



INITIAL RAPID ASSESSMENT OF CSOS IN GAZA STRIP



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2 LIST OF ABBREVIATIONS/ACRONYMS

BoD	Board of Directors
CHS	Core Humanitarian Standard
CSOs	Civil Society Organizations
FAO	Organization of the United Nations
FGD	Focus Group Discussion
FRC	Famine Review Committee
FS	Food Security
GDP	Gross Domestic Product
GMO	Government Media Office
HEB	high-energy biscuits
IDPs	Internally Displaced Persons
IPC	Integrated Food Security Phase Classification
IYCF	Infant and young child feeding
KII	Key Informant Interview
MEAL	Monitoring, Evaluation, Accountability, and Learning
MHPSS	Mental health and psychosocial support
MIS	management information systems
NSR	National Society for Rehabilitation
OCAT	Organizational Capacity Assessment Tool
OCHA	Office for the Coordination of Humanitarian Affairs
PA	Palestinian Authority
PNGO	Palestinian NGOs Network
PTSD	Post-Traumatic Stress Disorder
UASC	Unaccompanied and Separated Children
WLOs	Women Led Organizations

3 SUMMARY

The war on Gaza has had a devastating impact on all aspects of life in the Gaza Strip, including the operations of civil society organizations (CSOs). This rapid assessment, conducted by the Palestinian NGO Network (PNGO) and commissioned by UNDP, aimed to assess the damage, challenges, and needs of CSOs operating in the health, education, food security and agriculture, and social protection sectors. The assessment utilized a mixed-methods approach, including surveys, interviews, and focus group discussions, to gather data from 87 CSOs in the Gaza Strip during March and April 2024.

The findings of the assessment reveal the extensive damage inflicted upon CSOs' infrastructure, human resources, and financial capacities. The war resulted in the destruction of offices, facilities, and equipment, leading to disruptions in service delivery and operational challenges. Many CSOs lost staff members, volunteers, and board members, either through death, injury, or displacement. The financial resources of CSOs were also severely affected, with many organizations struggling to secure funding and maintain their operations.

Despite these challenges, CSOs demonstrated remarkable resilience and adaptability. Many organizations continued to operate, albeit at reduced capacity, and implemented emergency interventions to address the immediate needs of the affected population.

The assessment also highlights the specific needs of CSOs in each sector. Health CSOs require support to rebuild damaged infrastructure, procure medical supplies, and address the psychological trauma experienced by healthcare workers. Education CSOs need assistance in reconstructing schools, providing psychosocial support to children and teachers, and developing alternative learning solutions. Food Security and Agriculture CSOs need support to restore agricultural production, improve supply chains, and address the root causes of food insecurity. Gender and social protection CSOs require resources to address gender-based violence, provide psychosocial support to women and children, and promote social inclusion.

The report concludes with a series of recommendations to support the recovery and resilience of CSOs in the Gaza Strip. These recommendations include providing financial and technical assistance, strengthening coordination mechanisms, and advocating for policy changes that enable CSOs to operate freely and effectively. By addressing the needs and challenges of CSOs, the international community can contribute to the long-term recovery and development of the Gaza Strip.

4 BACKGROUND

Since its breakout, the war on Gaza has heavily impacted all the life aspects in the Gaza Strip including the civil society organizations (CSOs) resulting in limiting or impeding their interventions in all sectors and areas. To assess the losses, challenges, works, capacities, and needs of CSOs in the Gaza Strip, UNDP contracted with the Palestinian NGO Network (PNGO) to conduct a rapid damage assessment.

The assessment also aimed at identifying CSOs' ability to restore functionality and rebuild service provision capabilities. Even though it aimed to capture all sectors, the study was able to only get data about CSOs operating in health, education, food security and agriculture and social protection.

The assessment aimed to identify the following:

- Physical and operational condition of CSOs according to their specialized sectors.
- Scope of damage resulting from the war, including pinpointing areas of destruction.
- Current works and capabilities of CSOs, including human resources, infrastructure, plans, and financial resources.
- CSOs' assets lost or compromised during the war on Gaza.
- Specific requirements for CSOs to facilitate their effective engagement in recovery efforts.

The assessment took place in March and April 2024, and included 87 CSOs in the Gaza Strip.

5 CONTEXT ANALYSIS

The context in Gaza is marked by severe restrictions on travel and trade, along with a lack of social safety nets and job prospects. This has led to a dire humanitarian crisis for the 2.3 million Palestinians living in the area. Gaza has been consistently volatile, with frequent Israeli attacks and escalations, affecting its densely populated population, almost 80% of whom are refugees. As a result, over 80% of Gaza's population depends on humanitarian aid for basic survival.¹

Since October 7, 2023, Gaza has witnessed its most devastating Israeli escalation to date. From then until April 19, 2024, the Ministry of Health in Gaza reported at least 34,012 Palestinians killed and 76,833 injured². The vast majority of these casualties were civilians, with 70% being children and women³. These figures exclude those who perished due to the unavailability of essential medications, such as cancer or dialysis patients unable to access treatment. Moreover, the conflict has led to the displacement of 1.7 million people, mainly seeking refuge in southern areas, particularly Rafah⁴.

Israeli ground operations in Gaza since October 27th have caused significant casualties, affecting nearly 5% of the population. Infrastructure, including homes, hospitals, schools, and WASH facilities, has been extensively damaged, with around 70% of buildings affected. A complete blackout since October 11th, 2023, persists, with limited fuel supply and no large-scale production or cross-border electricity imports⁵.

During the ongoing Israeli war on Gaza Strip, over 45,000 bombs were dropped within the first three months⁶, severely impacting all aspects of life and leading to extensive destruction of infrastructure. The majority of the damage occurred in the northern part of Gaza and Khan Younis governorate. According to UNOSAT's March 2024 analysis, 31,198 structures were destroyed, 16,908 severely damaged, and 40,762 moderately damaged, totaling 88,868 structures, about 35% of Gaza's total. This includes an estimated 121,400 damaged housing units. A recent UNOSAT report noted a significant increase in damaged and destroyed buildings between October 2023 and February 2024⁷.

The Israeli blockade in Gaza has led to critical shortages of essentials, amid ongoing violence and safety concerns. UNICEF reports a high casualty rate, with one child harmed every ten minutes⁸. Movement restrictions persist, worsening hardships and hindering recovery efforts. Security threats to aid workers have resulted in casualties, including seven killed in an Israeli airstrike. Other organizations have also suspended operations due to safety concerns⁹. Additionally, 178 UNRWA staff were killed and nearly 350 incidents affected agency premises in Gaza¹⁰.

The Israeli war has led to a significant humanitarian crisis, with over 75% of the population internally displaced and in urgent need of assistance. Displaced individuals have lost homes, livelihoods, and access to essentials, making them highly vulnerable, especially women, children, and marginalized groups. Mental health support needs are substantial due to lasting psychological scars from the conflict.

¹ Oxfam, 23 April 2024, [Six Months of Violence and Siege for 2.3 Million Palestinians in Gaza](#)

² OCHA, 19 April 2024. [Hostilities in the Gaza Strip and Israel | Flash Update #155](#).

³ Euro-Med Monitor, [200 days of military attack on Gaza: A horrific death toll amid intl. failure to stop Israel's genocide of Palestinians](#)

⁴ OHCHR, [Gaza: Israel's dehumanisation of displaced persons must end, says UN expert](#)

⁵ IPC, [Gaza Strip: Famine Review Of The IPC Analysis](#), March 2024

⁶ Palestinian Media Office - UNRWA

⁷ UNOSAT, Gaza Strip Comprehensive Building & Housing Unit Damage Assessment - March 2024

⁸ OCHA OPT - Hostilities in the Gaza Strip and Israel | Flash Update #155

⁹ B'Tselem, [Manufacturing Famine Israel Is Committing The War Crime Of Starvation In The Gaza Strip April 2024](#)

¹⁰ The Washington Post, [News item](#) dated April 1, 2024

5.1 INFRASTRUCTURE

Before October 7th, over 1.1 million Palestinians in Gaza lacked sufficient access to water and sanitation, with 82.5% relying mainly on truck-delivered water for drinking. However, since then, Gaza's water supply has plummeted to just 7% of its previous level¹¹. The Israeli war caused extensive damage to vital infrastructure, including buildings, roads, hospitals, schools, and water and sanitation facilities, leaving many homeless and in need of shelter. This destruction has severely disrupted essential services, worsening living conditions in Gaza.

Israeli actions have severely damaged Gaza's sanitation systems, leaving over 95% of the population without clean water¹². This has worsened the crisis, forcing locals to resort to agricultural wells, which are 30 times saltier than freshwater. This poses significant health risks, especially for vulnerable groups like infants, pregnant women, and individuals with kidney disease¹³.

In April 2024, OCHA¹⁴ warned that 270,000 tons of solid waste have accumulated across the Gaza Strip. Such a high volume of waste can lead to a wide spread of diseases. The Union of Gaza Strip Municipalities and the International Rescue Committee flagged that children are dying from preventable or easily treatable diseases amid an unfolding public health catastrophe.

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Sector	US\$	
Housing	\$	13,298,711,000
Commerce, Industry, and Services	\$	1,655,486,000
Agriculture	\$	628,780,000
Health	\$	553,666,000
WASH	\$	502,711,000
Environment	\$	411,300,000
Transport	\$	357,972,000
Education	\$	341,240,000
Cultural Heritage	\$	319,397,000
Energy	\$	278,522,000
ICT	\$	90,225,000
Municipal Services	\$	19,647,000
Finance	\$	8,174,000
Total	\$	18,465,831,000

1Source: World Bank, Gaza Strip - Interim Damage Assessment Note

The Gaza Industrial Estate, Jabalya, Khan Younis, and Gaza are among the most heavily damaged municipalities, with significant destruction also reported in Beit Lahiya and Rafah. Gaza City suffered the most, with US\$7.29 billion in damage, followed by Jabalya (US\$2.01 billion), Khan

¹¹ OCHA, [Hostilities in the Gaza Strip and Israel | Flash Update #88](#)

¹² Oxfam, 23 April 2024, [Six Months of Violence and Siege for 2.3 Million Palestinians in Gaza](#)

¹³ UN Women, [Gender alert: Scarcity and fear: A gender analysis of the impact of the war in Gaza on vital services essential to women's and girls' health, safety, and dignity – Water, sanitation, and hygiene \(WASH\)](#)

¹⁴ OCHA, 19 April 2024. [Hostilities in the Gaza Strip and Israel | Flash Update #155](#).

¹⁵ World Bank, Gaza Strip - Interim Damage Assessment Summary Note – March 29, 2024

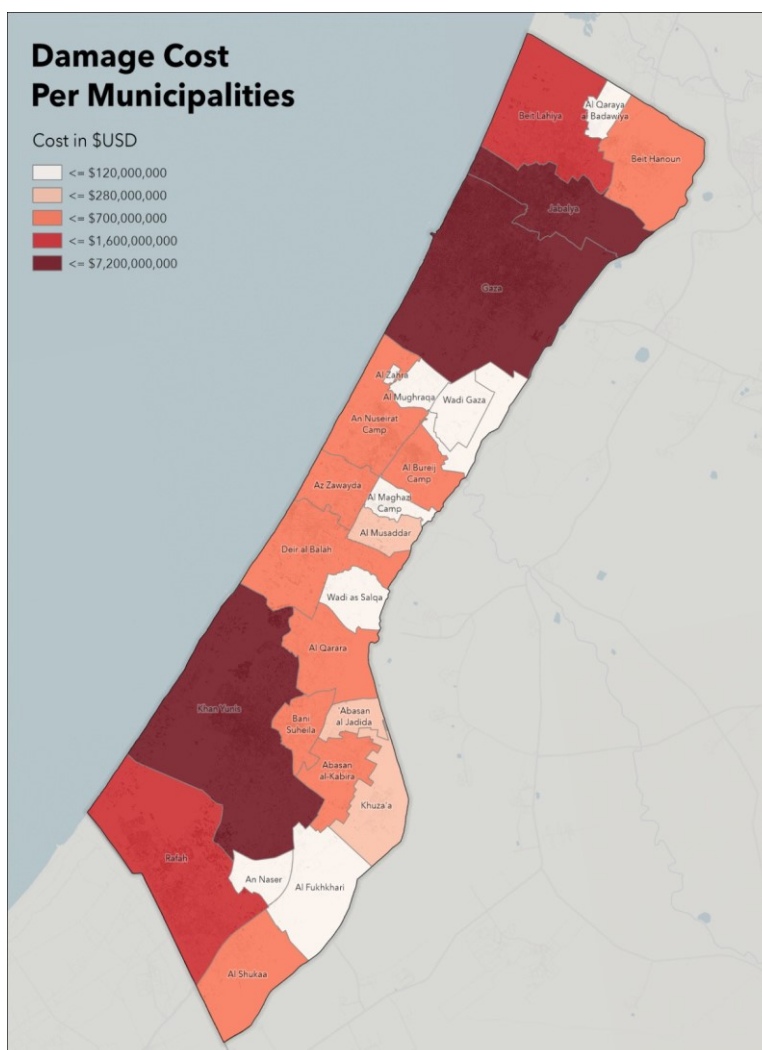
Younis (US\$1.82 billion), and Beit Lahiya (US\$1.08 billion). The World Bank warns that these costs could rise further, particularly in the southern Gaza Strip, which has seen increased damage in recent months.¹⁶

The ongoing Israeli war on Gaza has caused extensive damage to the housing sector, with approximately 290,820 units damaged or destroyed, costing around US\$13.3 billion. Most affected areas include Gaza City, Jabalya, Khan Younis, Beit Lahiya, and Rafah. Over 1.08 million people are unable to return home due to destruction or other factors. Limited access to sanitary landfills, fuel shortages, and restricted access to northern Gaza have hindered WASH services. This poses a critical risk of disease outbreaks and difficulty in providing healthcare and food preparation, particularly for children.

Limited access to electricity, fuel, and telecommunications services has hindered communication, especially for service providers and CSO actors. Approximately US\$448 million worth of damages in the transport and ICT sectors have impacted communication, mobility, and humanitarian aid delivery. The transport sector

suffered damages affecting more than half of the roads and a substantial portion of vehicles, complicating relief aid and essential service delivery. The ICT sector sustained damages of US\$90 million, disrupting mobile and internet connectivity services, affecting citizens' daily lives, and hampering access to emergency services and humanitarian aid.¹⁷

As of October 11th, the Gaza Strip has endured an electricity blackout due to the Israeli authorities cutting off the electricity supply and depleting fuel reserves for Gaza's only power plant. Damage to Gaza's electricity infrastructure alone is estimated at nearly \$280M¹⁸. The resulting communications and fuel shutdown severely hamper the aid community's ability to assess the full scope of needs in Gaza and respond effectively to the worsening humanitarian crisis¹⁹.



²Source: World Bank, Gaza Strip - Interim Damage Assessment Note

¹⁶ World Bank, Gaza Strip - Interim Damage Assessment Summary Note – March 29, 2024

¹⁷ World Bank, Gaza Strip - Interim Damage Assessment Summary Note – March 29, 2024

¹⁸ Anera, [Livelihoods Under Attack in Gaza](#)

¹⁹ OCHA, [Electricity in the Gaza Strip](#)

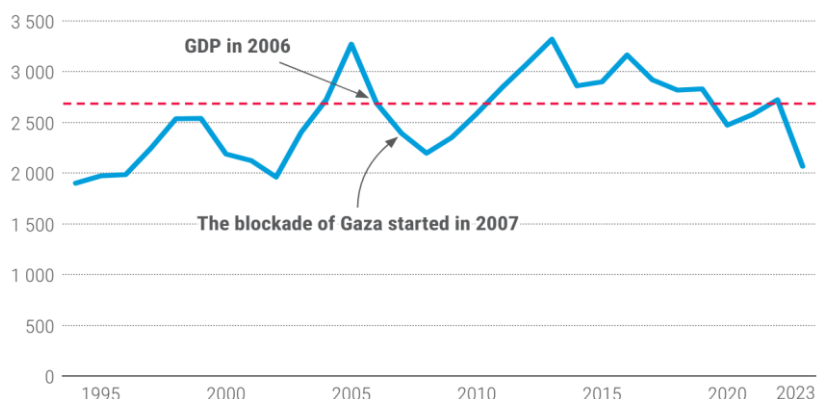
5.2 ECONOMIC SITUATION

Before the Israeli war, over two million Gazans faced dire living conditions, with two-thirds living in poverty and unemployment at 45%. By December 2023, unemployment surged to 79%²⁰. Gaza's economy had already contracted by 4.5% in the first three quarters of 2023, according to a UNCTAD report. The Israeli military operation worsened this, causing a 24% GDP contraction and a 26.1% reduction in GDP per capita for the year²¹.



Gaza's economy shrunk by 24% in 2023, nearing its 1994 level

Real gross domestic product (GDP) in Gaza, 1994–2023, constant million 2015 dollars



Source: UNCTAD calculations, based on data from Palestinian central Bureau of Statistics.

UNCTAD projections in January 2024 indicate that Gaza's economic recovery will require a significant financial commitment,

surpassing the \$3.9 billion allocated after the 2014 Israeli military operation²². The World Bank reports an unprecedented decline in the Palestinian economy since the conflict began. In Gaza, GDP plummeted by over 80% in the final quarter of 2023, resulting in private sector losses of around \$1.5 billion in just two months. This downturn surpasses the impacts of previous bombardments in 2008, 2012, 2014, and 2021²³.

The Israeli war has dealt a severe blow to the local economy. Many businesses and livelihoods were disrupted or destroyed, leading to widespread job losses and a sharp increase in poverty and unemployment. Trade and the movement of goods and services have been severely restricted, further exacerbating economic challenges. The economic situation in the Gaza Strip is dire, and recovery efforts face significant hurdles.

The World Bank report²⁴ revealed that 80% of the assessed facilities (39,000 out of 49,000) in the Commerce, Industry, and Services sector in Gaza were destroyed or damaged, costing approximately US\$1.65 billion. This widespread damage has severely impacted all industries, forcing business closures and leading to a significant rise in unemployment, affecting over 173,000 employees in establishments such as wholesale and retail trade, services, industry, construction, transport and storage, telecommunications, and finance and insurance. The economic disruption caused by the closures has resulted in a loss of livelihoods, a decline in income levels, and increased burdens, particularly for women, affecting their economic opportunities, safety, and overall well-being.

Before the Israeli war on Gaza, agriculture was a significant industry, contributing 6% of GDP and ensuring food security. However, 80% to 96% of agricultural assets have been damaged or destroyed, severely impacting livelihoods. The World Bank reports that nearly every resident of

²⁰ UN Trade and Development, [Gaza: Unprecedented destruction will take tens of billions of dollars and decades to reverse](#)

²¹ UNCTAD, [Economic Impact Of The Destruction In Gaza, January 2024](#)

²² UN Trade and Development, [Gaza: Unprecedented destruction will take tens of billions of dollars and decades to reverse](#)

²³ World Bank, [Note On The Impacts Of The Conflict In The Middle East On The Palestinian Economy](#)

²⁴ World Bank, [Note On The Impacts Of The Conflict In The Middle East On The Palestinian Economy](#)

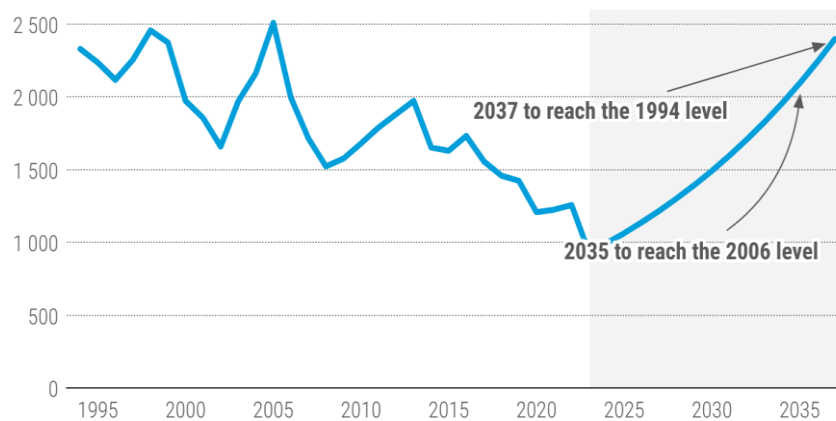
Gaza is now considered poor, with factors like damaged agricultural land and infrastructure, scarcity of essential resources, internal displacement, and recession exacerbating poverty levels, especially among vulnerable groups.²⁵

By January 2024, the ongoing war on Gaza had led to a significant loss of employment opportunities across Palestine, with approximately 507,000 jobs eliminated, including around 201,000 in the Gaza Strip, representing two-thirds of total employment there. In addition, inflation surged by 33% in the fourth quarter of 2023. The informal economy, already prevalent, is likely to become even more crucial for income generation, leading to heightened competition and decreased job security for workers.



Even an optimistic scenario shows Gaza's recovery will take over a decade

Projected gross domestic product (GDP) per capita in Gaza with a constant 10% average annual GDP growth, constant 2015 dollars



Source: UNCTAD calculations, based on data from Palestinian Central Bureau of Statistics

The private sector's ability to produce and distribute goods and services has been severely disrupted, with severed supply chains and shortages of essential goods. Access to markets and humanitarian distribution points remains limited due to physical barriers, worsening financial access, and logistical challenges hindering cash distribution and food aid efforts, including airdrops which have been insufficient to meet nutritional needs and have resulted in fatalities.²⁶ Based on UNICEF screenings for malnutrition among 43,300 children between the ages of 6 and 59 months, 2,900 children were identified as suffering from acute malnutrition.²⁷

²⁵ IBID

²⁶ ILO, [Impact of the war in Gaza on the labour market and livelihoods in the Occupied Palestinian Territory: Bulletin No. 3](#)

²⁷ UNICEF, [UNICEF State Of Palestine Humanitarian Situation Report No. 23](#)

5.3 FOOD SECURITY AND AGRICULTURE

IPC Phase 1 None/Minimal	IPC Phase 2 Stressed	IPC Phase 3 Crisis	IPC Phase 4 Emergency	IPC Phase 5 Catastrophe/ Famine
Households are able to meet essential food and non-food needs without engaging in atypical and unsustainable strategies to access food and income.	Households have minimally adequate food consumption but are unable to afford some essential non-food expenditures without engaging in stress-coping strategies.	Households either: Have food consumption gaps that are reflected by high or above-usual acute malnutrition; or are marginally able to meet minimum food needs but only by depleting essential livelihood assets or through crisis-coping strategies.	Households either: Have large food consumption gaps which are reflected in very high acute malnutrition and excess mortality; or are able to mitigate large food consumption gaps but only by employing emergency livelihood strategies and asset liquidation.	Households experience an extreme lack of food and/or cannot meet other basic needs even after full employment of coping strategies. Starvation, death, destitution and extremely critical acute malnutrition levels are evident. For Famine Classification, area needs to have extremely critical levels of acute malnutrition and mortality.

3 The IPC Acute Food Insecurity Scale

A report by the IPC's Famine Review Committee (FRC) warns of a high risk of famine in the Gaza Strip. This means a large portion of the population is already facing critical food shortages (Catastrophe Phase 5 on the IPC scale) and the situation is rapidly getting worse. Factors like conflict and limited access to resources are contributing to this crisis. The report serves as an urgent call for action to prevent widespread famine.²⁸

The agricultural sector in Gaza has suffered extensive devastation, with estimated damages reaching U\$629 million. This has severely impacted livelihoods and worsened food insecurity among the population. Damage to trees, agricultural holdings, greenhouses, retail establishments, and irrigation infrastructure, particularly in the North Gaza and Khan Younis Governorates, accounts for the majority of losses. With agricultural production halted, the entire population now depends on food aid, facing challenges in delivery due to entry inspections and destroyed infrastructure. Critical retail businesses in the food value chain, like bakeries and food shops, have also been destroyed, further threatening food security. Overall, the sector's functionality has been significantly compromised, leading to unemployment, poverty, and increased food insecurity among those reliant on it for their livelihoods.²⁹

OCHA reports severe limitations on humanitarian access in Gaza, hindering the delivery of urgent food supplies to the population. Distribution efforts in April 2024 faced obstacles, causing gaps in assistance, especially in the northern Gaza Strip. Border crossing entry points and operating hours pose additional constraints on supply routes, complicating the delivery of essential goods.³⁰ In February 2024, the UN and its humanitarian partners planned only 24 missions to areas north of Gaza, of which only six (25%) were facilitated. In January 2024, this number was even lower, with only 9 out of 61 (15%) missions being successful.³¹

²⁸ IPC, [Gaza Strip: Famine Review Of The IPC Analysis](#), March 2024

²⁹ World Bank, [Note On The Impacts Of The Conflict In The Middle East On The Palestinian Economy](#)

³⁰ OCHA, [Humanitarian Needs and Response Update | 16-22 April 2024](#)

³¹ IPC, [Gaza Strip: Famine Review Of The IPC Analysis](#), March 2024

Infrastructural deficiencies and security concerns impede mobility and access in Gaza, requiring escorts for humanitarian aid convoys, leading to delays. Critical services like hospitals and water treatment plants face fuel shortages, affecting their functionality and service provision. The food security cluster highlights immediate needs, including widespread access to address food insecurity, continuous fuel supply for humanitarian operations, and revitalization of agriculture, livestock, and fishing to restore livelihoods and ensure food sustainability.³²

Severe fuel shortages, including cooking gas, persist in Gaza, disrupting food production. UNRWA data reveals that from November 24, 2023, to April 21, 2024, around 12,340 tons of cooking gas entered Gaza, averaging about 82 tons daily. However, this falls short of requirements, marking a significant 68% decrease from the daily average of 260 tons seen between January and September 2023. These shortages pose challenges as families resort to costly and potentially hazardous alternatives like firewood and plastic, states the Government Media Office (GMO). Limited fuel imports also impact food production facilities, leading to reduced access to nutritious meals and worsening food insecurity.³³

In northern governorates, food stocks are almost depleted, forcing people to scavenge for food and consume animal feed. Only 10-15% of the required calories have been received in January-February 2024. Airdrops have been ineffective and risky, while food deliveries are difficult due to desperation and disorder among the population. Remaining food sources from looting and scavenging are limited, making the situation critical³⁴. People in northern Gaza are forced to survive on less than 12% of the required daily calorie intake. The blockade is leading to famine-like conditions³⁵.

Oxfam³⁶ stated that the two-month-long lucrative period of agricultural yield for farmers in Gaza has been devastated by Israel's military bombing and blockade of northern Gaza. This has ruined the enclave's most fertile farmlands, which serve as a primary source of produce for the region. After six months of Israeli war on Gaza, food production has been severely disrupted by bombings, rendering much of the agricultural land unusable and damaging food production facilities. Limited access to local supplies, import restrictions, and increased costs have led to widespread inflation in food prices. Displaced people face challenges accessing water and cooking provisions. The US plans to construct a pier for aid delivery, but completion may take time, and concerns remain about import restrictions.³⁷

5.4 EDUCATION

According to UNICEF estimates, nearly 90% of school buildings in Gaza have been damaged or destroyed, with 48.7% directly hit. This includes 274 schools, with at least 59 completely destroyed and 39 losing half their structures, impacting education access for children in the region.³⁸ Before the war, these schools served 503,500 children and employed 18,900 teachers. The World Bank estimates the damage to education infrastructure at US\$341 million.³⁹ Furthermore, every university (17 in total) in Gaza has been destroyed, creating a severe educational crisis.⁴⁰

³² OCHA, [Humanitarian Needs and Response Update | 16-22 April 2024](#)

³³ UNRWA, [Gaza Supply and Dispatch Tracking](#), accessed April 23rd, 2024.

³⁴ IPC, [Gaza Strip: Famine Review Of The IPC Analysis](#), March 2024

³⁵ Oxfam, 23 April 2024, [Six Months of Violence and Siege for 2.3 Million Palestinians in Gaza](#)

³⁶ Oxfam, [“Golden time” seasonal farming production destroyed and lost in northern Gaza amid mounting fears of worsening hunger and starvation](#)

³⁷ Anera, [Livelihoods Under Attack in Gaza](#)

³⁸ UNICEF, [Verification of damages to schools based on proximity to damaged sites - Gaza, Occupied Palestinian Territory \(25 April 2024\)](#)

³⁹ IPC, [Gaza Strip: Famine Review Of The IPC Analysis](#), March 2024

⁴⁰ World Bank, [Note On The Impacts Of The Conflict In The Middle East On The Palestinian Economy](#)

The ongoing war has severely disrupted education in Gaza, with all academic institutions closed for six months, impacting 625,000 students. The destruction has long-lasting effects, as returning students may find their schools no longer exist. Extended absences risk educational regression, affecting future opportunities, mental health, and susceptibility to violence and abuse.⁴¹

Prior to the war, Gaza's education system was already struggling due to years of conflicts and a long-standing blockade, resulting in damaged infrastructure and limited resources. Challenges included a shortage of schools, deteriorating facilities, and overcrowded classrooms. Since the war began, around 625,000 children and 1,800 technical trainees have been unable to attend school or training centers, impacting their mental health. The war has also worsened mental health concerns for children, teachers, and caregivers, while compromising educational infrastructure and the delivery of quality education.⁴²

5.5 HEALTH

The situation in Gaza is dire, marked by widespread destruction and shortages of essential supplies exacerbated by the ongoing Israeli blockade. Access to healthcare services has been severely impacted, leading to shortages of fuel, food, medicine, and medical supplies. This has resulted in a rise in health issues such as acute jaundice syndrome and bloody and acute watery diarrhea due to poor sanitation and limited access to safe drinking water.⁴³

The Israeli war on Gaza severely damaged its healthcare infrastructure, with 29 hospitals and numerous health centers, clinics, and pharmacies suffering over \$222 million in damages. Many functional facilities struggle with electricity and fuel shortages, hindering essential services. The war resulted in 79,240 Palestinians, mainly civilians, being injured, with 70% being children and women. Critical cases, around 11,000, lacked urgent treatment due to the healthcare system's destruction. Thousands faced amputations and permanent disabilities, including over 1,200 children. The situation poses grave health risks to Gaza's population.⁴⁴

During the Israeli military assault, 79,240 Palestinians, mainly civilians, were injured, with 70% being children and women. Sadly, many lacked essential medical care due to Gaza's healthcare system destruction. Approximately 11,000 cases required urgent treatment, and thousands endured permanent disabilities, including over 1,200 children.⁴⁵

In Gaza, approximately 180 women give birth daily under dire conditions, as stated by Dominic Alle, the UNFPA representative⁴⁶. Around 155,000 pregnant women and new mothers struggle to survive, facing hunger and related illnesses. Accessing healthcare is a significant challenge for the 5,500 women expected to give birth soon, with only three maternity hospitals operational and overwhelmed with patients. Doctors and midwives lack essential medicines and supplies, hindering their ability to provide adequate care. OCHA reported that among the 11 partially functioning hospitals in Gaza, only three offer maternal care.

UN Women report⁴⁷ published in April 2024 found that more than 8 out of 10 women rely on food assistance as their primary source of food. Seven out of 10 women interviewed by UN Women reported weight loss in the last 30 days and more than half experience dizziness often. Furthermore, 83.5 per cent stated that the assistance they received did not meet their household needs.

⁴¹ UNICEF, [Verification of damages to schools based on proximity to damaged sites - Gaza, Occupied Palestinian Territory \(25 April 2024\)](#)

⁴² UNICEF, Gaza Education Cluster Response Plan, Jan 2024

⁴³ OCHA, [Humanitarian Needs and Response Update | 16-22 April 2024](#)

⁴⁴ World Bank, Gaza Strip - Interim Damage Assessment Summary Note – March 29, 2024

⁴⁵ WHO, [200 days of War – Health Cluster Overview](#)

⁴⁶ UNFPA, [Geneva Press Briefing: UNFPA, OHCHR, WHO April 19th, 2024](#)

⁴⁷ UNWomen – Gender Alert 2024.

UNFPA in Palestine stated that approximately 155,000 pregnant women and new mothers in Gaza are struggling to survive. They are suffering from hunger and the associated diseases. For the roughly 5,500 women who will give birth in the coming month, accessing adequate healthcare remains an unimaginable challenge. Only three maternity hospitals are operational in the Gaza Strip, and they are overwhelmed with patients⁴⁸. Doctors and midwives, desperately in need of medicines and supplies, are struggling to provide adequate care to newborns. OCHA reported that only three of the 11 hospitals that are still partially functioning across Gaza provide maternal care.⁴⁹

The IPC and FRC report project a worsening health situation in Gaza due to extreme environmental conditions like water scarcity, inadequate sanitation, and limited access to healthcare. These factors are expected to exacerbate malnutrition, increase infectious disease risks, and elevate mortality rates, especially from complications of non-communicable diseases. Neglect of conflict-related injuries may lead to preventable morbidity and mortality, while lack of reproductive healthcare may raise maternal and neonatal mortality. Prolonged exposure to stress, fear, and poor living conditions will likely deteriorate the population's mental health.⁵⁰

The health sector in Gaza urgently requires expanded primary healthcare services, medications for non-communicable diseases, and sexual and reproductive health services⁵¹. Additionally, initiatives such as establishing field hospitals, restoring medical complex services, and providing laboratory equipment and blood products for hospitals aim to address specific health needs. OCHA reports persistent urgent needs to address deteriorating nutritional conditions, including ready-to-use therapeutic food, high-energy biscuits, and nutrient supplements for pregnant women and children under five⁵². Urgent humanitarian access is crucial to tackle acute malnutrition, especially in northern Gaza, and preventive interventions like infant and young child feeding programs are essential. However, limited access, deteriorating health and water, sanitation, and hygiene services, continued displacement, and protracted hostilities and stress pose significant challenges to effective nutrition services, including breastfeeding support for mothers.

5.6 GENDER AND SOCIAL PROTECTION

UN Women estimates reveal a tragic toll on women in Gaza, with over 10,000 losing their lives and leaving behind 19,000 orphaned children. Many survivors face displacement, widowhood, and starvation. In Gaza, more than a million women and girls endure dire conditions, lacking access to basic necessities like food, clean water, and sanitary pads. These harsh conditions have fueled disease outbreaks, worsening the crisis.⁵³

In Gaza, women and girls lack access to menstrual hygiene products, leading to the use of improvised alternatives. Approximately 10 million disposable pads are needed monthly to meet their needs, but makeshift materials like cloth or sponges are often used instead. This underscores the urgent need to address this issue and ensure access to proper sanitary products. The scarcity of clean water and sanitation presents significant health risks, particularly for women and girls who face distinct challenges. Limited access to resources heightens health risks related to pregnancy, childbirth, urinary tract infections, and protection concerns while seeking water and sanitation facilities.

⁴⁸ UNFPA, [Occupied Palestinian territory](#)

⁴⁹ OCHA, [Hostilities in the Gaza Strip and Israel | Flash Update #156](#)

⁵⁰ IPC, [Gaza Strip: Famine Review Of The IPC Analysis](#), March 2024

⁵¹ OCHA, [Humanitarian Needs and Response Update | 16-22 April 2024](#)

⁵² OCHA, [Humanitarian Needs and Response Update | 16-22 April 2024](#)

⁵³ UN Women, [Gender alert: Scarcity and fear: A gender analysis of the impact of the war in Gaza on vital services essential to women's and girls' health, safety, and dignity – Water, sanitation, and hygiene \(WASH\)](#)

Under international humanitarian standards for emergencies, the minimum amount of water required per person is 15 litres per day (about the size of a medium bucket). By mid-December 2023, the daily consumption rate in Gaza had declined to one-tenth of that bare minimum, with the daily supply per person averaging at just 1.5 litres⁵⁴.

UNFPA⁵⁵ estimates that over 690,000 menstruating women and adolescent girls in Gaza are struggling with insufficient access to WASH facilities and menstrual hygiene products.

The absence of suitable facilities for menstrual hygiene in overcrowded shelters presents significant challenges for women and girls in Gaza. They face increased risks of reproductive and urinary tract infections due to inadequate sanitation and limited access to clean water for washing. Moreover, the daily search for bathrooms poses safety concerns as women often must seek privacy and water outside, compromising their dignity and security. Women in general - and female heads of households, older women, and women with disabilities in particular - face serious security and protection threats when attempting to access food distribution⁵⁶.

The ongoing Israeli war in Gaza has led to unprecedented devastation, particularly affecting vulnerable populations like women and youth. The widespread casualties, repeated displacements, and ongoing insecurity have left deep psychological scars on Palestinian society. Men and boys face increased physical risks, while women and girls are particularly vulnerable to gender-based violence in crowded living conditions. Even before the conflict, Gaza's youth struggled with high unemployment and mental health issues. Now, the war has further limited their opportunities for stable careers and education, impacting around 80,000 higher education students⁵⁷.

It is worth noting that women vulnerabilities have increased due to the results of the war. The displacement to improper shelters, and the lack of privacy, food, and life essential items, have exacerbated women's vulnerability, and doubled the burden on their shoulders. The burden of care to their children, and to cook food using fire and handmade ovens among many other difficulties. On top of that, women have become more prone the violence like never before. In addition, women with disabilities and those who were already fragile and vulnerable, have all lost access to proper protection and support services. Due to the displacement, and poor shelter conditions, combined with lack of privacy and overcrowded spaces, the risk of sexual harassment and violence have dramatically increased. Such conditions, not only pose a threat on women's wellbeing, but also deprives them from proper protection and relevant support when they are in most need to it.

The Israeli war in Gaza has led to the separation of approximately 17,000 children from their families, leaving them vulnerable to exploitation and abuse. These Unaccompanied and Separated Children (UASC) often must take on adult responsibilities and care for younger siblings. Before the conflict, Gaza was home to 25,000 orphans, but the war has added to this number significantly. With limited orphanage capacity, the situation for these children is dire⁵⁸.

The elderly in Gaza, representing 4% of the total population in 2019 and particularly those with disabilities or chronic illnesses, face heightened vulnerability exacerbated by displacement, loss of support networks and destruction of health facilities.⁵⁹

The majority of the roughly 980 registered NGOs in Gaza have been compelled to halt their operations due to the ongoing Israeli war, according to the World Bank's assessments. This cessation has profoundly affected the populace, especially vulnerable groups like children,

⁵⁴ UN Women, [Gender alert: Scarcity and fear: A gender analysis of the impact of the war in Gaza on vital services essential to women's and girls' health, safety, and dignity – Water, sanitation, and hygiene \(WASH\)](#)

⁵⁵ UNFPA, [Situational report](#)

⁵⁶ UNWomen Gender Alert 2024.

⁵⁷ World Bank, Gaza Strip - Interim Damage Assessment Summary Note – March 29, 2024

⁵⁸ Ibid

⁵⁹ Ibid

women, and persons with disabilities, who heavily depend on NGO services. The interruption of these services has left them in a critical state⁶⁰.

The ongoing war on Gaza has disrupted vital NGO programs and activities, causing significant damage to their facilities and organizational capacities. This includes the loss of headquarters, displacement of staff, and interruptions in communications, rendering NGOs unable to deliver crucial services to those most in need. The World Bank estimates the damage to NGO facilities in Gaza to be in the millions of dollars, requiring years to repair. As the people of Gaza rely heavily on NGO services, urgent financial and technical assistance from the international community is imperative to support the rebuilding of operations and the continued provision of essential services.

5.7 CSOs IN THE GAZA STRIP

Civil Society Organizations (CSOs) in Gaza play a critical role in providing essential services to the population due to the high needs and limited capacity of governmental organizations. CSOs have a long history of service in the Palestinian community, dating back to the Nakba in 1948 and the Israeli occupation in 1967. In the absence of a functioning government, CSOs stepped in to provide basic services such as healthcare, education, and social welfare.

Even after the establishment of the Palestinian Authority (PA) in 1993, CSOs continued to play a vital role in filling gaps in service provision and complementing the PA's efforts. This role has become even more critical since the Palestinian internal division in 2007, which led to the de facto division of the Palestinian territories into the West Bank and Gaza Strip.

The Hamas-controlled government organizations in Gaza Strip has faced severe restrictions from the PA and other governments, making it difficult for to provide services to the population. In this context, CSOs role in service provision of essential services, such as healthcare, education, water and sanitation, and food assistance has become more needed.

CSOs in Gaza operate in a challenging environment, facing funding shortages, restrictions on their activities, and political interference. Despite these challenges, they continue to provide critical services to the population and advocate for their rights.

CSOs in Palestine and in specifically Gaza are actively working on promoting the Palestinian identify against the Israeli attacks. They also are actively advocating for the Palestinian rights and managed to have distinguished achievements related to holding Israel accountable in that regard. CSOs particularly women led organizations (WLOs) had a leading role defending and advocating for human rights including women's rights against the Israeli violations.

The services provided by CSOs in Gaza include a wide spectrum of interventions covering the gaps in governmental services such as in health, reproductive health, MHPSS, rehabilitation, and nutrition, as well as those absent services such as defending human rights violations (mainly human rights organizations and women rights organizations). The CSO's services are covering a significant portion of the services provided to the Gazans and their absence will increase people's vulnerability and will double the demand on those provided by the government.

Approximately 980 NGOs are reportedly registered in Gaza, but the majority has been forced to suspend operations⁶¹. The full extent of the war's aftermath is yet to be determined, but it has severely disrupted ongoing programs and activities and inflicted significant damage to facilities,

⁶⁰ Ibid

⁶¹ World Bank, Gaza Strip - Interim Damage Assessment Summary Note – March 29, 2024

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including physical infrastructure and organizational capabilities. This encompasses the loss of headquarters, the displacement of staff, and interruptions in communications. A recent report from UNWomen⁶² showed that Eighty-nine per cent of WLOs surveyed have sustained damage to their offices in Gaza, compromising their operational capacity and services in the medium to longer term. Of these, 35 per cent have sustained complete damage to all their offices. According to the survey, 56 per cent of the organizations have been able to continue operating at full capacity in terms of personnel despite the damage by relying on extensive volunteer networks, while 40 per cent are working at partial capacity – facing shortages in personnel

⁶² UNWomen Gender Alert – June 2024

6 METHODOLOGY

The assessment utilised a mixed-methods approach using quantitative and qualitative methodologies, focusing primarily on CSOs' losses due to the war on Gaza and their current capacities in responding to the crisis. In addition, qualitative data were gathered using key informant interviews (KIIs) and focus group discussions (FGDs). Quantitative data were collected through field and online surveys.

The assessment is structured around a set of main domains according to the list below:

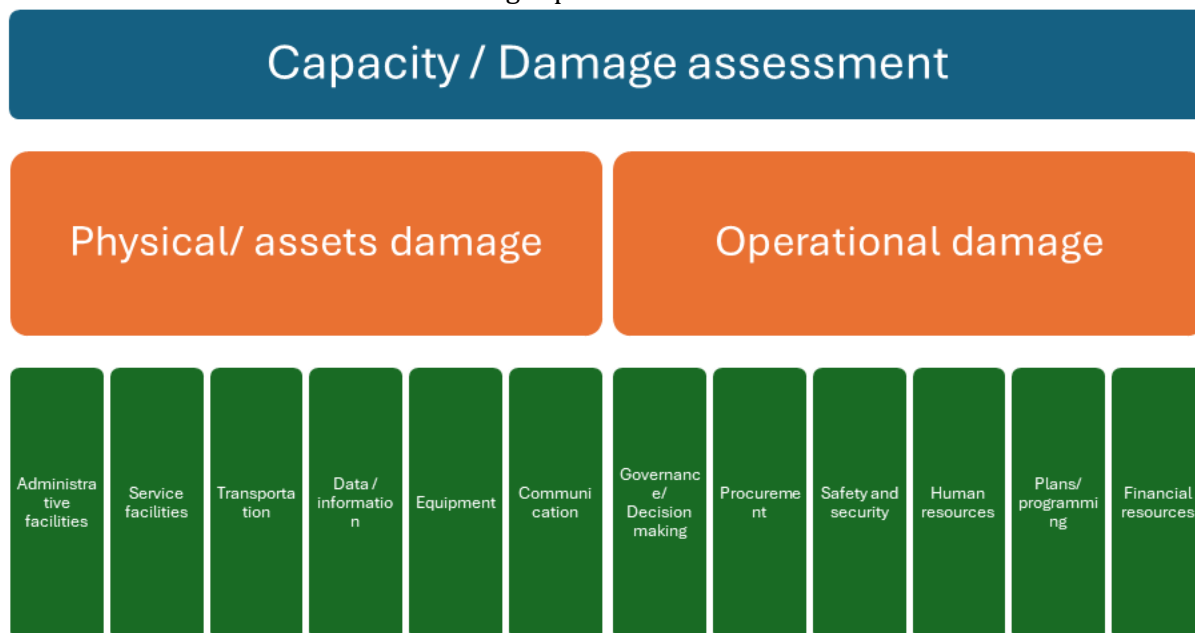
- CSO General Information (location, sectors of services, programmes).
- Scope of damage resulting from war on Gaza, including pinpointing areas of destruction.
- Current works and capabilities of CSOs, including human resources, infrastructure, governance, programming, communication, and financial resources.
- CSOs' assets lost or compromised during the war on Gaza.
- Specific requirements for CSOs to facilitate their effective engagement in recovery efforts.
- CSOs' current interventions and their future plans.

Guided by the Core Humanitarian Standard (CHS) and the Organizational Capacity Assessment Tool (OCAT), the team developed a conceptual framework to conduct the CSOs' capacity assessment. The framework focused on assessing CSOs functionality in core functions including governance, operations, programming, and funding.

Knowing that the purpose is to assess the CSOs' damage that has affected or is affecting their functionality and ability to resume their duties, the team focused on the eight dimensions of the OCAT to assess the level of damage incurred and the current capacity of the participant CSOs.

CHS is used to guide the qualitative data collection within the KII and FGD, focusing on selected commitments including relevance (commitment #1), accountability (Commitment #4,5), and coordination (commitment #6).

The data collection covered the following aspects:



6.1 DATA COLLECTION

The assessment team conducted 4 FGDs with 28 representatives from the health, education, food security and agriculture, and social protection sectors. In addition, 10 KIIs were conducted with specialists from CSOs and coordinators of the said sectors. On top of that, the team circulated an online questionnaire and received responses from 87 CSOs.

The data collection took place between March 20th, and April 30th in the Gaza Strip and covered CSOs working in all governorates including those in Gaza City and North governorates.

6.2 LIMITATIONS

The outbreak of war has had a devastating impact on CSOs in Gaza Strip. Many CSOs have been forced to close or suspend their activities due to a range of factors, including the destruction of their premises, the displacement of their staff, the lack of communication, and the overall life-threatening security situation.

The destruction of CSO premises has been a major factor in the closure of many organizations. The most affected were the CSOs in Gaza and North Gaza governorates who either lost their facilities or can't access their premises in those areas due the enforced displacement. In some cases, CSOs have been directly targeted by Israeli attacks as those on Al-Awda Hospital⁶³, while in other cases their premises have been rendered inaccessible such as "Right to Live Society" which is located near the eastern border of Gaza City⁶⁴.

The displacement of CSOs' staff has also been a major challenge. Many CSO staff have been forced to flee their homes and communities due to the Israeli attacks and have been unable to return to their homes nor their work.

The lack of communication has also been a major obstacle for CSOs. Many CSOs have been unable to communicate with their staff, partners, and beneficiaries due to the disruption of communications infrastructure and the restrictions on movement imposed by the Israeli forces. The overall life-threatening security situation has also made it difficult for CSOs to operate. Many CSO staff have been killed by Israeli attacks, while those living in certain areas such as Gaza City were threatened to evacuate their homes and seek refuge in what the Israeli Army call "safe humanitarian area" in Southern Gaza. This has created a climate of fear and intimidation and has made it difficult for CSOs to carry out their work.

A few months into the war, some CSOs managed to reorganize themselves and resume its operation with very limited resources and under the same challenging factors.

This made reaching out to CSOs a challenge in itself, let alone get information about their operations and status.

On 4 March 2024, PNGO published a call for national and local NGOs in the Gaza Strip to update their data and contact information via online form, email and WhatsApp groups. The email was sent to over 900 email addresses for about 500 NGOs. Only 72 NGOs responded⁶⁵.

For this assessment, the team used a list of 487 NGOs. The list and data were provided by PNGO and included both members and non-members. The CSOs on the list worked in various fields.

On March 26, PNGO distributed the questionnaire links via email, their [website](#), Facebook, and WhatsApp groups. They disseminated the questionnaire several times and followed up with phone calls to encourage CSOs to respond. By the end of April 2024, only 100 responses were received. After refining the data, the total number of valid CSOs responses represented 87 CSOs only.

It is worth noting that, most of the respondents were active CSOs, while those who did not respond were inactive or unreachable due to the war. Many of those CSOs have lost their entire offices, their key staff including management, and/ or where unreachable due to lack of communications. CSOs that were located in the North of Gaza or in Gaza City were unreachable.

⁶³ An Israeli airstrike on [November 21st, 2023](#), where 3 doctors were killed.

