An aerial photograph of a densely packed refugee camp. The housing consists of numerous small, rectangular, single-story units with light-colored walls and flat roofs. The units are arranged in neat, repeating rows, creating a grid-like pattern. In the foreground, there are some larger, more complex structures, possibly administrative buildings or storage areas, and a few vehicles. The overall scene depicts a large-scale, organized settlement.

Draft

# Civil Governance: Community Concept

*Rafah Community as a Case-Study*

Unclassified



# Economy

- The Israeli Shekel will remain legal tender, as it is in the rest of Gaza and the West Bank.
- Electronic Shekel wallets should be primary modes of commerce as they are secure and mitigate diversion of goods and funds to the Hamas financial channels.
- A Bank of Palestine branch in the community would provide secure and transparent commerce.
- Private sector shops and markets should be prioritized to promote productive economic initiatives.
- Efforts should be made to promote paid employment for the maximum number of residents. Employment will be based on essential professions, public services, and unskilled labor for the public good and managed through an established employment bureau.
- Intensive agriculture in the outskirts of the community promotes options for employment outside the neighborhood (in non-Hamas controlled areas) will be examined, prioritizing labor-intensive farming.
- Residents should be permitted to import products into the Gaza Strip to facilitate and encourage commerce and economic growth. Products would be subject to security restrictions and checks at crossings.



Water tanks

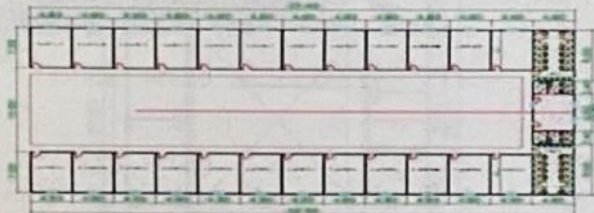
خزانات المياه

Unclassified



# Education

- Accurate assessment is needed to determine the number of classrooms and staff needed to include teachers, support staff (assistants, psychologists, special education), and administration.
- Temporary "Emergency Studies" can expedite a curriculum framework to resume classrooms. The curriculum will not be Hamas-based but will follow "Culture of Peace" principles, e.g., modeled after the UAE.
- Schools could serve as protected environments providing food, sanitation, health services, and mental health support.
- Education should be treated as a life-saving humanitarian priority alongside food and health to prevent a lost generation and restore social stability. Educational programs can prevent diversion of an uneducated and unoccupied population to misaligned activities.
- The education framework can focus on three overlapping priorities:
  - Setup (Immediate - 18 months): Establishing safe temporary learning spaces and restoring routine.
  - Catch-Up (6 - 24 months): Accelerated learning to restore literacy/numeracy and bridge students back to the formal system.
  - Pathways (12 months+): Restarting formal education, exams, and workforce development as governance and security allow.



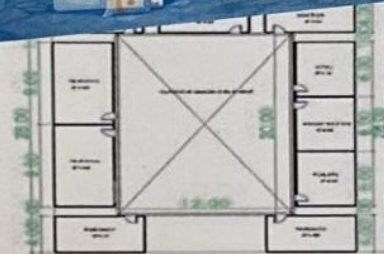
-School plan layout  
-Total built area 970m2  
each school contain of 44class ,  
and class capacity 20Student

- المسقط الأفقي للمدرسة  
- مساحة البناء 970 متر مربع.  
كل مدرسة تحتوي على 44 فصل  
بمساحة 20 طالب لكل صف.



# Health

- Community medical centers must be established to provide services as independently as possible.
- Specific analysis is needed regarding service scope, referrals for severe cases, physician specialties, support staff (nurses, para-medical), and facility requirements (pharmacies).
- Health services should reflect the needs of the population and be tailored accordingly.
- As available without interruption of existing population needs, relocate local medical services and staff from surrounding areas to include durable medical equipment and supplies such as the Emirate hospital in Rafah.
- Rebuild immunization and cold-chain systems.
- Expand nutrition programs and therapeutic feeding for mothers and children.
- Strengthen community-based prenatal and postnatal care.
- Recommend exploration of options for critical medical service not available in the new community.



- Clinic plan layout
- Outdoor shaded area 236m<sup>2</sup>
- Total built area 264m<sup>2</sup>

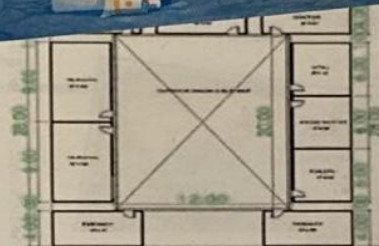
- المسقط الاقصى للعيادة  
- معرّش خارجي بمساحة 236 متر مربع  
- اجمالي المساحة للعيادة 264 متر مربع



# Justice: Law and Public Order

- Law and order will be regulated according to the legislation existing in the area prior to 2007.
- The framework outlines a post-conflict justice system for a new Rafah-area community, prioritizing rapid restoration of judicial functions, legal order, and public trust.
- The legal landscape includes shared Palestinian Authority laws but divergent penal codes in Gaza and the West Bank, underscoring the need for long-term legislative harmonization.
- Digitization of justice services is necessary to restore records, improve efficiency, and expand access.
- Civil policing will operate on-site to maintain public order, operating under the ISF.
- Immediate capacity building is required for judges, prosecutors, and justice personnel, focusing on case management, courtroom administration, legal drafting, evidence handling, investigative oversight, and digital literacy.
- Training must address post-war realities: destroyed infrastructure, missing records, trauma, displacement, and the need for restorative justice. European partners can support initial training for 20 judges and 20 prosecutors, with long-term institutionalization through a judicial diploma program.
- Women's access to justice requires survivor-centered procedures given heightened risks, vulnerabilities, and loss of documentation.
- Corrections reform includes constructing detention facilities that meet international standards, vetting and training staff. Emphasis is placed on procedural and dynamic security, rehabilitation, classification, and alternatives to incarceration.
- Security-sector reform requires updated police and civil defense laws, strong oversight and accountability, people-centered security approaches, and measures to prevent radicalization.

