ENGINES OF ECONOMIC RECOVERY

- **Transparent supply chain**
- **SME back-to-business support**
- **Gaza Tech Park**
- **4G connectivity**
- **Digital ID & payments**
- **Revitalisation Fund**

FINANCE – Board of Peace & NCAG

Dr. Bashir & Johs

FROM A BROAD ESTIMATE TO A FUNDED, PRIORITISED ASK

US$71bn
Broad reconstruction estimate

US$6bn
Defined project portfolio

US$2.45bn
Near-term capital requirement — 66 programs over six months

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Mobilising and stewarding the funds

- **~US$18bn** in early funding commitments from a broad set of donors
- **US$280m** called so far for the building phase, most of it still unspent — capital called as needed
- **Donor choice** donors matched to the initiatives and outcomes they want, in dollars or in-kind
- **One control framework** – risk, compliance, procurement and donor control across BoP, OHR, and NCAG

NCAG

Building the system the funds flow into

- **In place now** procurement and financial management rules, and an approved budget funding Gaza preparation
- **GFMIS contracted** with the vendor behind comparable systems in fragile states; operational early 2027
- **Independent audit** of Gaza civil servants and associated liabilities ahead of takeover, alongside development partners

Aim: a robust public financial system, accountable to Gazans and to financial partners — ready to assume Ministry of Finance responsibility on entry.

6-MONTH GAZA RECOVERY PROGRAM

~US$2.45bn (Plus Known In-Kind ~$200M) – funding either pledged directly or generally

Infrastructure Development

24 Programs

Human Development

17 Programs

Economic Acceleration

7 Programs

66

Total Programs

Digital Transformation

6 Programs

Legal

1 Program

Peace & Security

11 Programs



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The 6-Month Gaza Recovery Program

Sixty-six programs, each costed and ready to begin the moment funding and access allow.

66	~US$2.45bn	6 months
programs across six clusters	indicative total across all sixty-six	delivery horizon from entry

FOREWORD

Dr Ali Shaath

Chief Commissioner
National Committee for the Administration of Gaza

The 6-Month Gaza Recovery Program is a roadmap for delivery. It sets out what the National Committee for the Administration of Gaza can achieve in the first six months — sixty-six programs, each costed and ready to begin the moment funding and access allow.

The need is immense. Physical damage across Gaza is estimated at US$35.2 billion, and recovery and reconstruction will require approximately US$71.4 billion over the coming decade. Fewer than half of Gaza's hospitals remain even partially functional, and most schools are silent. But within this lies an opportunity to build something fundamentally different: a Gaza defined not by cycles of fragility, but by dignity, prosperity, and visible, real progress.

This recovery must be led by Palestinians, working in genuine partnership. Central and local authorities, the private sector, civil society, and affected communities will work together at every stage. Our compass remains clear: **Palestinian ownership, protection of rights, geographic unity, inclusion of every community, transparency in every process, and adaptability in the face of changing needs.**

What follows is not a wish list. Each program has been assessed, costed, and sequenced. We ask partners for political support, for the removal of obstacles, and for resources pooled behind a single plan. The 6-Month Gaza Recovery Program will not be measured by words alone — but by the dignity restored to families who have lost everything, and the opportunities given to young people who have lost years of learning.

This is our commitment to the people of Gaza: **we will rebuild, and we will recover.**

HOW TO READ THIS

Programs are grouped by delivery cluster and listed by size of funding requirement. Costs are indicative six-month phased-activation figures in US$ millions. "All In-Kind" indicates a program expected to be met entirely through contributions in kind, "TBD" one still being costed, and a "+" a cluster total containing one.