⁶⁴ [The facility was destroyed later by the Israeli Army.](#)

⁶⁵ The Palestinian NGO Network "PNGO"

The questionnaire included the following sectors as main specialization for the CSOs

- Health and WASH (water and sanitation)
- Education
- Social protection
- Agriculture and food security,
- Human Rights,
- Democracy, governance, and rule of law
- Youth, Women and Gender

Unfortunately, only 2 CSOs recorded their specialization in Human Rights and only one a Democracy, Governance and Rule of Law.

Considering this small number of CSOs in these two sectors it would be hard to include specific analysis about them and the results wouldn't be representative. In addition, the number of already active Human Rights organisations is very limited as well.

Youth service organizations are included within the social protection and gender sector as well.

Further, the needs of the CSOs are 95% similar, and their current activities are all in the field of humanitarian relief, and therefore there will not be any new addition to the report.

During the war on Gaza, most of Human Rights CSOs issued statements, special reports, and fact sheets, which included documentation of violations committed by the Israeli occupation army against Palestinian civilians, including journalists, patients, doctors, ambulances, civil defense workers and detainees.

The CSOs responding to the survey fell into four sectors: health, education, gender and social protection, and food security and agriculture. This led the assessment to focus on these sectors only.

In addition to that, the assessment encountered limitations include the following:

- Reaching CSO representatives was challenging due to lack of communications, and outdated contact data. In some cases, CSOs representatives could not be reached as they were travelling outside of Gaza, missing, injured, or in some cases killed.
- Due to the poor telecommunication and poor/ lack of internet most of the time, it was difficult for CSOs' respondents to fill up the questionnaire. In response, the data collection team had to use phone or face-to-face interviews to acquire the data.
- Due to the ongoing war on Gaza, the lack of safety, and the risky security situation, it was challenging to conduct interviews and focus groups with the targeted CSOs.
- CSOs' representatives didn't have complete information due to poor communications and loss of data. They couldn't provide exact or up-to-date data and relied mostly on estimations or outdated data.
- For the CSOs stationed in Gaza City or North of Gaza, it was difficult to reach them due to the war. The data collection team managed to communicate with their representatives in the middle or southern parts of the Gaza Strip.
- As all CSOs are operating under emergency, it was difficult to get them to respond to the questionnaire or to have them allocate time for the interviews and especially for the focus group discussions.

Initial Rapid Assessment of CSOs in The Gaza Strip

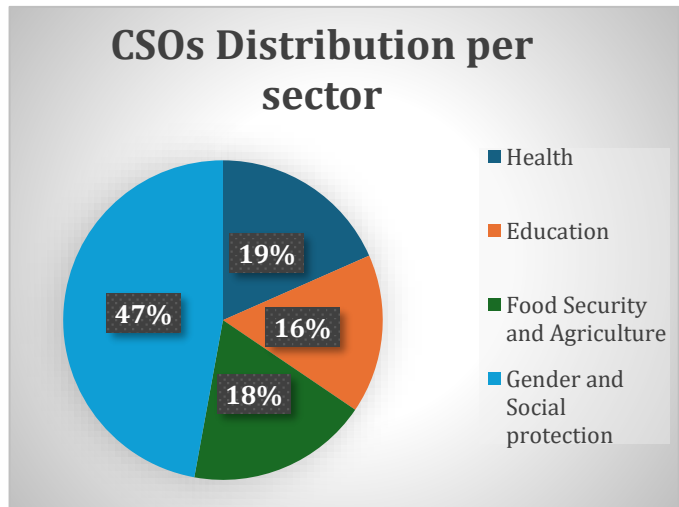
- The lack of proper meeting venues made it challenging to hold focus group discussions.
- The high cost and scarcity of transportation limited the data collection movement to collect data.

7 FINDINGS

7.1 RESPONDENTS' CHARACTERISTICS

Data collection covered 87 local CSOs (including 7 WLOs) working in the health, education, food security and agriculture, gender and social protection. Those CSOs were targeted through questionnaire, focus groups, and key informant interviews.

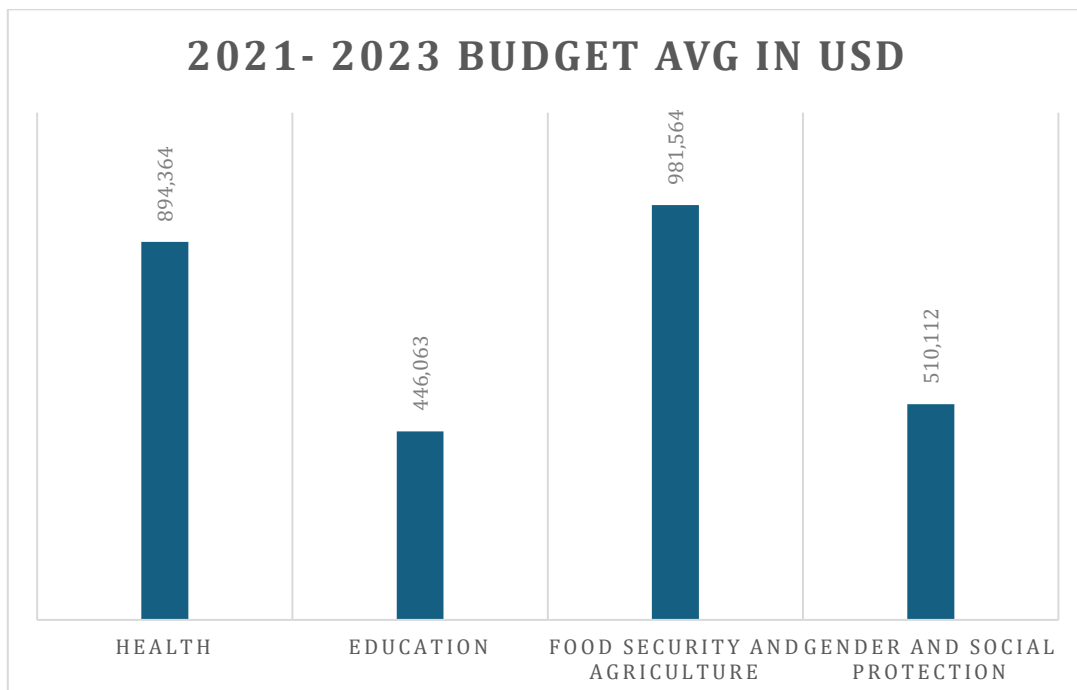
The majority of CSOs (41) work in gender and social protection. Remaining CSOs are working in rehabilitation and health (16 CSOs), education (14 CSOs), and agriculture and food security (16 CSOs).



Food Security and agriculture CSOs has the highest average annual budget at \$981,564, followed by Health at \$894,364. Gender and Social Protection has a lower average annual budget at \$510,112 and Education has the lowest average annual budget at \$446,063.

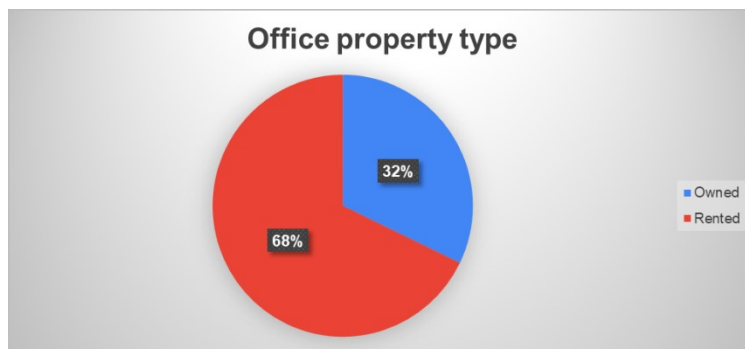
“The most prominent thing resulting from the war is the displacement and the destruction of the service system such as education, health, infrastructure, and civil and governmental services.”

Taysir Mohaisen, Palestinian Agriculture Relief



Initial Rapid Assessment of CSOs in The Gaza Strip

An analysis of data from respondent CSOs revealed that the majority (68%) of these organizations rent their office space, while a smaller portion (32%) own their own office space.

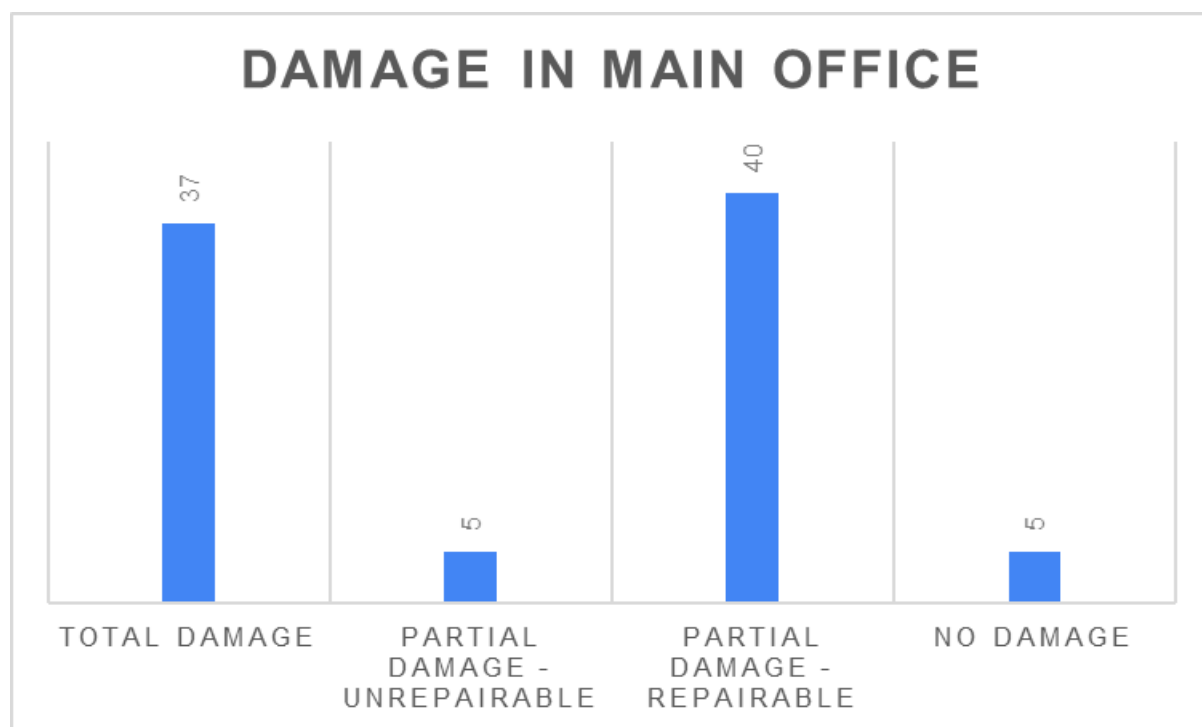


7.2 GENERAL FINDINGS

Upon analyzing the collected data from different sectors, striking similarities emerged, indicating commonalities across the board. To ensure clarity and prevent duplication, these shared characteristics will be discussed in the subsequent sections.

7.2.1 ENVIRONMENT AND INFRASTRUCTURE

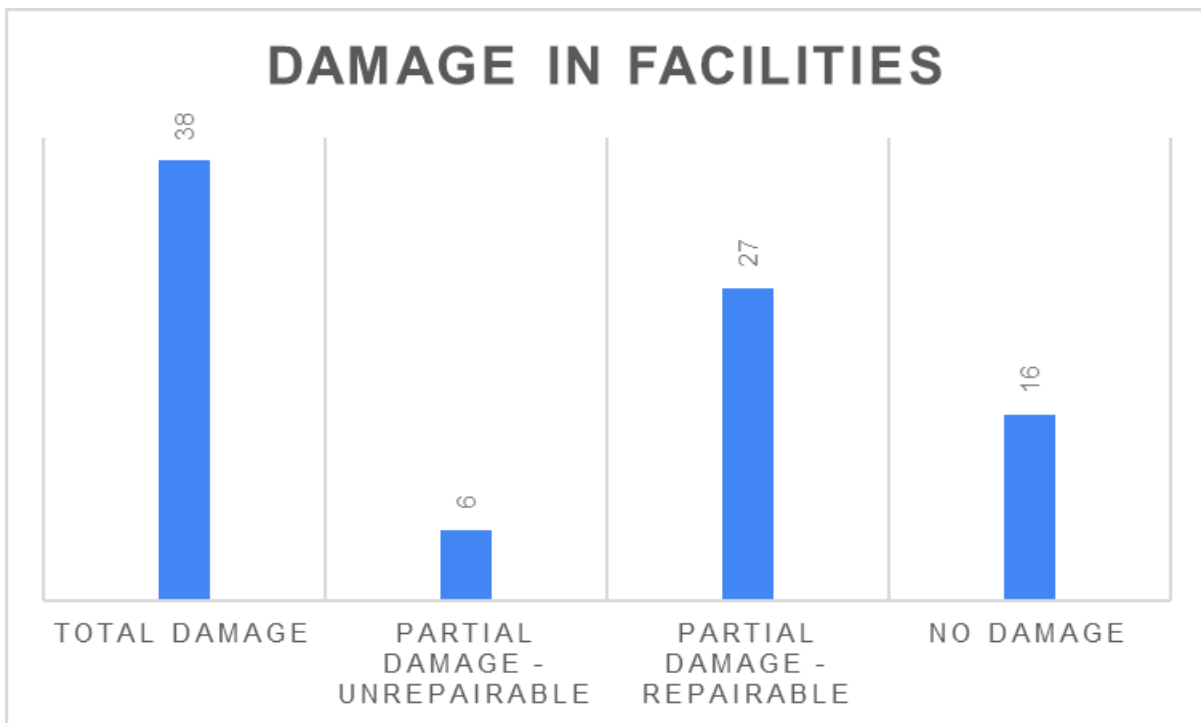
7.2.1.1 CSOs offices



According to CSOs data, a significant number of their offices have suffered damage due to various factors. Out of the total number of CSOs, 37 have faced the unfortunate situation of having their offices completely destroyed. This represents a substantial loss for the organizations, affecting their ability to operate and carry out their important work in the community. In addition to the completely damaged offices, 5 CSOs have sustained partial damage that is deemed unrepairable. These offices will require extensive renovations or rebuilding to be functional again, posing a challenge for the respective organizations.

Furthermore, 40 CSOs have reported repairable partial damage to their offices. While not as severe as the completely damaged or unrepairable cases, this partial damage still impacts the organizations' operations and resources. The repairs may require time, effort, and financial investment, which can divert attention and funds away from the organization's core activities. Only 5 CSOs have managed to escape the damage altogether, indicating that they have been fortunate enough to avoid the destruction or damage experienced by many of their peers. It is important to note that the challenges faced by CSOs due to damaged offices extend beyond the physical infrastructure. The loss of equipment, records, and other resources can significantly impair their ability to serve their communities effectively. The need for repairs, renovations, or rebuilding can impose a financial burden on the organizations, diverting resources that could be used for programming and community outreach. Additionally, the disruptions caused by damaged offices can affect staff morale and overall productivity, further hindering the organizations' operations.

7.2.1.2 CSOs facilities and service centers



The impact on CSOs was evident in the damage sustained by their facilities and service centers. Of the 38 CSOs that reported complete damage, the extent of the destruction was significant, rendering their premises unusable and hindering their ability to carry out their operations. This level of damage required extensive rebuilding efforts to restore functionality.

Among the affected CSOs, 6 reported partial unrepairable damage. This damage was severe enough that repairs were deemed impractical or financially unfeasible. The affected areas or structures within these facilities were beyond salvage, necessitating the need for alternative arrangements or the construction of new infrastructure.

However, not all CSOs experienced the same level of destruction. A group of 27 CSOs reported partial damage that could be repaired. While these facilities sustained damage, the extent was less severe, allowing for repairs and restoration. These CSOs could potentially resume their

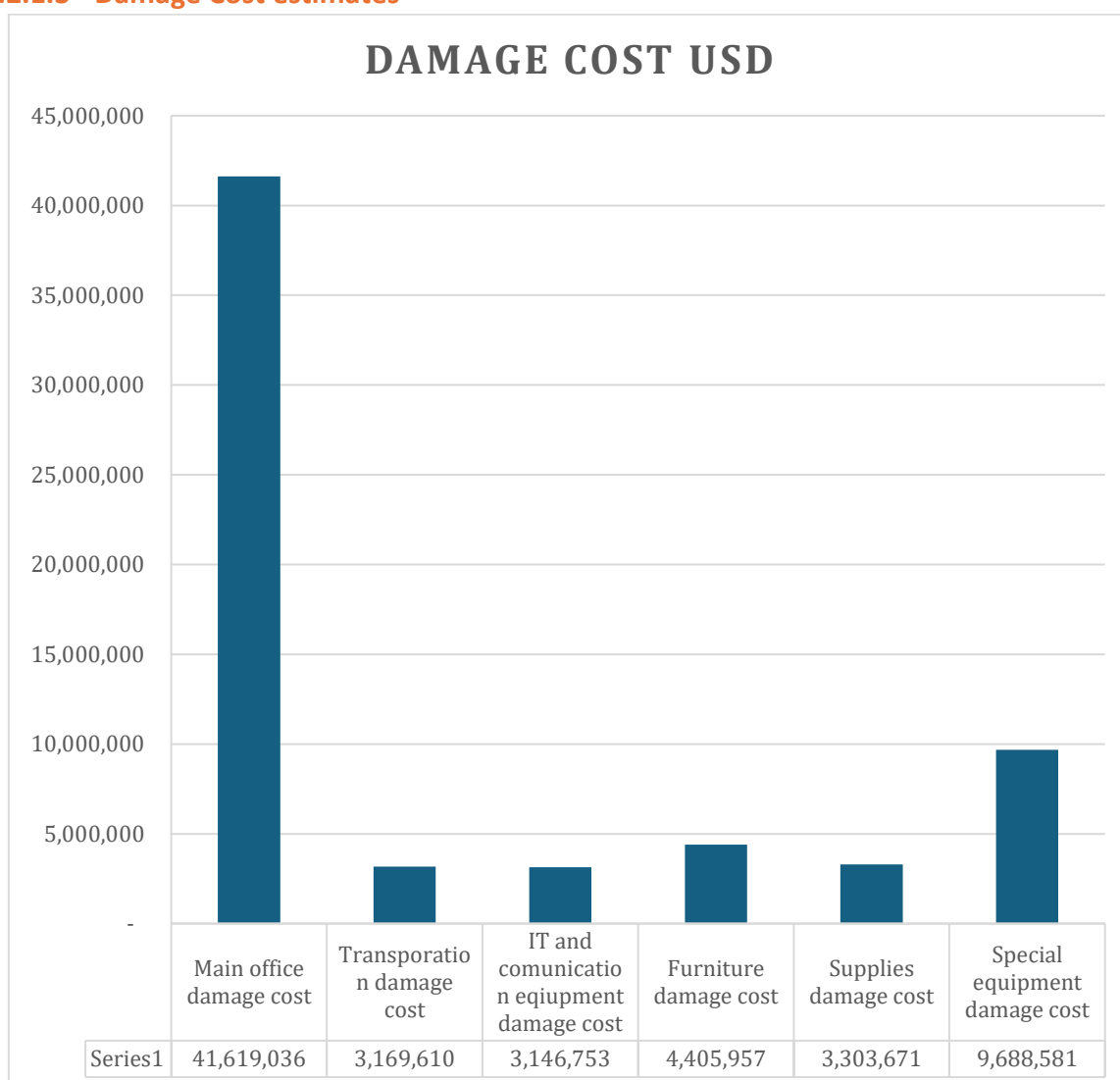
Initial Rapid Assessment of CSOs in The Gaza Strip

operations after necessary repairs were completed, albeit facing some disruptions during the renovation process.

In contrast, 16 CSOs were fortunate enough to report no damage to their facilities. These organizations escaped the physical impact of the disaster, enabling them to continue their operations without major interruptions. They were able to maintain their services and support the affected communities in a timely and effective manner.

The varying degrees of damage sustained by CSOs highlight the diverse impact of the war on the civil society sector. While some organizations faced significant challenges and required substantial resources for recovery, others were able to weather the storm with minimal disruptions. Understanding the specific needs and circumstances of each affected CSO is crucial for coordinating targeted support and facilitating their recovery efforts.

7.2.1.3 Damage Cost estimates



Upon further inspection of the cost estimates associated with the damages sustained by CSOs in Gaza, it becomes evident that substantial financial burdens have been incurred. A significant portion of the costs is attributed to damages in CSOs' main offices, encompassing both the buildings themselves and the infrastructure within. While other cost categories may appear

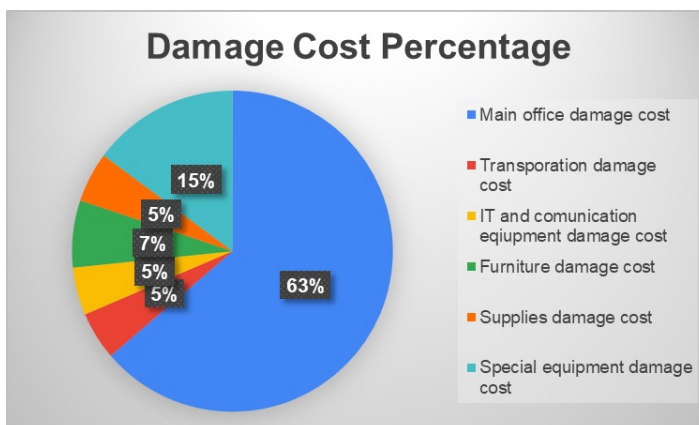
smaller in comparison, their significance cannot be underestimated given the fragile and vulnerable situation of CSOs in Gaza.

Notably, the damage costs related to transportation, Information Technology (IT) equipment, furniture, and supplies exhibit a relatively close range. However, when it comes to specialized equipment directly linked to CSOs' core service provision, the cost incurred is nearly three times higher. This disparity highlights the critical importance of this equipment in enabling CSOs to effectively carry out their missions and deliver essential services to communities in Gaza.

The infrastructure in the Gaza Strip has been severely damaged by years of conflict and Israeli deliberate attacks. Telecommunications, transportation, and electricity are all affected.

Telecommunication

The disastrous effects of damage to cell towers and cables on telecommunications services cannot be overstated. This damage has caused widespread disruption of cellular and internet connectivity, leaving the whole of Gaza without communication and internet for days.



The Israeli attacks on telecommunication infrastructure coupled with lack of fuel and electricity, rendered telecommunication networks incapable of providing services for long times extending days and, in some cases, up to one week⁶⁶. Even when partially repaired, communications and internet services were mostly overloaded and interrupted.

The disruption of telecommunications has extensive consequences affecting numerous aspects of life. For CSOs, it entailed a lack of communication, disrupted management, slower decision-making processes, and resulted in an information gap or, in the best-case scenario, delayed information sharing, leading to delayed responses.

The healthcare sector was the most severely affected, as emergency services, such as contacting hotlines for seeking medical assistance, became increasingly challenging when telecommunications channels were disrupted.

All CSOs couldn't reach out to their beneficiaries and target groups due to lack of communication channels. All aid distribution efforts had to be put on hold, as well as cross checking and all operations related to beneficiaries' data management had to be stopped due to internet outage. In some cases, CSOs resorted to using paper work to overcome internet outage or lack of access. As businesses were also significantly impacted, supply chains and logistics operations were disrupted, leading to delays and inefficiencies. Financial transactions and communication with banks became more challenging, affecting all major operations including procurement, contracting, receiving funds, spending funds, and salary payment.

7.2.1.4 Transportation

Movement within Gaza is hampered by:

- Damaged roads and bridges due to shelling and airstrikes.

⁶⁶ CNN, [Gaza communications blackout, the longest of the war, hits one-week mark](#)

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- Shortage of fuel makes car travel difficult.
- Destruction of public transportation infrastructure limits options for those without vehicles.

7.2.1.5 Electricity

The electricity grid is severely damaged:

- Power plants have been targeted, leading to widespread blackouts.
- Limited access to fuel for generators restricts alternative power sources.
- Many households have very little or no electricity for extended periods.

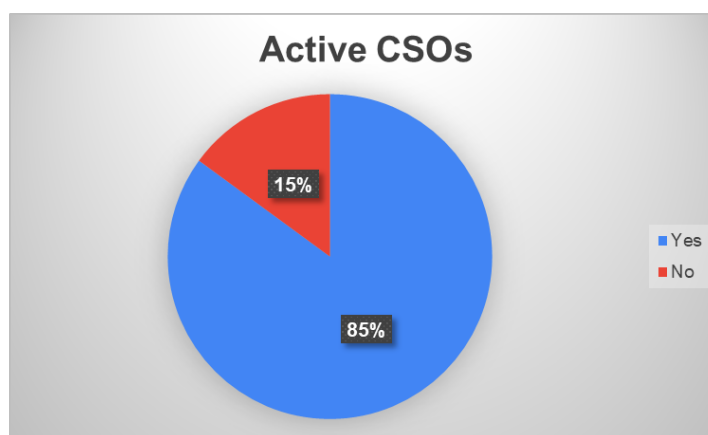
Overall, the infrastructure in Gaza is barely functional and presents significant challenges for residents. Rebuilding efforts are hampered by restrictions on materials and ongoing war.

“The overall impact of the war on civil society organizations in the Gaza Strip, can be described as devastating and catastrophic, as it cut off lifelines and deprived citizens of access to basic resources in the long term.” Anas Musallam - Food Security Cluster Coordinator

The poor state of infrastructure in the Gaza Strip has a significant impact on the lives of the people who live there. It makes it difficult for people to communicate with each other, get around, and earn a living. It also makes it difficult for businesses to operate and for the government to provide services.

7.2.2 CSOs ACTIVITY STATUS

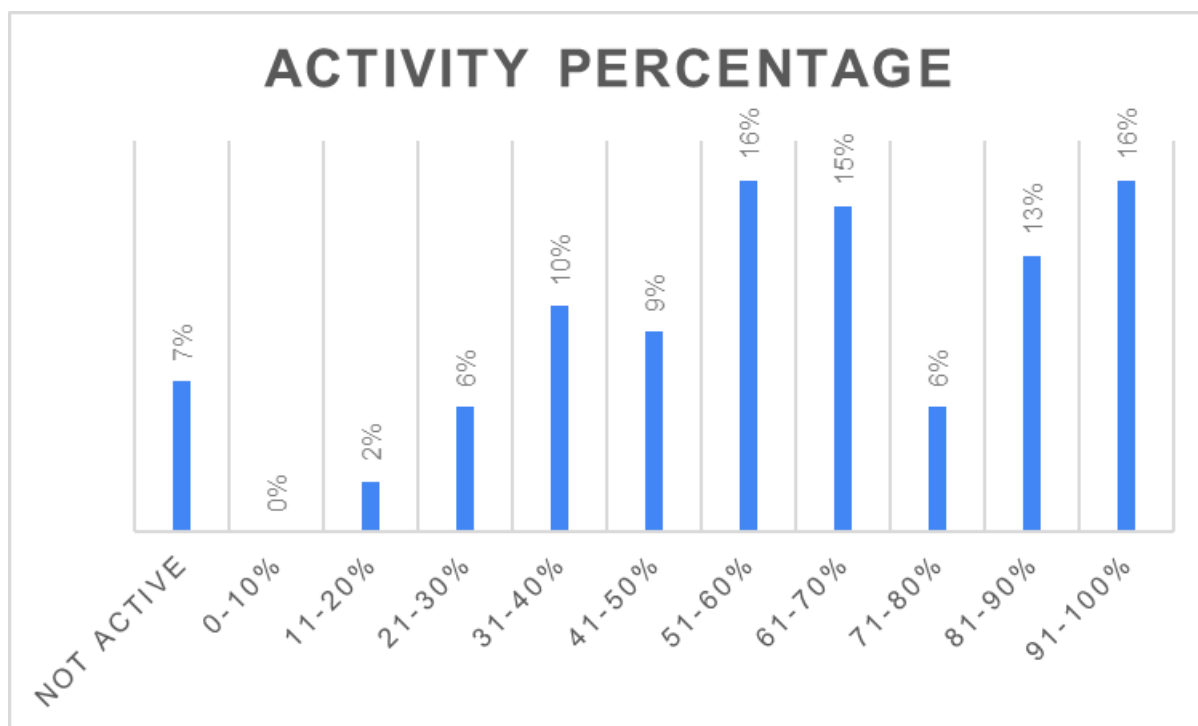
Among the surveyed CSOs, a remarkable 85% were actively providing services to their communities. However, it is concerning that 15% of CSOs had to remain inactive due to the devastating impact of the war. These inactive CSOs were compelled to halt their operations as a result of substantial damage to their infrastructure, the loss of human resources, or a combination of both.



Furthermore, even for the CSOs that remained active, the war and the damage they sustained significantly diminished their level of operations. A substantial proportion, approximately 28%, of active CSOs were operating at less than half of their original capacity. This reduced capacity hindered their ability to provide essential services effectively. In contrast, only 29% of the surveyed CSOs were able to maintain 80% or more of their original capacity, demonstrating the challenges they faced in continuing their operations amidst the war.

These findings underscore the profound impact of the war on CSOs and their capacity to deliver critical services to communities in need. The forced inactivity of a significant number of CSOs and the reduced capacity of those still operating have far-reaching consequences for vulnerable populations who rely on their services. The loss of services provided by CSOs exacerbates the

existing challenges faced by communities affected by war on Gaza and hampers efforts to address humanitarian needs, promote peacebuilding, and support sustainable development.



During the war, the majority of active CSOs (74%) were forced to adjust their operations. These new initiatives focused on life-saving measures like food parcel distribution, medical assistance, shelter, and other urgently needed services. This shift in focus was necessary to address the immediate needs of people impacted by the conflict.

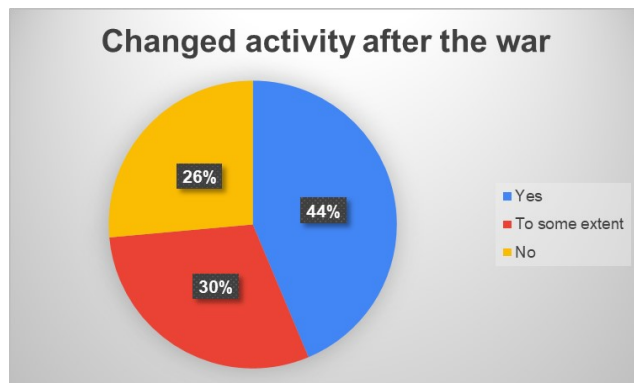
It is important to note that some CSOs did not need to modify their activities because they were already engaged in emergency response work. These organizations were well-positioned to continue providing critical services to affected communities, as they had the necessary experience and resources.

The decision to change or maintain activities during the war was influenced by several factors. CSOs that had to change their focus often faced resource constraints and needed to adapt quickly to the changing situation. They had to prioritize interventions that would have the greatest impact on people's immediate survival and well-being.

The adaptability and resilience of CSOs during the war are commendable. They played a vital role in providing humanitarian aid, protecting vulnerable populations, and advocating for peace and human rights. Their efforts contributed significantly to alleviating suffering and building resilience in the communities they serve.

Initial Rapid Assessment of CSOs in The Gaza Strip

A few months after the war breakout, many CSOs in Gaza found themselves in need of new offices and facilities to resume their services and interventions. The majority of CSOs were physically located in Gaza City, which meant that they had all been displaced and were now faced with the challenge of providing new office spaces for their staff and new facilities to accommodate service provision. Respondent CSOs indicated that 53% had to open new facilities in the Middle and Southern parts of Gaza Strip.



Among the most critical needs were medical points, storage and distribution facilities, office spaces, registration desks, and consultation desks. These facilities were essential for CSOs to effectively deliver their services, which ranged from providing medical care and food assistance to offering psychosocial support and legal aid.



The process of opening new offices and facilities was not without its challenges.

CSOs had to navigate bureaucratic hurdles, secure funding, and find suitable locations. Many organizations also had to contend with limited resources and a shortage of skilled staff.

7.2.3 GOVERNANCE

Some CSOs have their main offices and board of directors in the West Bank, and these CSOs have not been affected in terms of governance, decision-making, or their ability to manage financial operations and bank accounts. However, the situation is completely different to CSOs that is based in Gaza.

According to the survey results, a significant number of CSOs have lost members of their Board of Directors (BoD). The survey revealed that most of these BoD members have left Gaza due to various factors, while others have been killed or injured as a result of the ongoing war on Gaza.

The survey results indicate that 35 CSOs reported that some of their BoD members have travelled out of Gaza. This represents a significant loss of leadership and expertise for these organizations, as BoD members play a crucial role in setting the direction and overseeing the operations of CSOs.

In addition to those who have travelled out of Gaza, the survey also reported that eight CSOs have lost BoD members who were killed as a result of the war. This is a tragic loss for the organizations and their communities, and it highlights the risks and challenges faced by CSOs operating in conflict-affected areas.

The loss of BoD members has a profound impact on the functioning and effectiveness of CSOs. Without a strong and capable BoD, CSOs may struggle to maintain their operations, implement their programs, and advocate for the needs of their communities. Not to mention the legal

complications linked to the transferring the authority to new or existing members to enable the organization to resume its operations. This can have a ripple effect on the delivery of essential services and support to vulnerable populations in Gaza.

In the conducted survey, 76% of CSOs reported the ability to contact their BoD members, while the remaining 24% faced challenges or were unable to establish contact. Poor communications, lack of internet access, and the absence of BoD members due to being missing or traveling out of Gaza were identified as significant contributing factors.

The data shows that 63% of the respondent CSOs indicated that their BoDs are not meeting as expected. This has had a negative impact on the decision-making processes and overall governance of the organizations. The inability to hold regular BoD meetings hampers the effective functioning and oversight of the organizations, leading to challenges in strategic planning, resource allocation, and accountability.

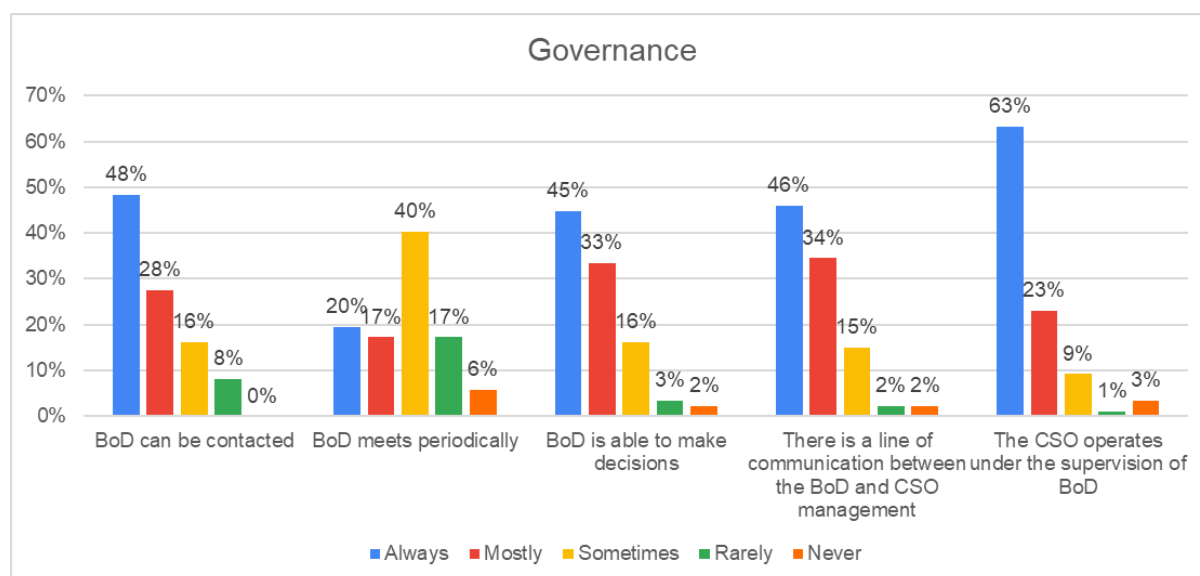
Despite the challenges faced, 22% of CSOs reported that their BoDs were unable to make decisions related to the organization. While this is a notable percentage, it is commendable that 78% of BoDs were able to function effectively under such conditions. This resilience and commitment to fulfilling their responsibilities is a testament to the dedication and professionalism of the BoD members and the organizations they serve.

The level of communication between the BoD and the top management is crucial for the effective governance of CSOs. It facilitates the sharing of information, ensuring that the BoD is well-informed about the organization's activities and performance. This communication also enables the BoD to provide strategic direction and guidance to the top management, ensuring that the CSO is aligned with its mission and vision.

The fact that 80% of CSOs reported having communication between the BoD and the top management indicates a positive trend in CSO governance. It suggests that CSOs are recognizing the importance of effective communication in ensuring accountability and transparency.

Moreover, the finding that 86% of CSOs reported that they are still operating under the supervision of the BoD further reinforces the notion that CSOs are committed to good governance practices. The BoD's oversight role is essential for ensuring the organization's compliance with legal and regulatory requirements, as well as for safeguarding the interests of stakeholders.

These results indicate that CSOs governance is still intact and can be relied on to steer CSOs interventions. The high level of communication between the BoD and the top management, coupled with the BoD's oversight role, provides a solid foundation for CSOs to operate effectively and achieve their objectives.



The ongoing war in Gaza significantly impacted governance in all sectors. Here are the key elements of governance that were affected and how:

1. **Board Meetings:** CSOs faced significant challenges in conducting board meetings due to the war on Gaza, resulting in inconsistent decision-making and delays in critical decisions.
2. **Face-to-Face and Online Meetings:** Some institutions attempted to hold meetings virtually, but achieving a quorum was a challenge, limiting the efficiency of the decision-making process.
3. **Agenda Setting:** CSOs' agendas were largely influenced by the war, with a focus on emergency response and urgent issues.
4. **Financial Discussions:** Board discussions emphasized the financial challenges faced by CSOs, including frozen accounts and other difficulties.
5. **New Projects and Alternative Plans:** Discussions on new projects and alternative plans were postponed due to the emergency circumstances created by the conflict.
6. **Absences and Injuries:** Board members' absence from meetings due to injuries, arrests, or travel further diminished governance effectiveness.
7. **Communication:** Communication between the executive management and the Board of Directors continued but was less frequent than usual and primarily focused on urgent challenges and immediate decisions.
8. **Field Activities:** The ability of board members to monitor interventions and provide the required support was greatly decreased, leading to increased delegation of decision-making powers and program implementation to the executive management.

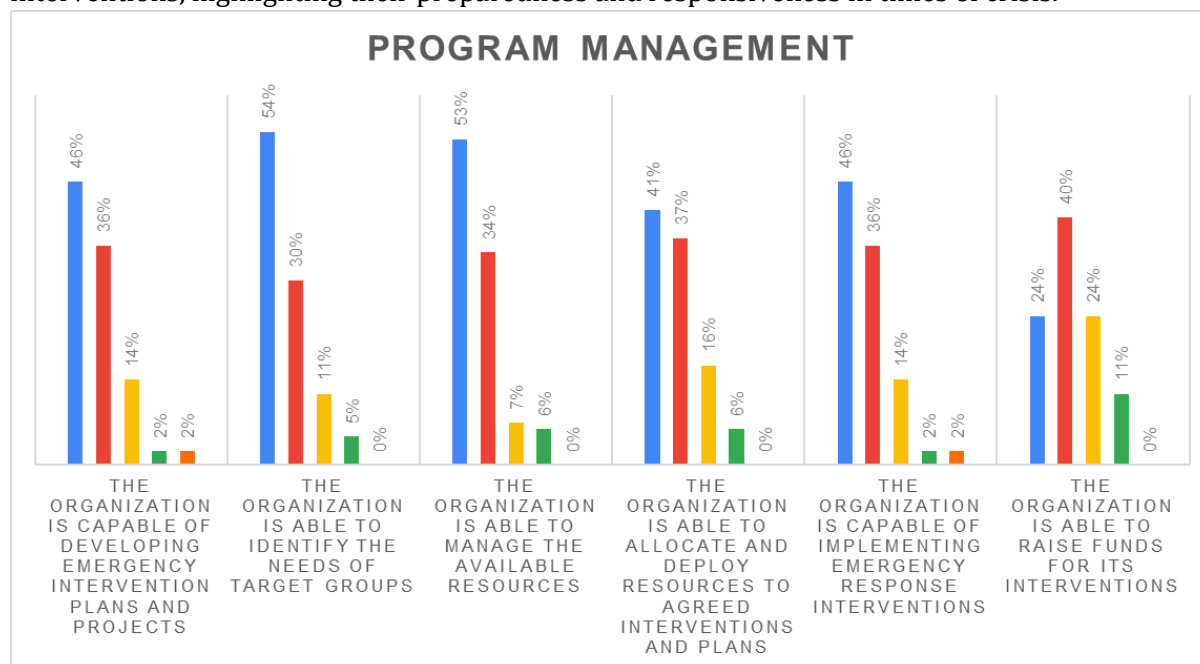
7.2.4 PROGRAM MANAGEMENT

In terms of programming, CSOs remain highly effective, as evidenced by their results. A vast majority of CSOs, representing 82% of the respondents, reported that they are adept at developing emergency intervention plans and projects. Additionally, 84% of CSOs demonstrated a strong understanding of their target groups' needs. They are able to accurately identify the specific requirements and vulnerabilities of the populations they serve.

It is important to note that in the current context of ongoing war and humanitarian crisis, CSOs are rightly prioritizing life-saving interventions. In such situations, detailed needs assessments or in-depth knowledge of target groups' needs may not always be feasible or necessary. CSOs

must act swiftly to address urgent and immediate needs, such as providing food, shelter, medical care, and protection to vulnerable populations.

The data collected from CSOs reveals some interesting insights regarding their resource management capabilities. A significant 87% of the CSOs surveyed reported ability to manage the resources at their disposal. Furthermore, 78% of the CSOs reported their ability to allocate resources specifically for interventions, indicating their capacity to prioritize and address specific needs. Additionally, 82% of the CSOs indicated their ability to implement emergency interventions, highlighting their preparedness and responsiveness in times of crisis.



However, the data also sheds light on a challenging aspect faced by CSOs. Approximately 36% of the respondent CSOs indicated an inability to fundraise for their interventions. This suggests that a significant proportion of CSOs struggle to secure adequate financial resources to carry out their activities and achieve their objectives. Fundraising is a critical aspect for CSOs, as it enables them to access the necessary funding to implement programs, provide services, and support their beneficiaries. Without adequate funding, CSOs may face limitations in their ability to deliver on their missions and create positive social impact.

The challenges faced by CSOs in fundraising can be attributed to various factors. These may include limited access to funding opportunities, competition for resources, stringent grant requirements, and the need to demonstrate a strong track record of impact. Additionally, external factors such as economic downturns and changing donor priorities can also affect the availability of funding for CSOs.

CSOs data provides valuable insights into the impact of the ongoing war on their activities. Despite the challenging circumstances, many CSOs have demonstrated remarkable resilience and capacity in planning and management, allowing them to maintain their programming aspects largely intact.

The sustained programming of CSOs during the war reflects their strong commitment to serving their communities and fulfilling their missions. It also highlights the adaptability and resourcefulness of CSOs in finding ways to continue their work in the face of adversity. This

resilience is often rooted in the deep connections that CSOs have with the communities they serve, enabling them to understand and respond to local needs effectively.

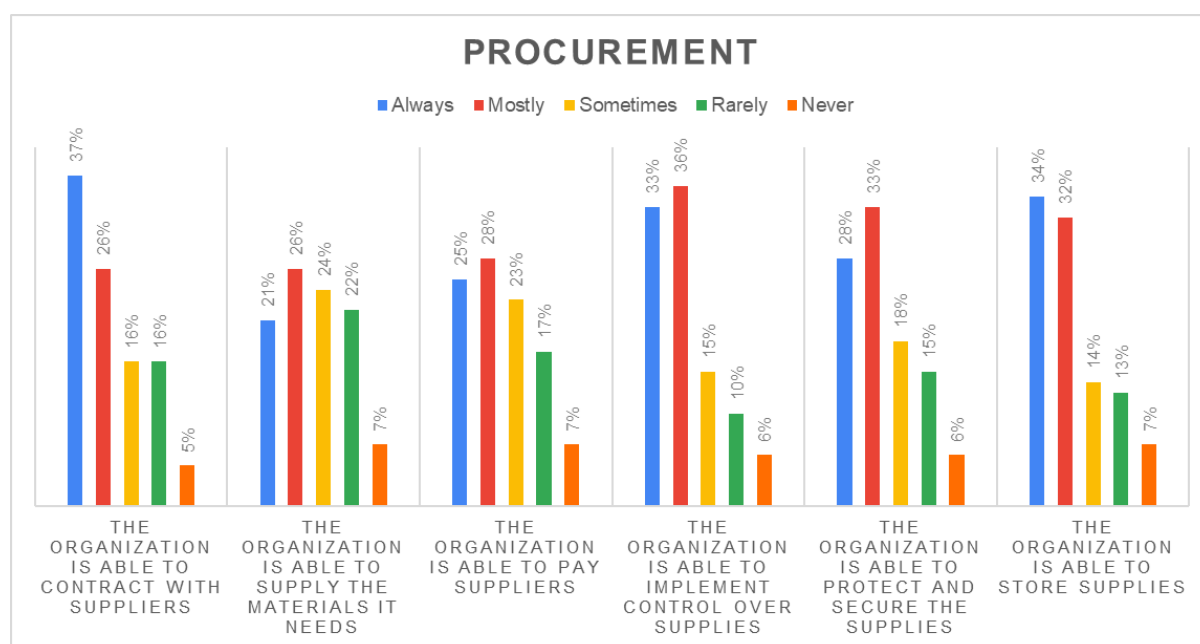
Furthermore, the resilience of CSOs is a reflection of the dedication and commitment of their staff and volunteers. Despite the personal risks and challenges they may face, CSO staff and volunteers have demonstrated unwavering determination in carrying out their work, often going above and beyond to meet the needs of their communities.

7.2.5 OPERATIONS

The Israeli war on Gaza has had a significant impact on the purchasing process in CSOs, leading to various challenges and disruptions.

The data collected by CSOs reveal significant insights into their operational capabilities. According to the survey, a substantial 63% of respondent CSOs are capable of entering into contractual agreements with suppliers, ensuring a steady flow of necessary resources. However, the ability to supply the materials they require stands at 47%, indicating a potential gap between demand and supply. Additionally, 53% of the surveyed CSOs reported their ability to make timely payments to suppliers, demonstrating financial capacity concerns related to resources availability, banking problems, or a combination of both.

In terms of supply chain management, the findings are mixed. While 69% of the respondent CSOs reported their ability to implement control over supplies, indicating a degree of oversight and efficiency, only 61% of them expressed confidence in their ability to protect and secure the supplies. This highlights the need for further efforts to strengthen supply chain security measures and minimize the risk of theft or damage. Furthermore, 67% of the CSOs reported their ability to store supplies, suggesting high challenges related with storage facilities and inventory management practices.



Procurement related challenges during the war on Gaza can be summarized in the following points:

- CSOs suffered immense financial losses as a result of the widespread destruction and disturbances caused by the war on Gaza.
- Infrastructure, assets, and equipment were severely damaged or destroyed, leading to substantial financial burdens.
- The loss of income sources, such as donations, grants, and program fees, further exacerbated the financial challenges faced by CSOs.
- Due to the high demand for materials during the war on Gaza period, the prices of essential supplies surged significantly.
- CSOs faced difficulties in meeting their budgetary requirements, as the rising costs strained their limited resources.
- The increased prices made it challenging to procure necessary equipment, supplies, and services.
- Movement restrictions imposed during the war on Gaza severely hindered the ability of CSOs to receive and distribute supplies.
- Road closures, checkpoints, and border restrictions disrupted supply chains and logistics operations.
- Delays in the delivery of essential goods and services resulted in shortages and hindered the provision of humanitarian assistance.
- CSOs faced logistical challenges in transporting supplies and personnel within the Gaza Strip.
- Damaged infrastructure, lack of fuel, and security concerns posed significant obstacles to the movement of goods.
- The shortage of transportation resources and the high cost of fuel further compounded the logistical challenges faced by CSOs.
- The cut-off of Gaza City and North Gaza stopped all interventions and aid delivery to those locations, which limited CSOs' interventions to the Middle and Southern parts of the Gaza Strip.
- The aforementioned challenges forced CSOs to reassess their procurement processes and strategies.
- Prioritizing essential purchases and optimizing resource allocation became crucial to ensure the efficient use of limited resources. Coupled with slow decision-making processes and limited communication with management and the board of directors, extensive delays were encountered.
- CSOs had to explore alternative suppliers, seek new partnerships, and adopt innovative approaches to overcome the procurement hurdles. This was time and effort-consuming.
- The effects of the Israeli war on Gaza on CSOs' purchasing processes are expected to be long-term. Rebuilding damaged infrastructure, replenishing supplies, and addressing the financial losses incurred will require sustained efforts and resources.
- CSOs need to implement comprehensive recovery plans to mitigate the impact of the conflict and ensure the continuity of their operations.