Unclassified



-Clinic plan layout  
-Outdoor shaded area 236m<sup>2</sup>  
-Total built area 264m<sup>2</sup>

- المساحة الإجمالي للمصاحدة  
- معرّش خارجي بمساحة 236 متر مربع  
- إجمالي المساحة للمصاحدة 264 متر مربع



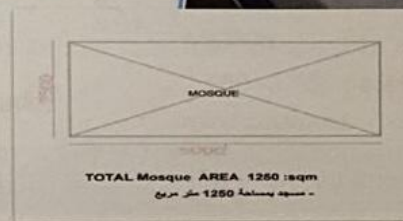
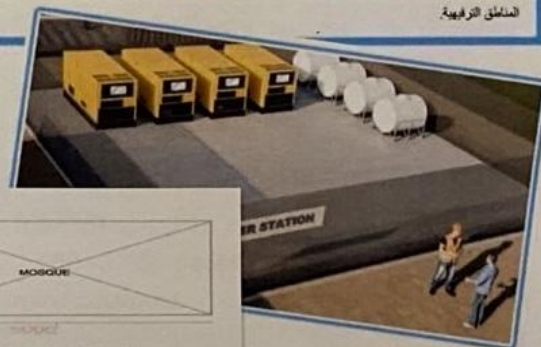
# Municipality

- The population should be based on Palestinian residents invited based on the following criteria:
  - Priority is given to residents of the Shaboura and Rafah areas from before the war.
  - Intact extended families are preferred to enable mutual aid and prevent friction.
  - Essential professionals are required: teachers, medical staff, rescue personnel, community workers, merchants, administrative/municipal staff, and banking/finance professionals.
  - All individuals will undergo security vetting to prevent the entry of weapons or Hamas elements.
- Residents will be able to enter and exit the neighborhood freely, subject to security checks to prevent the introduction of weapons and hostile elements.
- Initially, a temporary community directorate should be appointed from among the residents. Elections for a neighborhood directorate should be held in the future as the project develops.
- The directorate would facilitate coordination with the relevant authorities for regional services (major infrastructure) and with funding bodies for municipal services.
- The directorate would manage basic municipal services such as water, sanitation, electricity, etc although service payment by residents requires further discussion.
- All entering residents will be registered with biometric documentation to enable identification for movement and civil services.
- The registry will be based on Palestinian ID numbers issued by the authorities in coordination with COGAT.
- Residents needing to travel abroad may use their Palestinian passports. Those who have lost documents or require new ones can process them through the Palestinian Authority (PA) via a local post office branch to be opened on-site.
- Residents can report deaths or births occurring during the war to the PA population registry via the local post office.
- Since the Emirati compound is intended to be on public land, an examination is required regarding potential private rights holders, including mechanisms for registration and compensation.
- The public use of land with private rights requires in-depth discussion with legal entities.
- Donor-funded projects within the community will be coordinated by a supervisory mechanism to ensure funds go directly to local projects since the PA's Municipal Development and Lending Fund (MDLF) mechanism cannot be used.



Communal space.

المناطق الترفيهية



Unclassified



# Gaza First Planned Community

## Recommendations for Selecting Residents

Sector ratios below reflect estimated personnel staffing requirements against a population of 1,000 in the center column and the far-right column includes ratios that were scaled up against a population of 25,000. The ratio information is a sample from the Sphere Handbook for humanitarian standards from WHO/World Bank datasets. This document is an analytical and summary product intended solely for internal information and staff work purposes. The content related to activities, actors and staffing in Gaza has been developed based on open-source information, including geolocated data, and may therefore be incomplete, partial or subject to error.

Sector	Key roles (examples)	Typical ratio per 1,000 residents	Approx. total for 25,000
<b>Governance &amp; Admin</b>	Mayor, council, finance, HR, IT, registrars	2-3 core admin staff	50-75 staff
<b>Health</b>	Doctors, nurses, midwives, CHWs, pharmacists, ambulances	2-3 doctors; 6-8 nurses/midwives; 4-6 CHWs	50-75 doctors; 150-200 nurses/midwives; 100-150 CHWs
<b>Education</b>	Teachers, principals, support, [safe] education infrastructure	~8-10 teachers	200-250 teachers + ~40-60 support/admin
<b>Law &amp; order</b>	Police, investigators, community safety	2-3 police officers	50-75 officers + ~20-30 support
<b>Justice</b>	Judges, prosecutors, legal aid	~0.2-0.3 legal professionals	5-8 lawyers/judges + support
<b>Utilities &amp; public works</b>	Water, wastewater, power, roads, waste	4-5 technical/operations staff	100-125 staff
<b>Social services</b>	Social workers, protection staff, youth/GBV workers	0.5-1 social worker	12-25 social workers + 20-30 community workers
<b>Economy &amp; trades</b>	Farmers, builders, electricians, mechanics, shopkeepers	Market-based, but at least 10-15% skilled trades	2,500--3,750 people in skilled trades & microbusiness
<b>Community life</b>	Religious leaders, cultural, recreation, media	0.5-1 community leader	10-25 key leaders/workers

**Unclassified**