The sixty-six programs

Sorted by cluster · continued overleaf

Infrastructure Development — 24 programs · ~$1,205m

- **Humanitarian Shelters** — ~$400m (Including In-Kind): Dignified insulated caravans for people currently living in tents.
- **Debris Recovery & UXO Management** — ~$275m: Systematically recover, manage, and recycle debris, with UXO management and safeguards for sensitive and protected sites.
- **Public Transport Support** — ~$100m: Vehicles for public institutions, plus 50 buses and 100 trucks for private operators.
- **Repair Partially Damaged Houses** — ~$78m: Assess and repair salvageable homes to increase permanent housing supply.
- **Rehabilitate an Additional 5 Hospitals** — ~$67m: Restore, equip and reopen additional hospitals across Gaza.
- **Hospital Rehabilitation** — ~$50m: Restore, equip and staff hospitals so services return to the communities around them.
- **Diesel Generation & Fuel** — ~$35m: Generators and six months of fuel for health, water, education and essential sites.
- **Road Network Rehabilitation** — ~$30m: Clear and rebuild priority roads; more than 85% of Gaza's network is damaged.
- **Warehouse & Logistics Zone** — ~$25m: A secure hub for fuel storage, aid warehousing, loading and truck parking.
- **Emergency Restoration of WASH Services** — ~$20m: Wastewater collection for IDP camps and rehabilitation of 8 priority pumping stations.
- **Mobile Solar PV Kits** — ~$15m: Portable solar kits with battery storage for displaced and off-grid communities.
- **NCAG Offices** — ~$15m: One administrative and residential compound so government can operate from day one.
- **Subsurface Remediation** — ~$15m: Fill and permanently decommission tunnels beneath sites needed for priority projects.
- **Electricity Transmission Rehabilitation** — ~$15m: Rebuild around 40 km of damaged medium and low-voltage distribution network.
- **Desalination Plants** — ~$10m: Decentralized seawater desalination; supply is 5 liters a day against a 20-liter standard.
- **Emergency Solid Waste Removal** — <$10m: Clear accumulated waste from temporary dumpsites and restore collection services.
- **Emergency Restoration of Municipal Services** — <$10m: Temporary headquarters and equipment so municipalities can operate again.
- **Border Crossing Facilities** — ~$10m: Rebuild and equip the crossings and their connecting roads.
- **Hybrid Solar PV + Battery Storage** — ~$10m: Solar and battery systems at priority public facilities.
- **Fishery and Port Fleet** — <$10m: Repair the fishing port and fleet; more than 95% of boats were destroyed.
- **Modern Digital Cadastre** — <$5m: A reliable damage and land-records baseline for housing, infrastructure and services.
- **Emergency Spatial Plan** — <$5m: A coordinated framework for land, services, access routes and recovery areas.
- **Palestinian Airlines Flights to Haj** — ~$1m: Maintain the last remaining aircraft and operating license to allow pilgrims to go from Gaza to Mecca.

Please pick up a flyer outlining the 6-Month Gaza Recovery Program on your way out, and consider funding specific programs

STRATEGIC PARTNERSHIPS

ARYEH

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Where we started 01 › Where we are 02 › Where we're going 03

Every organisation running its own plan

- Every organization and country with its own mission and projects
- Countries, donors, and NGOs un-coordinated — donations double-counted
- Overlapping requests causing confusion across the system

Everyone under one roof, and aid moving faster

- **25+ countries, 75 organizations** housed at a BoP Center (CMCC, now IGSC)
- **5×** further donor money goes than before the ceasefire
- One address for ideas, plans and execution; access with Israel streamlined

One authority, one plan – backed by broad coalition

- **6 countries** committed to the ISF, with interest from over a dozen more
- Donor funds flow through BoP accounts — NCAG-approved projects only
- Accounting and milestones reported on every project

PARTNER COUNTRIES ALREADY STEPPING FORWARD

Morocco
Disarmament, demobilization and reintegration

Kazakhstan
University scholarships

Egypt
Civil guard training

UAE
Resources, support, direct programming

Romania
Medical evacuation

The ask: every BoP member, supporter of the 20-Point Plan, NGO, IO and donor commits to this plan — there is no plan B.

SUICA



+



Steve



The Way Forward

JK

Our Vision: Breaking the cycle with a fundamental shift towards a demilitarized, deradicalized, connected and prosperous Gaza delivering Security, Dignity and Opportunity.

Ready to govern

NCAG transition on Hamas handover of weapons

Ready to Secure

ISF ready to activate; police in training

Ready to deliver

66 programs, US$2.45bn for the first six months

Ready to act

25+ countries, 75 organisations; six in the ISF

No leaps of faith: step by step, sector by sector, verified at each stage

Next: finalize demilitarization and civil transition sequencing with Israel

Judge us by what changes on the ground.