7.2.6 SAFETY AND SECURITY

During wartime, the safety and security of their staff and operations become the most pressing and critical concerns for CSOs. However, according to the survey results, only 61% of CSOs indicated they could provide the necessary protection to effectively carry out their interventions.

Initial Rapid Assessment of CSOs in The Gaza Strip

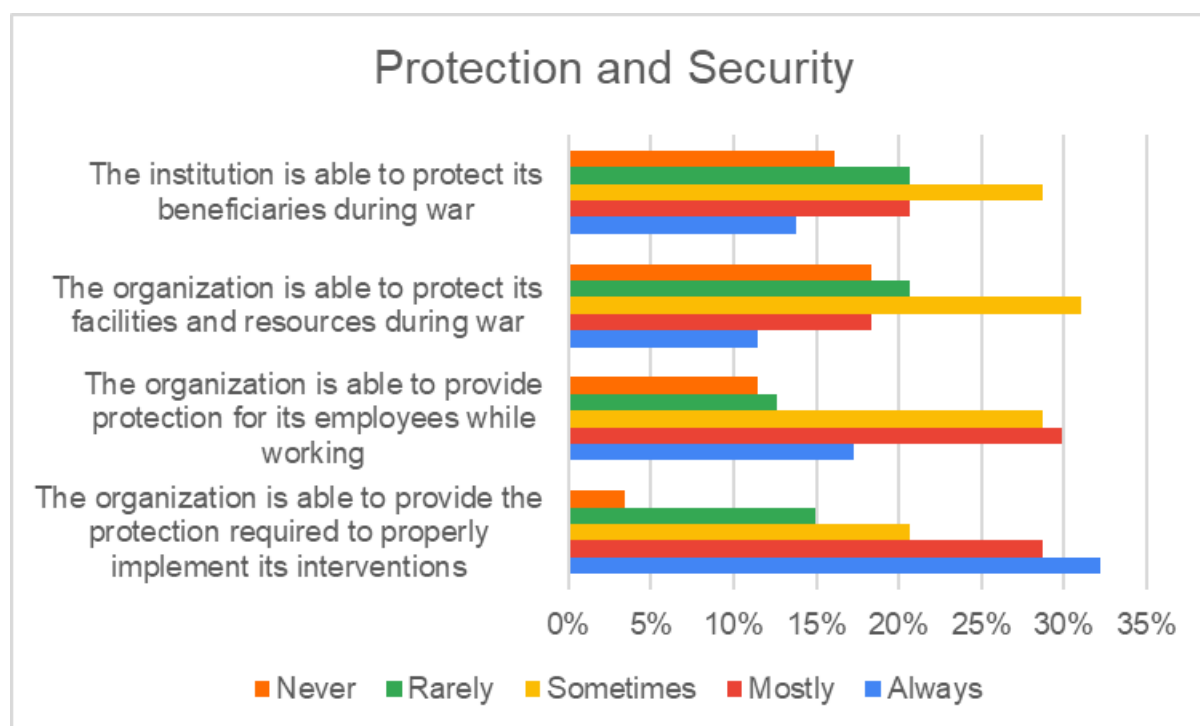
This percentage should not be understood as CSOs' ability to provide a comprehensive safety and security. As this is not within their capacity and due to the fact that CSOs themselves were exposed to the Israeli attacks. Rather, this should be understood as CSOs' ability to help their staff navigate the security situation and be able to move around with reduced risk. This was done via sharing security updates and guidelines for increased protection and safety. The general situation in Gaza is very risky and all people on the ground including aid workers (local and international) were equally exposed to that risk.

This concerning figure highlights the challenges CSOs face in safeguarding their personnel and activities during the war.

The data further revealed that only 47% of CSOs reported being able to provide protection for their staff while working. This alarming statistic underscores the risks faced by aid workers and humanitarian personnel who dedicate their lives to providing assistance in dangerous and unstable environments.

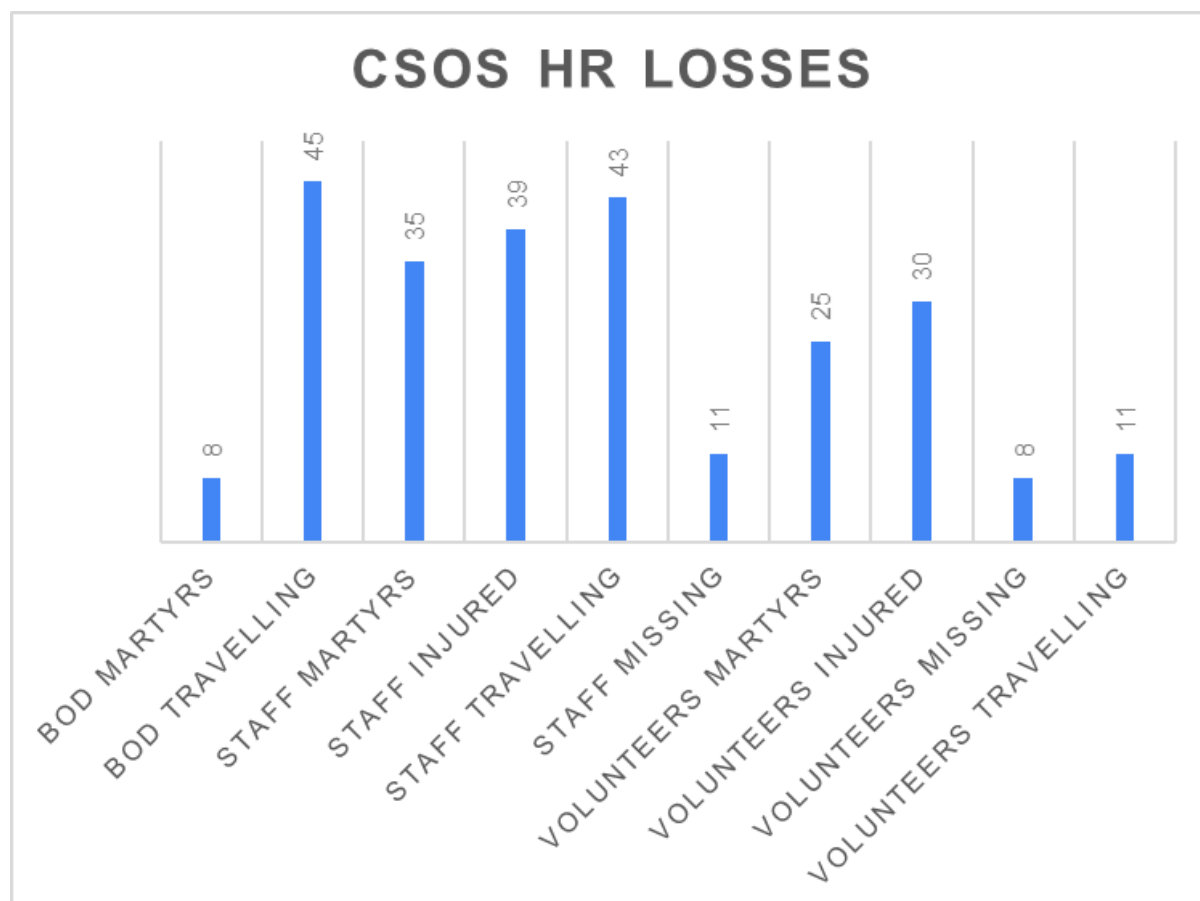
The ability to protect facilities and resources is another critical aspect of CSO operations during war. Regrettably, only 30% of respondent CSOs indicated they could safeguard their facilities and resources during wartime. This lack of protection exposes CSOs to risks such as looting, destruction, and confiscation of essential assets, further hindering their ability to deliver aid and support to those in need.

Furthermore, only 34% of CSOs indicated they could provide some form of protection for their beneficiaries. This limited capacity to protect vulnerable populations who rely on CSO services exacerbates the already dire conditions they face.



7.2.7 HUMAN RESOURCES

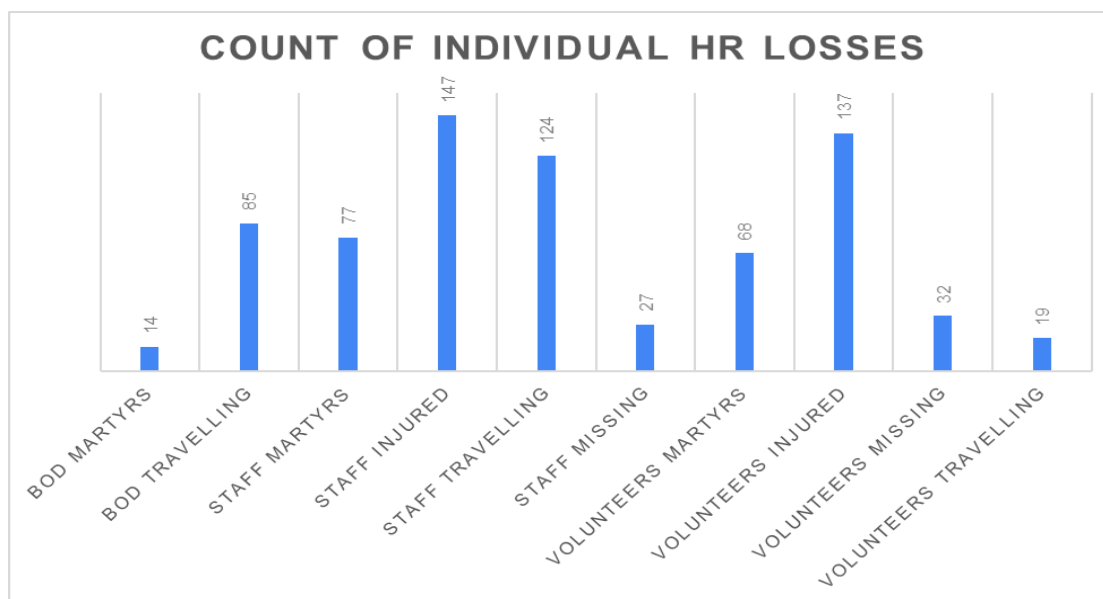
During the war on Gaza, the human resources management process in CSOs faced significant challenges and disruptions. The recruitment of new employees was severely affected, as the harsh conditions and instability resulting from the war on Gaza made it difficult to conduct interviews and onboarding processes. The recruitment process was further complicated by security concerns, as CSOs had to ensure the safety of potential candidates and staff.



Respondent CSOs data, show that all CSOs have lost human resources, whether they are board members, staff, or volunteers. Data show that 43 CSOs (49%) have staff who travelled or evacuated Gaza during the war, and 45 CSOs (52%) who have BoD members out of Gaza.

At least 35 CSOs have lost staff and/or BoD members during the war. In addition, at least 39 CSOs have injured staff, BoD members, or volunteers.

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During the horrific war, the humanitarian workforce endured immense suffering, with a total of 159 fatalities reported by respondent CSOs. This grim figure included 14 BoD members, 77 staff members, and 68 volunteers who were killed.

The toll of the war did not end with the fatalities. CSOs further reported that 147 staff members and 137 volunteers were injured during the conflict. These individuals sustained physical wounds that would leave a lasting impact on their lives. Many of them struggled to access adequate medical care and rehabilitation services, adding to their suffering.

In addition to the fatalities and injuries, CSOs also reported that 27 staff members and 32 volunteers remain missing. The fate of these individuals is unknown, leaving their families and loved ones in a state of anguish and uncertainty. The search for their whereabouts continues, but the passage of time diminishes the hope of finding them alive.

The war took a heavy toll on the human resources of CSOs, leaving a void that would be difficult to fill. The loss of experienced and dedicated staff and volunteers had a significant impact on the capacity of CSOs to provide essential services to affected communities. The survivors of the war were left to grapple with the trauma and rebuild their lives, often without the support of the very organizations that had previously been their lifeline.



Based on survey results, the majority of CSOs (72%) reported having the ability to manage their personnel effectively. Furthermore, 75% of CSOs indicated that they can communicate with their employees and monitor their work progress.

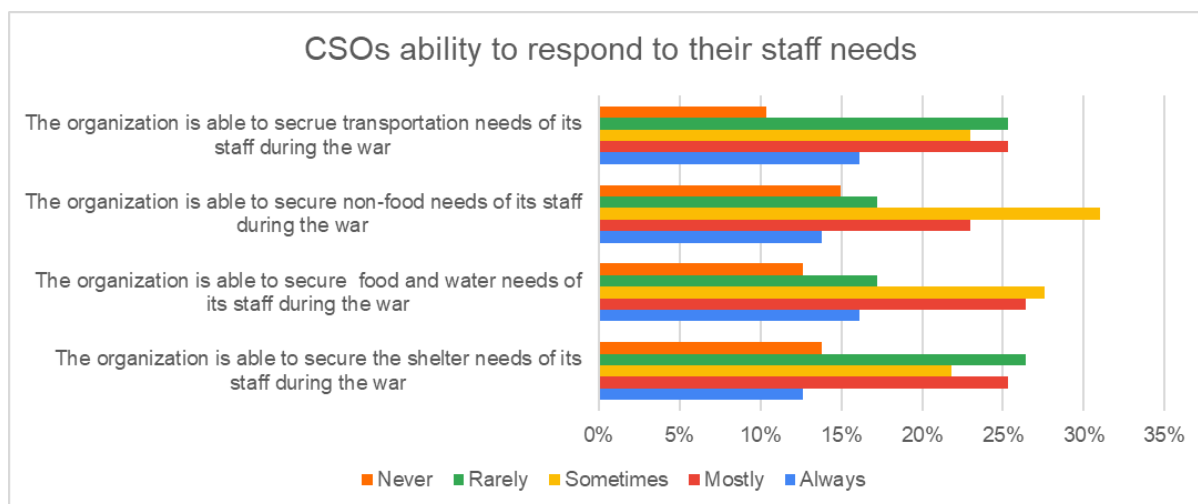
However, the survey also revealed some challenges in the area of human resource management. Approximately 69% of CSOs indicated their ability to employ human resources according to their needs. This suggests that one third of CSOs are facing difficulties in identifying and recruiting qualified personnel. Additionally, only 49% of CSOs stated that they are able to provide staff benefits. This indicates that many CSOs may lack the financial resources or infrastructure to offer competitive benefits packages, which can impact employee morale and retention.

Salary disbursements to employees were also disrupted due to the security tensions and financial turmoil that accompanied the war on Gaza. Banks and financial institutions were often closed or operating with limited capacity, making it difficult for CSOs to access funds and pay their employees on time. This disruption in salary payments caused financial hardship for many employees and their families.

The process of recruiting volunteers also faced great challenges. The tensions and dangerous conditions that prevailed during the war on Gaza made it difficult to mobilize volunteers and ensure their safety. Many volunteers were reluctant to participate in activities outside their homes, as they feared being caught in the crossfire or targeted by violence. As a result, CSOs were forced to scale back their volunteer programs or operate with a reduced number of volunteers.

Health institutions were also forced to face challenges in dealing with the files of employees who were martyred, injured, or left Gaza. The documentation and processing of these cases were often delayed or complicated by the chaos and disruption caused by the conflict. CSOs had to work closely with government agencies and other organizations to ensure that the families of deceased or displaced employees received the necessary support and compensation.

Initial Rapid Assessment of CSOs in The Gaza Strip



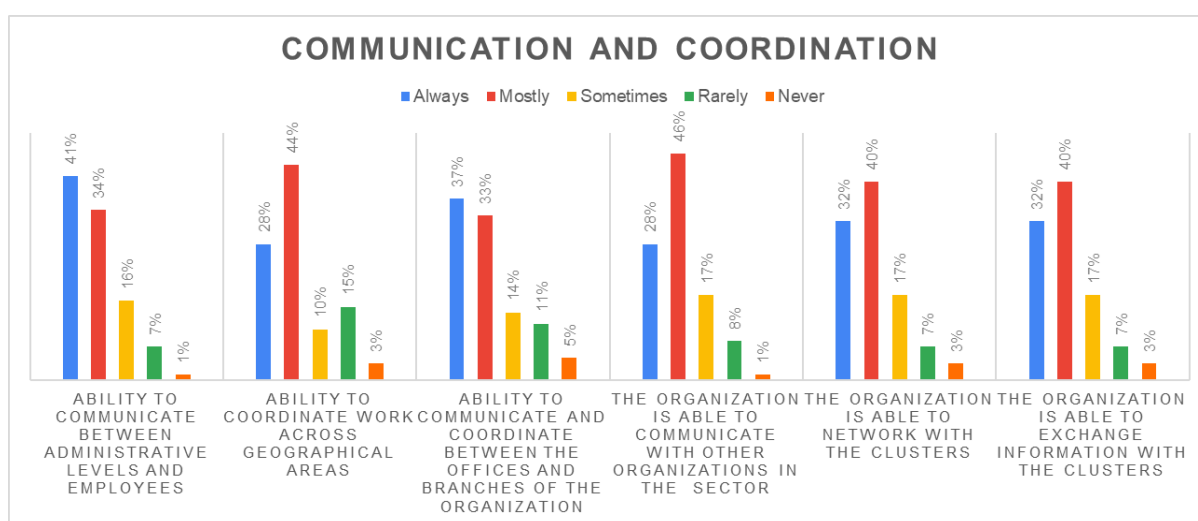
The situation regarding staff needs and the ability of CSOs to address them during the war is dire and poses significant challenges. The CSO survey revealed that only a meager 38% of CSOs were able to secure the shelter needs of their staff during the war. This alarming statistic indicates the vulnerability of CSO personnel and the lack of adequate support for their basic needs.

Furthermore, only 43% of respondent CSOs reported being able to secure food and water needs for their staff during the war. This shortage of essential resources not only affects the well-being of the staff but also hampers their ability to carry out their crucial work.

In terms of non-food items, the situation is equally concerning. Only 43% of respondent CSOs were able to secure non-food needs for their staff during the war. Non-food items include essential supplies such as clothing, hygiene kits, and basic medical supplies. The lack of access to these items can have devastating consequences for staff morale and their ability to perform their duties effectively.

Transportation also poses challenges for CSOs during the war. Only 41% of respondent CSOs were able to secure transportation needs for their staff. This is mainly due to lack of fuel supplies, damaged roads and infrastructure, and damaged transportation means. This shortage of transportation hampers the mobility of staff and limits their ability to reach affected populations and deliver humanitarian aid.

7.2.8 COMMUNICATION AND COORDINATION



In the survey, CSOs provided insights into the level of communication and coordination within their organizations and across the sector. The results indicate that while communication and coordination have improved in recent months, there were initial challenges during the first 2-3 months of the war.

During the early stages of the war, CSOs faced displacement and communication disruptions, which hampered their ability to coordinate effectively. However, as CSOs situation stabilized, they managed to establish communication channels and restore coordination mechanisms.

The survey results show that a majority of CSOs (76%) reported the ability to communicate effectively between administrative levels and employees. This suggests that internal communication has been largely maintained, ensuring that information flows smoothly within the organizations.

Additionally, 71% of CSOs reported the ability to coordinate work across geographical areas. This is crucial for organizations that operate in different regions or locations, as it enables them to align their activities and resources effectively.

Furthermore, 70% of CSOs reported the ability to communicate and coordinate between the offices and branches of the organization. This indicates that there is effective communication and collaboration among different parts of the organization, facilitating efficient operations and decision-making.

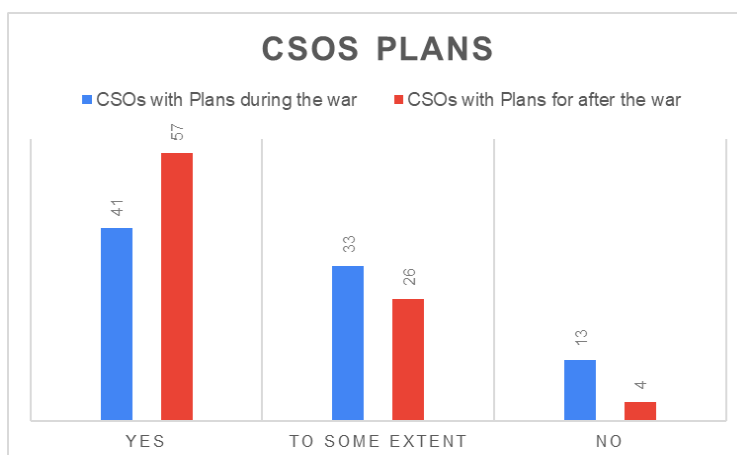
In terms of communication and coordination with other organizations in the sector, 74% of CSOs reported being able to do so. This highlights the importance of collaboration and networking among CSOs, as they work together to address common challenges and maximize their impact.

Lastly, regarding coordination with relevant clusters, 72% of respondent CSOs reported their ability to network with the clusters, and the same percentage reported being able to exchange information with the clusters. This suggests that CSOs are actively engaging with relevant stakeholders and coordinating their efforts to provide comprehensive and effective humanitarian assistance.

Overall, the survey results indicate that CSOs have made significant progress in establishing and maintaining communication and coordination channels within their organizations and across the sector. While there were initial challenges, organizations have adapted and implemented measures to overcome these barriers and ensure effective collaboration in delivering humanitarian assistance.

7.2.9 PLANNING

In response to the war, only 47% of participating CSOs reported having well-defined plans, while 15% indicated having no plans and 38% indicated having rough plans. It is evident that a significant proportion of CSOs lacked clear plans during the war on Gaza.

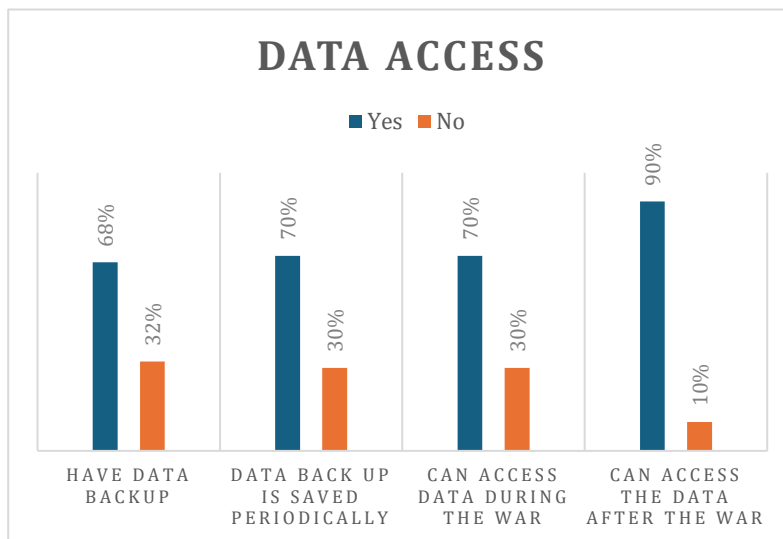


Furthermore, the survey revealed that not all CSOs have comprehensive plans for the post-war period. Only 65% of the participating CSOs indicated having plans for the era following the war.

It is noteworthy that a majority of these CSOs are relying on previously developed plans used after similar events, such as the 2021, 2014, and 2008/9 attacks on Gaza. While these plans may provide a starting point, adapting them to the unique challenges and opportunities of the current post-war context may be necessary.

7.2.10 DATA ACCESS

During the war, many CSOs faced significant challenges in accessing their data and information management systems, which had a detrimental impact on their operations. Only 68% of the surveyed CSOs reported having backups of their data, indicating a lack of preparedness for such emergencies.



Among those with backups, accessing the data proved to be a substantial obstacle. CSOs faced issues related to lack of stable

access to the internet, suitable devices, and reliable equipment. These factors made it difficult to keep data updated with new information and hindered the continuity of operations.

Furthermore, 30% of CSOs reported being completely unable to access their data during the war. This meant that they could neither record new data nor process existing information as they had done before. This situation had severe consequences, as CSOs were unable to document and report on critical issues, monitor and evaluate their programs, and communicate effectively with stakeholders.

The inability to access data also affected CSOs' ability to provide essential services to affected communities. Without access to up-to-date information, CSOs found it challenging to identify and

respond to the needs of vulnerable populations, coordinate their efforts with other organizations, and advocate for policy changes.

To make matters worse, 10% of the surveyed organizations indicated that they were unable to restore or regain access to their lost data even after the war had ended. This was primarily due to the complete loss of servers and data repositories, often caused by destruction, looting, or theft during the conflict. The inability to restore this equipment resulted in the permanent loss of valuable data, which had long-term implications for the organizations' work.

7.2.11 FUNDING

The donor community and funding mechanisms were changing to favour international and UN organizations at the expense of local CSOs. This shift in funding priorities was due to several factors, including a lack of communication between local CSOs and donors, security issues in the region, and concerns about aid diversion.

The change in funding mechanisms had a significant impact on the ability of local CSOs to provide services. Local CSOs often have a better understanding of the needs of the communities they serve, and they are more accountable to those communities. However, the shift in funding priorities meant that local CSOs had less access to resources to support their work.

One example of the challenges faced by local CSOs is the case of UNRWA. The Israeli government accused 12 UNRWA staff of being part of the Hamas attack on Israel on October 7th. These accusations were never substantiated, but they led several major donors to withhold their funding from UNRWA. Israel's accusations against the dozen UNRWA workers have sparked a reaction from international donors, causing 16 states to temporarily halt or reduce their funding to UNRWA⁶⁷. This decision represents a significant financial blow to the organization, which is already struggling to address the severe humanitarian crisis in Gaza, exacerbated by Israel's offensive in the region.

The changing landscape of funding for CSOs has created a challenging environment for local CSOs, which play a vital role in providing healthcare services. Not to mention that local CSOs are already facing increasing competition for funding from international and UN organizations. This shift in funding priorities has the potential to undermine the quality and accessibility of CSOs' services for people affected by the war on Gaza.

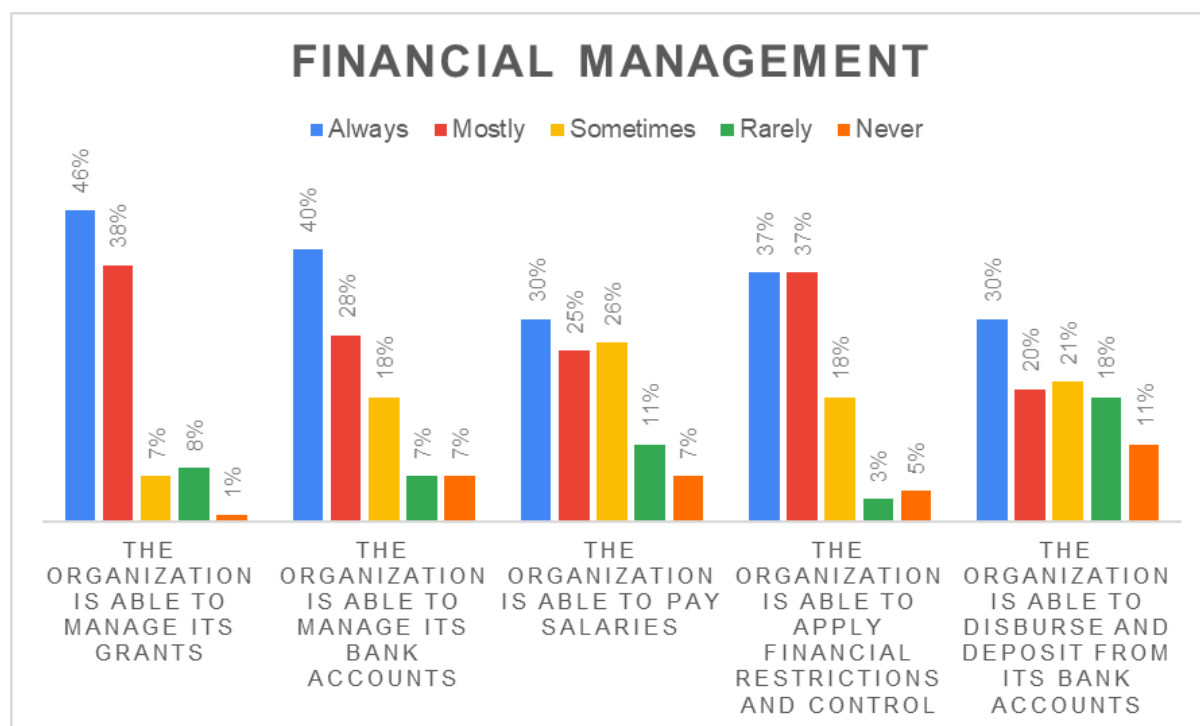
7.2.12 FINANCIAL RESOURCES

During the war, financial management by CSOs faced significant challenges. The destruction of infrastructure and displacement of staff made it difficult to maintain accurate financial records and ensure transparent financial management practices. Additionally, economic hardships and funding uncertainties further complicate financial planning and management.

The CSOs' survey revealed that while 84% of the participating CSOs reported having the capacity to manage their grants, only 68% of them were able to effectively manage their bank accounts. This discrepancy can be attributed primarily to bank closures and the resulting cash unavailability.

⁶⁷ [Reuters](#)

The survey responses further indicated that only 55% of the CSOs were able to pay their staff salaries. This is a concerning finding, as all employees rely on their salaries to meet their basic needs, especially during periods of economic instability and rising prices. The inability to pay salaries is mainly linked to a lack of funding and cash shortages at banks.



The survey also highlighted that 74% of the CSOs indicated their ability to implement financial restrictions and control measures, while only 49% of them were able to disburse and deposit funds from their bank accounts. This low percentage reflects the significant financial challenges that CSOs face in carrying out their operations effectively.

These findings underscore the urgent need for interventions to address the financial constraints faced by CSOs.

Despite these challenges, CSOs made efforts to adapt their financial management practices to the crisis. They implemented measures such as streamlining administrative expenses, prioritizing essential services, and seeking alternative sources of funding. However, the overall financial management landscape remained complex and strained due to the ongoing war.

7.2.13 MEAL PRACTICES

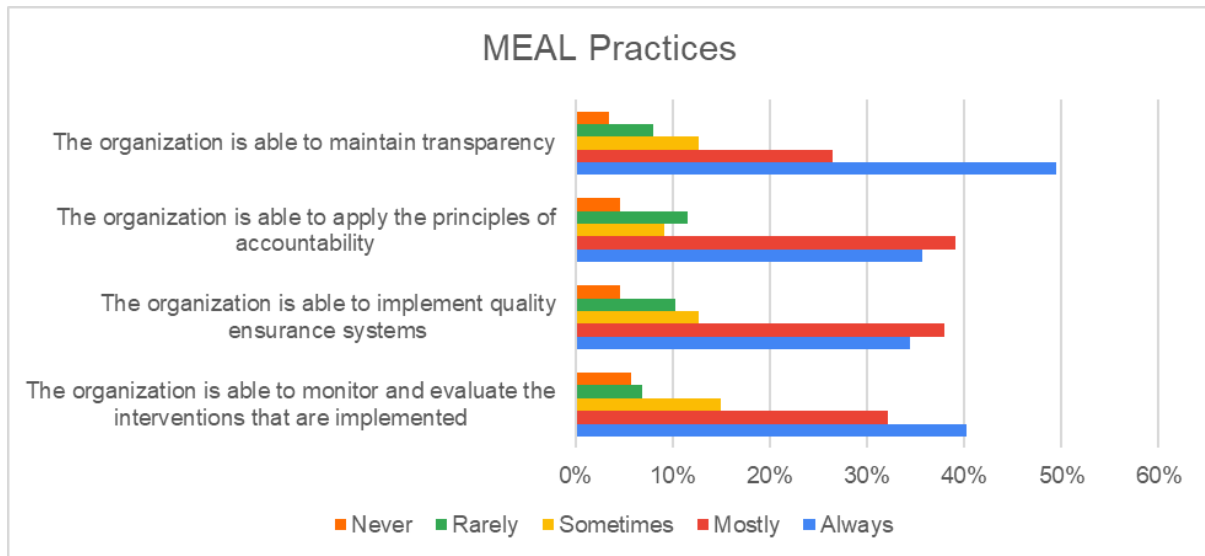
The survey results from CSOs reveal a moderate level of capacity in conducting Monitoring and Evaluation (MEAL) practices.

Specifically, 72% of the CSOs surveyed indicated their ability to monitor and evaluate the interventions implemented. This suggests that a significant proportion of CSOs have established systems and processes in place to track progress, measure outcomes, and make informed decisions based on evidence.

Furthermore, 72% of CSOs reported the capacity to implement quality assurance systems, emphasizing their commitment to maintaining the quality and effectiveness of their interventions. Quality assurance systems ensure that CSOs adhere to established standards, protocols, and best practices, ultimately contributing to the credibility and impact of their work.

Another notable finding is that 75% of CSOs indicated their ability to apply the principles of accountability and transparency. This demonstrates their understanding and commitment to responsible and ethical practices, including transparency in reporting, financial accountability, and responsiveness to stakeholders.

However, data from interviews and focus group discussions highlight challenges faced by CSOs in conducting MEAL practices during the war. The increased cost and additional complications associated with MEAL activities in conflict-affected settings were major concerns. Many CSOs reported resorting to lowering their standards, reducing their measurement efforts, or reducing their MEAL requirements to prioritize performance and meet immediate needs.



7.3 HEALTH SECTOR

Due to the nature of the war on Gaza, health services were of utmost importance to save lives and help the staggering numbers of injuries.

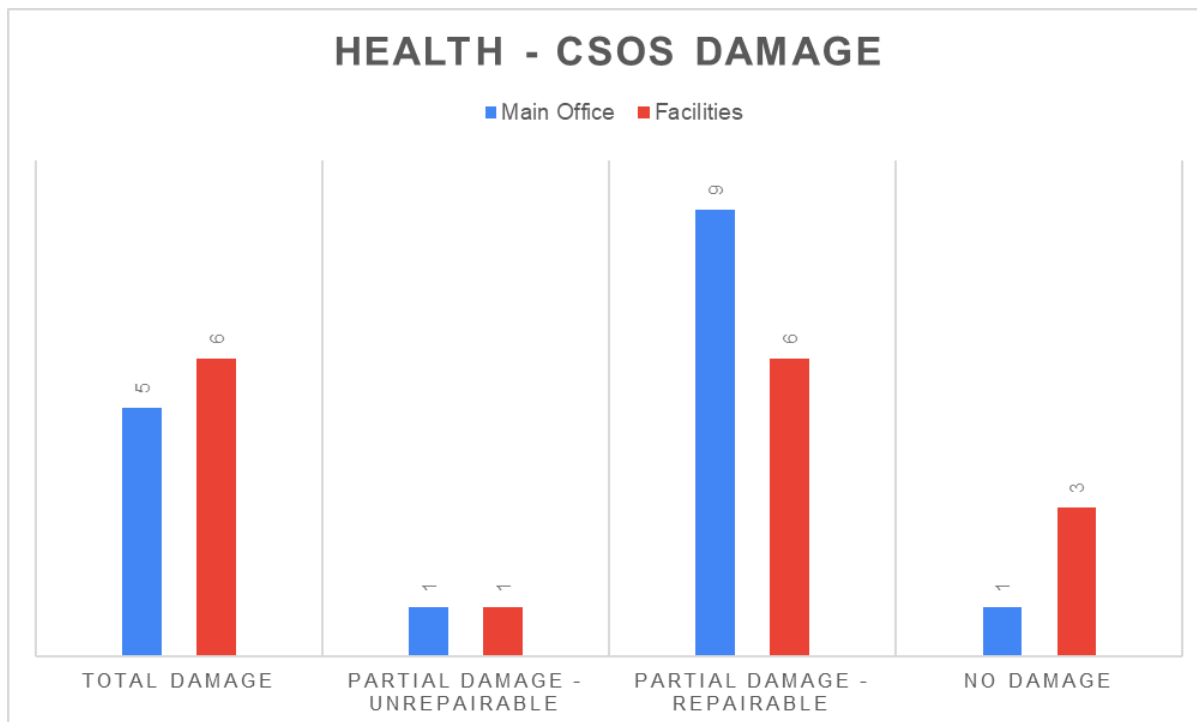
Adding to that, the health sector itself, especially hospitals, was targeted by the Israeli military operations. What started with the Al Quds Hospital and Al-Shifa Hospital in Gaza City, was replicated in Al Awda Hospital in North Gaza, and in Naser Hospital in Khan Younis. The deliberate Israeli attacks on healthcare facilities did not only destroy them but also put all other healthcare facilities at risk of being targeted.

7.3.1 INFRASTRUCTURE

The health sector in the Gaza Strip was greatly affected by the war on Gaza, as the human staff witnessed the loss of some members and the departure of others to safe areas. Medical institutions were damaged, and some lost their buildings and necessary resources, such as medicines, medical equipment, and consumables. This led to the relocation of some medical institutions to other locations due to the destruction, which affected the continuity of providing health services to the community. Health projects provided by CSOs stopped, as did purchasing operations and payment of dues to suppliers, which increased the tension in the economic situation of medical institutions. The institutions were affected by the loss of their income due to the cessation of the services they were providing, in addition to the cessation of service provision contracts from donors such as UNRWA. These factors have greatly affected the ability of the health sector and civil society organizations to meet the essential health needs of the local community in the Gaza Strip.

The war had profound negative effects on the health sector in the Gaza Strip, as medical facilities and health centers were subjected to severe damage and great losses. This damage included damage and loss to administrative buildings and warehouses that are used for daily management and storage of medical supplies, and damage and loss to health centers and physical therapy centers that provide primary health care services. The damage also included damage and destruction of equipment, prosthetic limb centers, and rehabilitation programs that are used to support the sick and injured, in addition to damage and destruction of hospitals and primary care centers that provide specialized treatment services. Social networks that provide support and protection to vulnerable and needy groups have been affected, in addition to a negative impact on volunteer activities that contribute to providing services and assisting in coordination and direction. The means of transportation used for administration, ambulance, and transporting resources and patients were also damaged and destroyed, in addition to damage to administrative and ambulance vehicles that facilitate movement and provision of services. The extent of war damage is estimated at 70-80%, making it difficult for some organizations to return to work in the next two years due to the difficulty of restoring damaged capabilities.

7.3.1.1 CSOs facilities



In a survey conducted among 16 CSOs, only one organization reported no damage to its office, while three organizations reported no damage to their facilities.

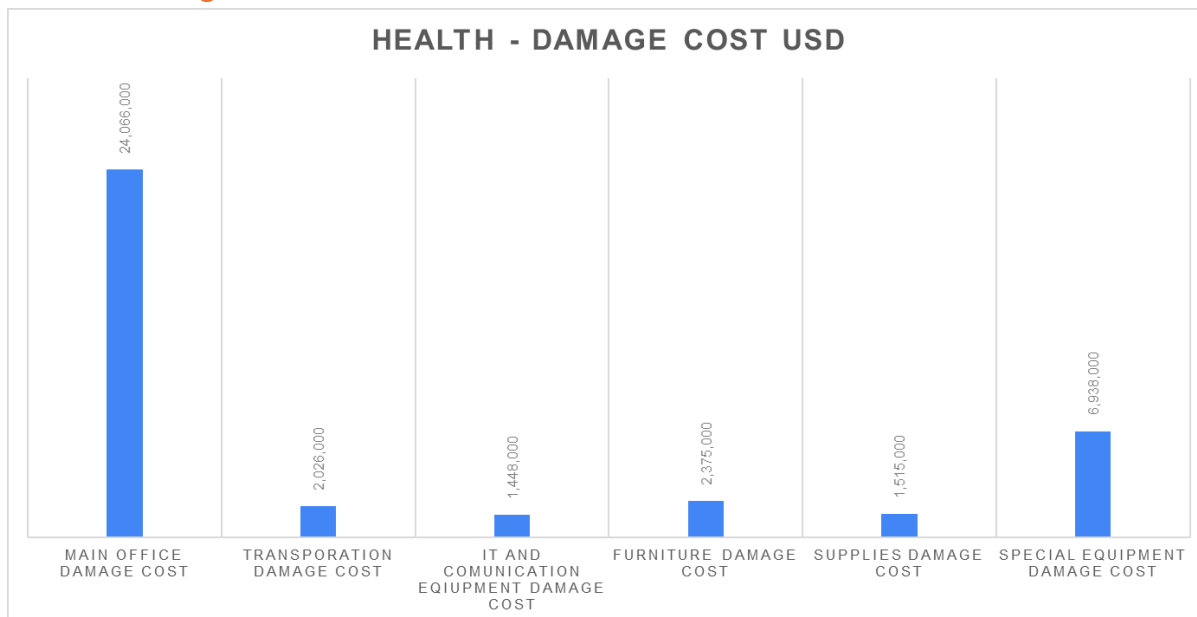
On the other hand, five CSOs reported complete damage to their offices, and ten organizations reported partial damage, including one organization with unrepairable damage.

When it comes to facilities, six CSOs reported total damage, and seven organizations reported partial damage, with only one organization experiencing unrepairable damage.



4 Palestinian Commission for Mental Health

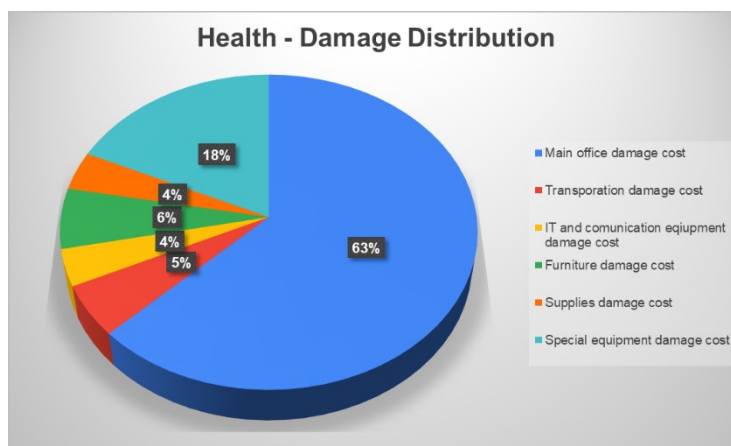
7.3.1.2 Damage cost estimation



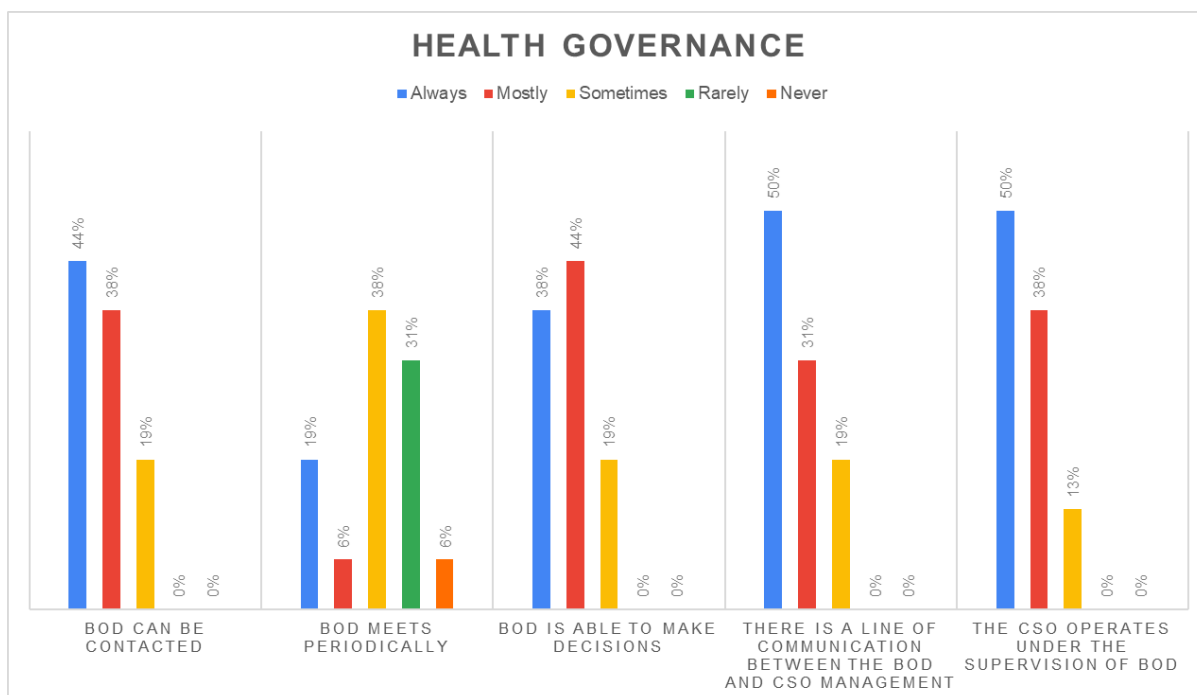
The respondent CSOs estimated their damage cost at a staggering 38,368,000 USD, a colossal sum that speaks volumes about the devastating impact experienced by these organizations. It is particularly alarming that this figure represents only 16 out of a much larger pool of CSOs affected by the crisis.

The bulk of the damage is attributed to the main offices and facilities of the CSOs, which account for approximately 63% of the total cost. This extensive damage has severely compromised the ability of these organizations to provide essential services to their communities. Service equipment, which plays a vital role in the day-to-day operations of CSOs, also suffered significant damage, estimated at 18% of the total cost. The combined impact of these losses poses a major challenge for CSOs, hindering their capacity to effectively serve vulnerable populations and address pressing health needs.

The damage to CSOs has long-lasting consequences that extend beyond immediate service disruptions. The loss of critical infrastructure, including office space and equipment, hampers their ability to plan and implement long-term projects and programs.



7.3.2 GOVERNANCE



In terms of their governance, health CSOs results reflect a high level of governance. This is evident in several ways.

First, a vast majority of CSOs (81%) reported having the ability to contact their BoD. This suggests a strong level of communication and accountability between the BoD and the CSOs.

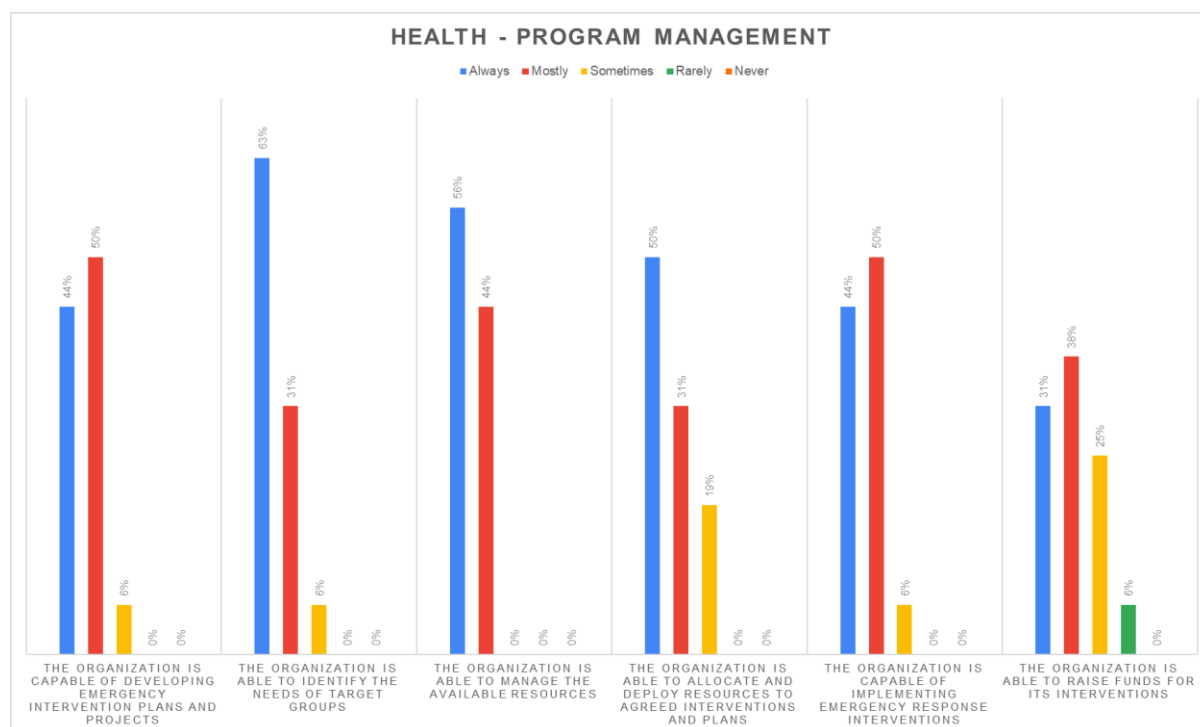
Second, although only 25% of CSOs reported having periodical BoD meetings, 82% of CSOs reported that their BoD is still able to make decisions. This indicates that the BoD is still actively involved in overseeing the CSOs, even if they are not able to meet regularly.

Third, 81% of CSOs reported presence of communication between the BoD and their management. This suggests that there is a strong exchange of information and coordination between the BoD and the CSOs.

Finally, 88% of CSOs reported that the BoD continues to have their supervisory role over the CSOs. This indicates that the BoD is still actively fulfilling its role of overseeing the CSOs' activities.

Overall, despite the impact of the war on their ability to conduct meetings, the BoD role and decision making within the CSOs was not hindered. The vitality of health services has pushed them to maintain a high level of coordination with BoD to ensure continuity of decision-making processes.

7.3.3 PROGRAM MANAGEMENT



The findings gathered from the responses provided by CSOs reveal a remarkable level of functionality in terms of programming. An overwhelming majority of the participating CSOs, standing at 95%, reported their capability to formulate emergency intervention plans and execute corresponding projects. Similarly, an impressive 94% of them demonstrated the ability to pinpoint the specific needs of their target groups. This high level of competence can be attributed to the critical nature of the health services provided within CSO facilities and the types of services they render.

Furthermore, all the participating CSOs affirmed their ability to effectively manage their resources. Notably, 79% of these organizations reported having the capacity to allocate resources strategically as per identified needs.

In terms of implementing interventions, 94% of the CSOs indicated their ability to execute their interventions as planned, adhering to established strategies and objectives. Additionally, a substantial 69% of the respondent CSOs showcased their capacity to mobilize funds to support their interventions.

However, even though the percentages are high and reflect an impressive ability to operate, this should be understood with the following limitations:

- Those results are coming from the organizations that still operate during the war. This means that those who were rendered out of services, or couldn't be reached by the research team, are not represented. In the researchers' opinion, those numbers will decrease significantly if other "out of service" or "Severely damaged" CSOs were included.
- The fact that those respondents are still operating, means that they are receiving as much support as possible from the WHO through Ministry of Health, and other international organizations and UN agencies. Such kinds of support help them in terms of maintaining their ability to program and manage their interventions.

In general, many health CSOs were significantly affected, and in some cases were targets of the Israeli attacks, rendering them out of service or severely affected and incapable of providing a large chunk of their services. The remaining CSOs, mostly those located in Deir Al-Balah and Rafah governorates, or those who managed to move to those areas, could maintain their ability in programming.

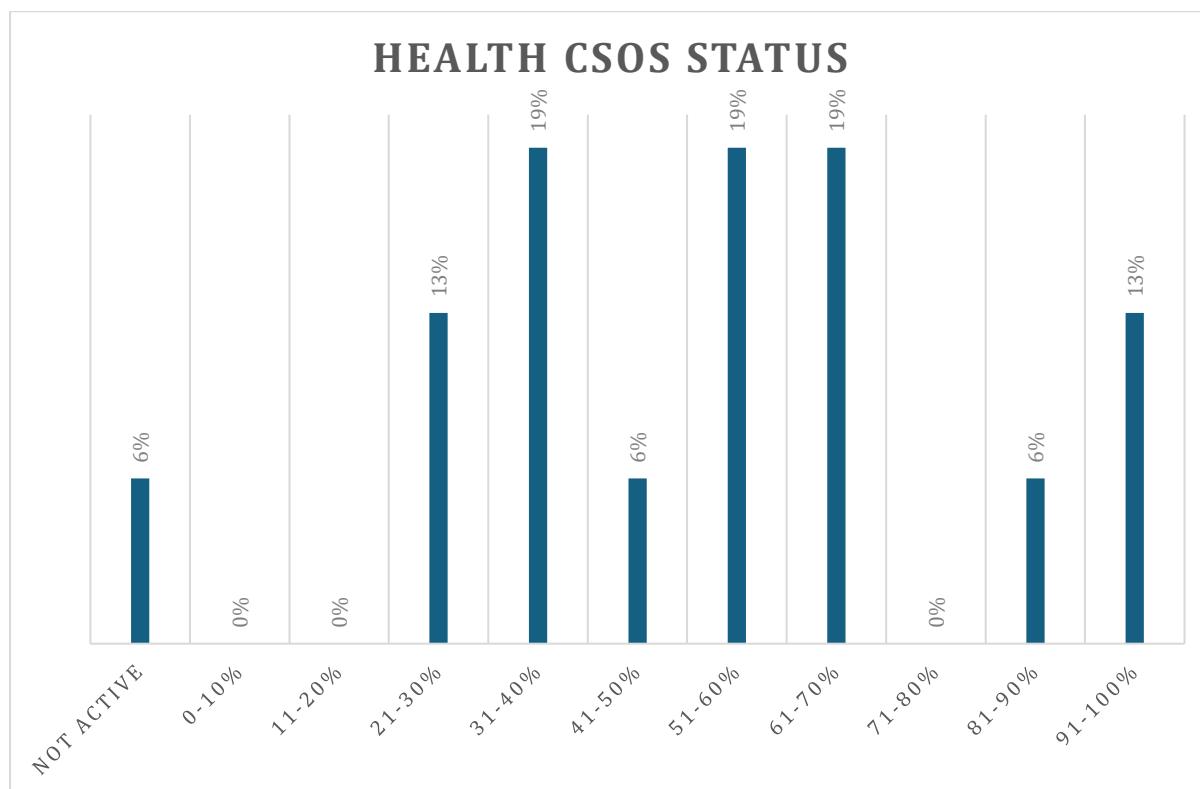
7.3.4 ABILITY TO PROVIDE SERVICES

Disturbances in the programs and operational activities of health CSOs are represented by the disruption of programs due to the widespread destruction of the infrastructure, the lack of human and financial resources, the weakness of the necessary infrastructure and equipment, in addition to the impact of security conditions and the change in social and health priorities of the local community.

Only the most essential life-saving services were -to some extent- sustained such as the surgical operations, and first aid. Other services such as MHPSS, and rehabilitation were almost completely stopped during the first few months, and slowly could be restored with a reduced capacity. Services as reproductive health were significantly affected as only few service providers managed to sustain their efforts in that regard. The following are the reasons that affected service delivery:

1. **Impeded Service Provision:** Widespread destruction and devastation compromised the ability of healthcare institutions to provide health services to targeted groups during the war on Gaza.
2. **Financial Constraints:** Destruction of medical facilities and equipment, along with rebuilding costs, placed a significant financial burden on healthcare providers. This limited their capacity to provide services and meet societal responsibilities.
3. **Psychological Stress:** Healthcare workers experienced psychological trauma due to witnessing human losses and destruction during the war on Gaza, impacting their performance and ability to engage with community needs.
4. **Diminished Workforce:** The war on Gaza resulted in the loss of employees and volunteers, affecting the capacity of healthcare institutions to operate. Many suffered injuries or death, further compromising service provision.
5. **Disrupted Planning and Response:** The overwhelming destruction and chaos necessitated a focus on infrastructure rebuilding and restoring operational capacity, leaving healthcare providers with limited ability to plan strategically and respond effectively to target group needs.

7.3.5 OPERATIONS



During the war, only a small proportion, about 6%, of surveyed CSOs reported freezing their interventions. Meanwhile, the remaining 94% of CSOs continued to operate at varying capacities.

A substantial portion of the operational CSOs, approximately 38%, reported operating at less than 50% of their usual capacities. This reduced capacity was primarily attributed to damage or loss of facilities, rendering them unable to deliver services to the fullest extent. The destruction or compromise of infrastructure, such as offices, clinics, or community centers, posed significant challenges in terms of service delivery.

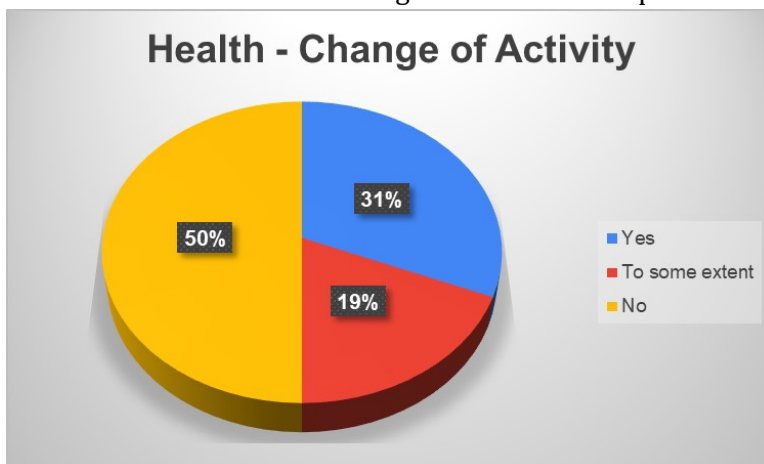
On the other hand, a remarkable 57% of CSOs managed to maintain operations at more than 50% of their capacities, demonstrating resilience and adaptability. These CSOs continued to provide essential services to communities, albeit with potential constraints and limitations.

“The scale of the disaster made it difficult for institutions to adhere to Sphere standards and population, making the situation unsustainable and failing to provide a minimum level of protection and health response during the crisis.”

Dr. Bassam Zaqout - Palestinian Medical Relief

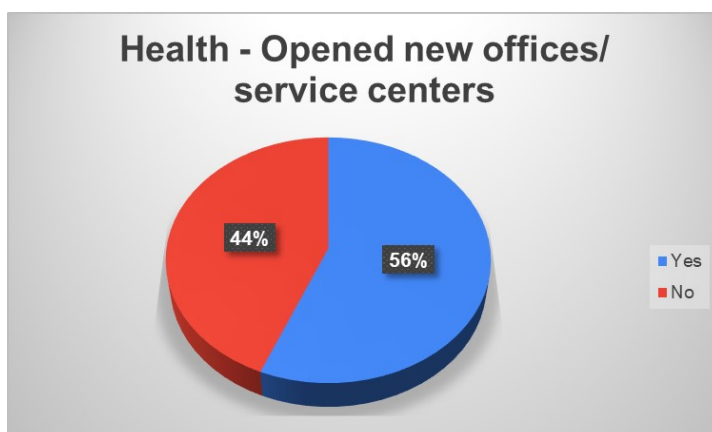
It is noteworthy that the damage sustained by major hospitals during the war resulted in an increased demand for health services provided by other health CSOs. This surge in demand was particularly evident for CSOs offering primary health care and other forms of care. These CSOs played a crucial role in filling the gaps in health service provision created by the damaged hospitals, ensuring access to basic and essential healthcare services for communities.

Worsened the humanitarian conditions and increased the suffering of the affected displaced. During the war, respondent CSOs faced significant challenges in continuing their activities. Only 31% of CSOs made changes to their activities, while 19% had to make some modifications to adapt to the emergency situation.



Those who changed their activities primarily focused on complementary health services or had previous community work experience, which facilitated the transition. However, approximately 50% of CSOs did not modify their activities, mainly healthcare providers whose settings and facilities did not allow for such changes. The reasons for not changing activities were multifaceted. Some CSOs were already engaged in essential healthcare services, such as providing medical care, and felt the need to maintain their focus during the crisis. Others faced practical constraints, such as limited resources, staff shortages, or security concerns, which made it challenging to change their programming. Additionally, the specialized nature of some CSOs' work, such as providing specialized medical care or technical assistance, made it difficult for them to pivot their activities.

The displacement of CSOs in the Gaza Strip during the war had a significant impact on their operations. Approximately half of the respondent CSOs reported that they were forced to relocate their offices or services facilities due to the threat of Israeli ground attack. The majority of these CSOs relocated to the Deir Al Balah and Rafah areas, which were not directly threatened by the Israeli military ground attacks.



The relocation of CSOs had a number of consequences. First, it disrupted their operations and made it difficult for them to provide services to their beneficiaries. Second, it increased their costs, as they had to find new office space and equipment. Third, it put their staff at risk, as they were often forced to work in areas that were under fire. Fourth, it poses significant risks to female staff who in some cases couldn't reach the new offices due to gender-related risks such as increased risk of sexual harassment, lack of safety, lack of transportation, duty of care to their family, and lack of proper nor convenient transportation.

Logistic operations within health CSOs in the Gaza Strip were greatly affected by the war, and the damage to the private health sector indicates the following:

- Minimum work: The ability of institutions to fully operate has been reduced due to the devastation and destruction of administrative buildings and other health facilities.

Initial Rapid Assessment of CSOs in The Gaza Strip

- Difficult movement: Organizations faced difficulties in movement due to the spread of destruction, which led to difficulty and slow movement of employees and displaced people.
- Lack of infrastructure: Health infrastructure was lacking, which affected the availability of diagnostic equipment and medical laboratories necessary for diagnosis and treatment.
- Impact of environmental conditions: Poor environmental conditions have worsened as a result of pollution, infection, and the spread of diseases, which has increased the need for medical services at their various levels, primary and secondary.
- Difficulties in purchasing and supply operations: Purchasing operations depend on materials available in the markets due to the lack of suppliers and medical resources.
- Challenges in storage and transportation: The sector suffers from difficulties in storing medicines that require special refrigeration, which makes transportation and distribution more complex.
- Lack of health services: In providing health services, the North relies on volunteers, who are often new graduates and have limited experience in dealing with sick cases and injuries in light of complex emergencies, in light of the limited capabilities necessary to provide health services.

Maintenance operations were also affected as follows:

- Lack of spare parts, tools and equipment necessary to repair damaged equipment due to widespread destruction.
- Lack of skilled technicians and companies specialized in maintaining and supplying vital medical equipment such as sonar and CT imaging devices.
- High maintenance and equipment replacement costs
- Difficulty in providing the necessary financial resources for maintenance costs and replacing damaged equipment.
- Difficulty obtaining medical equipment and supplies from suppliers.

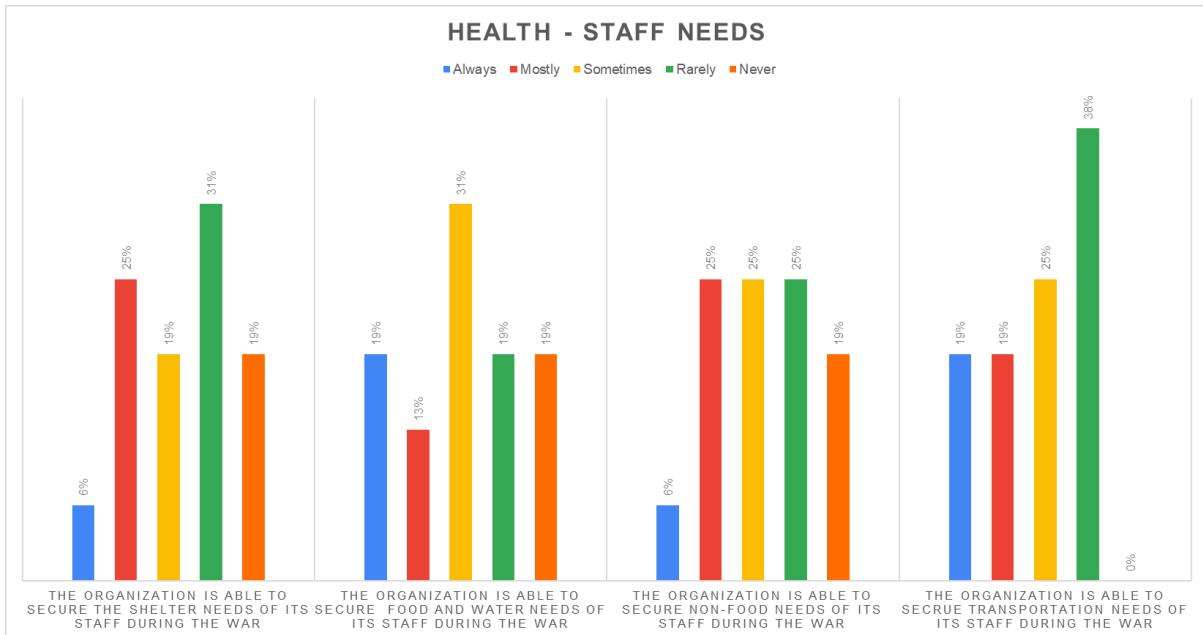
7.3.6 HUMAN RESOURCES

7.3.6.1 HR Losses



During the war, 22 individuals associated with respondent CSOs were killed, comprising 16 staff members and 6 volunteers. Additionally, 36 individuals were injured, including 32 staff members and 4 volunteers. Furthermore, 57 individuals were reported to be traveling or had evacuated Gaza, among whom were 17 members of the BoD, 37 staff members, and 3 volunteers.

7.3.6.2 Staff Needs



The findings from the survey revealed the limited capacity of CSOs to meet the needs of their staff, particularly in terms of basic necessities such as shelter, food, and transportation. Only a small percentage of respondent CSOs, 31%, indicated the ability to provide shelter for their staff, while a significant 19% stated they were unable to do so at all. This indicates a critical gap in the ability

Initial Rapid Assessment of CSOs in The Gaza Strip

of CSOs to ensure the well-being and safety of their staff, potentially affecting their productivity and morale.

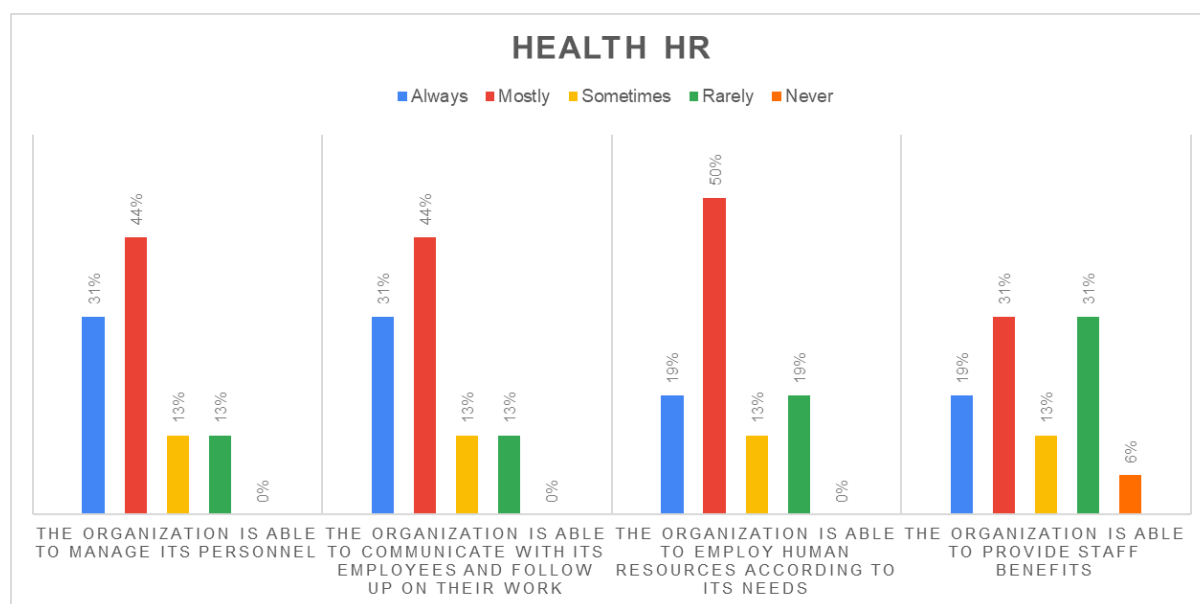
Regarding food and non-food needs, 32% of CSOs reported the ability to provide these essentials for their staff, while 19% indicated they were unable to, and 50% experienced challenges in meeting these needs consistently. The high percentage of CSOs facing difficulties in providing basic necessities highlights the resource constraints and challenges they face in sustaining their operations.

Transportation posed another challenge for CSOs, with only 38% of respondents indicating the ability to provide transportation for their staff. Notably, 62% faced challenges in this area, suggesting a shortfall in resources or infrastructure to facilitate the mobility of staff.

It is worthy to mention that staff need for MHPSS has spiked and has become needed more than ever. All staff were exposed to the same traumatic events, and some lost their homes, and loved ones, yet, they continued to work. Front-line staff who were dealing with cases and providing direct services were in most need for such support, however, that was not possible due to the lack of resources, and inability to provide such services in such conditions.

These findings underscore the extreme circumstance the staff of health CSOs are working in. Such conditions are affecting their ability to meet the needs of their beneficiaries and also affects their safety and well-being.

7.3.6.3 HR management



The state of human resource management within health CSOs presented a mixed picture. While 75% of the CSOs reported being able to effectively manage their personnel, a quarter of them indicated that it was possible but challenging. This suggests that while the majority of CSOs had the necessary systems and processes in place to manage their human resources, a significant minority faced challenges in this area.

In terms of communication and follow-up, three-quarters of the CSOs reported being able to maintain effective communication with their staff and follow up on their work. However, a quarter of the CSOs found it possible but challenging.

When it came to employing human resources as needed, 69% of the CSOs reported having the capacity to do so, while 31% faced challenges in this regard. This suggests that CSOs generally had the ability to hire and recruit the staff they needed, but a significant minority faced difficulties either to lack of required expertise, difficulties in communication, or lack of funding.

The provision of staff benefits posed a greater challenge for health CSOs. Only half of the CSOs indicated their ability to provide their staff with benefits, while nearly 44% said it was difficult to do so. This suggests that many CSOs faced financial constraints or other challenges that prevented them from offering staff benefits.

Overall, the state of human resource management within health CSOs was acceptable, with the majority of the CSOs reporting being able to manage their personnel, maintain communication, and employ human resources as needed. However, a significant minority of CSOs faced challenges in these areas, particularly in providing staff benefits.

Challenges of human resource management within health CSOs could be summarized as follows:

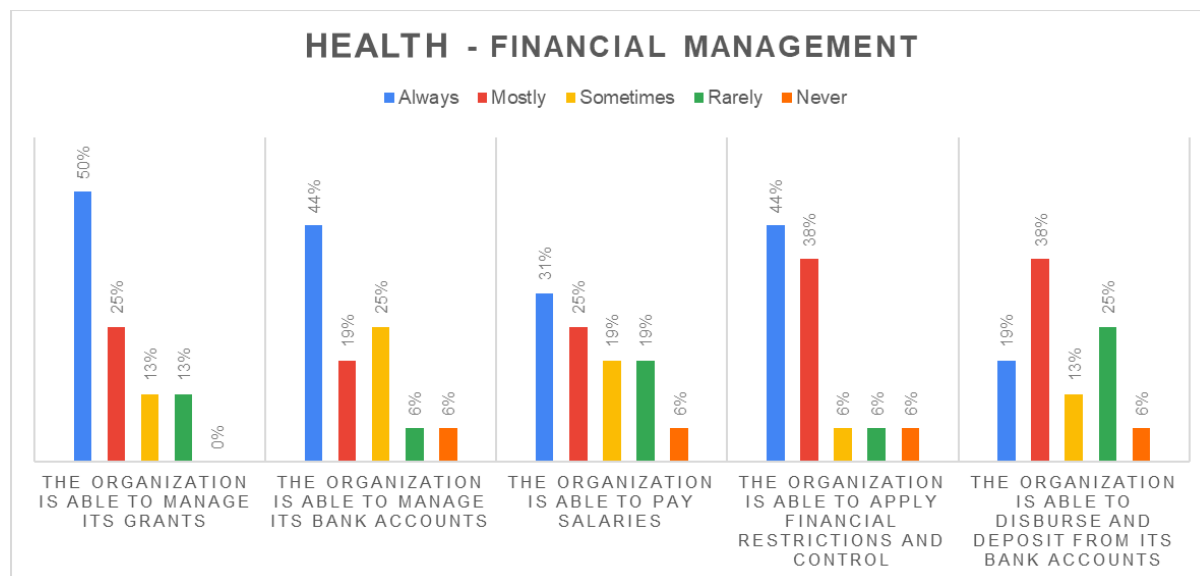
- Loss of basic personnel: As a result of displacement and travel, institutions lost many basic and skilled personnel, which negatively affected their ability to provide health services.
- Lack of specialized technicians: Institutions have been affected by the shortage of specialized technicians in the medical and surgical fields, medical imaging, and laboratories, who are Ministry of Health staff working overtime for compensation.
- Reliance on volunteer work: Some institutions were forced to rely heavily on volunteer work to fill the shortage in the workforce.
- Expiry of the duration of the funded projects: Some institutions face difficulty in continuing after the duration of the funded projects expires, due to the lack of resources and personnel.
- Some health services stopped: As a result of the lack of qualified personnel and necessary equipment, some health services such as laboratories and radiology were disrupted.
- Shifting reliance to the daily wage system: Due to the shortage of staff, some institutions were forced to rely on the daily wage system to manage the crisis, which affects the continuity and quality of services provided.

“Psychological instability stands as a barrier to members of the board of directors, as well as employees and decision-makers. Family obligations that have arisen due to displacement constitute a priority to everyone, and even hinder them from carrying out their responsibilities towards the institutions, whether by making decisions in general or discussing issues in depth”

**Abed Al Rahman Mozanen - Baitona for Community
Development**

7.3.7 FINANCIAL MANAGEMENT

During the conflict, financial management by CSOs faced significant challenges. The destruction of infrastructure and displacement of staff made it difficult to maintain accurate financial records and ensure transparent financial management practices. Additionally, economic hardships and funding uncertainties further complicate financial planning and management.



Despite these challenges, community society organizations made efforts to adapt their financial management practices to the crisis. They implemented measures such as streamlining administrative expenses, prioritizing essential services, and seeking alternative sources of funding. However, the overall financial management landscape remained complex and strained due to the exigencies of the war on Gaza.

The survey results revealed a mixed level of financial management among respondent CSOs. While a majority of CSOs demonstrated proficiency in managing their grants (75%) and bank accounts (63%), there were significant disparities in other aspects of financial management.

One notable finding was the relatively low percentage of CSOs (56%) who indicated ability to disburse and deposit funds from their bank accounts. This suggests that a significant proportion of CSOs may face challenges in managing their cash flow and financial transactions. This is mainly due to the banking sector problems as most banks were closed and didn't have enough cash. Additionally, only 56% of respondent CSOs reported their ability to pay salaries, with 38% managing to pay partial or irregular salaries and 6% unable to pay salaries at all. This indicates that many CSOs struggle to meet their obligations to their employees, which could have implications for staff morale and retention. Such challenges are related to the available funding and due to lack of cash in local banks.

On a positive note, a substantial majority of CSOs (82%) reported their ability to apply financial controls. This suggests that CSOs are taking steps to ensure proper oversight of their financial resources.

7.3.8 FUNDING

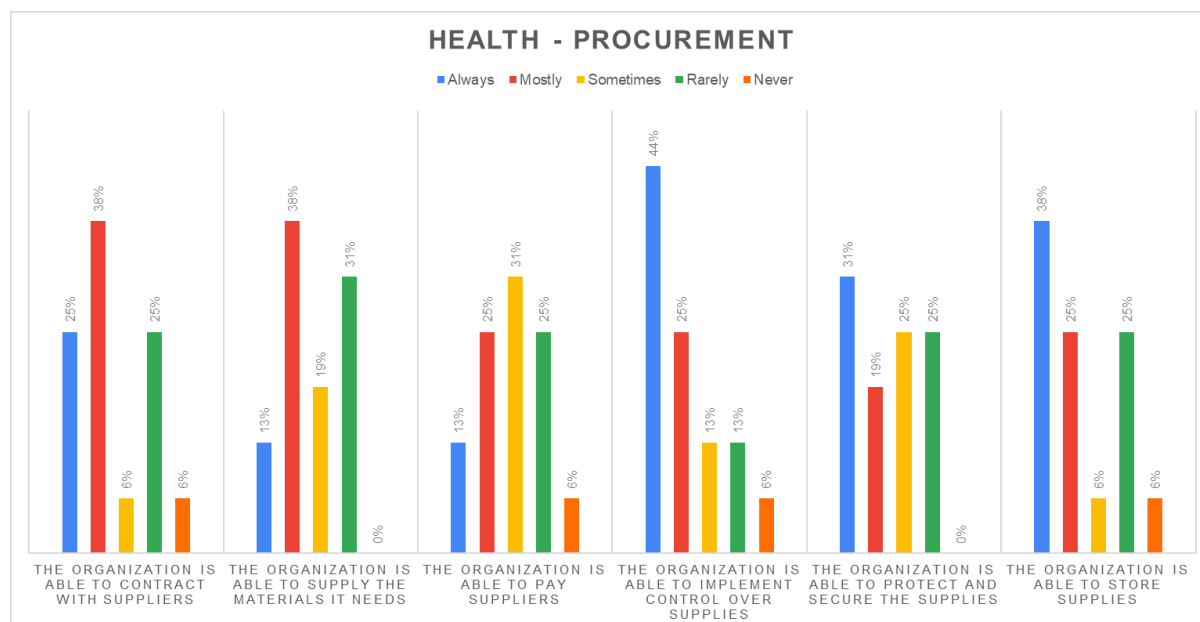
During the war on Gaza, financial resources and fundraising efforts were significantly impacted, with many health CSOs facing challenges in accessing funds due to infrastructure destruction,

staff displacement, and economic hardships among donors. Consequently, fundraising activities were hindered, making it difficult for healthcare organizations to secure the necessary funds to support operations effectively.

The war's impact on healthcare funding was multifaceted. First, the destruction of infrastructure, such as hospitals and clinics, made it difficult for healthcare organizations to deliver services and access medical supplies. Second, the displacement of staff, both within the country and abroad, further strained healthcare resources. Third, the economic hardships faced by donors, both individuals and organizations, limited their ability to contribute to fundraising efforts.

Despite these challenges, some healthcare organizations, such as the Palestinian Medical Relief Society, Baitona Society for Community Rehabilitation, and National Society for Rehabilitation (NSR), managed to conduct fundraising campaigns targeting donor organizations. These organizations were able to secure funds to implement their activities despite the ongoing war.

7.3.9 PROCUREMENT



A significant majority (63%) of the CSOs indicated the ability to contract supplies effectively. However, a notable 31% faced challenges in this aspect, and a small percentage (6%) stated that contracting supplies was not feasible for them.

Half of the CSOs reported having the ability to provide the supply materials they needed, indicating a balanced distribution between those who had sufficient resources and those who encountered difficulties.

“It is difficult to buy during this war due to scarcity of materials, and local market inflated prices, which are very high compared to normal times” Jamal Al Rozzi - national Rehabilitation Society

Only 38% of CSOs reported the ability to pay their suppliers smoothly. More than half (over 50%) indicated challenges and difficulties in the payment process, primarily due to financial constraints, lack of funding, and cash flow shortages.

A substantial 69% of CSOs reported the ability to implement effective controls over their supplies. However, 26% faced difficulties in implementing these controls, indicating lack of resources, and disrupted communication.

When it comes to protecting and securing supplies, 50% of CSOs expressed their ability to safeguard their supplies effectively. The other 50% acknowledged that while it was doable, they encountered challenges and difficulties in ensuring adequate protection.

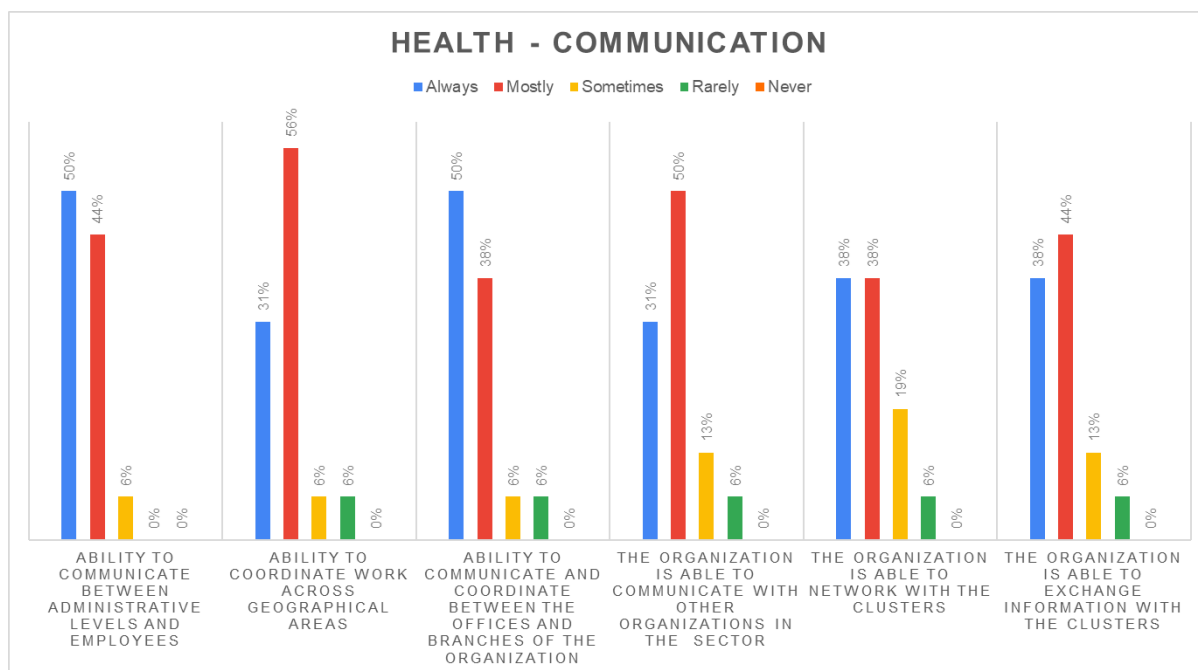
A majority of CSOs (63%) reported the ability to store their supplies appropriately, ensuring the preservation and availability of essential resources. However, 31% faced challenges related to storage, and a small percentage (6%) indicated that storage was not a feasible option for them.

7.3.10 COORDINATION

During the Gaza conflict, structural destruction and electricity outages caused communications networks to fail. This severely hindered internal and external communication for healthcare institutions, compromising the effectiveness of emergency responses and coordination.

1. **Vital Communication Methods:** The disruption of essential communication channels, such as phones and the internet, further complicated communication between healthcare institutions and external organizations involved in coordination and assistance.
2. **Impact on Ambulance and Rescue Operations:** The communication breakdown hindered coordination among medical teams during ambulance operations, posing challenges in delivering timely and efficient medical assistance.
3. **Difficulty Exchanging Vital Information:** The inability to exchange vital information, such as patient data and critical medical reports, hindered medical teams' capacity to make quick and accurate decisions, directly affecting patient outcomes.
4. **Impact on Healthcare Provision:** Disrupted communications led to interruptions in essential healthcare services, including contacting patients, providing remote medical consultations, and coordinating necessary medical resources and supplies.
5. **Psychological Impact:** The communication disruption heightened anxiety and confusion among the affected population, emphasizing the need for accessible information and effective communication by healthcare institutions to provide essential support and assistance during challenging times.

The damage in the field of cooperation and partnerships among community organizations is represented by the disruption of coordination and cooperation processes with international and local bodies, the impact on the ability to exchange information and experiences, and the disruption of joint efforts in providing services and programs, in addition to the interruption of funding and foreign aid that organizations rely on in implementing their projects and programs.



The survey results revealed a promising level of communication and coordination among CSOs. A significant majority of CSOs, at 94%, maintained open lines of communication between their administration and staff.

In terms of geographical coordination, 87% of CSOs reported their ability to effectively coordinate work across different geographical areas. Additionally, 88% of CSOs reported their ability to communicate and coordinate between their different offices, fostering seamless collaboration and information sharing.

Furthermore, CSOs demonstrated strong external communication and networking capabilities. 81% of CSOs reported their ability to effectively communicate with other organizations, facilitating partnerships, collaboration, and information sharing.

Regarding networking with the cluster, 76% of CSOs reported their ability to engage in networking activities. Additionally, a majority of CSOs reported their ability to exchange information with the cluster and across the sector, contributing to coordinate interventions and enhance overall coordination in the humanitarian response.

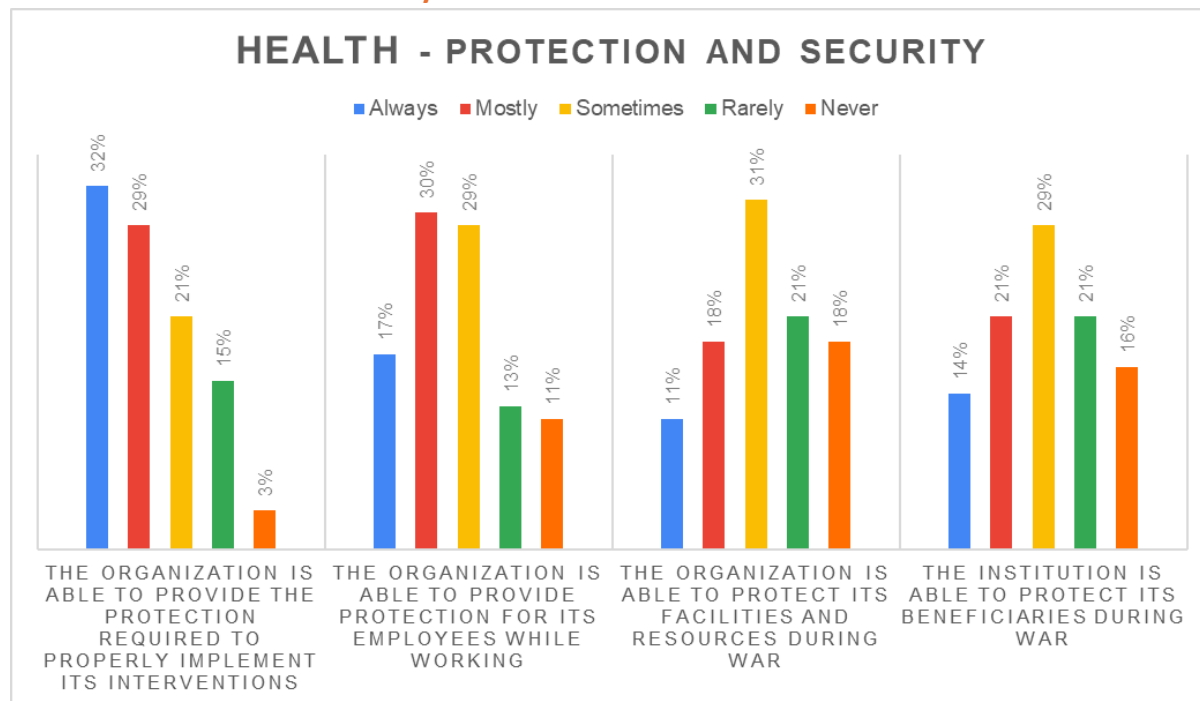
During the ongoing war, health CSOs coordinated interventions by:

1. Participating in emergency coordination meetings with the health cluster
2. Conducting joint initial rapid needs assessments.
3. Sharing resources and establishing referral networks.
4. Developing partnerships with donors and other NGOs.
5. Providing capacity-building training.
6. Advocating for increased funding and humanitarian access.

During the war, the role of the cluster/sector becomes even more critical. The health cluster serves as a lifeline for coordinating humanitarian response efforts amid immense challenges. The war on Gaza has inflicted widespread destruction on health infrastructure, including hospitals, clinics, and ambulances, severely limiting access to essential healthcare services for the population. Moreover, the blockade imposed by Israel has further exacerbated the situation by restricting the entry of medical supplies, equipment, and personnel into Gaza, hindering the

ability of health NGOs to deliver life-saving assistance. In such a dire humanitarian crisis, the health cluster plays a pivotal role in coordinating the allocation of limited resources, advocating for unimpeded access to medical aid, and ensuring that the health needs of the population are addressed effectively despite the challenging circumstances.

7.3.10.1 Protection and security



The survey findings indicate that while some CSOs were able to provide adequate protection for their interventions, staff, facilities, and beneficiaries, a significant number encountered substantial difficulties.

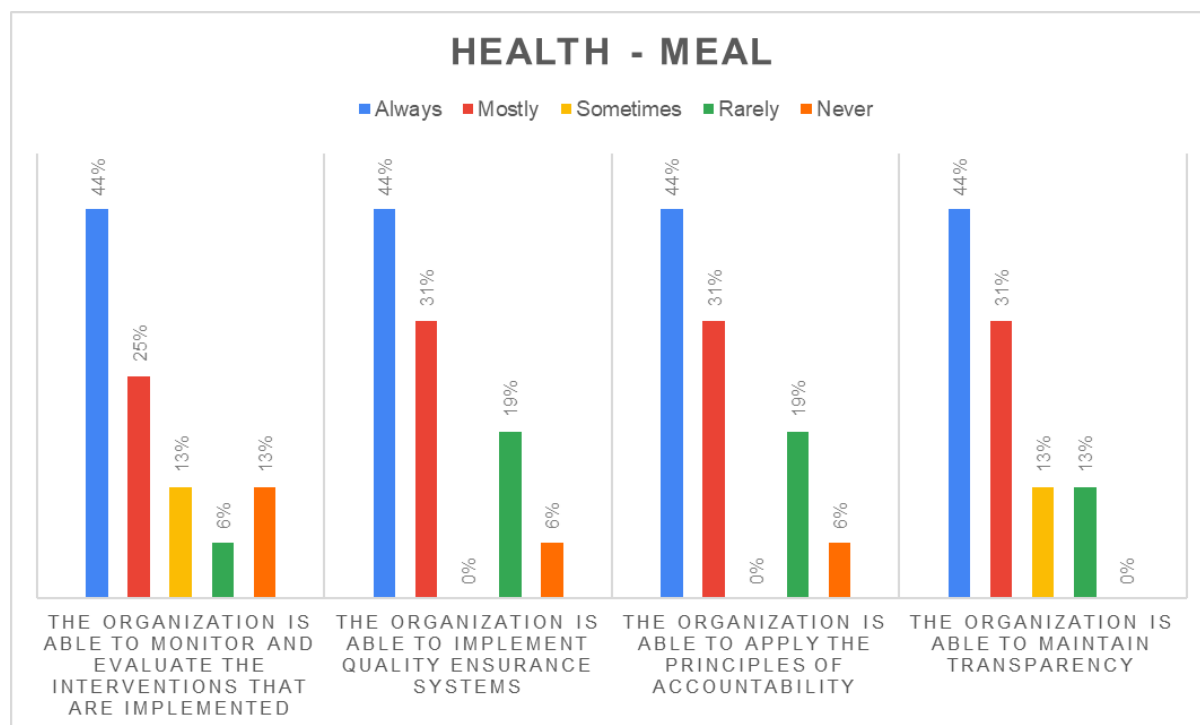
Specifically, 61% of CSOs reported the ability to offer the necessary protection for implementing their interventions effectively. However, approximately 39% expressed concerns about the challenges they faced in ensuring the safety and security of their operations.

Regarding the protection of their staff, 47% of CSOs indicated that they could safeguard their personnel while working in conflict-affected areas. In contrast, 53% acknowledged the difficulties in providing adequate protection, highlighting the heightened risks faced by humanitarian and aid workers.

The protection of facilities was a significant challenge, with only 29% of CSOs reporting the ability to secure their facilities during the war. Approximately 52% encountered challenges in safeguarding their premises, and 18% stated that it was not feasible to provide protection.

In terms of beneficiary protection, 35% of CSOs reported the ability to protect the individuals they serve while 50% found it challenging. Additionally, 16% of CSOs stated that it was not possible to ensure the protection of beneficiaries.

7.3.11 MEAL



Based on the survey, it is evident that the majority of CSOs possess the ability to conduct MEAL activities, implement quality assurance, and adhere to principles of accountability and transparency in their interventions during the war. However, it is also important to note the existence of challenges faced by some CSOs in these areas.

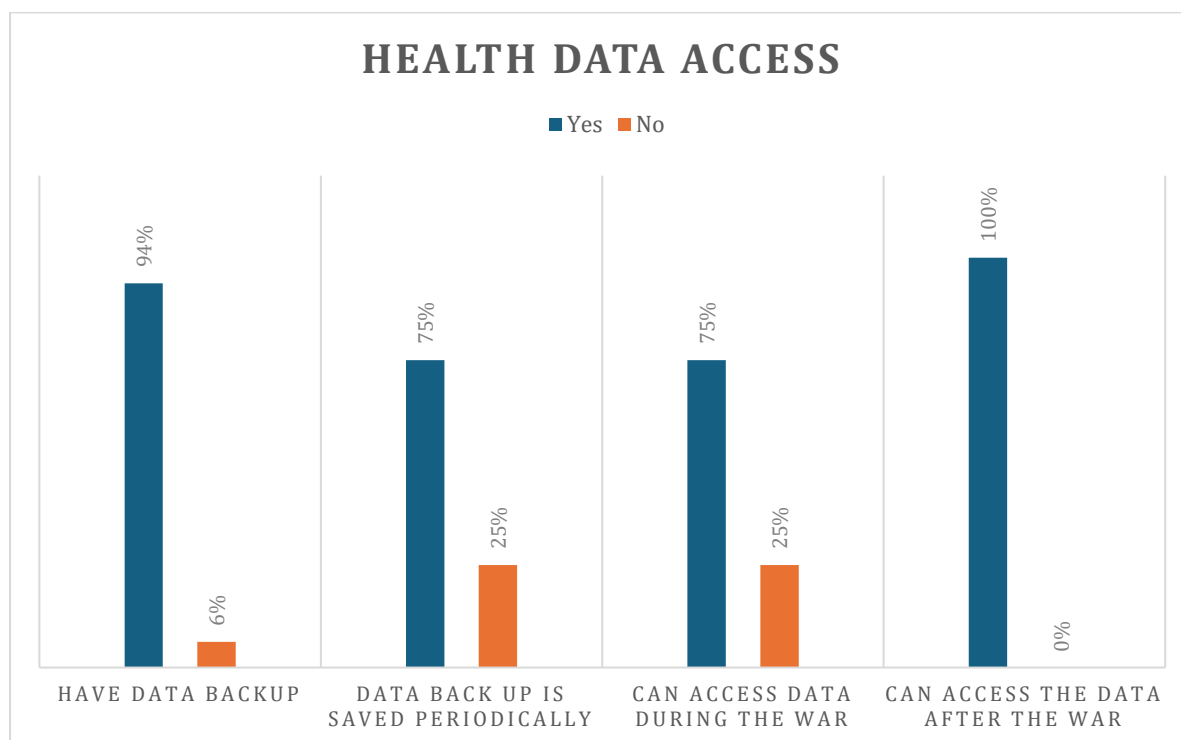
While 69% of CSOs reported the ability to conduct MEAL activities, it is noted that 19% CSOs indicated challenges and 13% indicating impossibility.

Despite 75% of CSOs reporting the ability to implement quality assurance, it is essential to delve deeper into the nature of these challenges faced by the remaining 25%.

While 75% of CSOs reported the ability to apply principles of accountability and transparency.

The health CSOs faced significant challenges in meeting minimum standards for humanitarian response during the war on Gaza, primarily due to the unprecedented magnitude of the war. Israeli forces deliberately targeted health staff and facilities, exacerbating an already dire situation. Additionally, the tightening siege around Gaza restricted the entry of essential medications and supplies, depriving patients of critical care. These circumstances severely hindered the ability of health CSOs to provide the necessary level of medical assistance and adhere to standard operating procedures. Despite their efforts, the immense scale of the war on Gaza and the deliberate targeting of health infrastructure made it exceedingly difficult for health NGOs to meet the established humanitarian response benchmarks.

7.3.12 DATA ACCESS



A significant majority of CSOs (94%) reported maintaining backups of their data, demonstrating a proactive approach to safeguarding their information.

Furthermore, 75% of CSOs indicated that they have implemented periodical backups, underscoring the regular and systematic nature of their data backup practices. This suggests a commitment to ongoing data protection and a recognition that data can change and evolve over time.

Additionally, 75% of CSOs reported having the ability to access their data during the war. This suggests that CSOs have implemented effective data backup and recovery solutions that enable them to maintain access to their critical information even in challenging circumstances.

Moreover, all CSOs expressed their expectation of regaining access to their data after the war. This confidence in data recovery demonstrates the importance placed on data preservation and the belief in the effectiveness of their implemented data protection measures.

7.3.13 HEALTH CSOs' CAPACITIES

- **Skilled and Dedicated Staff:** Health NGOs have a team of skilled professionals who are committed to providing healthcare services to communities, even in challenging circumstances.
- **Community Engagement:** These organizations have established strong ties with the communities they serve, allowing for effective engagement and understanding of local needs.
- **Program Implementation:** Health NGOs have the capacity to design and implement various health programs, including medical services, health education, and outreach initiatives.
- **Partnerships and Collaboration:** They often collaborate with other NGOs, government agencies, and international organizations to leverage resources and expertise for maximum impact.

- **Resource Mobilization:** Health NGOs have experience in fundraising and securing resources from donors, both locally and internationally, to support their operations and initiatives.
- **Emergency Response:** Many health NGOs have established mechanisms for rapid response to emergencies, allowing them to provide urgent medical assistance during conflicts or natural disasters.
- **Contingency planning:** Health NGOs are often innovative in finding solutions to emerging health challenges, adapting their strategies to meet evolving community needs and changing contexts.

7.4 GENDER AND SOCIAL PROTECTION SECTOR

In times of war, the gender and social protection sector is often overlooked and undervalued compared to other pressing needs of health and nutrition, despite the critical role it plays in ensuring the well-being of individuals and communities. This neglect is particularly evident in the war on Gaza, where the focus has been on providing basic humanitarian assistance, such as food, water, and shelter. Consequently, the needs of women, children, people with disability, and other vulnerable groups have been largely ignored. Not on purpose, but due to the un-precedented level of atrocities and violations which left everyone in need. This forced all service providers to

“The war has caused radical changes in culture and society, which affects the role of women and gender in society and can exacerbate discrimination and violence against women.”

Firyal Thabet - Culture and Free Thought Association

prioritise life-saving interventions of food, water, and shelter over gender and social protection. The gender and social protection sector encompasses a wide range of services and interventions, including:

- Gender-based violence prevention and response: Services such as counseling, legal aid, and safe housing for women and girls who have experienced violence.
- Child protection: Services such as foster care, adoption, and support for children with disabilities.
- Social assistance: Services such as cash transfers, food stamps, and housing subsidies for low-income families.
- Social work: Services such as counseling, case management, and advocacy for individuals and families in need.

These services are essential for promoting gender equality, protecting vulnerable groups, and reducing poverty. However, during the war on Gaza, these services have been severely disrupted. As a result, women, children, and other vulnerable groups are at increased risk of violence, exploitation, and abuse.

7.4.1 INFRASTRUCTURE

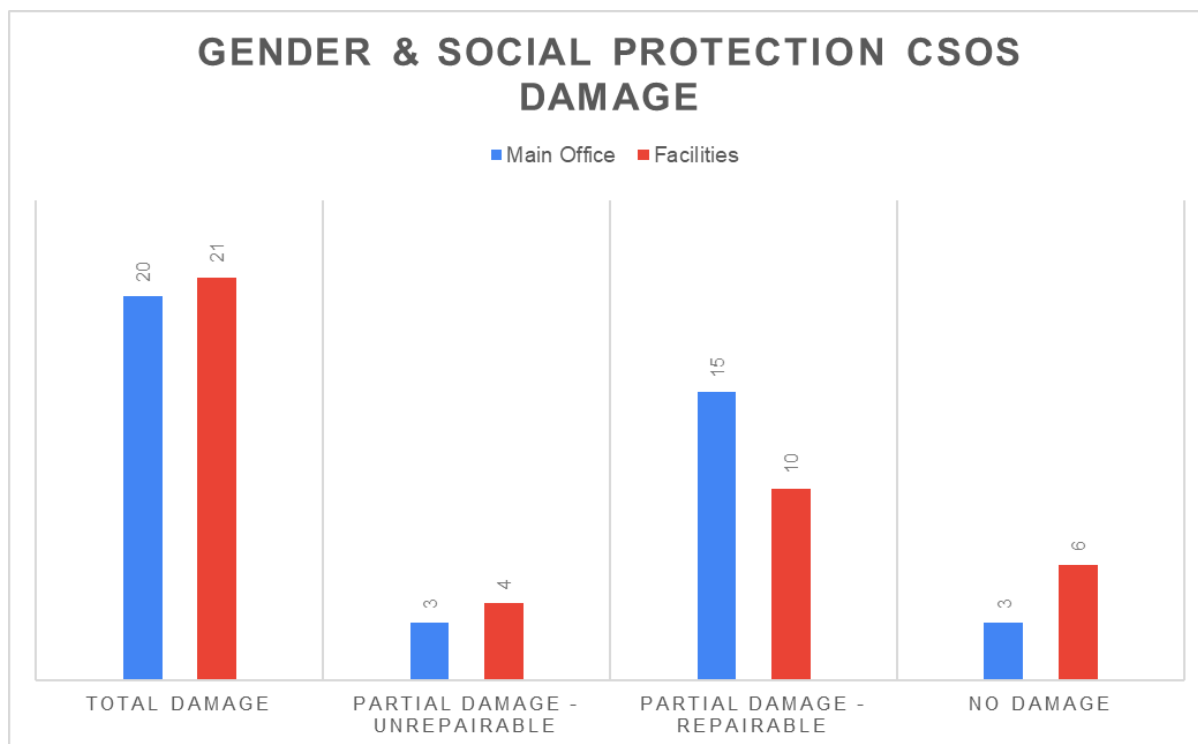
Out of the 41 respondent CSOs, only a small number reported no damage in their offices and service centers and facilities. The majority of the CSOs, 38 out of 41, reported some sort of damage. This indicates the significant impact of the recent events on the infrastructure and operations of CSOs. The



5 Al-Atta Charitable Society - North Governorate

destruction has severely affected provision of unique and essential services. “Hayat Shelter”, the

one and only CSO-run center that is providing shelter services for vulnerable women was destroyed, depriving most vulnerable women of their only shelter.

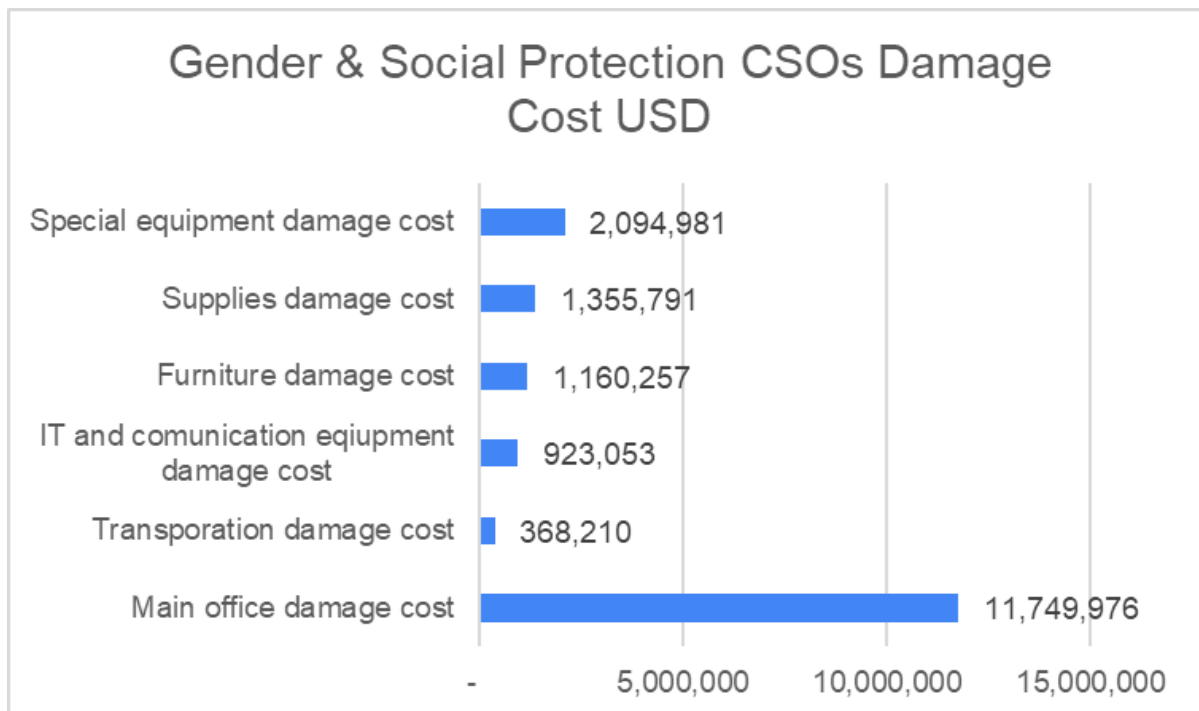


Regarding the main offices, 20 CSOs reported total damage, which means that their offices were completely destroyed or severely damaged beyond repair. In contrast, 18 CSOs reported partial damage, with 15 of them stating that the damage could be repaired. This suggests that while some CSOs have suffered extensive damage to their offices, others have experienced less severe damage that can be addressed through repairs.

“The centers and services that were provided by women's institutions have stopped, whether they were health, relief, protection, education, training or services programmes. Because the institutions' sites were damaged and displaced, all these programs were stopped.”

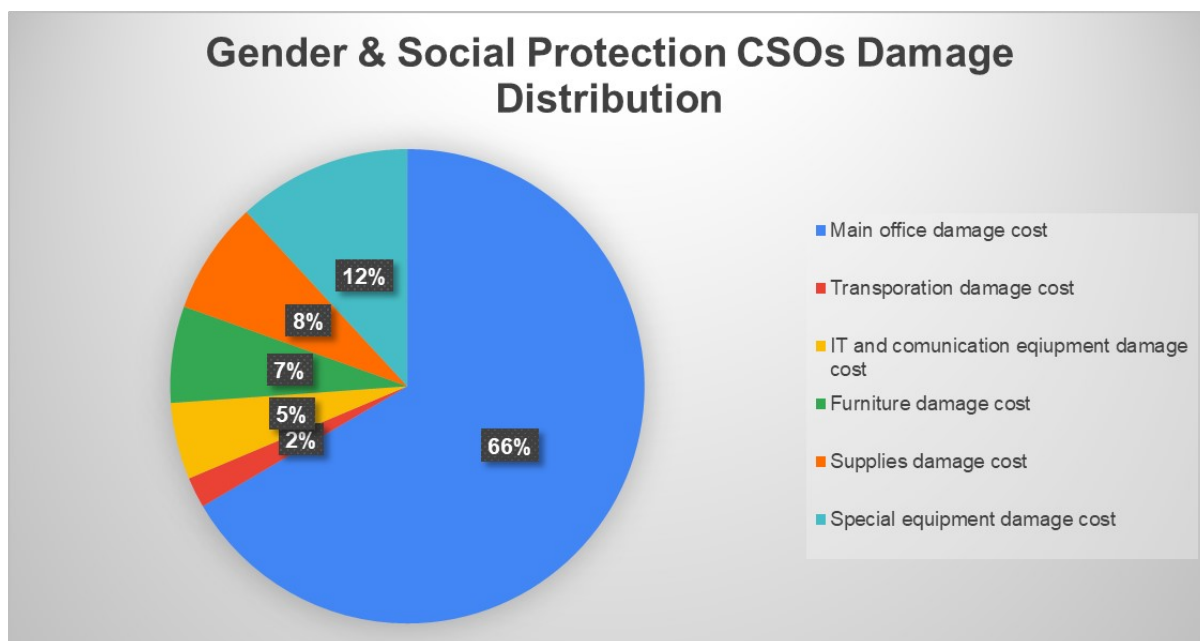
Firyal Thabet - Culture and Free Thought Association

A similar pattern was observed in the damage reported for CSO facilities. 21 CSOs experienced total damage in their facilities, indicating severe destruction or damage beyond repair. In comparison, 14 CSOs reported partial damage, with 10 of them stating that the damage could be repaired. This reflects the varying degrees of damage sustained by different CSOs, with some facing complete destruction of their facilities and others having the potential for repair.



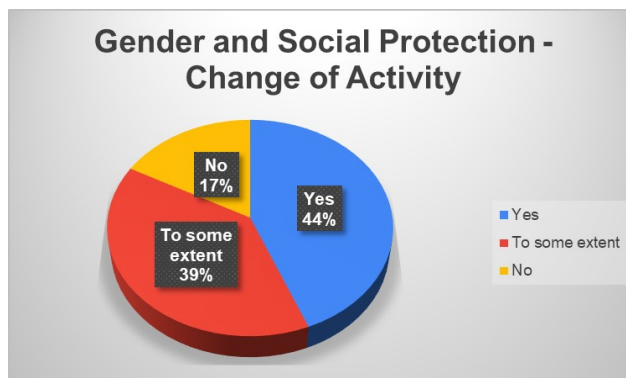
In terms of damage cost estimation, respondent CSOs estimated their total damage to be a staggering 17,652,268 USD. This substantial figure reflects the severe impact the war on Gaza have had on their operations and infrastructure.

The costs incurred by CSOs can be categorized into various sectors. The most significant damage, accounting for 66% of the total, was sustained by their main offices. This includes damage to buildings and other essential infrastructure necessary for their daily operations. The remaining costs were distributed across transportation, IT and communication equipment, furniture, supplies, and special equipment.



It is noteworthy that special equipment emerged as the second largest category, constituting 12% of the overall damage. This highlights the high cost associated with specialized equipment used by CSOs in delivering their services. Damage to this equipment can severely disrupt their operations and hinder their ability to provide vital services to communities in need.

In the face of the tragic war in the Gaza, the consequences for the civilian population have been dire, resulting in a severe humanitarian crisis. 83% of respondent CSOs - chose to alter their operations and programs in response to the unfolding humanitarian emergency. Only a small minority, representing 17%, continued with their original activities without making any substantial changes.



“Civil society organizations fell into the dilemma of losing their specialized role due to the shift from the role of social protection to relief work in order to meet the basic needs of those affected by the genocide”.

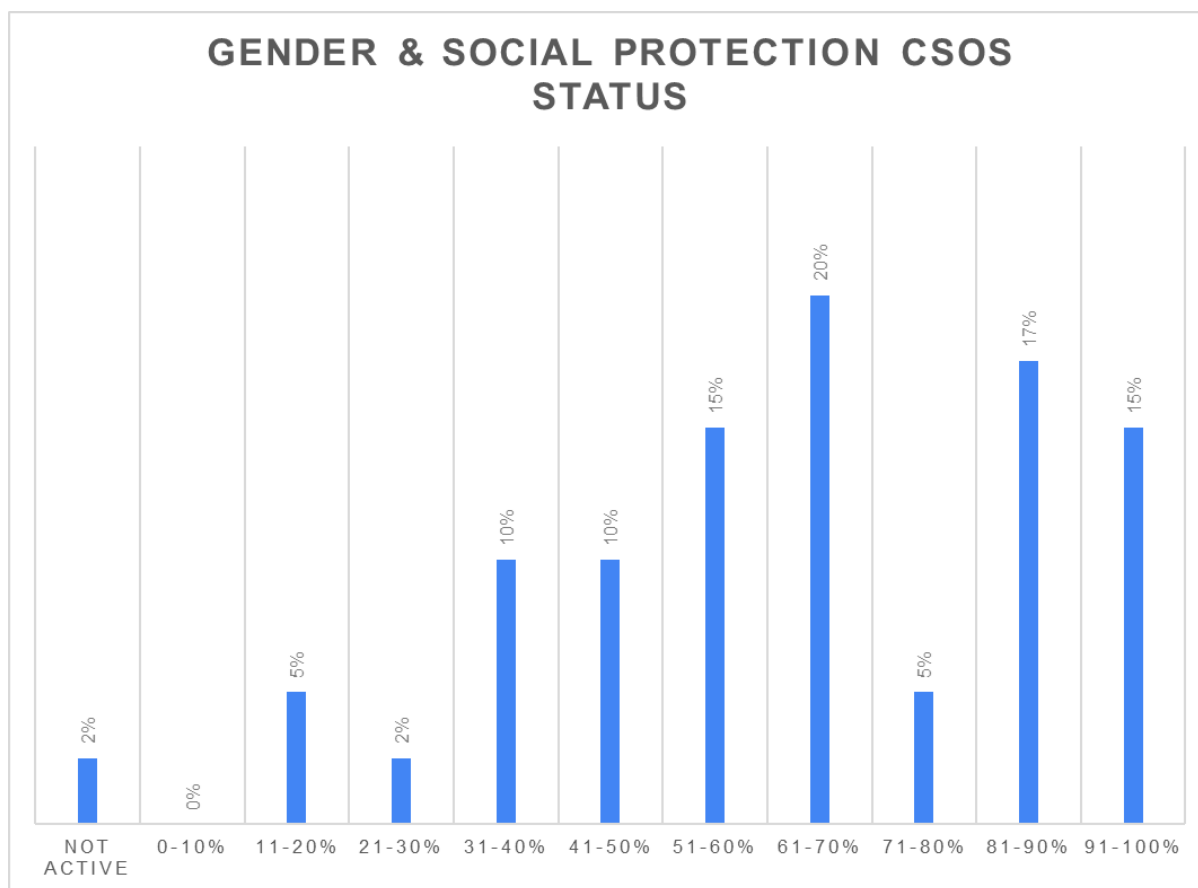
Amal Seyam - Women Affairs Center

The results of another assessment conducted by UNWomen⁶⁸ reveals that Most (88%) of the responding organizations in the Gaza Strip and the West Bank have expanded or shifted their priorities towards life-saving assistance and emergency relief, adapting and readjusting their work overnight, stretching their limited resources and capacities. Since 7 October, WLOs’ responses have focused on the provision of life-saving essential services such as distribution of non-food items (performed by 64% of organizations), distribution of food parcels (56%), cash assistance (48%) and protection-related services, such as multisectoral face-to-face or remote counselling services, including psychosocial support, case management, and dignity kits. The decision by most CSOs to pivot their work underscores the profound impact of the war on Gaza. Many CSOs recognized the urgent need to address the immediate needs of the affected population, which included providing emergency shelter, food assistance, and medical care. This shift in focus required CSOs to mobilize resources and re-evaluate their priorities, often at short notice.

“Local organizations in the social protection sector lost more than 50% of their programs due to the war. There are some projects that have stopped completely because they are not suitable for the emergency response phase.”

A participant in focus group discussion - Social Protection

⁶⁸ UNWomen Gender Alert – June 2024



Despite the horrific war on Gaza, a remarkable 98% of the respondent CSOs remained active in their interventions, demonstrating their unwavering commitment to the people of Gaza. Only a small fraction, representing 2%, indicated that they were forced to temporarily freeze their interventions due to sustained damages caused by the war.

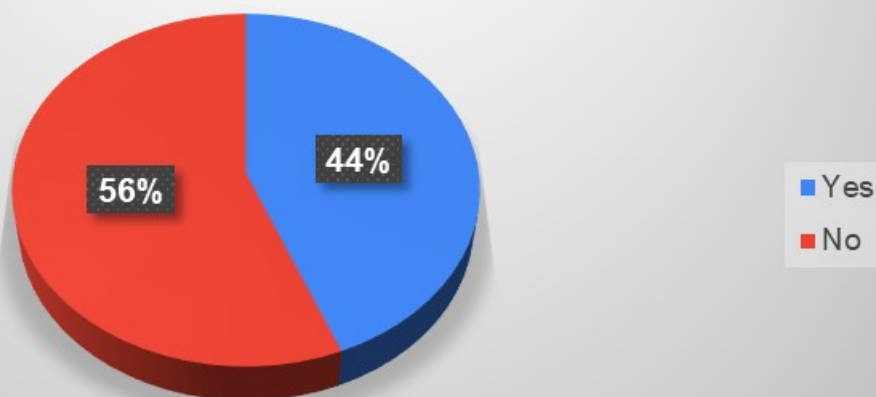
Among the active CSOs, around 27% reported operating at a reduced capacity of less than 50%. This is a significant challenge, as it limits the scope and effectiveness of their work. However, it is heartening to note that a significant majority, representing 71%, continued to operate at higher capacities.

Even more inspiring is the fact that a substantial 32% of the CSOs reported operating at an impressive capacity level of 80% or higher. This resilience and dedication in the face of adversity is truly admirable. Despite the immense challenges posed by the war on Gaza, these CSOs remain steadfast in their mission to provide critical assistance and support to the people of Gaza.

Their continued presence and interventions are a lifeline for the affected communities, helping them endure the war and rebuild their lives.

The displacement of most CSOs and the loss of their offices and premises had a significant impact on their operations. Many CSOs were forced to open new offices and service centers in order to continue providing services. According to the survey responses, 44% of CSOs had to open new offices or service centers. These new spaces served as workplaces for their staff and operational bases from which to provide services.

Gender and Social Protection - Opened new offices/ service centers

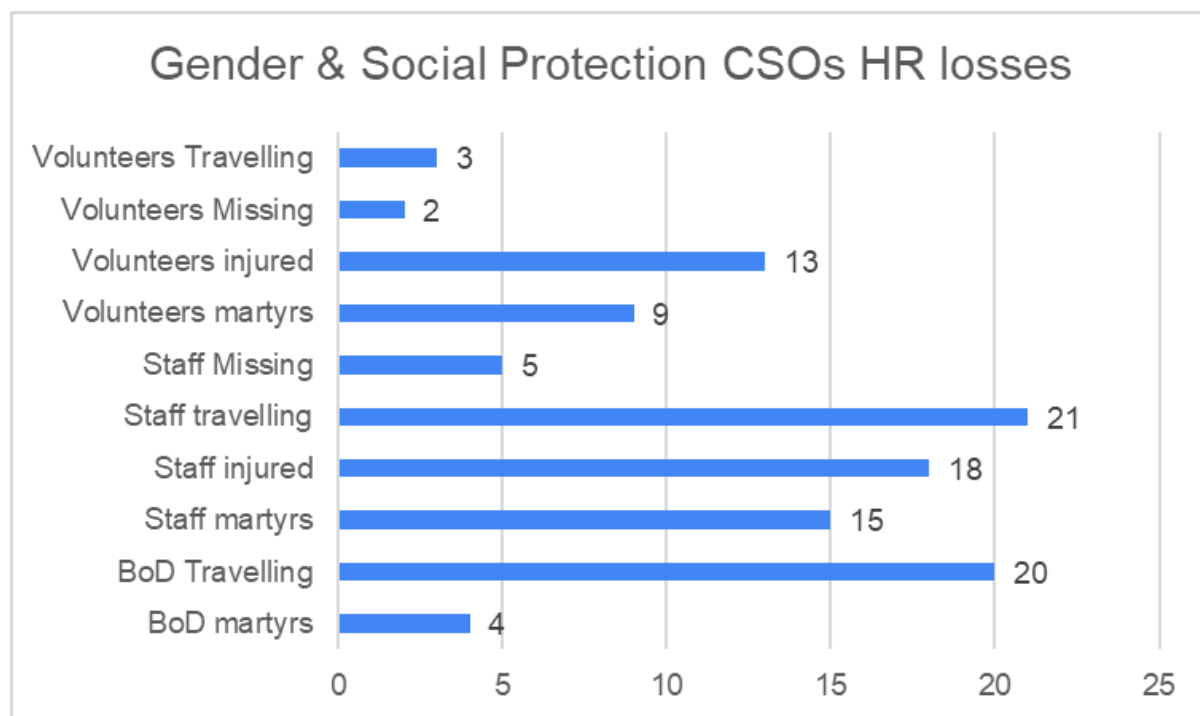


The opening of new offices and service centers presented a number of challenges for CSOs. First, they had to find suitable locations that were accessible to their clients and stakeholders. Second, they had to outfit the new spaces with the necessary furniture, equipment, and supplies. Third, they had to hire and train new staff to work in the new offices. Finally, they had to develop new systems and procedures for managing the operations of the new offices.

Despite the challenges, the opening of new offices and service centers allowed CSOs to continue providing essential services to their communities. The new spaces provided CSOs with a place to work, meet with beneficiaries, and store supplies. They also helped CSOs to build relationships with new stakeholders and partners.

The opening of new offices and service centers was an important step in the recovery process for CSOs. It allowed them to rebuild their operations and continue providing vital services to their communities.

7.4.2 HUMAN RESOURCES



CSOs working in gender and social protection were not excluded from the war in Gaza that inflicted not only infrastructure damages, but also human losses.

Out of the respondent CSOs, 18 have reported having one of their own staff or volunteers killed or injured. While at least 21 reported having staff members who travelled or evacuated Gaza.

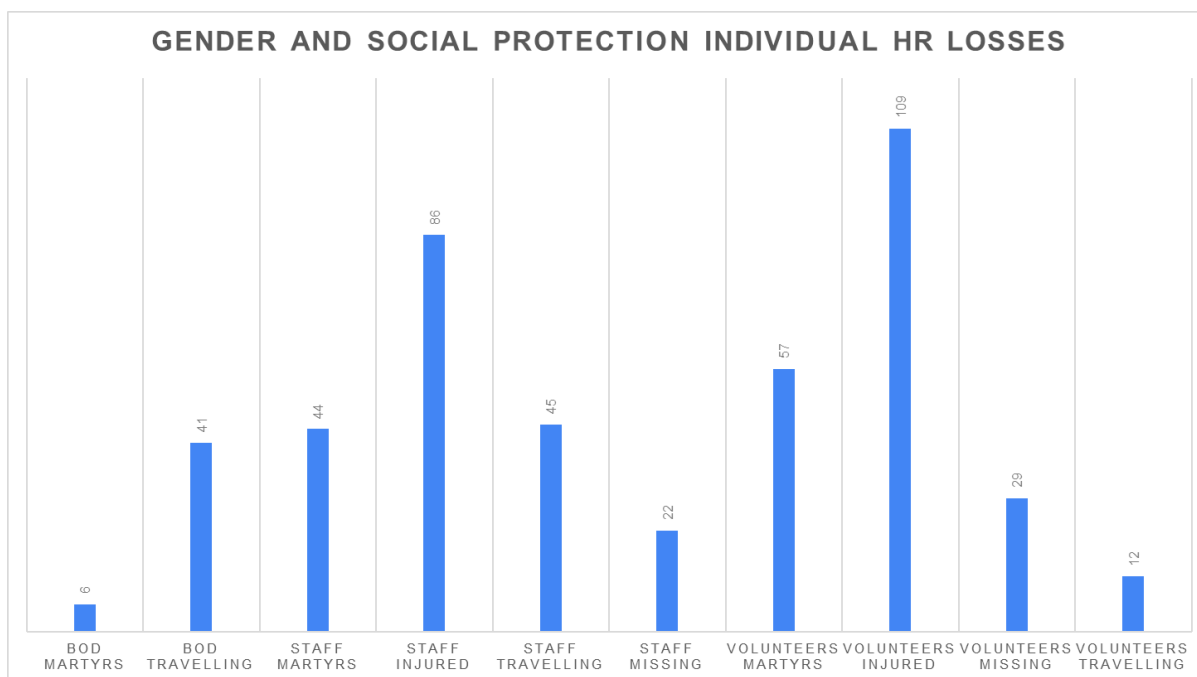
“War and displacement have led to the travel and migration of a large number of professionals with expertise in the field of women, gender, and protection, and this travel will deprive society of these resources for a long time. It affects the ability of organizations to deliver services and implement programs efficiently”

Firyal Thabet - Culture and Free Thought Association

In more detail, CSOs human losses amounts to 107 who were killed during the war on Gaza. This number includes 6 BoD members, 50 staff, and 57 volunteers. In addition, 195 were reported injured including 86 staff and 109 volunteers. Moreover, 51 were reported missing including 22 staff members and 29 volunteers. Regarding those who evacuated Gaza, a total of 98 individual were reported including 41 BoD members, 45 staff members, and 12 volunteers.

“The evacuation of workers and the travel of essential personnel have forced institutions to use alternative personnel who may be untrained and unqualified to provide services”

Amal Seyam - Women Affairs Center



The human losses suffered by CSOs during the war have been extensive and devastating. These losses include fatalities, injuries, displacement, and psychological trauma. CSO staff members have been killed, wounded, or forced to flee their homes. Many have lost loved ones, friends, and colleagues. The loss of human capital has had a profound impact on CSOs' capacities. Those who have been killed or injured can no longer contribute their skills and knowledge to the organization. Those who have been displaced have lost access to their homes, offices, and resources. And those who have experienced psychological trauma may find it difficult to work effectively.

The impact of human losses on CSOs is compounded by the fact that CSOs often operate in fragile and conflict-affected environments. In these environments, CSOs are often the only organizations providing essential services to communities. The loss of CSO staff can therefore have a devastating impact on the communities they serve.

In addition to the immediate impact of human losses, CSOs are also facing long-term challenges as a result of the war. These challenges include:

- The loss of institutional memory and expertise.
- The need to rebuild trust with communities.
- The need to address the psychological trauma of staff and beneficiaries.

CSOs are resilient organizations, but they need support to overcome the challenges they face.

In terms of the ability of CSOs to address the needs of their staff, 41% of the CSOs reported that they were able to respond to their staff's shelter needs. However, 39% of CSOs indicated that they were not able to meet these needs, and 20% said that they could only address them sometimes.

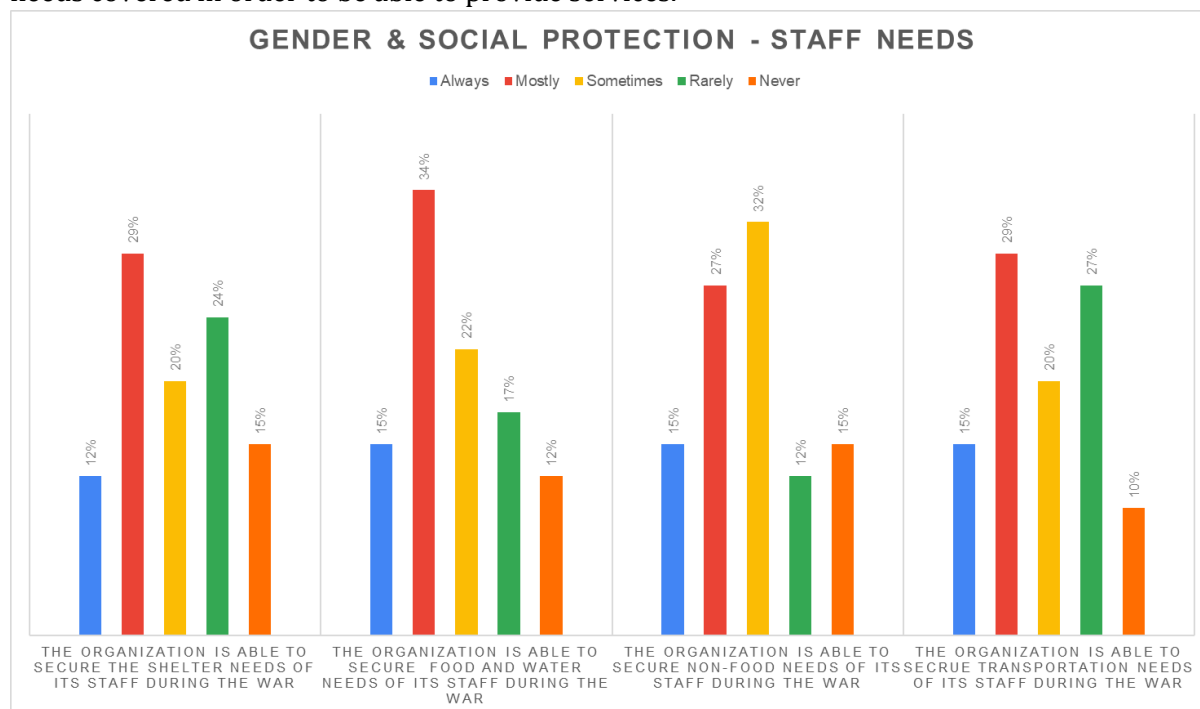
Regarding securing food for their staff, only 49% of CSOs reported being able to provide food and water to their staff. In contrast, 29% of CSOs said they were unable to do so.

For non-food needs, 42% of CSOs stated they could respond to these needs. However, 27% could not, while 32% were able to do so only sometimes.

In terms of transportation, only 44% of CSOs indicated the ability to secure transportation for their staff, while 37% were not able to do so.

Initial Rapid Assessment of CSOs in The Gaza Strip

These findings highlight the challenges that CSOs face in meeting the needs of their staff, particularly in terms of shelter, food, and transportation. It is important for the staff to have such needs covered in order to be able to provide services.



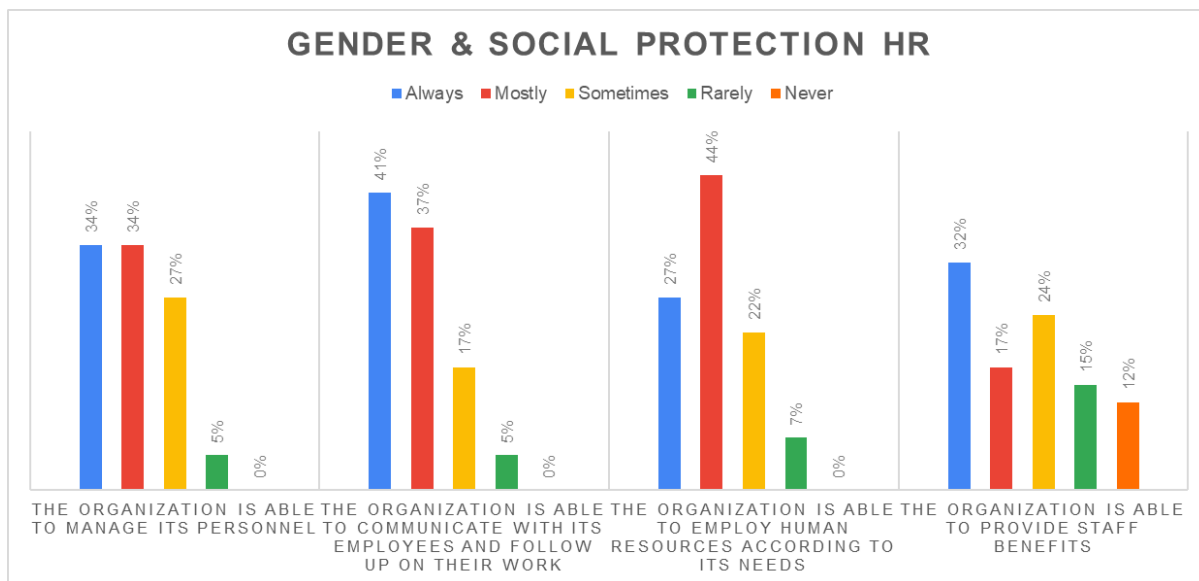
Organizations rely heavily on human resources management to attract, develop, and retain a skilled workforce. According to survey responses, 68% of CSOs reported that they have the ability to effectively manage their staff, indicating a strong understanding of the importance of employee engagement and performance. Additionally, 78% of CSOs reported having the ability to communicate effectively with their staff, highlighting their commitment to fostering open and transparent communication channels within the organization.

Furthermore, 71% of CSOs reported having the ability to employ new human resources, demonstrating their capacity to identify and recruit talented individuals who can contribute to the organization's goals and objectives.

“The dominance of international organizations and their spread to work directly through field work and attract a large portion of our staff who are trained and qualified. Of course, these international institutions enjoy institutional stability through their departments abroad and provide funding allocated to respond to this state of emergency”. Amal Seyam - Women Affairs Center

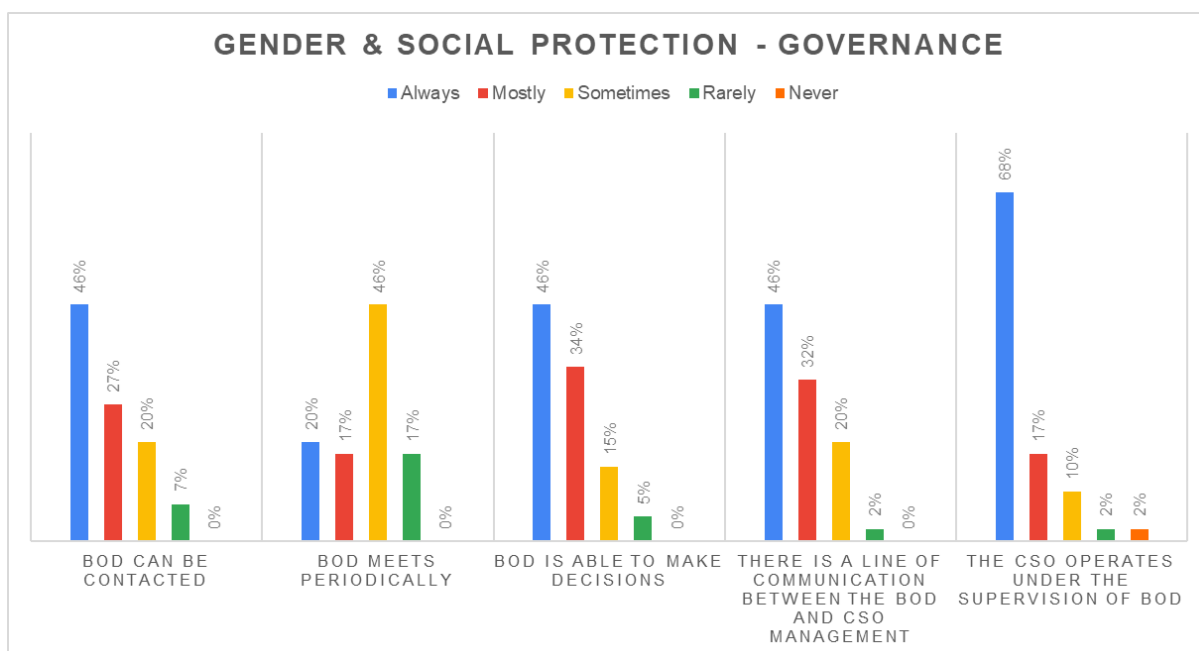


6 Destroyed car, Sawaed association for relief and development



However, while 49% of CSOs reported having the ability to provide staff benefits, 27% reported being unable to do so. This disparity highlights the CSOs challenges in accessing financial services.

7.4.3 GOVERNANCE



The survey results provide valuable insights into the governance status of CSOs. A significant proportion, 73%, of respondent CSOs reported having the ability to contact their BoD, indicating a positive level of communication and accessibility. However, only 37% of CSOs reported that their BoD meets periodically, suggesting a need for more regular and structured engagement between the BoD and the CSOs' management teams.

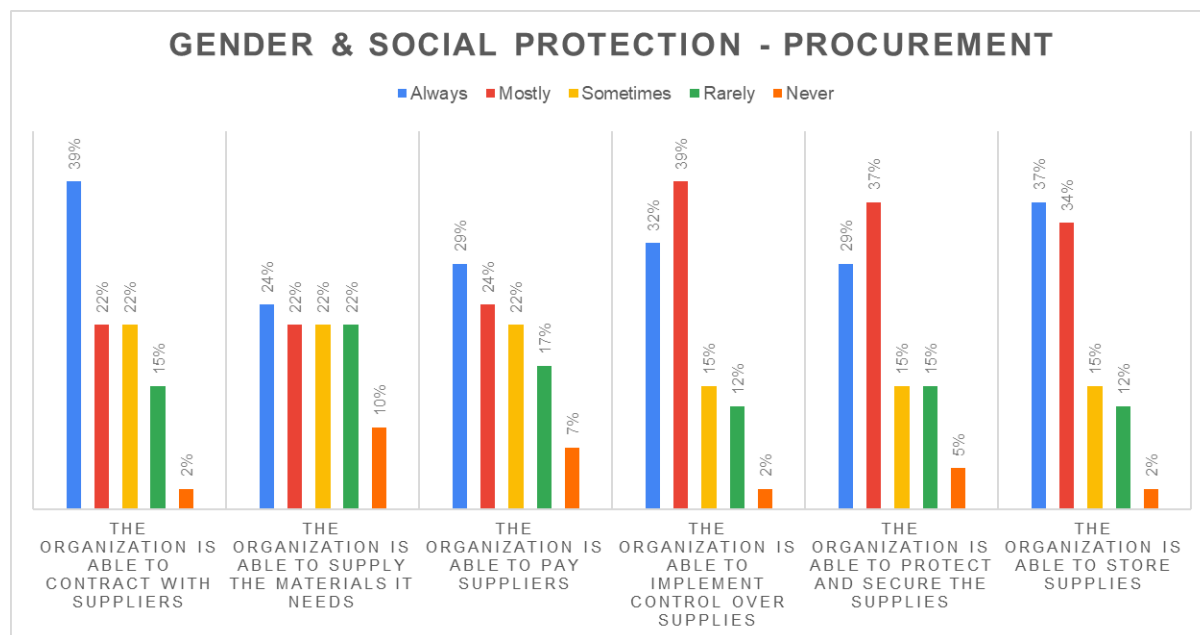
Regarding decision-making, 80% of CSOs indicated that their BoD is still capable of making decisions, showcasing the board's continued involvement and authority in shaping the organization's direction. Additionally, 78% of CSOs reported the presence of communication

channels connecting the BoD and the CSOs' management, facilitating effective information exchange and collaboration.

Furthermore, 85% of the CSOs reported that their organizations are still under the supervision of the BoD, emphasizing the board's oversight role and responsibility in guiding and monitoring the CSOs' activities.

These findings confirm that CSOs governance among Gender and Social Protection sector is in good order and its impact of the war on Gaza is minimum.

7.4.4 PROCUREMENT



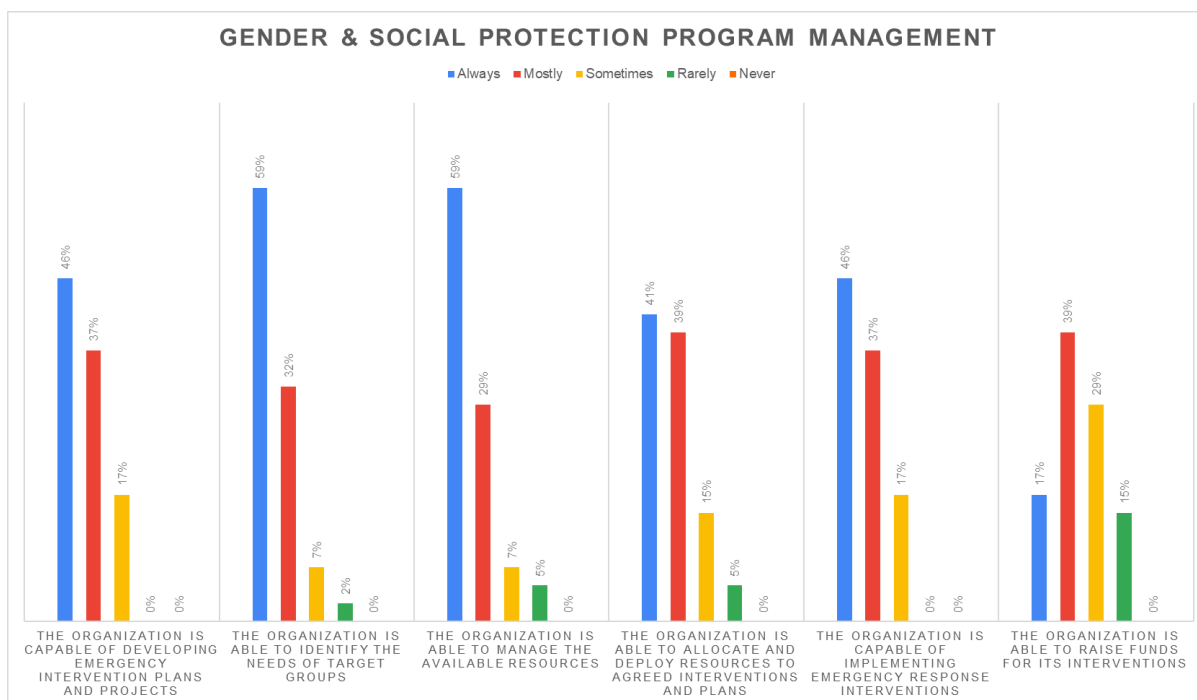
Over half of the CSO respondents (61%) confirmed their ability to contract with suppliers, while a significant minority (17%) reported finding it either impossible or challenging to do so. This suggests that there might be underlying supply chain disruptions or constraints affecting the procurement process for some organizations.

A majority of the CSO respondents (66%) reported their ability to supply the materials they need, indicating a relatively stable supply chain in terms of material availability. However, a notable percentage (32%) faced difficulties in securing the necessary materials, highlighting potential supply chain disruptions or shortages in certain sectors.

While 53% of the CSO respondents confirmed their ability to pay suppliers, a combined 46% faced payment challenges. A significant proportion (24%) reported the inability to pay suppliers at all, while 22% experienced intermittent payment difficulties. This suggests that financial constraints or cash flow issues may be impacting the ability of some organizations to meet their payment obligations to suppliers.

Supply Control and Protection: A majority of the CSO respondents expressed confidence in their ability to implement control over supplies (71%) and protect those supplies (66%). Additionally, 71% reported their ability to store supplies effectively.

7.4.5 PROGRAM MANAGEMENT



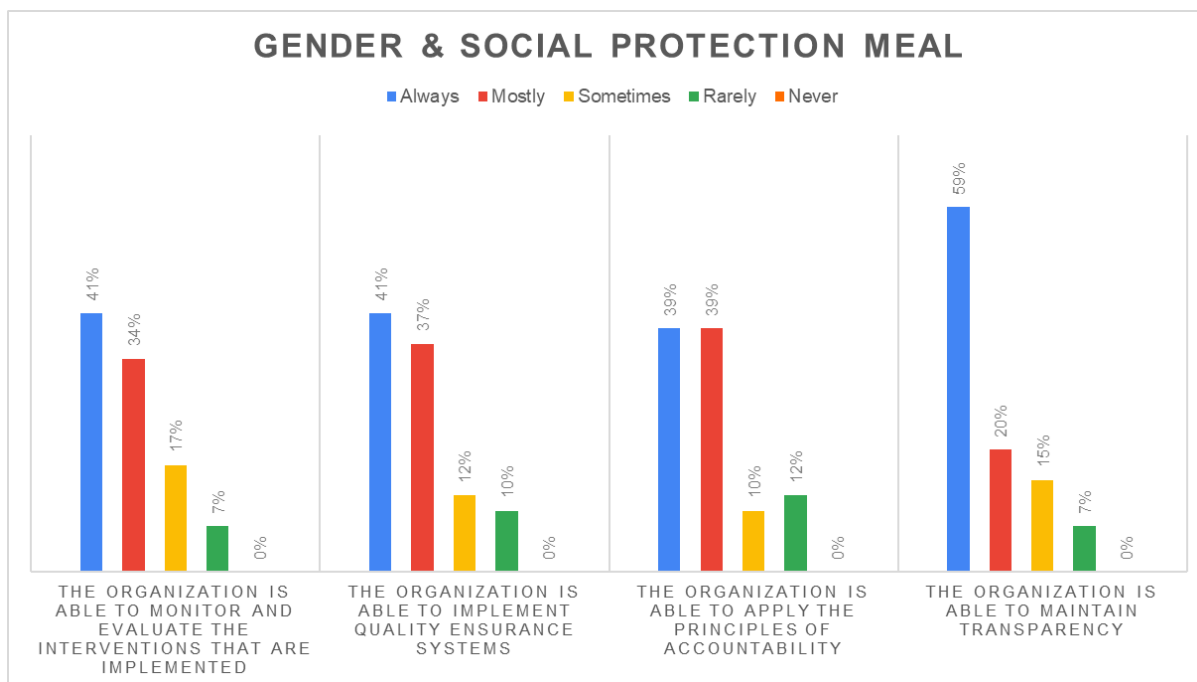
The program management aspects of the CSOs, as indicated by the survey, reveal a generally positive standing.

A remarkable 83% of CSOs demonstrated their competence in developing emergency interventions, ensuring timely responses to critical situations. Additionally, 91% of CSOs exhibited their ability to effectively identify the needs of their target groups, a crucial step in designing and delivering relevant assistance.

Furthermore, 88% of the CSOs reported their ability to deploy and allocate resources efficiently and strategically, ensuring optimal utilization of available assets. This underscores their capacity to adapt to changing circumstances and respond effectively to emerging needs.

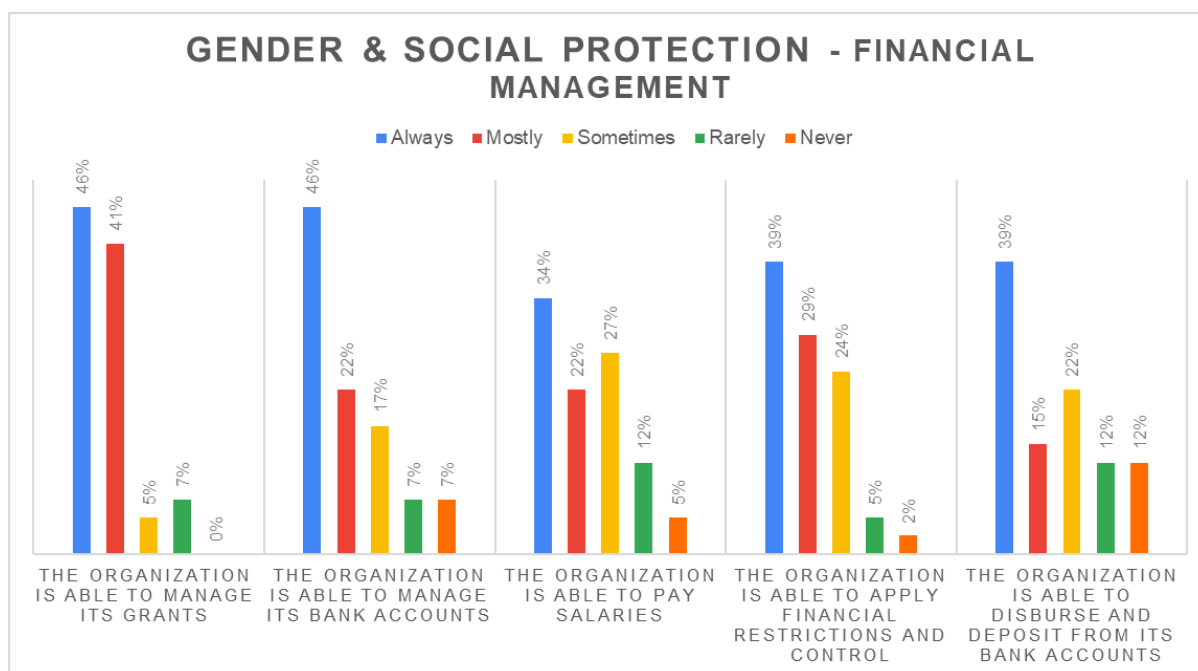
Moreover, 83% of CSOs reported their ability to implement emergency interventions, demonstrating their operational readiness and expertise in managing complex situations.

7.4.6 MEAL



Based on the survey, the majority of responding CSOs indicated their capacity to execute monitoring and evaluation tasks, with 75% of them reporting this ability. Additionally, 78% of the CSOs stated they are proficient in implementing quality assurance systems, demonstrating their commitment to upholding high standards. Furthermore, 78% of the CSOs acknowledged their ability to apply the principle of accountability, emphasizing their dedication to responsible and transparent operations. Moreover, an impressive 79% of the CSOs expressed their capability to maintain transparency, highlighting their commitment to open and accessible information sharing. These positive findings showcase CSOs' commitment to efficient and ethical practices, contributing to the overall effectiveness and credibility of their organizations.

7.4.7 FINANCIAL RESOURCES



- **Financial Management Capabilities of CSOs:**
 - A significant majority of CSOs (87%) reported the ability to manage their grants effectively.
 - Managing bank accounts was a strong area for CSOs, with 68% indicating proficiency.
 - Disbursing and depositing from bank accounts was manageable for 54% of CSOs, compared to 24% who faced challenges.
- **Staff Salary Payments:**
 - CSOs demonstrated ability to pay staff salaries, with 56% reporting the ability to do so consistently.
 - However, a substantial 17% of CSOs were unable to pay salaries, while 27% experienced occasional difficulties.
- **Financial Control Mechanisms:**
 - CSOs displayed a commendable 68% proficiency in applying financial controls.

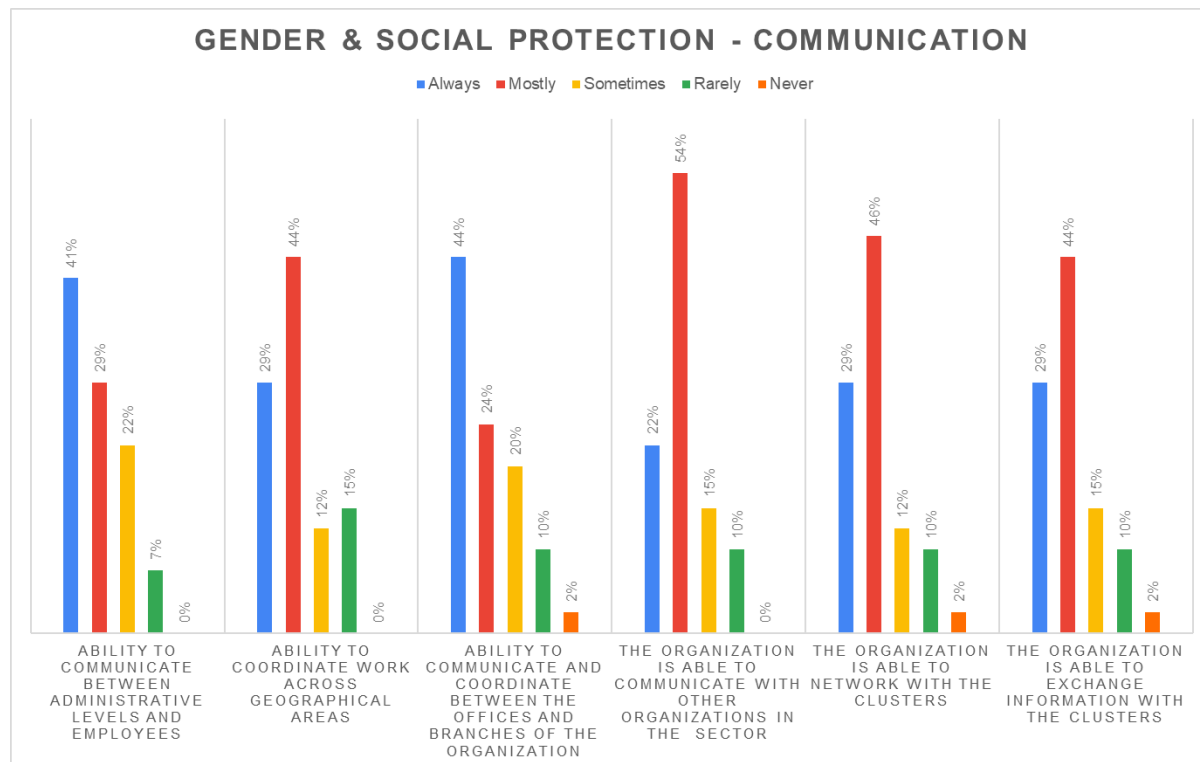
Several factors may have contributed to these values, such as:

- Limited cash flow and banking system issues that impacted financial services.
- Changing circumstances, insufficient communication, and lack of internet access, which hindered financial services and decision-making.
- Funding shortages, including instances of delayed or paused funding, which affected the ability of CSOs to make salary payments.

“At the beginning of the war, financial management was carried out through transfers, but after four months it was no longer easy to conduct financial transactions in cash-for-work projects, cash assistance programs, and the orphan sponsorships, because due to lack of cash”

Participant in a focus group.

7.4.8 COORDINATION



The survey results indicate that Gender and Social Protection organizations have established effective coordination and communication mechanisms. A significant majority of the respondents, representing 70% of the CSOs, reported their ability to maintain open and effective communication between the BoD and the top management. This finding highlights the importance placed on transparent and collaborative decision-making processes within these organizations.

Furthermore, 73% of CSOs reported their ability to coordinate their work effectively among various work locations. This suggests that the organizations have implemented efficient systems and strategies to ensure seamless collaboration and information sharing across different departments and branches.

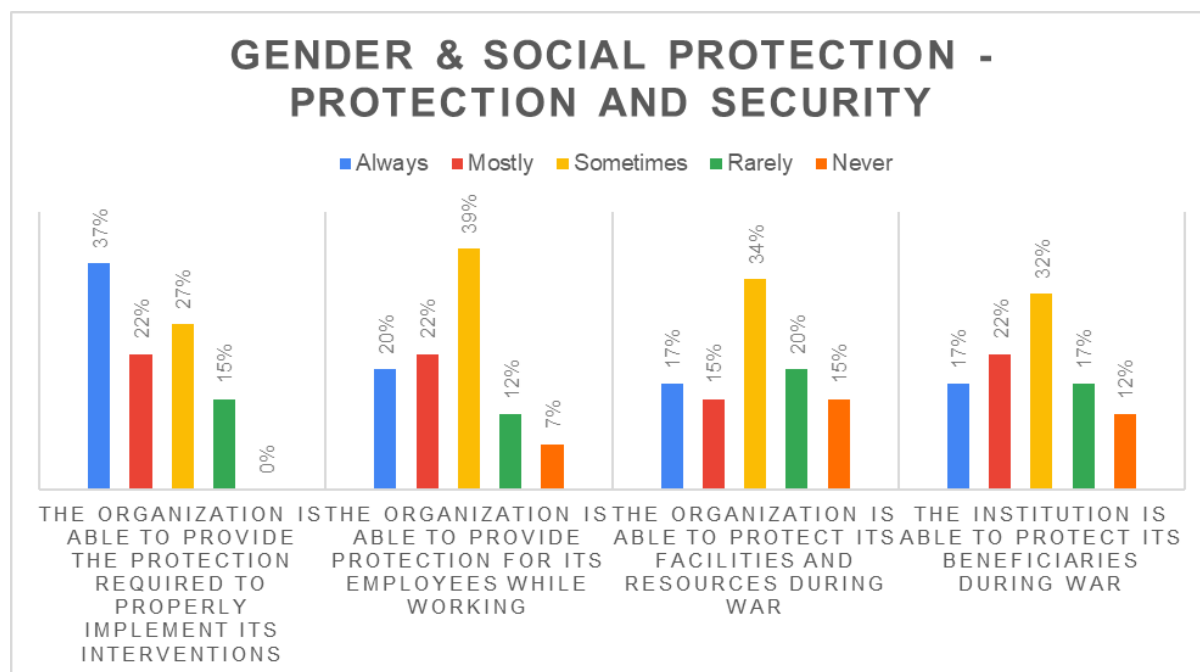
Additionally, 68% of CSOs indicated their ability to maintain effective communication among their different offices. This finding demonstrates the organizations' efforts to foster a cohesive and well-connected internal communication network, facilitating efficient information flow and coordination of activities.

Moreover, 76% of CSOs reported their ability to communicate effectively with other organizations in the sector, and 75% of CSOs reported their ability to network with clusters, and the same percentage were able to exchange information with the clusters. This finding underscores the organizations' commitment to engage in collaborative efforts and share knowledge and resources with other organizations working in similar areas.

Overall, the survey responses reveal that coordination and communication are solid in Gender and Social Protection organizations. These findings indicate that the organizations have

established robust systems and mechanisms to facilitate effective communication and collaboration both internally and externally, despite the challenges posed by the war on Gaza.

7.4.9 PROTECTION AND SECURITY



Protection for CSOs:

- While 59% of CSOs reported the ability to provide protection necessary for implementing their interventions, 41% found it challenging.

Protection for CSO Staff:

- 42% of CSOs reported the ability to provide protection for their staff, indicating a significant gap.
- The remaining 58% faced challenges, with some finding it impossible to provide adequate protection.
- This underscores the urgent need for measures to safeguard CSO staff, who often work in high-risk environments.

Protection for CSO Facilities and Resources:

- Only 32% of CSOs reported the ability to protect their facilities and resources, while 68% faced challenges, sometimes making protection impossible.
- This lack of protection poses a threat to the continuity and effectiveness of CSO operations and jeopardizes the safety of sensitive information and assets.

Protection for CSO Beneficiaries:

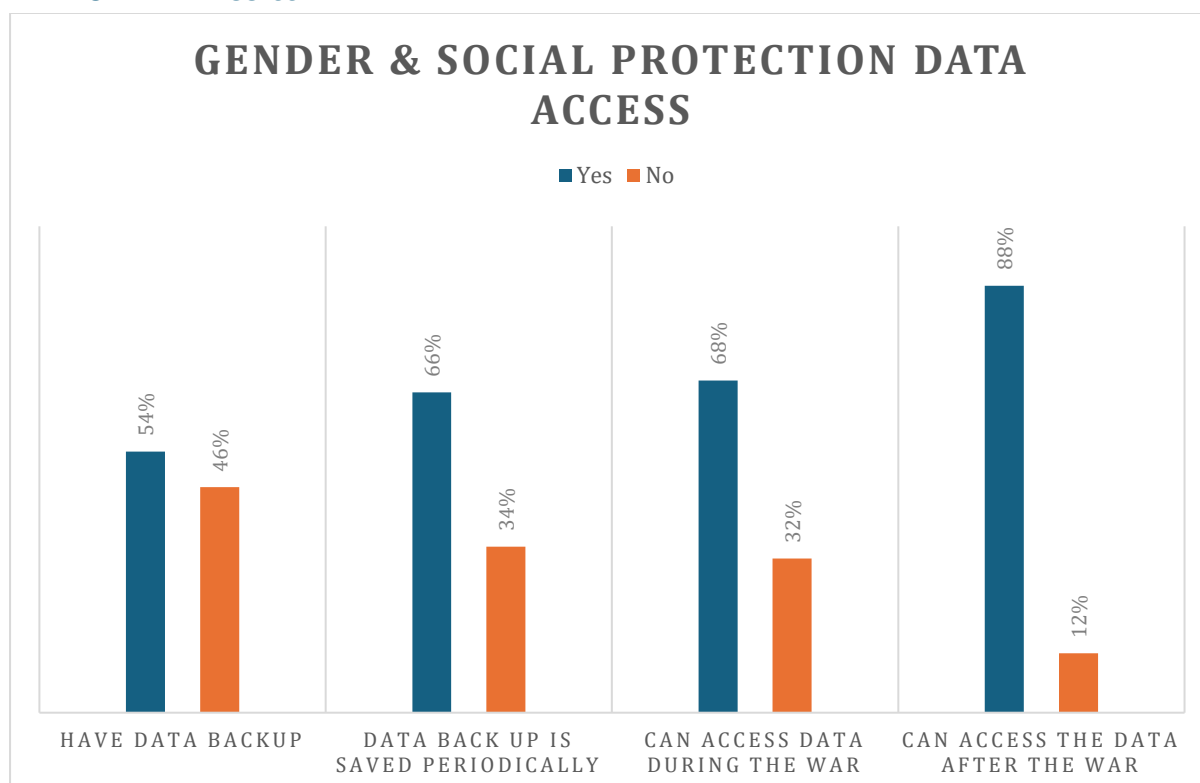
- 39% of CSOs reported providing some form of protection to their beneficiaries, highlighting their commitment to safeguarding those they serve. However, 49% found it challenging, and 12% deemed it impossible.

Overall, the report underscores the alarming security situation, and highlights the urgent need to provide security to the CSOs, their staff, facilities, resources, and beneficiaries.

“Many women were killed as a result of the Israeli army targeting, which is a clear violation of the United Nations resolution that aims to protect women and children during emergencies. Women were also killed, raped, and lost relatives and loved ones.”

Firyal Thabet - Culture and Free Thought Association

7.4.10 DATA ACCESS



Data Backup:

- 54% of the CSOs reported having a data backup system in place, while 46% did not.
- CSOs that lacked a backup system were at a higher risk of losing valuable data during the war.

Data Accessibility During the War:

- 66% of the CSOs reported being able to access their data during the war, while 32% were unable to.
- This indicates that a significant portion of CSOs were able to maintain some level of data accessibility even in the midst of the conflict.
- Factors contributing to this accessibility could include having remote data storage solutions, maintaining offline backups, or establishing contingency plans for data access.

Post-War Data Accessibility Expectations:

- 88% of the respondent CSOs indicated expectations to be able to access their data after the war.

- This reflects the critical need for CSOs to recover and utilize their data in the post-conflict recovery and rebuilding process.
- CSOs may require support in restoring damaged data, recovering lost information, and ensuring data security and integrity in the aftermath of the war.

Significance of Gender and Social Protection CSOs' Data:

1. Data Privacy:
 - CSOs' data is highly private, especially regarding sensitive information such as GBV cases, child protection, and other sensitive data.
 - This data's confidentiality is crucial as its loss or unauthorized access could have severe consequences.
2. Data Sensitivity:
 - CSOs' data is highly sensitive, particularly concerning protection cases.
 - Stringent measures are taken to protect this data, including private management by case managers and encryption to prevent unauthorized access and mishandling.
3. Large Volume of Data:
 - CSOs possess a large volume of data, including detailed information about beneficiaries, their history, and financial transactions related to cash services.
 - The sheer volume of this data makes retrieval and restoration challenging in the event of loss or damage.

“One of the most significant damages that befell social protection CSO is the damage related to the organizations’ memory, which has become threatened, due to the loss of devices, databases, and assets, and this is priceless”

Amal Seyam - Women Affairs Center

7.5 FOOD SECURITY AND AGRICULTURE SECTOR

The war on Gaza has left a devastating mark, with widespread destruction and a severe humanitarian crisis. The resulting famine-like conditions have exacerbated the situation, leaving many people in desperate need of food and other essential supplies. As a result, food security and agriculture sector services have become essential in providing life-saving assistance to those affected by the conflict.

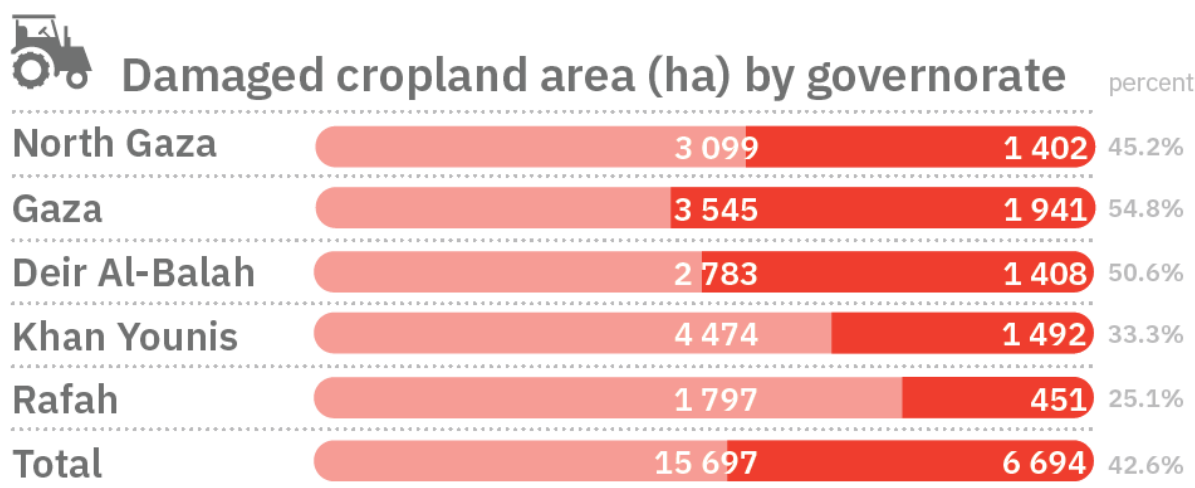
All food security and agriculture actors and agriculture organizations are under extreme pressure to provide food supplies to the unprecedented number of internally displaced persons (IDPs) who have been forced to flee their homes multiple times. The situation is further complicated by the fact that food security and agriculture (FS) CSOs themselves have been targeted in attacks and displaced, making their mission even more difficult.

Based on a Food and Agriculture Organization of the United Nations (FAO) report⁶⁹, a significant number of agricultural structures were damaged as of 31 December 2023. Home barns (206), broiler farms (172), and sheep farms (149) were the most affected. This is expected to have a devastating impact on rural women and female-headed households.

Agricultural wells experienced substantial damage, with 488 wells damaged overall. North Gaza (184) and Gaza (178) had the highest number of damaged wells.

Around 20.5% of greenhouses were severely damaged, with the most significant damage occurring in Gaza and North Gaza.

Cropland in Gaza suffered damage, with 27.5% of the total affected. Gaza governorate had the highest percentage of damaged cropland.



⁷ Source: FAO, *Overview of the damage to agricultural land and infrastructure due to the conflict in the Gaza Strip as of 15 February 2024*

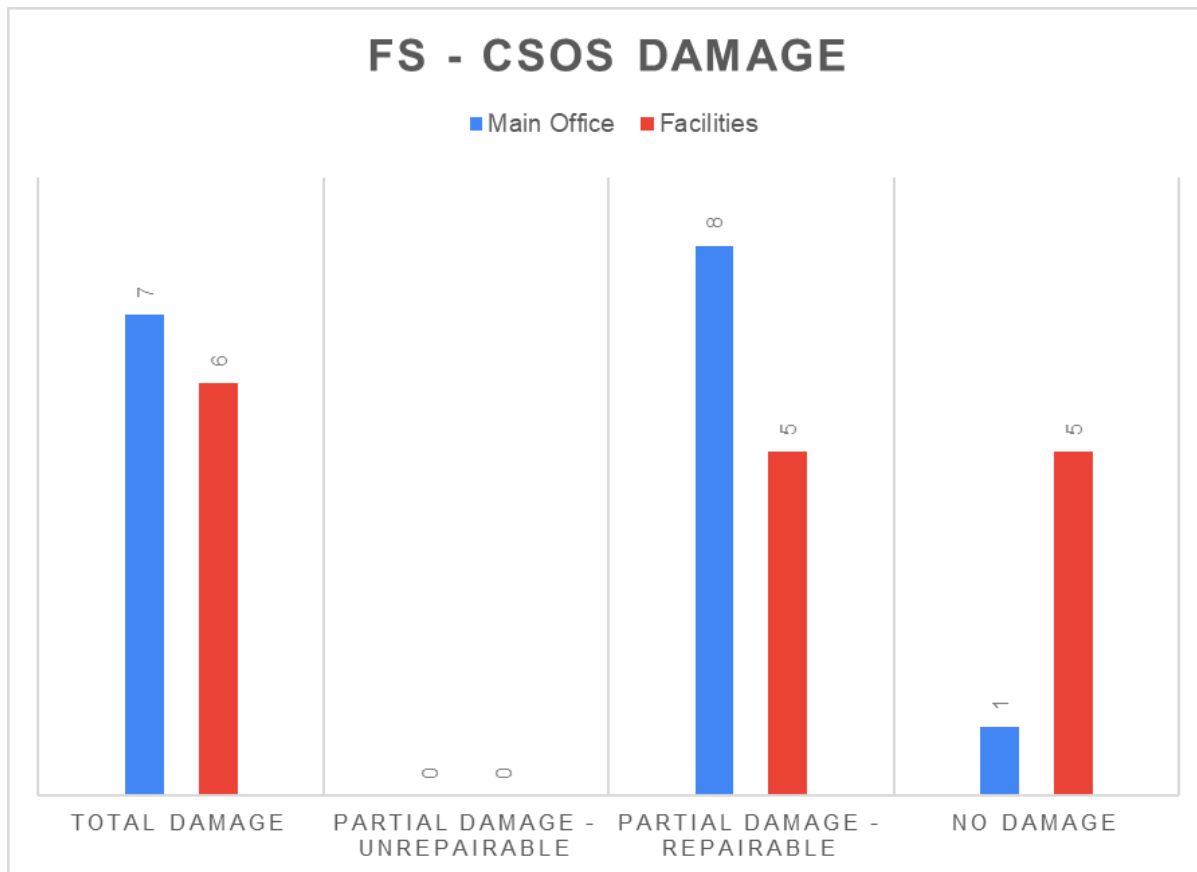
“It must be emphasized that the losses are not only the losses of institutions, but the losses go beyond that and reach the production sector itself. The losses of the agricultural production process are enormous.”

Taysir Muhaisen - Palestinian Agricultural Development Association

⁶⁹ FAO, A rapid geospatial damage assessment of the 2023 conflict in the Gaza Strip on agricultural land and infrastructure

7.5.1 INFRASTRUCTURE

7.5.1.1 CSOs facilities

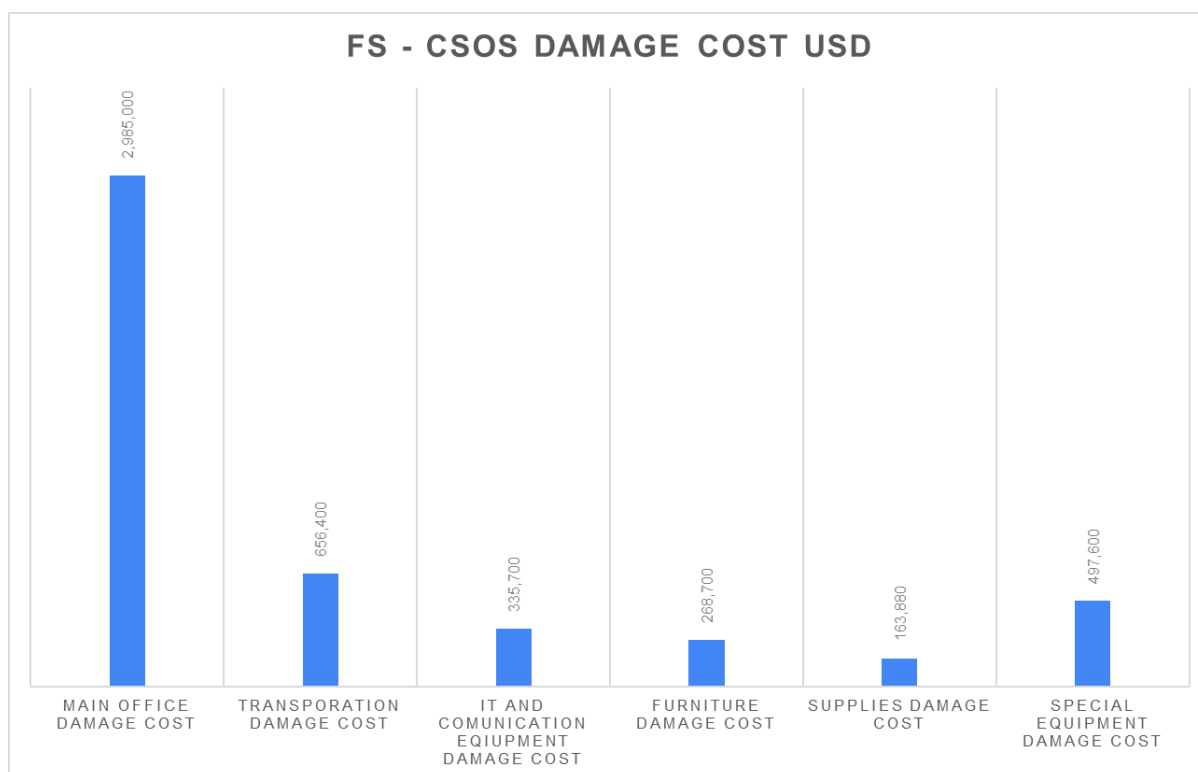


Out of the 16 participating CSOs, only a single organization reported that its offices remained entirely undamaged. In stark contrast, five organizations reported no damage to their facilities, indicating a significant disparity in the extent of harm sustained. Alarming, all the remaining CSOs experienced some form of damage, highlighting the widespread impact of the war on Gaza.

Seven CSOs reported total devastation, leaving their workspaces in ruins. A glimmer of hope emerged with eight CSOs reporting partial but repairable damage, offering the possibility of restoration. However, only one organization reported no damage to its main office.

In contrast, the situation for other facilities managed by the CSOs was equally concerning. Six organizations reported total damage, rendering their facilities inoperable. Five CSOs, while not facing total destruction, still endured partial but repairable damage, posing logistical challenges for their operations. Remarkably, five organizations managed to escape unscathed, reporting no damage to their facilities.

7.5.1.2 Damage cost estimation



The damage caused by the war has had a profound impact on CSOs. The respondent CSOs estimated their total losses at an astonishing 4,907,280 USD, a significant sum considering that only 16 CSOs provided an estimate.

The majority of the damage cost (61%) was attributed to damages incurred to the main offices of these organizations. This reflects the severity of the destruction inflicted upon their physical infrastructure, which is essential for carrying out their operations effectively. The loss of office space, equipment, and supplies can seriously hamper the ability of CSOs to continue providing vital services to the communities they serve.

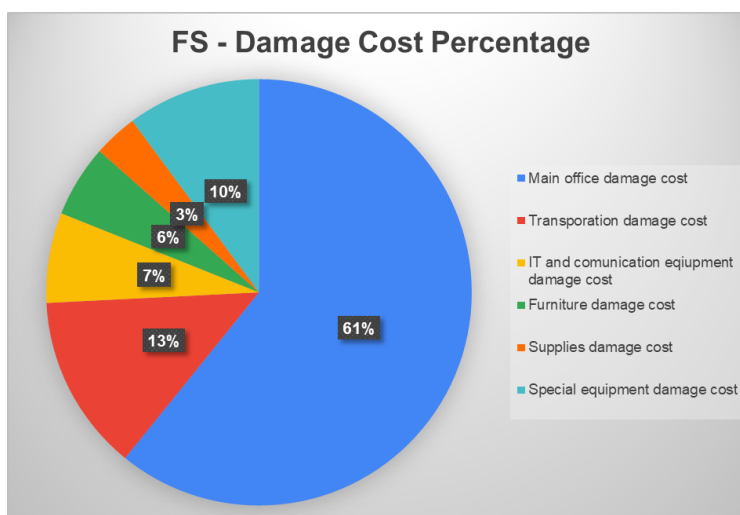
The second largest category of damage cost was transportation, which accounted for 13% of the total. Many CSOs rely on vehicles to reach remote and underserved communities, and the damage or loss of vehicles can significantly limit their mobility and reach. This can hinder their ability to deliver assistance.

Special equipment also suffered significant damage, accounting for 10% of the total damage cost. This category includes specialized equipment such as agricultural machines and testing equipment. The loss or damage of such equipment can disrupt operations and hinder the provision of essential services.

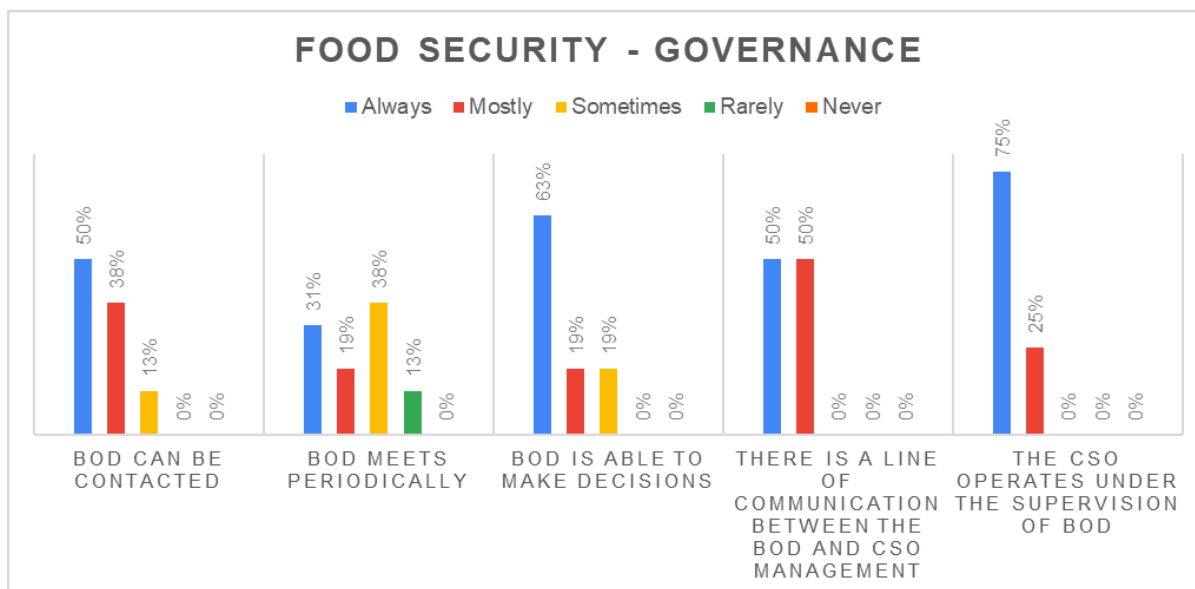


8 Gaza Urban Agriculture Platform GUPAP

The impact of the damage cost on CSOs extends beyond the immediate financial losses. The destruction of physical infrastructure and equipment can undermine the long-term sustainability of these organizations, making it challenging for them to rebuild and continue their work. Moreover, the loss of vital equipment and supplies can hamper their ability to respond to future crises effectively.



7.5.2 GOVERNANCE



Despite the war in Gaza, and the human losses incurred by the CSOs, governance state is still good. Based on the survey results, a significant majority (88%) of the respondent CSOs indicated their ability to contact members of their BoD. This suggests that communication channels between the BoD and the CSOs were generally effective, despite the challenges posed by the war. However, the ability of the BoD to hold meetings was affected. Only half of the CSOs (50%) indicated that their BoD could meet periodically, while the remaining 50% reported that holding BoD meetings was challenging and occurred much less frequently.

On a positive note, the BoD's ability to make decisions remained high, with 81% of the CSOs reporting that their BoD was able to make decisions effectively. This suggests that despite the challenges, the BoD was still able to fulfill its core function of providing strategic direction and oversight to the CSOs.

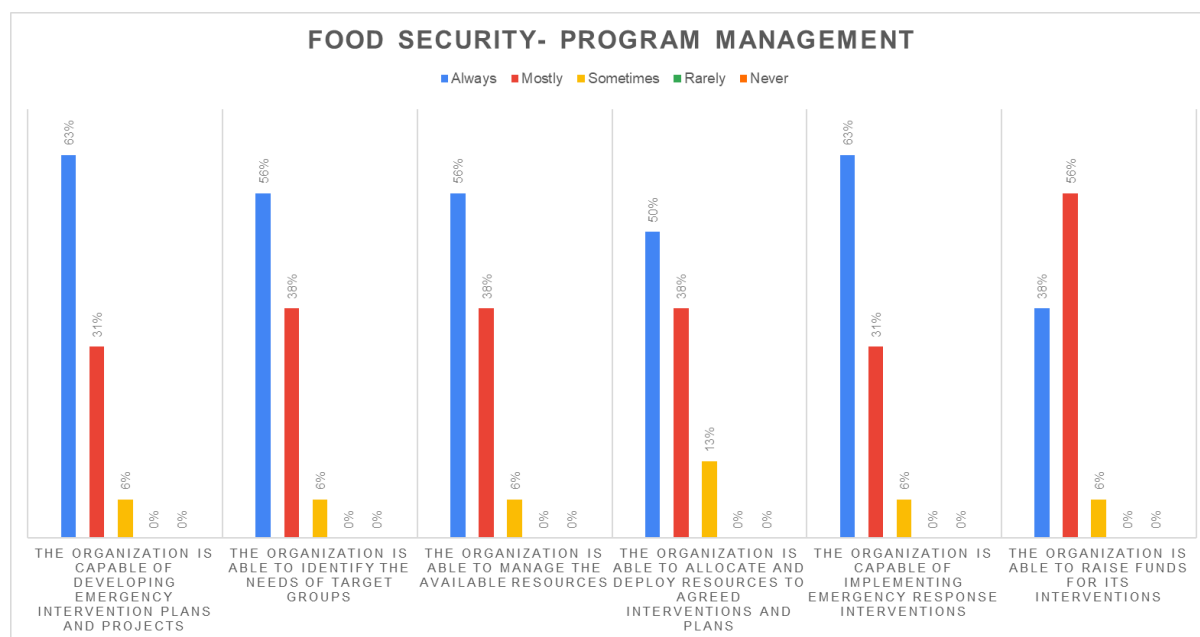
Furthermore, all of the CSOs (100%) reported that there was communication between the BoD and their management, indicating that communication channels were maintained even during the

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war. This is crucial for ensuring that the BoD remains informed about the CSO's activities and performance.

Finally, all of the CSOs also reported that their BoD was still supervising their organizations, demonstrating that the BoD continued to exercise its oversight responsibilities despite the challenges posed by the war.

7.5.3 PROGRAM MANAGEMENT



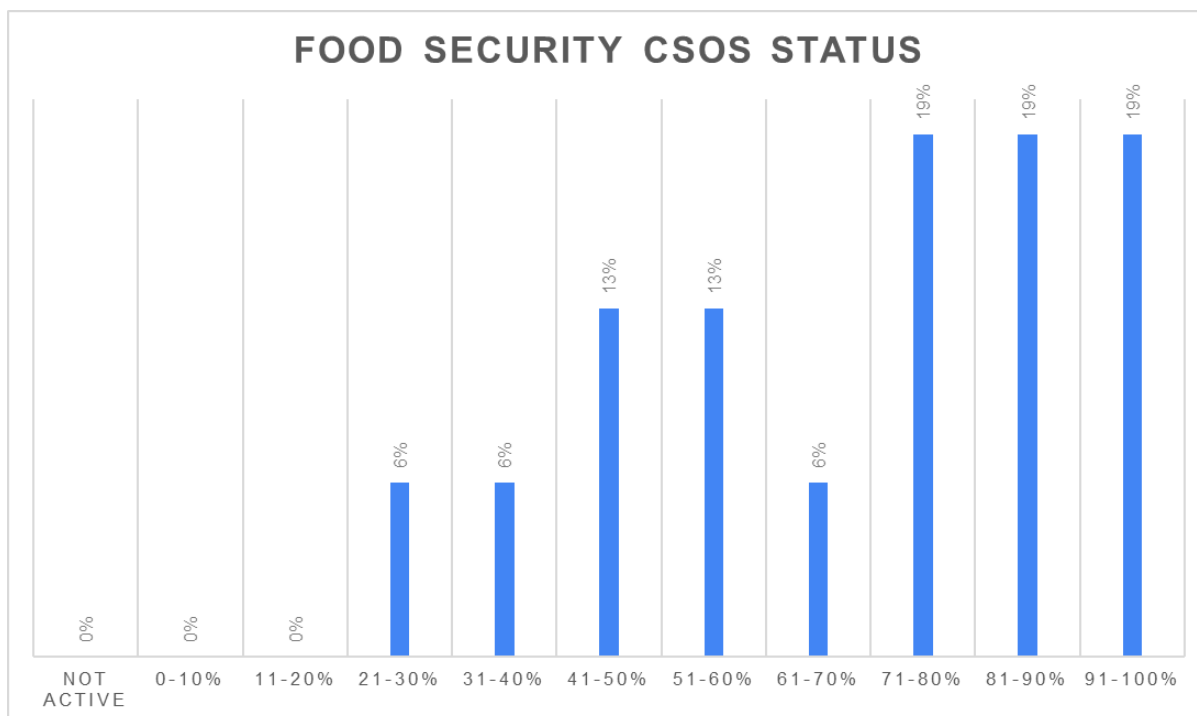
Despite the challenges posed by the war, program management remained a strong aspect of the food security and agriculture sector. The majority of CSOs reported their ability to develop emergency plans and interventions to meet the needs of their target groups effectively.

CSOs demonstrated strong capacity in managing resources and deploying them as required. Around 94% of CSOs reported their ability to manage their resources effectively, while 88% indicated their ability to deploy resources efficiently to meet the needs of the target groups.

Furthermore, a significant proportion of CSOs reported their ability to implement their emergency interventions and raise funds for their initiatives. Approximately 94% of CSOs were able to successfully implement their emergency interventions, ensuring timely and effective delivery of assistance to the affected populations. Additionally, the same percentage of CSOs reported their ability to raise funds to support their interventions. This highlights the organizations' capacity to mobilize resources and secure financial support, which is crucial for sustaining their operations during the emergency.

The high level of ability to manage and program effectively in the food security and agriculture sector is a testament to its critical importance. The urgent need for food security during the crisis garnered significant attention and funding from donors. This favorable environment made it easier for CSOs to acquire funds, allocate resources, and implement their interventions, compared to other sectors.

7.5.4 OPERATIONS

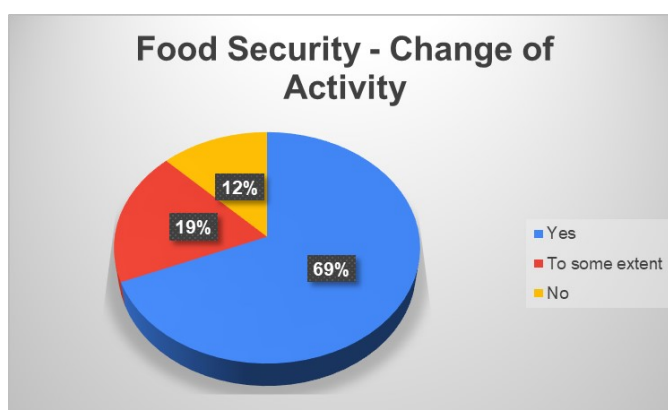


The resilience and dedication of CSOs during times of conflict is truly remarkable. In the midst of the war, almost two-thirds of the respondent CSOs managed to maintain their operations with a capacity of over 70%. This is a testament to their commitment to serving their communities and the strength of their organizational structures.

In the case of the respondent FS CSOs, all of them remained active during the war, with only 25% of them operating with a capacity less than 50% of their usual. This suggests that FS CSOs were able to adapt to the challenges of the conflict and find ways to continue providing essential services to the communities they serve.

Despite the ongoing conflict, all of the CSOs that responded to the survey continued their operations. However, the majority of them had to make some modifications to their interventions as a result of the war.

A substantial proportion, 69% of the respondent CSOs, reported adding new types of interventions to their existing programs. This suggests that they recognized the need to adapt their work to meet the changing needs of the communities they serve. For instance, organizations that previously focused on agriculture and development activities for farmers and related groups had to shift their focus to providing food parcels and other essential humanitarian services.

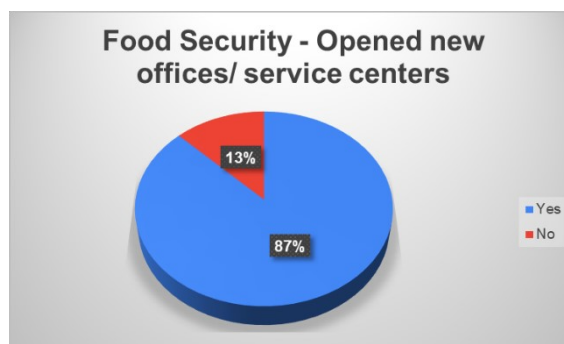


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Another 19% of the respondent CSOs indicated that they added or modified some of their activities in response to the emergency. While they may not have introduced entirely new types of interventions, they recognized the need to adjust their existing programs to better address the challenges posed by the war. This could have involved expanding the scope of their services, targeting different beneficiaries, or modifying their delivery methods.

Only 12% of the respondent CSOs reported that they did not make any changes to their activities. These organizations were already working in the provision of humanitarian aid and food parcels, so they were well-positioned to continue their work without major adjustments.

Due to the impacts of the crisis, the majority of CSOs had to adapt their operations and relocate their offices and service centers. This was a significant undertaking, as many CSOs had lost their infrastructure or were displaced due to the war. In order to continue providing their services, CSOs had to quickly establish new offices and facilities.

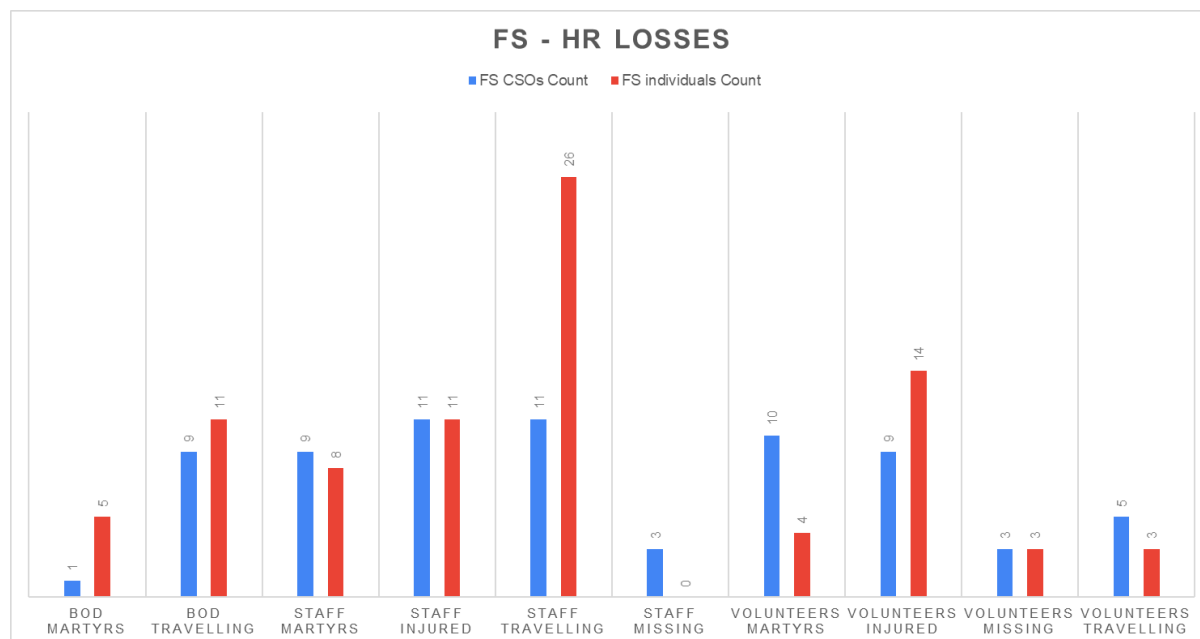


In their responses, 87% of CSOs indicated that they had opened new offices to accommodate their staff. These offices were often located in safer areas such as Deir Al Balah, Rafah or Al Mawasi area, or in areas where the CSOs had a greater presence. In addition to new offices, CSOs also opened new facilities that served as storage facilities and distribution points. These facilities were essential for ensuring that CSOs could continue to provide humanitarian assistance to those in need.

The opening of new offices and facilities was a major challenge for CSOs. They had to find suitable locations, secure funding, and hire new staff, all while continuing to provide their services. Despite the challenges, CSOs were able to successfully relocate their operations and continue their work.

7.5.5 HUMAN RESOURCES

7.5.5.1 HR Losses



In the midst of a devastating war, the FS CSOs in Gaza reported the heartbreaking news of 17 of their dedicated human resources losing their lives due to the ongoing war. This tragic toll included five BoD members, eight staff members, and four volunteers, each of whom played a vital role in the organization's mission.

Adding to the grim toll, CSOs reported that 25 individuals sustained injuries during the war, including 11 staff members and 14 volunteers.

While the whereabouts of three volunteers remain uncertain, CSOs reported a significant number of their members who have traveled from or evacuated Gaza. This included a substantial contingent of 11 BoD members, 26 staff members, and three volunteers.

The impact of the WAR on CSOs and their members is undeniable. The loss of life, injuries, and the displacement of members highlight the urgent need for protection and support.

The loss of human resources poses significant challenges to the operations and quality of work for CSOs. It creates gaps in various aspects such as decision-making, operations, and implementation. To compensate for these gaps, CSOs need to allocate more efforts and resources. However, they often lack the time and resources to recruit, train, and integrate new staff.

7.5.5.2 Staff Needs



During the war, CSOs faced significant challenges in addressing the staff needs. Regarding shelter, 51% of respondent CSOs managed to provide shelter for their staff, while 31% found it challenging and were unable to meet this need most of the time. This discrepancy reflects the varying capacities and resources of different CSOs.

Similarly, when it came to providing food for their staff, 51% of CSOs reported being able to meet this need, while the remaining indicated that it was challenging and they could only partially address it. This highlights the struggle faced by CSOs in ensuring the well-being and sustenance of their staff during the conflict.

Furthermore, the ability of CSOs to address non-food needs of their staff showed a similar pattern. While 44% managed to meet these needs, 56% found it challenging. Non-food needs encompass a wide range of essential items and services, such as medical supplies, clothing, and hygiene products, which can be difficult to obtain during a war.

Lastly, in terms of providing transportation to staff, 57% of CSOs indicated that they were able to do so, while 44% faced challenges. The loss of transportation tools and vehicles during the war likely contributed to this disparity.

These findings underscore the complex challenges faced by CSOs in meeting the needs of their staff during the war. The ability to provide adequate shelter, food, non-food items, and transportation varied among CSOs, depending on their capacities and the severity of the conflict in the specific areas they operated. Those aspects also reflect the high pressure on the CSOs staff, who are supposed to provide for their families and at the same time carry out their duties to help the people in need.

7.5.5.3 HR management



Personnel Management:

- 88% of FS CSOs displayed proficiency in managing their staff, suggesting a substantial capability in this area.

Communication and Monitoring:

- 81% of FS CSOs indicated effective communication and monitoring practices with their staff, showcasing a positive level of engagement.
- 19% of CSOs indicated difficulties in maintaining communication with their staff.

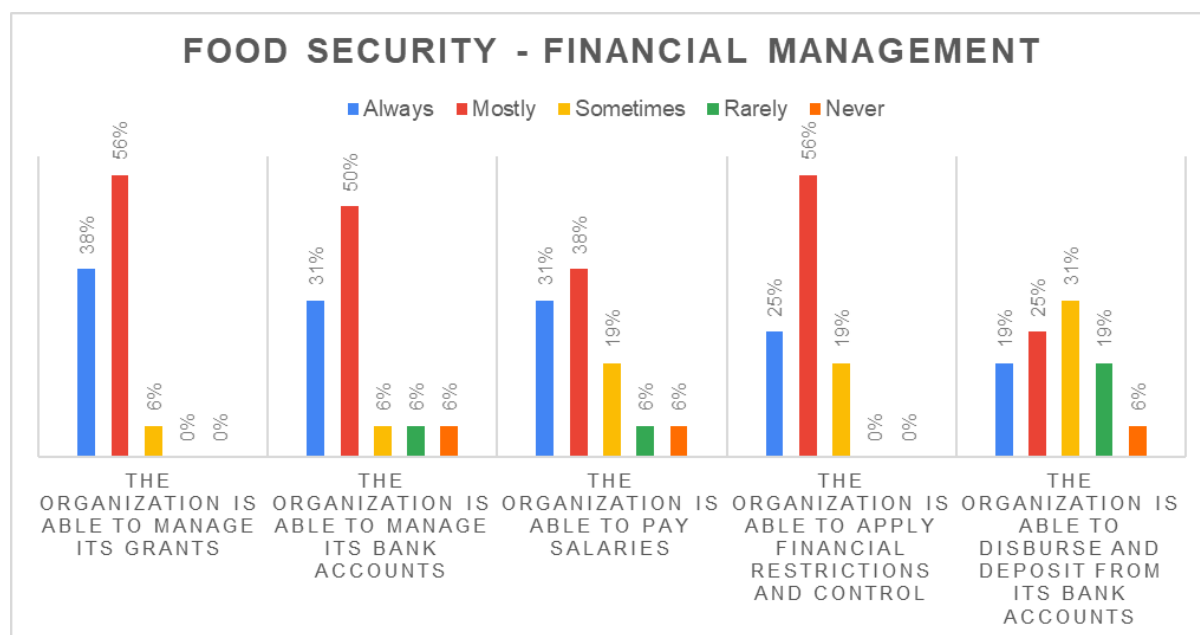
Human Resources Allocation:

- 81% of CSOs reported their ability to allocate and employ human resource.
- 19% of CSOs reported difficulties in allocating their human resources as needed. This is mainly related to lack of communication, human resources losses, and or logistical reasons.

Employee Benefits:

- 56% of CSOs reported ability to continue providing their staff benefits which indicates a strong financial position.
- 43% of CSOs faced challenges in providing staff benefits, indicating presence of financial or funding problems.

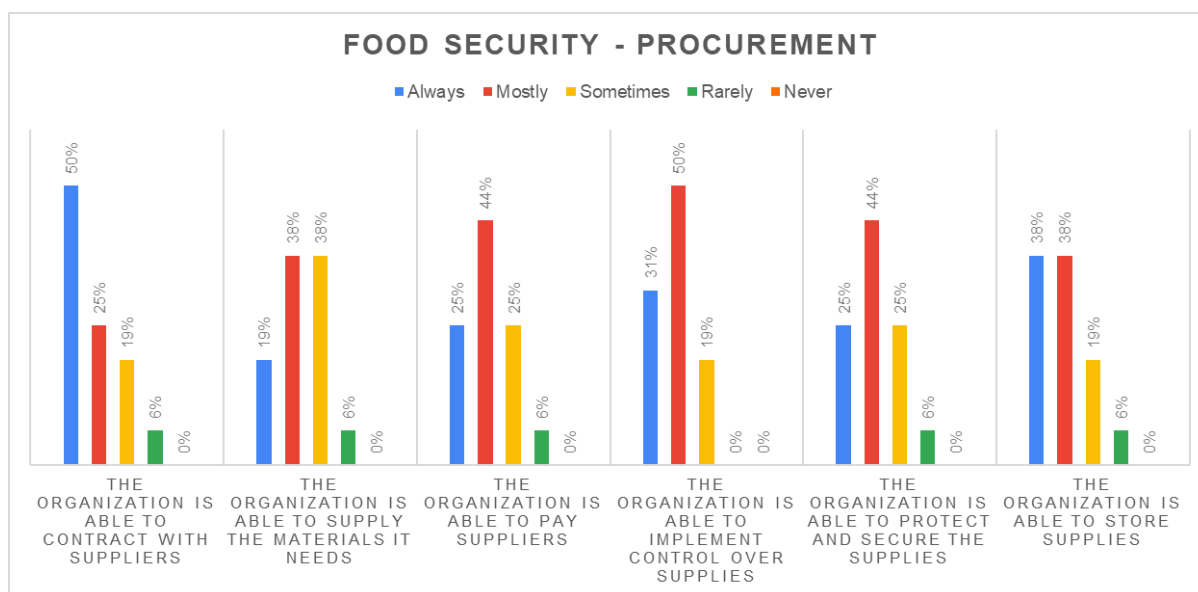
7.5.6 FINANCIAL MANAGEMENT



The findings of the survey revealed that FS CSOs demonstrated a remarkable level of financial capability in various aspects. These organizations displayed ability to manage their grants, with nearly all CSOs (94%) reporting their ability to do so effectively. Similarly, a substantial proportion of CSOs (81%) indicated their ability to manage their bank accounts.

Another notable aspect of their financial capacity was the ability to impose financial restrictions and controls. A significant majority of CSOs (81%) reported their ability to enforce financial guidelines and regulations, highlighting their commitment to maintaining sound financial practices. However, the survey also identified an area of weakness. The ability to disburse funds and make deposits in bank accounts posed a challenge for some CSOs. Only 44% of CSOs reported being able to handle disbursement and deposits smoothly, while the remaining 56% indicated difficulties or inability to manage these financial transactions. This is directly linked to the banking sector problem, as most banks were closed and they don't have enough cash.

7.5.7 PROCUREMENT



Procurement holds a central role as a core function for FS CSOs. According to the responses received, FS CSOs exhibit a commendable level of functionality in this aspect.

An impressive 75% of the respondent CSOs reported the ability to successfully contract with suppliers. However, 25% of the organizations expressed challenges in this area.

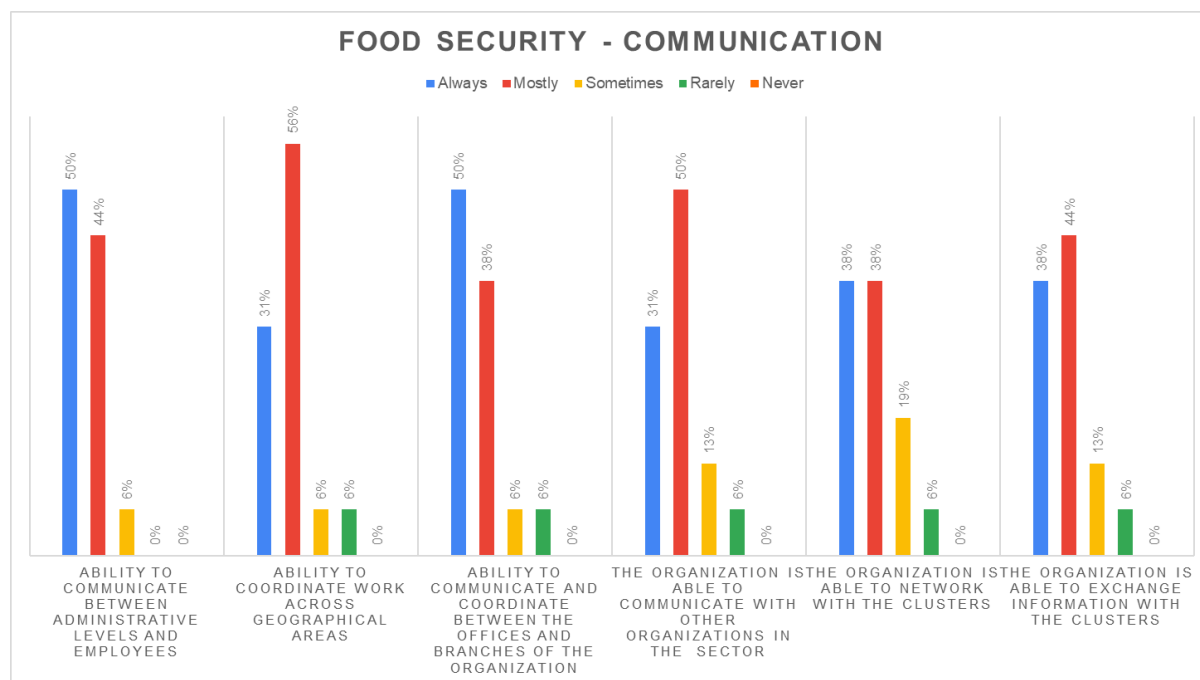
In terms of supplying materials, 57% of the CSOs indicated that they were able to secure the necessary materials.

The ability to pay suppliers is another key aspect of procurement. A substantial majority of CSOs, 69%, indicated their ability to make payments to their suppliers.

Control over supplies is another important consideration in procurement. An impressive 81% of CSOs reported the ability to effectively control their supplies.

Secure storage of supplies is crucial to ensure their safety and proper utilization. 76% of the CSOs indicated their ability to store supplies securely. However, 25% of the organizations faced challenges in this regard. Challenges were related to finding suitable storage facilities, providing protection, and the high cost attached to that.

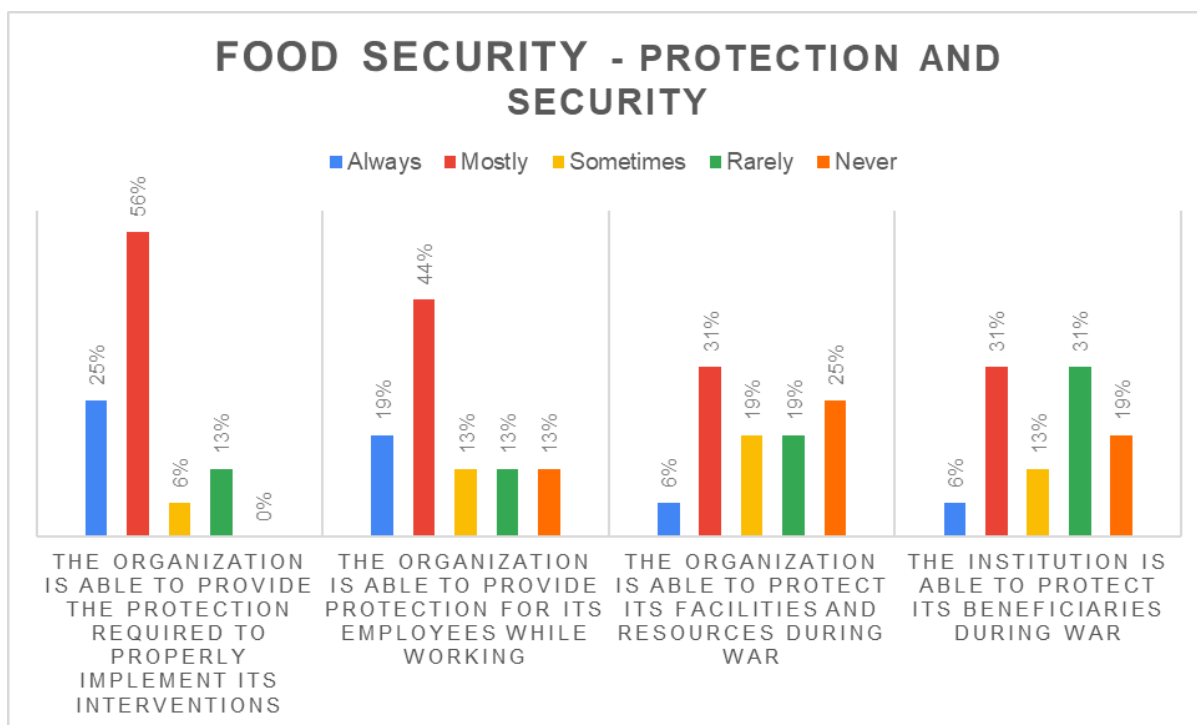
7.5.8 COORDINATION



The coordination among FS CSOs showcases a remarkable level of functionality, which is essential for the effective coordination of their interventions.

- A significant 94% of the CSOs reported the ability to communicate effectively between different administrative levels within their organizations, ensuring information sharing and decision-making.
- Similarly, 87% of the CSOs reported the ability to coordinate their work across different geographical areas, demonstrating their capacity to respond to diverse needs and challenges in various areas.
- Within the CSOs themselves, there is strong communication among different branches and offices, with 88% of them reporting doing so most of the time without encountering challenges.
- In terms of coordination with the cluster and other CSOs within the same sector, 81% of the CSOs reported the ability to communicate with other organizations, highlighting their willingness to collaborate and share resources. Additionally, 76% of the CSOs indicated that they can network with other organizations, fostering partnerships and knowledge sharing.
- Furthermore, 82% of the CSOs reported the ability to exchange information with the cluster, demonstrating their commitment to staying informed and contributing to collective decision-making.

7.5.9 PROTECTION AND SECURITY



The survey results revealed that CSOs faced challenges in providing adequate protection for themselves, their employees, resources, and beneficiaries during their interventions.

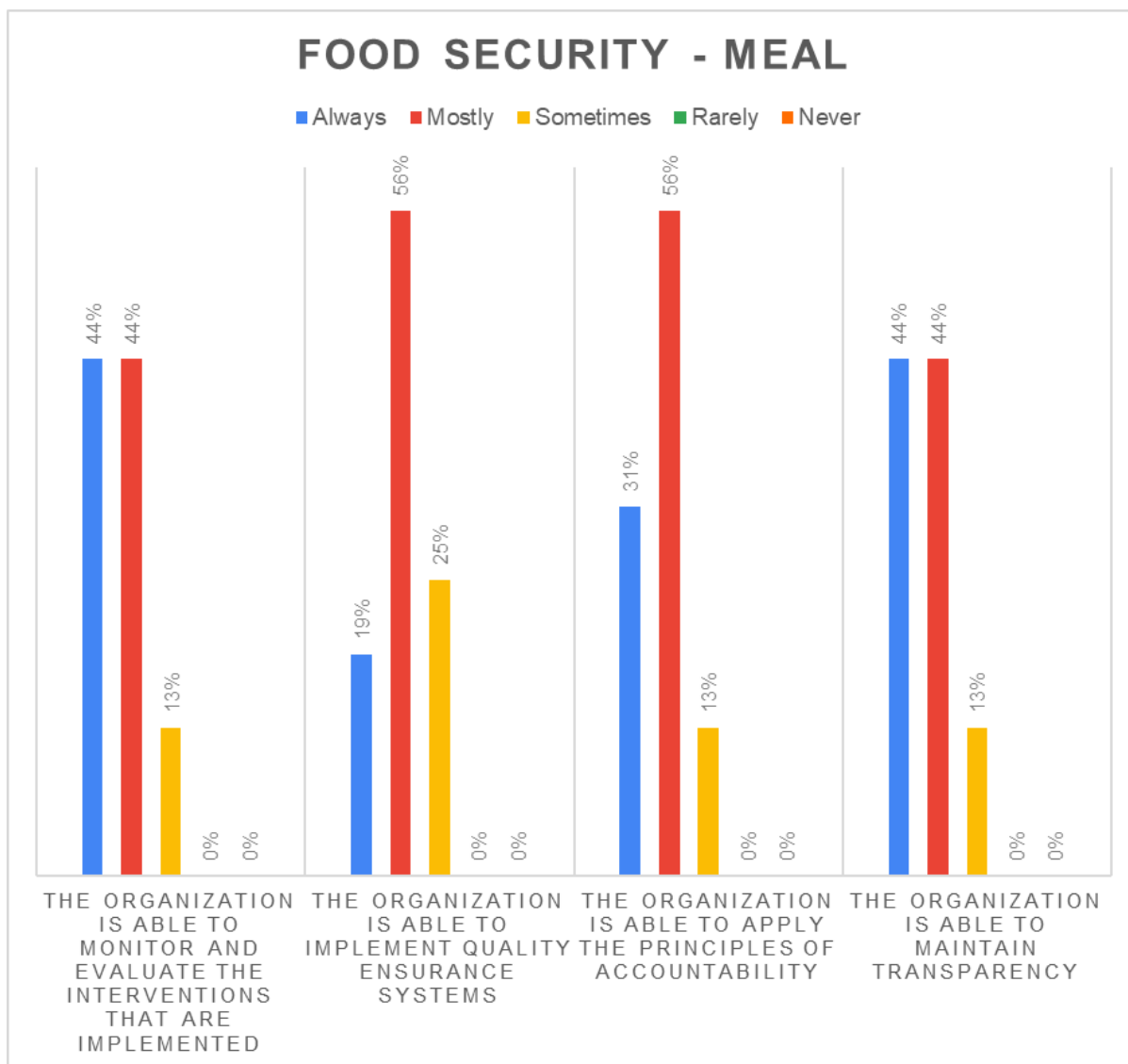
71% of the CSOs indicated that they had the ability to provide the necessary protection for implementing their interventions, while 29% reported facing challenges in this regard.

Regarding the protection of employees, 63% of the CSOs reported being able to provide protection for their employees while working. However, 39% of the CSOs indicated challenges in doing so, with 13% stating that it was never possible for them to provide adequate protection. This highlights the significant risks and challenges faced by CSO staff during the war.

Concerning the protection of resources, only 37% of CSOs reported being able to protect their resources during the war, compared to 25% who said it was not possible and 28% who said it was challenging. This indicates that many CSOs faced difficulties in safeguarding their assets and equipment.

In terms of providing protection to beneficiaries, 37% of CSOs indicated being able to provide some sort of protection to their beneficiaries during the interventions. However, 19% reported that it was not possible, and 44% said it was challenging and could not be done most of the time. This suggests that many CSOs faced significant obstacles in ensuring the safety and well-being of the people they were assisting.

7.5.10 MEAL



In assessing the capacity of FS CSOs in implementing MEAL during the war, the findings indicate a high level of commitment and ability. Specifically, 88% of respondent CSOs reported the ability to monitor and evaluate their interventions effectively, even in challenging circumstances. This demonstrates the dedication of CSOs to ensuring the effectiveness and impact of their work, even in the midst of conflict.

Additionally, 75% of CSOs reported the ability to implement quality assurance activities, ensuring the accuracy and reliability of their data and evaluations. This further highlights the commitment of CSOs to maintaining high standards of accountability and transparency in their work. Furthermore, 87% of CSOs indicated their commitment to following the principles of accountability in their work. Lastly, 88% of CSOs indicated maintaining transparency as well. The FS CSOs results are high compared to other sectors, and again this could be attributed to their nature of work which requires enforcing MEAL standards and accountability and transparency principles. Yet, such commitment is resource-demanding and stairs the limited resources they have.

7.5.11 DATA ACCESS



The vast majority of CSOs have taken steps to protect their data by implementing regular data backups (88%).

In addition to having data backups in place, a significant proportion of CSOs (81%) reported that they continued to have access to their data during the war. This is a remarkable achievement, given the challenges and disruptions caused by the war. It demonstrates the resilience and determination of CSOs to maintain their operations and provide essential services to the communities they serve.

Furthermore, most CSOs (83%) expect to continue having access to their data even after the war ends. This positive outlook suggests that CSOs are confident in their ability to rebuild and recover from the conflict and continue their work in a post-war environment.

The ability of CSOs to protect and access their data during and after the war is critical for several reasons.

1. Data is essential for CSOs to carry out their mission and provide services to vulnerable populations. It includes information on beneficiaries, program participants, financial transactions, and other sensitive data.
2. Data is a valuable asset for CSOs to track its progress and change and hold decision-makers accountable.
3. Data is a source of organizational memory for CSOs. It captures the organization's history, achievements, and lessons learned over time. Preserving data ensures that this knowledge is not lost and can be passed on to future generations.

7.6 EDUCATION SECTOR

For a 15-year-old student living in Gaza, the current war on Gaza would be the fifth and most devastating war she or he has lived through with the education system coming to a complete halt. According to the Education Cluster⁷⁰, the education system must undergo extensive repairs, including replacing educational materials and providing substantial psychosocial support to children, teachers and caregivers. These efforts are crucial for establishing an effective learning environment.

7.6.1 INFRASTRUCTURE

The estimated cost of rebuilding and ensuring the resumption of a safe, inclusive, and quality education for all school-aged affected children and youths of Gaza stands at a staggering USD 855 million⁷¹. This colossal figure serves as a stark reminder of the devastating impact the conflict has had on educational infrastructure and learning opportunities in the region.

Probability of damage	Total (school buildings)	% (out of total school buildings)
Direct hit (at least one school building has been directly hit and at least one damaged school structure has been identified within school premises)	274	48.7%
Damaged (at least one damaged site has been identified within 30m of the school buildings. This could indicate severe damage to school structures)	134*	23.8%
Likely damaged (at least one damaged site has been identified within 30-70m of the school buildings. This could indicate moderate damage to school structures)	75	13.3%
Possible damage (at least one damaged site has been identified within 70-100m of the school buildings. This could indicate minor damage to school structures)	21	3.7%
Unknown (school buildings with no reported damage sites within 100m. This could indicate that school structures have not sustained damage)	59	10.5%
Total	563	

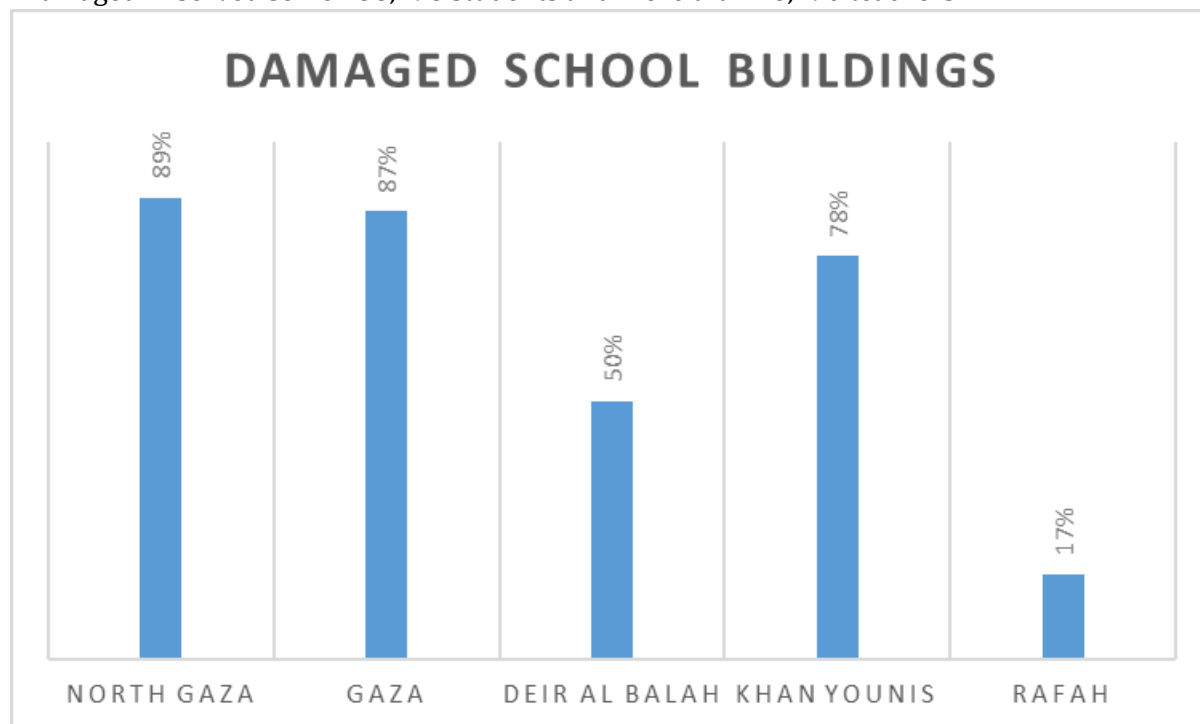
9 Source: Education Cluster, UNICEF, Verification of damages to schools based on proximity to damaged sites - Gaza, Occupied Palestinian Territory (25 April 2024)

The war in Gaza has caused widespread damage to schools and educational facilities, leaving many in ruins or in severe disrepair. According to reports, over 500 schools have been damaged or destroyed, affecting the education of hundreds of thousands of students. The destruction of schools has not only limited access to education but has also created a sense of insecurity and fear among students and teachers alike.

⁷⁰ oPt, Education Cluster, [Hostilities in the Gaza Strip - Call for Action: Denial of Children's Right to Education in Gaza](#)

⁷¹ oPt, Education Cluster, [Hostilities in the Gaza Strip - Call for Action: Denial of Children's Right to Education in Gaza](#)

The Education Cluster⁷² reported that the 408 school buildings classified as “Directly hit”⁷³ and “Damaged”⁷⁴ served some 438,498 students and more than 16,490 teachers.



The majority of damaged schools are located in North Gaza and Gaza governorates, forming a significant 88% of the total school buildings in those areas. The extent of damage is alarming, with nearly nine out of ten schools affected. This widespread destruction poses severe challenges to the education system, disrupting the learning environment for countless students.

Furthermore, the neighboring Khan Younis governorate also faces significant damage, with approximately 78% of its school buildings destroyed. The impact on education is equally devastating, as thousands of students are deprived of safe and conducive learning spaces.

In contrast, Rafah governorate has experienced the least damage, with only 17% of its school buildings affected. While this may seem like a relatively lower percentage compared to other areas, it is essential to recognize that even a single damaged school represents a setback for education and a loss of opportunities for students.

In a situation of widespread displacement, educational facilities play a crucial role in providing shelter for IDPs. In the context of 320 school buildings being used as shelters for IDPs, it is concerning that a significant number of these buildings have suffered damage. Out of the 320 school buildings, 209 (representing 65.3%) have been categorized as either "Directly hit" or "Damaged." This level of damage not only affects their ability to function as educational institutions but also raises concerns about the safety and well-being of the displaced individuals seeking refuge in these buildings.

⁷² UNICEF, [Verification of damages to schools based on proximity to damaged sites - Gaza, Occupied Palestinian Territory \(25 April 2024\)](#)

⁷³ At least one school building has been directly hit and at least one damaged school structure has been identified within school premises

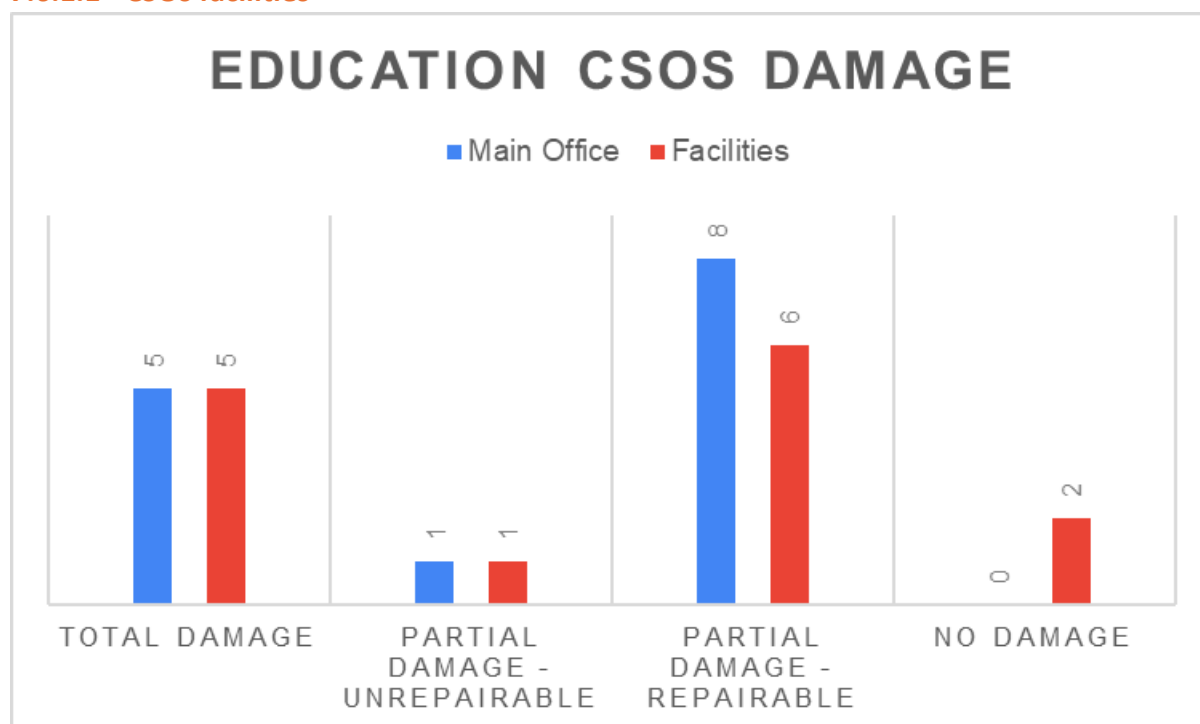
⁷⁴ At least one damaged site has been identified within 30m of the school buildings. This could indicate severe damage to school structures

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At least 72.5% of schools⁷⁵ will either need full reconstruction or major rehabilitation work to be functional again. Rebuilding and repairing damaged schools is a complex and time-consuming process that requires significant resources. The estimated cost of USD 855 million reflects the scale of the challenge and the urgent need for international assistance to address the educational crisis in Gaza.

Ensuring the resumption of a safe, inclusive, and quality education for all school-aged children and youths in Gaza goes beyond rebuilding physical infrastructure. It also involves addressing the psychosocial needs of students who have experienced trauma and creating a supportive learning environment that promotes inclusivity and equality.

7.6.1.1 CSOs facilities



The survey results from 15 CSOs working in education revealed that 14 of them had reported various degrees of damage. All of the CSOs' main offices had been affected, with five reporting total damage, one reporting partial unrepairable damage, and six reporting partial repairable damage.

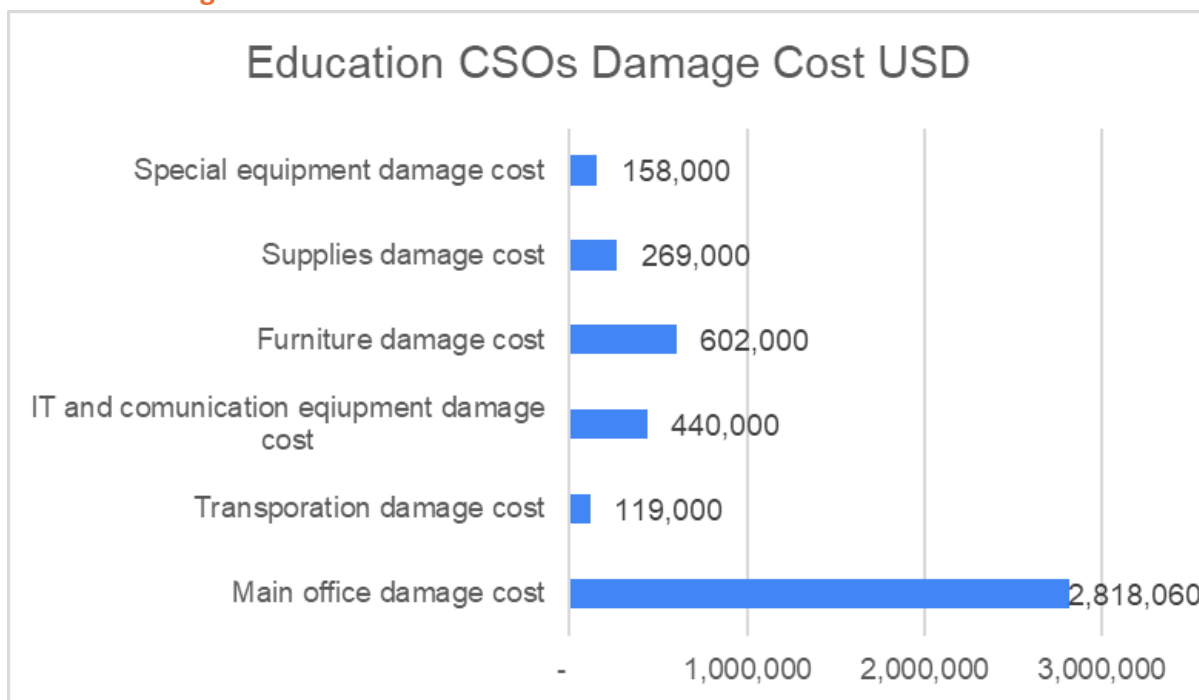
The level of damage extended beyond the CSOs main offices. Among the 13 CSOs with facilities and service centers, only two escaped damage. In contrast, five CSOs had experienced total damage, one had partial unrepairable damage, and six had partial repairable damage.

“The education sector is the largest sector that has lost its facilities. Education CSOs do not know when they will return to work after their facilities have been destroyed and the remaining were turned into shelters” Ahmed Ashour - Tamer Institute

⁷⁵ UNICEF, [Verification of damages to schools based on proximity to damaged sites - Gaza, Occupied Palestinian Territory \(25 April 2024\)](#)

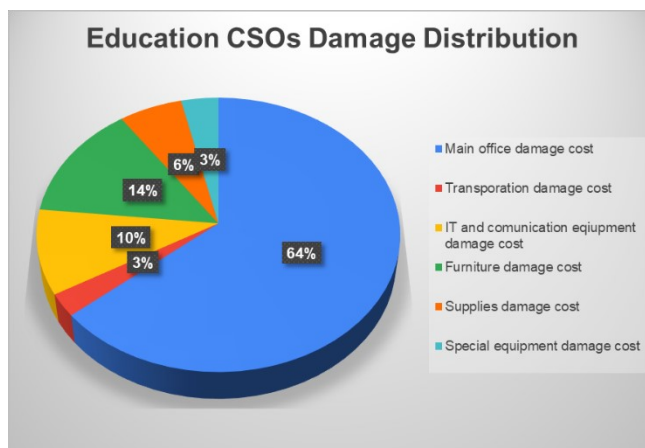
The findings highlight the significant impact of the challenges faced by CSOs in the education sector. The damage to their offices and facilities has disrupted their operations, hindered service delivery, and created challenges in meeting the needs of the communities they serve.

7.6.1.2 Damage cost estimation



The recent data collected from respondent CSOs operating in the education sector paints a grim picture of the extensive damage incurred due to unforeseen circumstances. The estimated cost of the damage stands at a staggering 4,406,060 USD, posing significant challenges for these organizations.

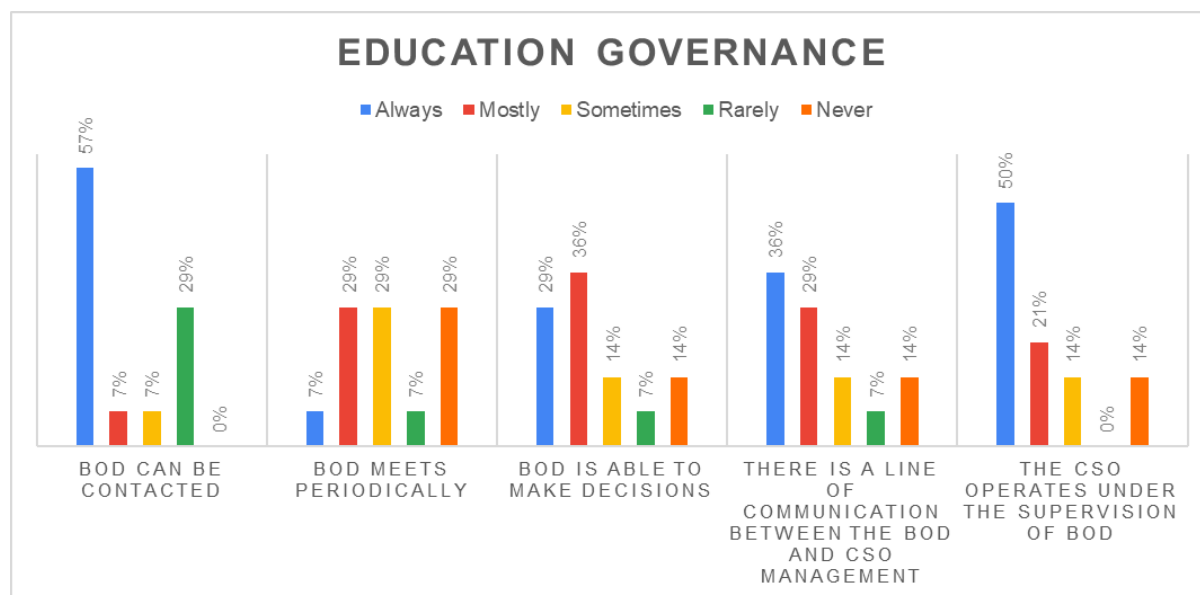
A closer examination of the damage reveals that the primary cost driver is related to the damage sustained by main offices, accounting for a substantial 64% of the total cost. While the remaining aspects contribute a relatively smaller portion, it is worth noting that furniture-related damage and damages to IT and communication equipment represent the most significant costs within these categories.



Given the limited resources typically available to education CSOs, it is difficult to envision how they will recover from such extensive damage. Questions arise regarding the timeline for recovery and the potential impact on the delivery of essential services.

It is evident that the restoration of CSO infrastructure and equipment will require substantial efforts and time. Bringing these organizations back to their pre-October 7th operational capacity will be a long and arduous process.

7.6.2 GOVERNANCE



According to data from respondent CSOs, their overall governance remains in good standing. While some BoD members were killed, injured, or traveled, most aspects of their governance are still holding.

Regarding BoD contact ability, 64% of CSOs reported that their BoD members can be easily contacted, while 29% said their BoD members are rarely contactable.

In terms of BoD meetings, 34% of CSOs indicated that their BoD meets periodically, while another 34% said their BoD rarely meets.

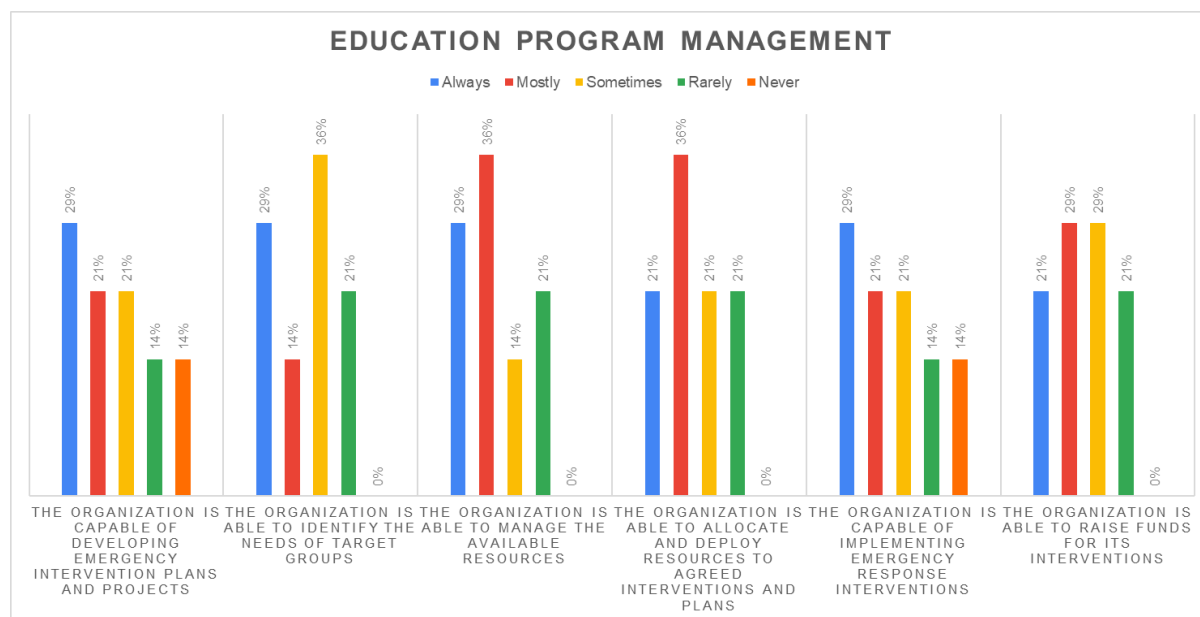
When it comes to decision-making, 65% of respondent CSOs stated that their BoD is actively involved in decision-making, while approximately 21% said their BoD is not involved in decision-making.

Regarding BoD's oversight of the organization's work, 71% of respondent CSOs confirmed that their BoD is effectively supervising the organization's work, while only 14% said their BoD is not fulfilling its oversight responsibilities.

In terms of communication between the BoD and the top management of CSOs, 65% of CSOs reported that there is effective communication between the BoD and the top management, while 21% said there is no or limited communication.

These findings suggest that while CSOs have maintained good governance overall, there are some areas that could be improved, such as increasing the frequency of BoD meetings and ensuring that there is effective communication between the BoD and the top management.

7.6.3 PROGRAM MANAGEMENT



The survey of CSOs revealed valuable insights into their capacities and challenges in project development, resource management, and emergency response.

Project Development:

- 50% of the respondents indicated their capability to develop new projects, demonstrating their ability to innovate and adapt to changing circumstances.
- However, 28% of the CSOs expressed difficulties or inability to develop new projects, highlighting the need for capacity-building initiatives and support.

Needs Identification:

- Notably, 45% of the CSOs surveyed indicated their ability to identify the needs of their target groups effectively.
- In contrast, 21% of the organizations struggled to identify these needs.

Resource Management:

- Encouragingly, 65% of the CSOs reported their ability to manage their available resources effectively.
- However, 21% of the organizations faced challenges in resource management, indicating the need for training, improved systems, and access to technical assistance.

Resource Allocation:

- Furthermore, 57% of the respondent CSOs expressed their ability to allocate resources effectively to their projects and interventions.
- Conversely, 21% of the organizations encountered difficulties in resource allocation, highlighting the significance of strategic planning and efficient budgeting processes.

Emergency Response:

- In terms of emergency response, 50% of the CSOs reported their capacity to implement emergency response interventions, demonstrating their preparedness and ability to respond to crises.
- However, 28% of the organizations faced difficulties in implementing emergency response interventions, emphasizing the need for enhanced coordination, capacity-building, and access to resources during emergencies.

Fundraising:

- Notably, 50% of the respondent CSOs indicated their ability to raise funds for their interventions, showcasing their fundraising capabilities and support networks.

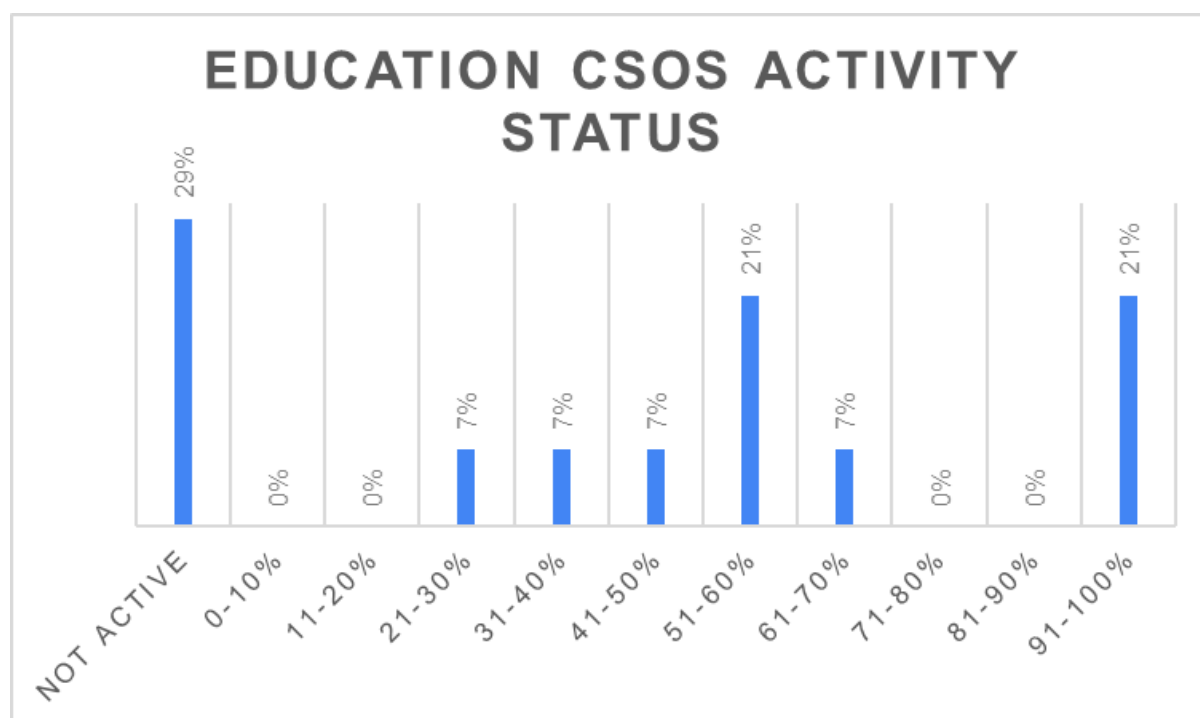
- Nevertheless, 21% of the organizations found it very challenging to raise funds.

7.6.4 OPERATIONS

In the survey conducted among education CSOs, a significant number of respondents reported being affected by the ongoing war on Gaza. Approximately 29% of the CSOs, equating to four organizations, indicated that they are not currently active due to the ongoing humanitarian crisis. This suggests that the war has had a profound impact on the ability of these organizations to carry out their activities and fulfill their missions.

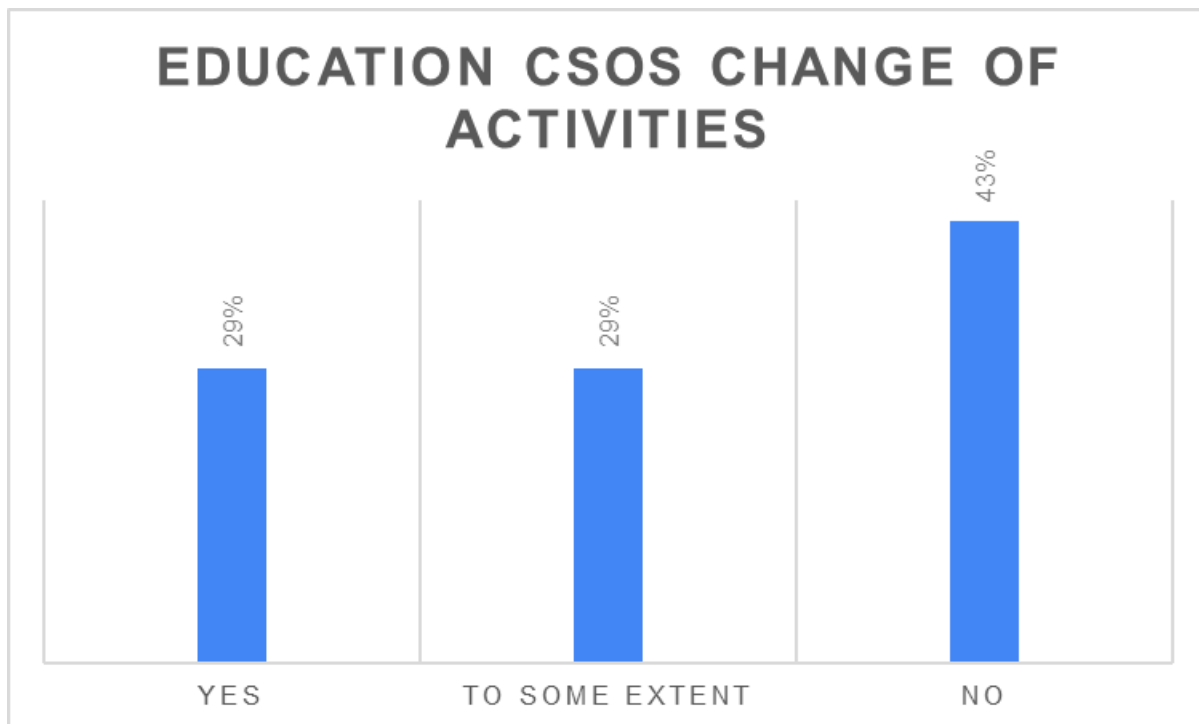
On the other hand, the remaining 71% of the respondent CSOs reported that they are not operating at their full capacity. While they have not ceased operations entirely, they have been forced to scale back their activities and services due to the ongoing conflict and its associated challenges.

Among the CSOs that are still operating, about 21% reported that they are functioning at 90-100% of their capacity. These organizations have been able to adapt and continue their work despite the difficult circumstances, demonstrating resilience and commitment to their missions. However, the vast majority of respondent CSOs, approximately 50%, are operating with less than 70% of their capacity. This indicates that the ongoing war on Gaza has had a significant impact on the ability of CSOs to deliver essential services and carry out their activities effectively.



It is important to acknowledge that even the CSOs that remained active during the war on Gaza were compelled to adapt or partially modify their operations to accommodate the evolving situation and address the urgent humanitarian needs of their target populations. Based on survey results, 43% of respondent CSOs reported no changes in their activities, while 29% implemented partial changes, and the remaining 29% underwent complete transformations in their operations.

This adaptation process reflects the dynamic and challenging environment in which CSOs operated during the war on Gaza. The need to respond to immediate humanitarian crises, such as providing multipurpose cash, food, shelter, and medical aid to affected communities, may have necessitated a shift in focus from long-term development initiatives to short-term emergency relief efforts.

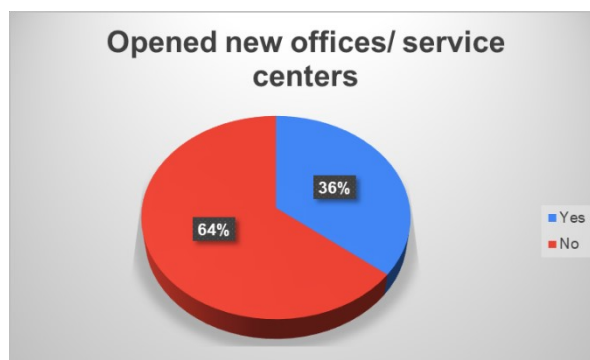


The changes experienced by CSOs during the war on Gaza highlight their resilience and commitment to serving their communities. Despite the immense challenges they faced, many CSOs managed to adapt their activities and continue providing vital support to vulnerable populations. This adaptation process also underscores the importance of CSOs' flexibility and ability to respond effectively in times of crisis, demonstrating their essential role in humanitarian and peacebuilding efforts.

The resumption of activities by CSOs during the war on Gaza involved significant challenges, including the need to establish or reestablish service delivery infrastructure.

In response to this challenge, a significant number of CSOs (64%) had to open new offices and service centers to continue providing their services to the affected communities. Most CSOs were concentrated in Deir Al Balah and Rafah governorates. This decision was driven by several factors:

1. Displacement: Many CSOs had been forced to relocate due to the conflict or other factors, and therefore needed to find new locations to operate from.
2. Loss of Facilities: In addition to displacement, many CSOs had lost access to their original facilities, either due to damage or destruction, or because they were no longer able to use them safely.



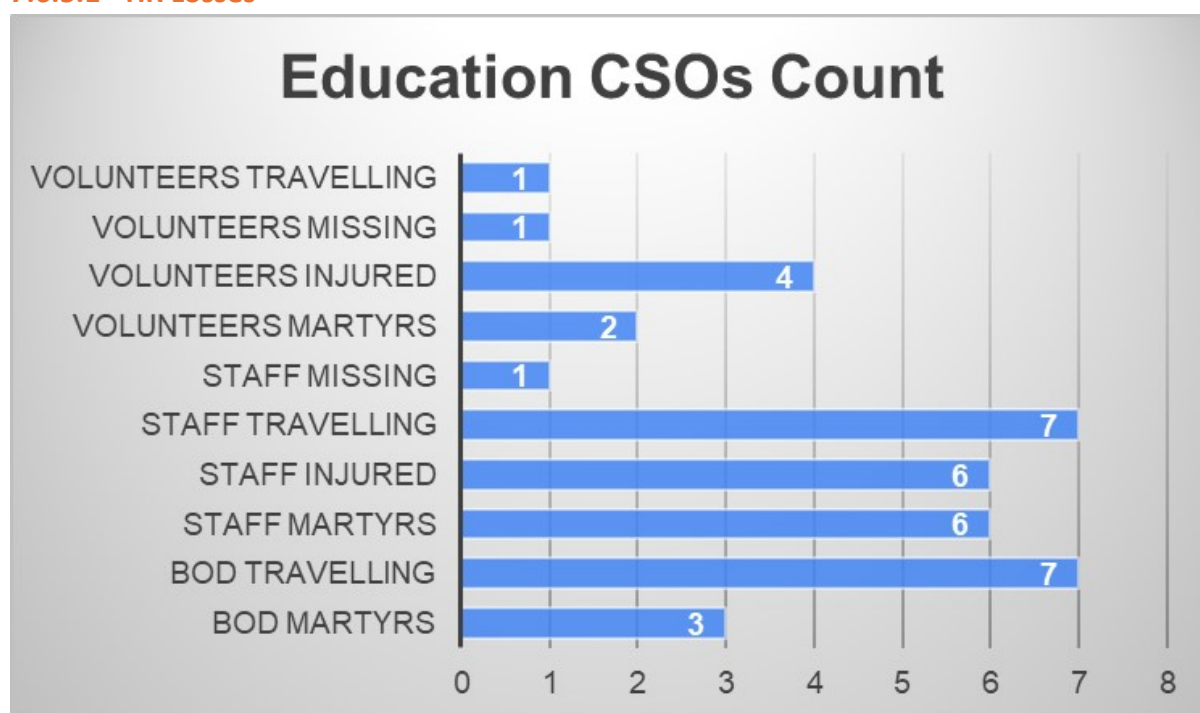
Initial Rapid Assessment of CSOs in The Gaza Strip

3. Increased Demand for Services: The conflict had created a significant increase in the demand for humanitarian services, and CSOs needed to expand their capacity to meet this demand.

The establishment of new offices and service centers by CSOs allowed them to continue providing essential services to affected communities, such as food, water, shelter, healthcare, and psychosocial support.

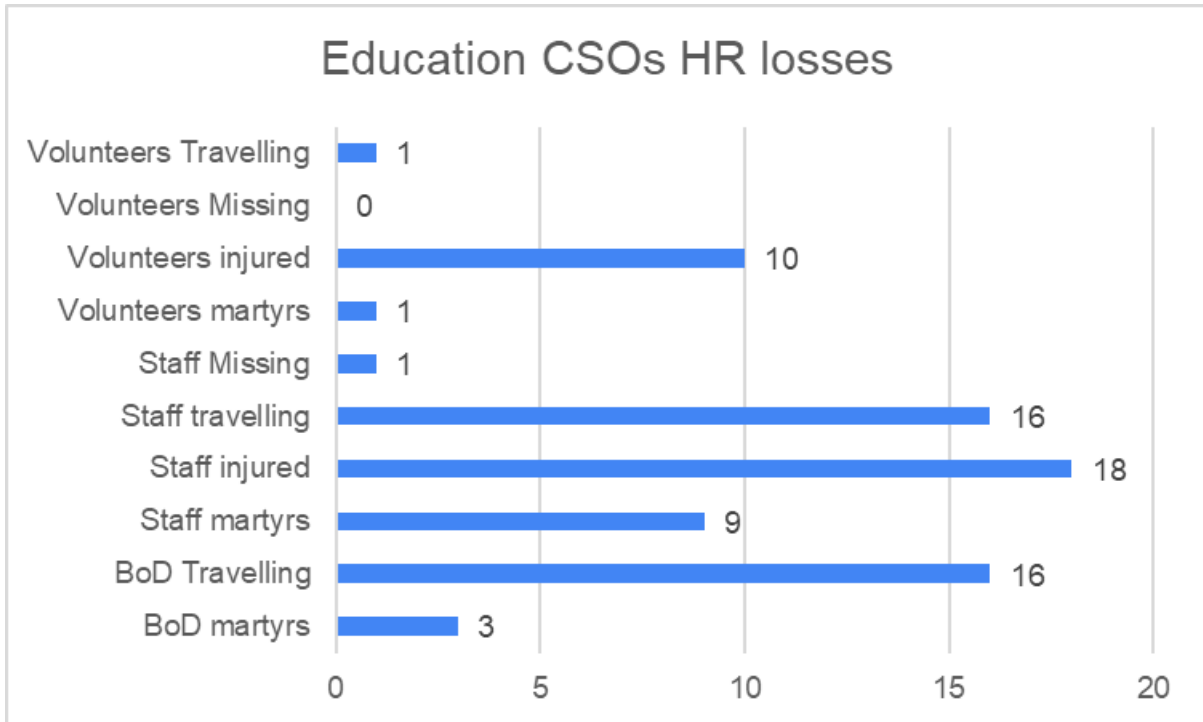
7.6.5 HUMAN RESOURCES

7.6.5.1 HR Losses



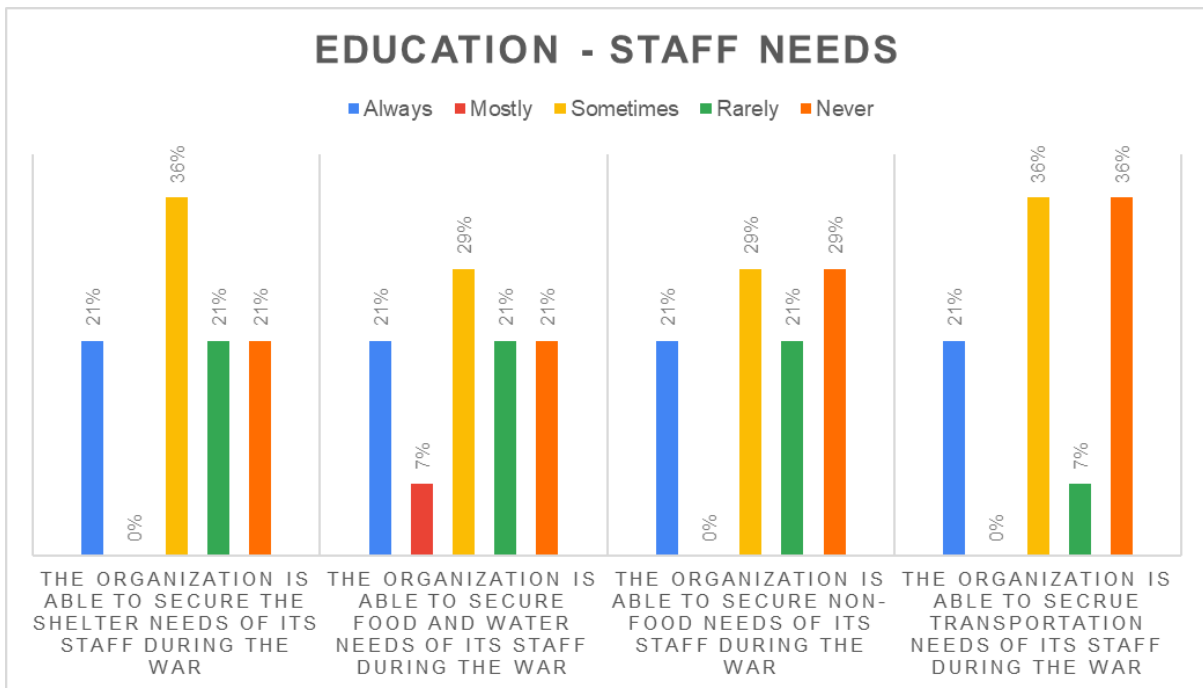
The survey results revealed a significant impact on human resources within CSOs during the war on Gaza. At least seven CSOs reported losses, highlighting the grave consequences of the conflict.

Among the reported losses, 13 individuals were killed, leaving a profound void within the CSO community. The victims included three BoD members, nine staff members, and one volunteer. Additionally, 28 individuals were injured, with 18 being staff members and 10 being volunteers.



The survey also shed light on the displacement and evacuation of CSO members. A total of 35 individuals were either traveling or had evacuated Gaza, seeking safety away from the war on Gaza. This loss of personnel further exacerbated the challenges faced by CSOs in providing essential services and support during a time of crisis.

7.6.5.2 Staff Needs



The survey of CSOs revealed concerning findings regarding their ability to secure essential needs for their staff.

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Only 21% of respondent CSOs indicated that they are able to secure shelter needs for their staff consistently. The remaining 79% struggle to meet this need, with 42% stating that it is either not possible or rarely possible, and 36% reporting that they can only sometimes secure shelter.

The situation is similarly challenging regarding other basic needs. Only 28% of CSOs said they were able to secure their staff's food needs during the war, while 42% said they could not. A mere 21% of CSOs indicated that they were able to secure their staff's non-food needs, with 50% unable to meet this need.

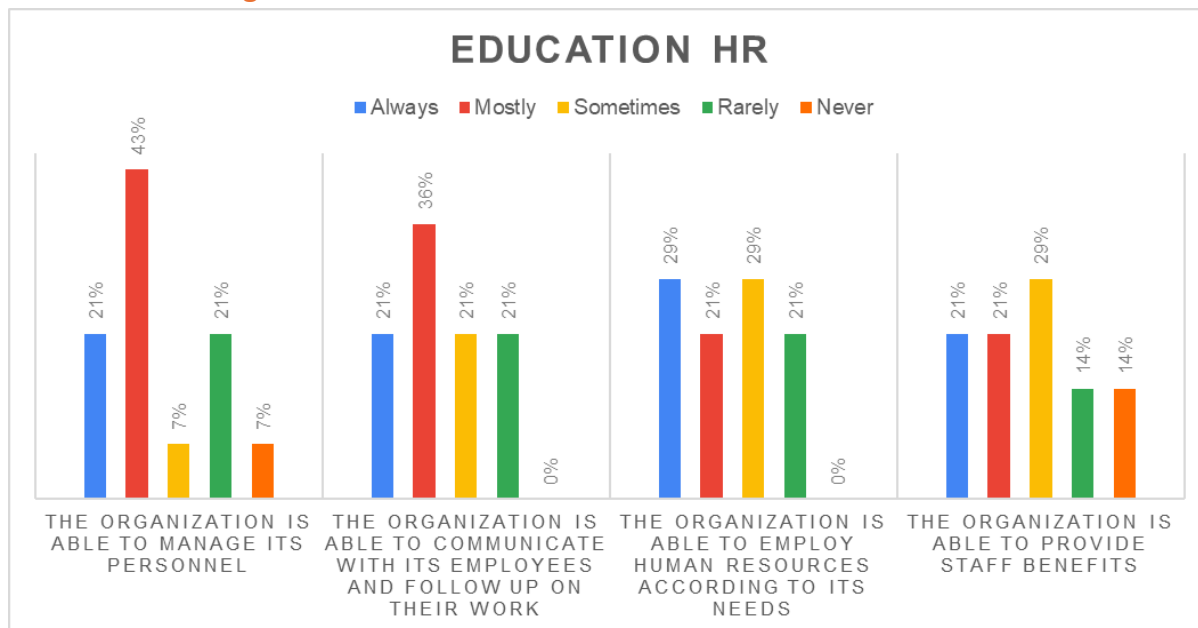
Transportation poses another significant challenge, with only 21% of respondent CSOs able to secure transportation needs for their staff. A substantial 36% said they could not secure transportation at all, while 42% found it challenging.

The findings bring to light the grave and pressing circumstances confronting CSOs operating during the war. Without sufficient funding and support, these organizations encounter significant hurdles in fulfilling their crucial mandates of providing essential services to affected communities. The dire situation faced by CSOs is compounded by the struggles of their staff, who are expected to provide aid and support to those in need while facing challenges in securing their own basic necessities. This situation poses significant challenges for CSOs, leading to an increased burden on their staff, who find themselves juggling their duties with the responsibility of providing for their families.

The consequences of this situation are far-reaching and deeply concerning. CSOs play a vital role in supporting their communities, providing humanitarian assistance, and alleviating the suffering. Without adequate support, their ability to effectively fulfill these roles is severely hindered. The result is a gap in essential services, leaving affected communities vulnerable and in desperate need of assistance.

Furthermore, the challenges faced by CSOs have a direct impact on their staff members. The heavy workload and the constant strain of working under life-threatening risks due to the war, take a significant toll on their physical and mental well-being. Many CSO staff members could be exposed to burnout, and post-traumatic stress disorder (PTSD). The inability of CSOs to provide adequate support for their staff exacerbates these challenges, creating a vicious cycle that further undermines the effectiveness of these organizations.

7.6.5.3 HR management

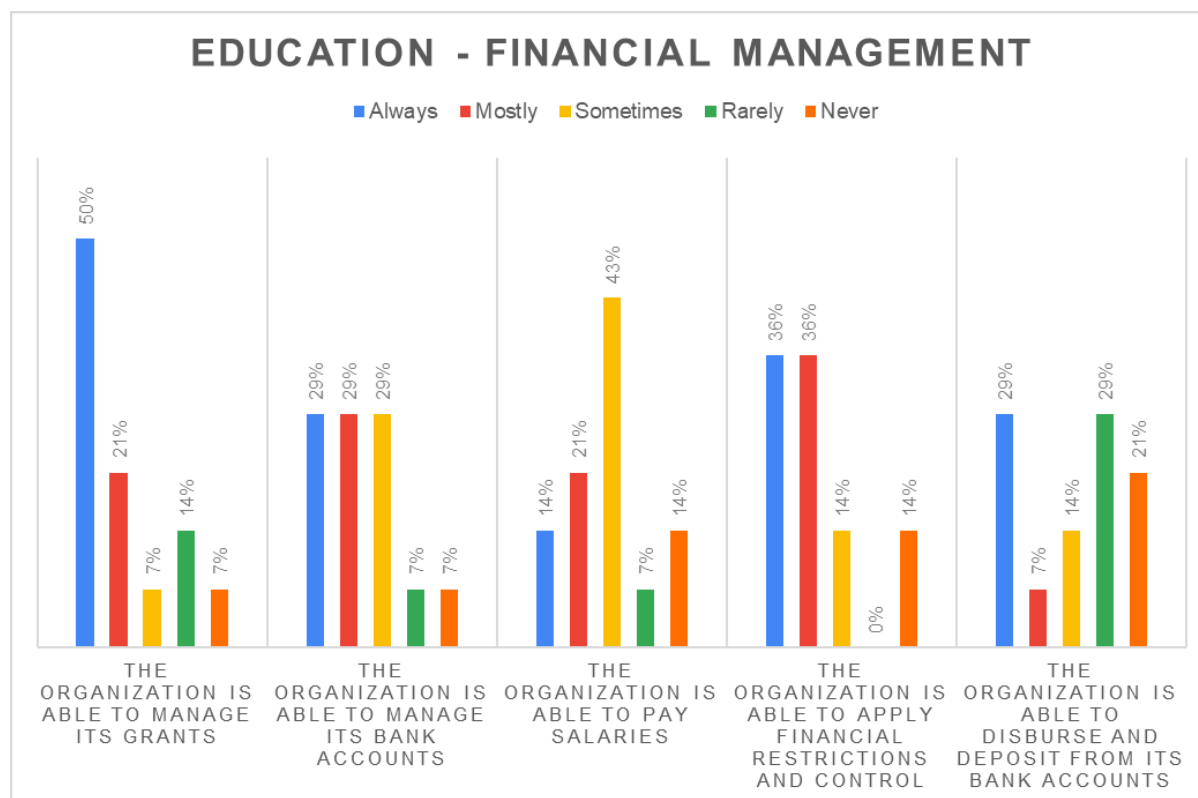


The survey results highlighted the varying levels of capacity among education CSOs in several key areas related to human resource management.

1. Personnel Management:
 - 64% of education CSOs demonstrated the ability to manage their personnel effectively, indicating a relatively strong capacity in this area.
 - However, 28% of CSOs faced challenges or expressed an inability to manage their personnel, suggesting the need for targeted support and capacity building.
2. Communication and Follow-up:
 - 57% of education CSOs indicated their ability to communicate with their staff and follow up on their work, reflecting a positive level of communication and monitoring practices.
 - In contrast, 21% of CSOs rarely engaged in effective communication or follow-up, indicating room for improvement in these areas.
3. Human Resource Allocation:
 - Only 50% of CSOs indicated their ability to allocate human resources according to their needs, highlighting a need for more strategic and efficient allocation practices.
 - 21% of CSOs rarely demonstrated effective resource allocation, underscoring the importance of providing support in this area.
4. Staff Benefits:
 - 42% of CSOs expressed their ability to provide staff benefits, including healthcare, retirement plans, or other incentives.
 - 28% of CSOs indicated an inability or significant difficulty in providing staff benefits, suggesting a need for increased financial resources or alternative strategies to support employee well-being.

These findings shed light on the diverse challenges and capacities of education CSOs in managing their human resources. This is directly linked to several infrastructure issues, including the lack of communication and transportation infrastructure. The paralysis of banking and financial services also significantly impacts their ability to manage their human resources effectively. Furthermore, the challenges in funding hinder their ability to recruit, retain, and develop skilled and experienced staff. The ongoing war in Gaza further complicates the situation for these CSOs, as it hampers their core functions and disrupts their operations.

7.6.6 FINANCIAL MANAGEMENT



Results from education CSOs revealed significant insights into their financial capabilities and performance.

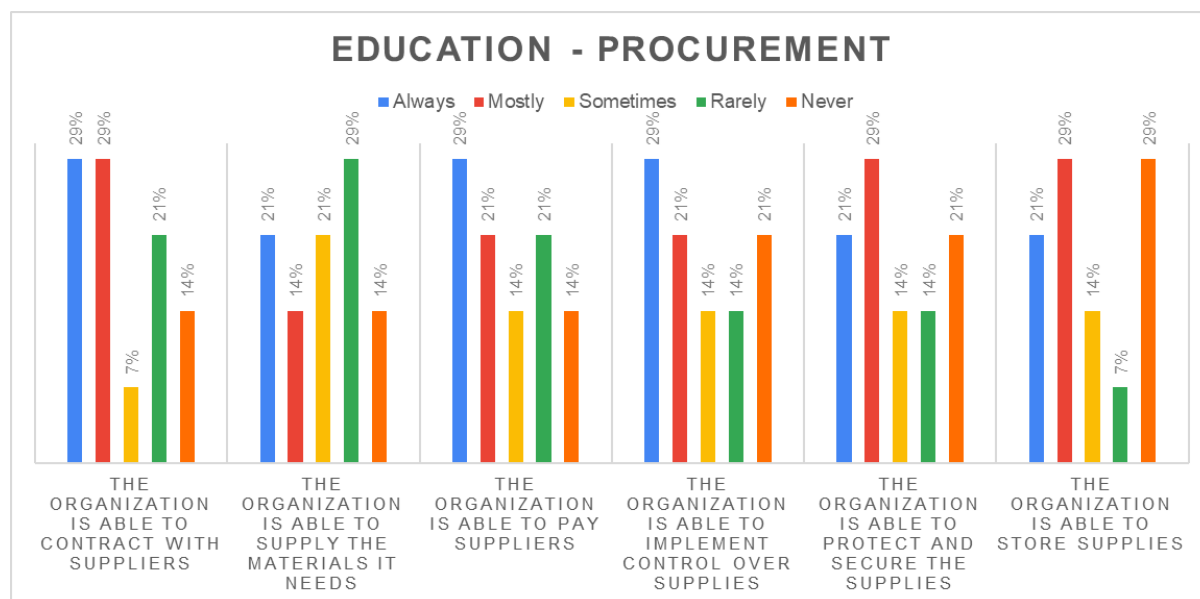
- **Managing Funding Grants:** 71% of CSOs expressed their ability to effectively manage and utilize the funding grants they received. This positive response indicates that most CSOs had adequate systems and processes in place to administer their financial resources effectively.
- **Paying Salaries:** Only 35% of CSOs expressed their ability to consistently pay salaries to their staff. The remaining 65% faced challenges in meeting their salary obligations. 21% stated that paying salaries was not possible, while 43% indicated that it was sometimes possible and sometimes not.

This disparity highlights the financial constraints faced by many CSOs in the war context.

- **Applying Financial Controls:** A significant majority of CSOs, representing 78%, expressed their ability to apply effective controls over their financial operations. This finding suggests that CSOs had implemented appropriate measures to ensure the accuracy and integrity of their financial records and transactions.
- **Managing Bank Accounts:** 58% of CSOs reported their ability to manage their bank accounts effectively. However, 14% faced challenges or were unable to manage their bank accounts smoothly.
- **Disbursing and Depositing Funds:** Only 36% of CSOs expressed their ability to efficiently disburse and deposit funds from bank accounts. In contrast, 50% of CSOs encountered difficulties in performing these banking transactions. This finding highlights the challenges CSOs faced in accessing and utilizing their financial resources.

Overall, the study results indicate that while CSOs demonstrated some resilience and financial capability, they also faced significant challenges, particularly in managing their finances in the war context. The challenges related to the banking sector, such as limited access to finances and difficulties in managing bank accounts, emerged as critical issues that hindered the smooth operation of CSOs.

7.6.7 PROCUREMENT



The study's findings show that 58% of education CSOs indicated that they are able to establish contracts with suppliers, while 35% of them reported that it was challenging or impossible. This disparity suggests that a significant number of education CSOs face difficulties in securing reliable suppliers. This is due to one or more factors, such as limited resources, complex procurement regulations, or a lack of access to qualified vendors.

Similarly, 35% of education CSOs indicated that they are able to obtain the necessary supplies, while 35% stated that it was challenging or rarely possible. This finding highlights the challenges faced by education CSOs in meeting their supply needs. This could be attributed to factors such as supply chain disruptions, delays in deliveries, or inadequate funding.

Regarding payments to suppliers, 50% of CSOs indicated their ability to make payments, compared to 35% who reported challenges in doing so. This disparity suggests that a substantial number of education CSOs struggle to meet their financial obligations to suppliers, which could affect their relationships with vendors and hinder their operations.

In terms of controlling supplies, 50% of education CSOs reported their ability to impose controls, while 35% said they were unable to do so. This finding reveals that a significant portion of education CSOs face challenges in ensuring proper management and oversight of their supplies. This could be due to factors such as limited capacity, inadequate infrastructure, lack of security, and inability to enforce accountability mechanisms.

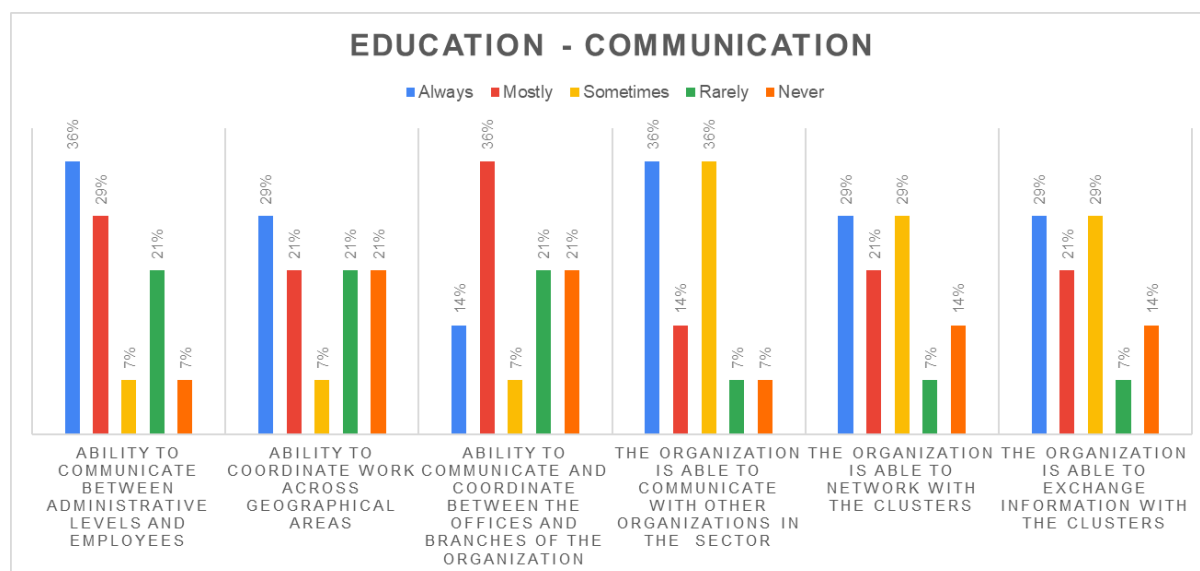
Furthermore, only 50% of education CSOs indicated their ability to protect and secure their supplies, compared to 35% who reported challenges in this regard. This finding highlights the vulnerability of education CSOs in safeguarding their supplies. This could be attributed to factors such as weak security measures, inadequate storage facilities, or instability in their operating environments.

Finally, 50% of education CSOs indicated their ability to store their supplies, while 36% reported otherwise. This disparity suggests that a significant number of education CSOs lack adequate storage facilities, which could affect the quality and availability of their supplies. This could be due to resource constraints, limited infrastructure, or logistical challenges.

The results depicted in the input text reflect a concerning situation that affects CSOs' operations in several critical areas:

1. Security Situation:
 - Aid trucks and convoys faced attacks from Israeli strikes and local groups, further exacerbating the already volatile security situation.
 - The absence of a reliable police force left humanitarian organizations vulnerable to violence and theft.
 - Operating in such a hostile environment hindered the delivery of aid to those in need.
2. Logistics:
 - Establishing proper storage facilities and maintaining adequate storage conditions posed significant challenges.
 - When storage facilities were available, they often came at a high cost and required additional security measures, further straining limited resources.
 - The lack of adequate logistical infrastructure hampered the efficient distribution of humanitarian aid.
3. Finance:
 - CSOs encountered difficulties in accessing essential financial services such as payments and expenditure.
 - Cash shortages, limited funding, and the closure of banks severely constrained CSOs' ability to carry out their operations.
 - The financial challenges faced by CSOs hindered their efforts to provide much-needed assistance to vulnerable communities.

7.6.8 COORDINATION



The survey results of education CSOs revealed that 65% of respondents expressed their ability to communicate internally across the administrative levels, while 28% of them expressed difficulties in that regard. This suggests that while a majority of education CSOs have established effective internal communication channels, there is still room for improvement.

The survey also found that 50% of education CSOs expressed their ability to coordinate their work across the different geographical areas among their different offices and service centers, while 42% indicated their inability to do so, or at least, faced challenges. This finding highlights

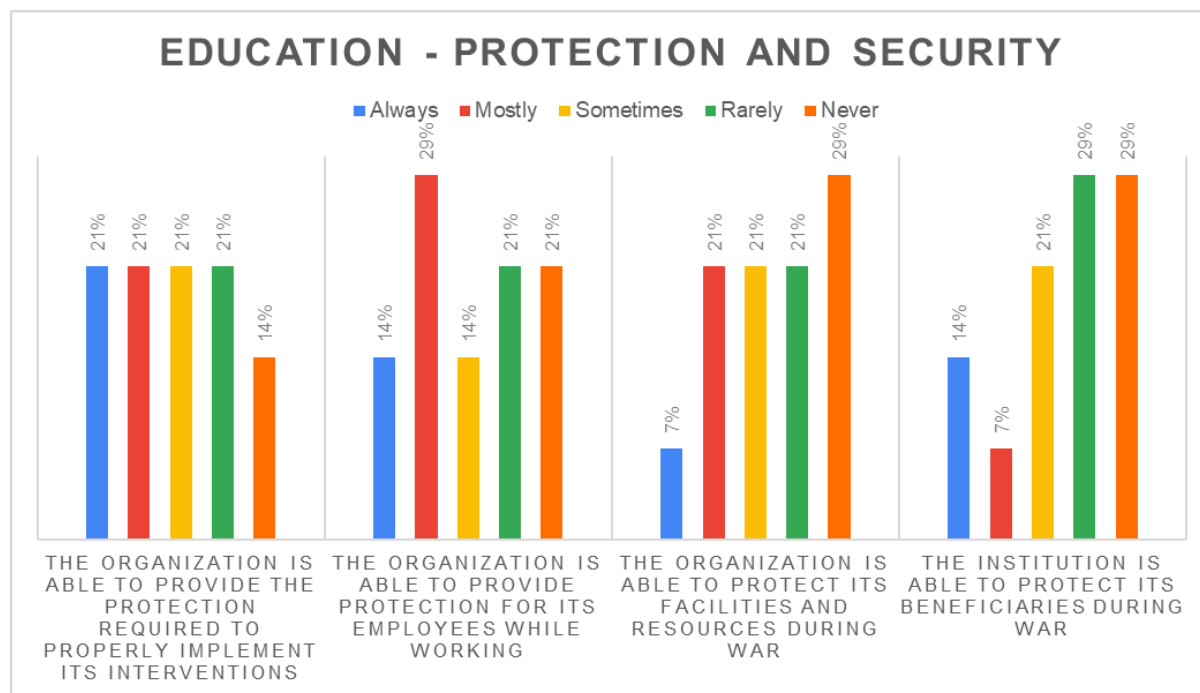
the challenging working environment with the destroyed infrastructure and lack of stable communications.

In terms of communication and coordination with other CSOs, the survey results were mixed. While 50% of education CSOs expressed their ability to communicate and coordinate with other CSOs, 14% said otherwise.

The survey also explored the ability of education CSOs to network with clusters and exchange information with them. The results showed that 50% of education CSOs expressed their ability to network with the clusters, while 21% of them found it challenging or impossible. Similarly, 50% of education CSOs expressed their ability to exchange information with the clusters, while 21% said they were unable to do so. These findings show the partial lack of communication due to a number of reasons: chaos in coordination from the clusters as well the individual CSOs side, the lack of stable communication channels, the disruption of decision making and chain of command with the CSOs themselves.

Overall, the findings suggest that while there are some areas of strength, and reflect the persistence of CSOs to work and keep sound coordination and cooperation mechanisms with other CSOs and within the sector.

7.6.9 PROTECTION AND SECURITY



According to a recent survey, 42% of education CSOs expressed their ability to provide the necessary protection to implement their interventions, while 35% indicated they could not. This discrepancy highlights the varying capacities and challenges faced by CSOs in ensuring the safety of their staff, facilities, resources, and beneficiaries.

Furthermore, 43% of CSOs expressed their ability to provide protection for their staff during work, whereas 42% stated that they were unable to do so. This situation underscores the need

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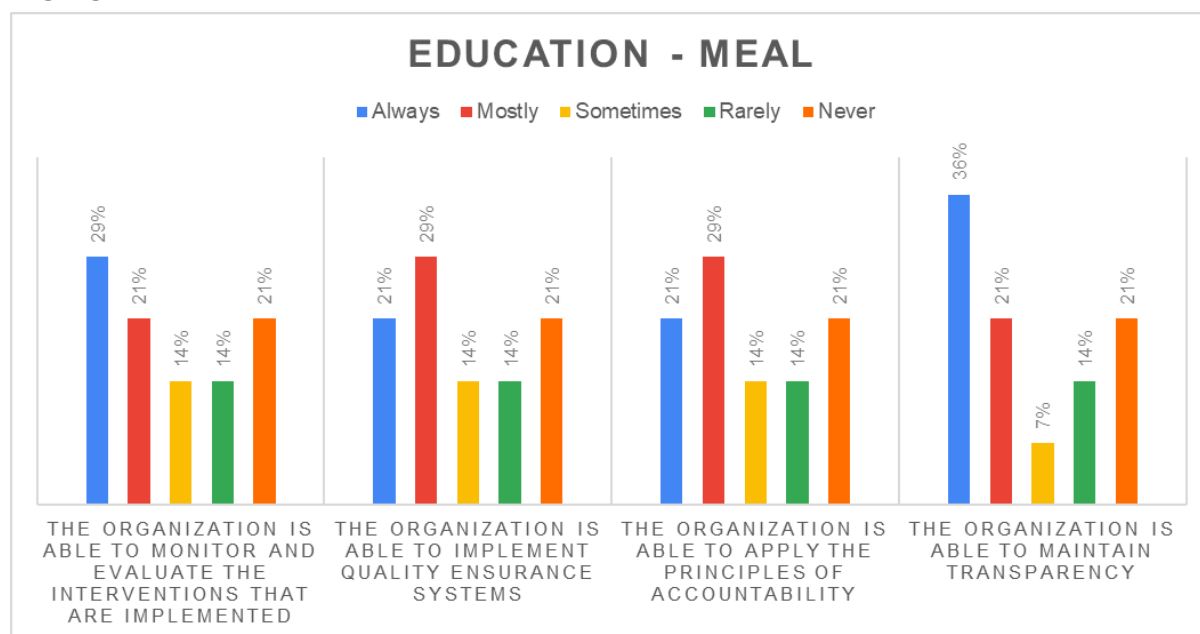
for comprehensive security measures to safeguard CSO personnel, who often operate in high-risk environments.

The survey results also revealed that only 28% of education CSOs expressed their ability to protect their facilities and resources during the war, while 50% indicated they could not. This significant disparity emphasizes the urgent need for secure infrastructure and resources to ensure the continuity of CSO operations.

Regarding the protection of beneficiaries, the same percentage emerged, with 28% of CSOs indicating their ability to protect their beneficiaries, while a concerning 58% stated they could not. This alarmingly high percentage reflects the lack of security and the dangerous environment in which CSOs operate, potentially hindering their efforts to deliver essential services and support to vulnerable populations.

The survey findings underscore the critical importance of addressing security concerns and implementing robust protection mechanisms to enable CSOs to operate effectively and fulfill their mandates.

7.6.10 MEAL



A remarkable 50% of the surveyed CSOs expressed confidence in their capacity to undertake monitoring and evaluation activities for the interventions they had implemented. However, 35% of the CSOs acknowledged their inability to perform these essential duties.

In terms of quality assurance, 50% of the CSOs reported having the ability to carry out quality assurance for their implemented interventions. Unfortunately, 35% of the CSOs faced challenges in implementing quality assurance measures.

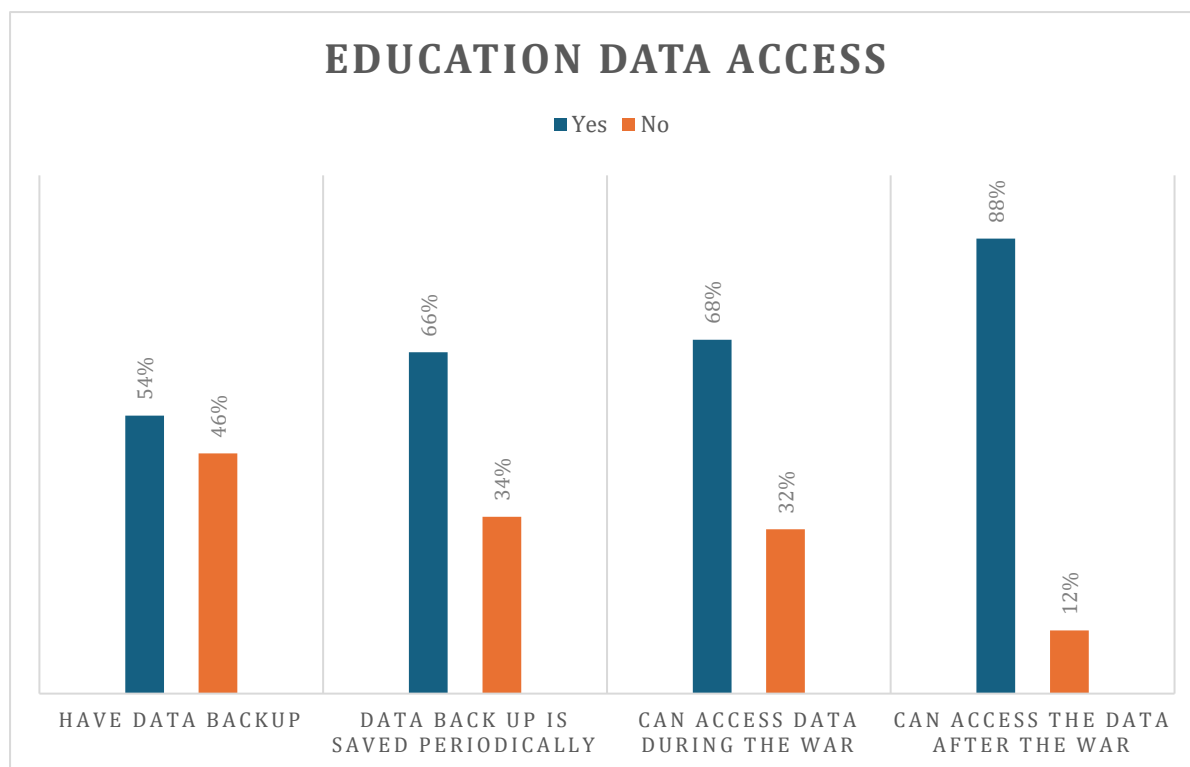
The survey results also revealed that 50% of the CSOs demonstrated their commitment to upholding the principles of accountability in their work during the war. However, 35% of the CSOs experienced difficulties in implementing and maintaining accountability measures.

Furthermore, 57% of the surveyed CSOs highlighted their ability to maintain transparency in their work. Nevertheless, 35% of the CSOs encountered obstacles in ensuring transparency in their operations.

In the midst of the war, CSOs faced immense challenges in fulfilling their missions. Despite the difficulties, their resilience and dedication shone through. They managed to maintain a minimum level of quality assurance in tracking and monitoring their interventions, even under extraordinary circumstances. This commitment to maintaining transparency and accountability is commendable, especially considering the context in which they were operating.

While the overall results may not meet the normal standards, they are a testament to the unwavering spirit of these organizations. They continued to serve their communities, ensuring the delivery of essential services and advocating for justice and human rights.

7.6.11 DATA ACCESS



The survey conducted among CSOs revealed insightful information regarding data management practices and accessibility during and after the war.

- 66% of CSOs indicated that they had periodical backups of their data before the war. This indicates a proactive approach to data protection and preparedness among CSOs.
- 54% of the respondent CSOs indicated having data backups during the war, demonstrating the importance of data preservation even in challenging circumstances.
- 46% of CSOs, however, did not have data backups during the war.
- 68% of CSOs reported being able to access their data during the war, indicating resilience and adaptability in maintaining operational continuity.
- 32% of CSOs, however, faced challenges in accessing their data, emphasizing the impact of disruptions caused by the war on data availability.

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- Most CSOs (88%) estimated that they would have access to their data after the war ends, expressing optimism and confidence in data recovery efforts. This reflects the importance of post-conflict data restoration and continuity.

The findings suggest that while CSOs demonstrated commendable efforts in data management, there is room for improvement in backup strategies and ensuring universal data accessibility during crises. It also indicates that more efforts will be needed to restore the lost information and data bases to regain their ability to manage their beneficiaries' information.

It is likely that education CSOs have not yet utilized their education-related data bases due to the suspension or replacement of most education activities with new humanitarian efforts in response to the war in Gaza. However, the significance of these data bases and information systems will become more apparent when CSOs resume their education activities, as they will require access to their previous data.

8 CSOs NEEDS

The findings and results from various sectors paint a stark picture of the immense needs of CSOs in the Gaza Strip. The unprecedented scale of the crisis and the extent of damage have affected all aspects of life in Gaza, leaving CSOs with a monumental task ahead of them.

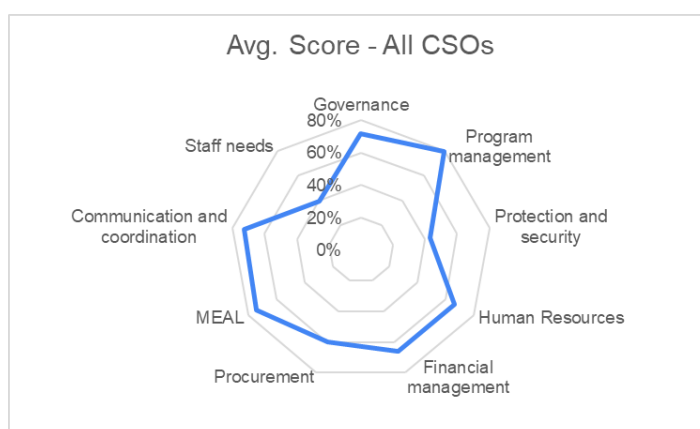
The war on Gaza has taken a heavy toll on CSOs, causing severe damage to their infrastructure, financial resources, and human capital. The loss of infrastructure has disrupted operations, hindered service delivery, and limited their capacity to respond effectively to the needs of the affected population. Financial constraints have further exacerbated the situation, leaving CSOs struggling to meet even the most basic operational costs.

In addition, the war has resulted in the loss of valuable human resources, with many CSO staff members killed, injured, or displaced. This has created a critical shortage of skilled and experienced personnel, further hampering the ability of CSOs to deliver essential services.

The Israeli attacks on CSOs themselves have compounded the challenges faced by these organizations. The deliberate targeting of CSO facilities, equipment, and personnel has created a climate of fear and insecurity, making it difficult for CSOs to operate freely and effectively. The prolonged duration of the war has also taken a psychological toll on CSO staff, leaving them exhausted, traumatized, and in need of support themselves.

The cumulative impact of these factors has placed CSOs in Gaza under enormous strain. They are faced with a growing demand for services from a population that has been severely affected by the conflict, while simultaneously struggling with limited resources and a lack of capacity.

The analysis of data from the CSOs' survey reveals significant weaknesses in the areas of protection and staff needs. This includes staff need for MHPSS to help them endure the situation and sustain their services. These shortcomings are directly influenced by the security situation in the Gaza Strip and the threats posed by Israeli attacks.



On the other hand, the survey results indicate that other dimensions of CSO operations, such as financial management, programming, governance, and MEAL, remain relatively strong despite the challenging circumstances. While the security situation has affected the way those dimensions are implemented, yet CSOs have demonstrated resilience and adaptability in maintaining their operations.

For example, while BoDs among CSOs may be having fewer meetings due to security concerns, they continue to provide supervision and follow-up to ensure the effective functioning of their organizations. Additionally, CSOs have implemented quality assurance practices to maintain the quality of their programs and services, even as the ways of working may have changed in light of the security situation.

8.1 CROSS-CUTTING NEEDS

- Rehabilitate and restore CSOs offices and facilities, and this is linked to reconstruction, and self-reconstruction.
- Provide sufficient financial resources to rebuild the damaged infrastructure: The international donor community must help local CSOs resume their funding and increase the value of funding, simplify procedures related to writing projects, simplify financial and administrative procedures, and facilitate access to resources.
- Provide facilitations for CSOs to smoothly and quickly allocate resources and implement interventions to increase their responsiveness to the community emerging needs.
- Localize provided interventions within all sectors to further build local capacities, reduce dependence on external resources, and realize actual long-term development of local resources.
- All CSOs are required to re-evaluate their strengths, reality, status and beneficiaries
- PNGO is required to inform CSOs and build capabilities consistent with reality through external experts, learn about other experiences, and partner with other institutions.

Funding

- Searching for various sources of funding, in addition to seeking to restore donor support for the importance of social protection programs.
- Restructuring CSOs' programs and activities to suit the new needs of the local community, while maintaining sustainability and quality.
- Design emergency projects aimed at achieving long-term sustainability and enhancing the ability to adapt to future challenges.
- Reconsider the conditional funding that deprives local CSOs of the funding necessary to implement their projects and programs. Relations with agencies such as USAID should be reviewed to ensure aid localization and supporting local and national agenda.

Logistics operations management

- Make efforts to improve supply operations by cooperating with reliable suppliers and applying strategies to improve the smoothness of purchasing and supply processes.
- Take action to restore access to CSOs' financial data, financial accounts, and communication with suppliers, whether by restoring lost data or establishing a new data management system.
- Diversify funding sources and search for alternative funding sources that will help it improve financial liquidity and finance its logistical operations.
- Enhance preparedness and planning: enhancing CSOs' degree of readiness and developing contingency plans that will help it deal with crises better in the future.
- Improve evacuation operations: developing plans to conduct evacuation operations in an organized and systematic manner, which helps them respond better in emergency situations.
- Cooperate with other organizations: Cooperating with each other and exchanging experiences and resources during periods of temporary absence of institutions in the north and Gaza, which helps them enhance their ability to provide services.

Human Resources

- Providing psychological support: Organizations should provide psychological and social support to employees affected by harsh conditions, in order to enhance their morale and increase their motivation to work.
- Providing training: Organizations must provide continuous training for new employees to qualify them and improve their efficiency in providing services.

- Provide leadership opportunities for women to enable them to plan a meaningful role in their respective institutions.
- Search for replacement employees: Organizations must search for qualified and trained replacement employees to compensate for the labor shortage and ensure continuity of service provision.
- Provide family support programs: Organizations can provide support programs for the families of affected employees to relieve economic pressures and enhance their living stability.
- Provide employees with compensation for taking risks in moving to provide services.

8.2 SECTOR-SPECIFIC NEEDS

8.2.1 HEALTH

- CSO need to effectively participate in assessing the damage to the health system that collapsed as a result of the genocidal war on the Gaza Strip.
- Intervening to provide protection for health workers, especially field workers working in dealing with the injured and dead, and providing full protection for health facilities that receive patients and those injured as a result of the Israeli genocidal war on the Gaza Strip, in addition to forming public opinion to put pressure on the donor institutions in order to protect the medical staff and protect them.
- Activating health projects and subsequent purchasing operations are urgently required to provide the required resources and supplies for life-saving health interventions.
- Developing mechanisms for paying dues to suppliers and ensuring the continuation of contracts with donors, for the continued provision of basic health services.
- Provide adequate support to CSOs working in reproductive health rights- and for those who provide MHPSS.

8.2.2 EDUCATION

- Prioritizing children, educators, and caregivers in shelters and host communities to provide support during the ongoing conflict.
- Establishing safe learning environments by identifying and setting up designated spaces for mental health and psychosocial support (MHPSS) to facilitate learning and create a sense of normalcy, in preparation for the cessation of hostilities.
- Ensuring the restoration of the formal education system to maintain continuous learning by reconstructing educational infrastructure and securing adequate staffing.
- Preparing to resume suitable educational activities once the war ends, with a focus on children's overall development, including psychosocial, cognitive, physical health, and wellbeing.
- Implementing alternative learning solutions, such as distance learning, to enable children to continue learning.
- Rebuilding schools and renovating facilities as quickly as possible, and compensating for the staff lost, which will constitute a fundamental dilemma in all sectors.
- Reconstruct damaged educational facilities and provide a safe and appropriate learning environment for students and teachers, which includes providing temporary workspaces until permanent schools are rebuilt.
- Develop alternative programs for psychological and social support, in cooperation with experts in this field, allowing the educational community to access the necessary support to deal with psychological trauma as a result of war.

- Develop innovative educational programs appropriate to the current circumstances, such as distance education programs and the use of technology in education, to ensure continuity of education and students' access to educational resources.
- Finding sustainable solutions to support economically affected families after they lost their financial capabilities during the war period, including providing financial support to meet basic education needs such as stationery, transportation, and student fees, and rearranging society's priorities to ensure securing the basic needs of education and avoiding them slipping down the list of priorities.
- Develop online training programs to overcome the obstacle of lack of halls and improve accessibility to teachers and staff in different regions. These programs can be designed to be flexible and allow for self-learning and interaction with online instructors.
- Organizing programs to support employees by providing psychological and social counseling and family support. These programs include current and new employees to help them adapt to the difficult circumstances after the war and enhance their personal and professional well-being.

8.2.3 GENDER AND SOCIAL PROTECTION

To recover and rebuild from damage and destruction in the gender and social protection sector in Gaza, CSOs must take several actions:

- Rebuild and rehabilitate the offices and facilities of social protection CSOs that were destroyed due to the war, including conducting the required repairs, and searching for suitable temporary spaces to host CSOs immediately after the war to enable them to provide services.
- Recover and rebuild archives and databases that were damaged during the war, in order to preserve organizational memory and ensure the availability of information necessary to provide services.
- Restore its specialized role in providing social protection to society, and providing the necessary support to those affected by war in a way that suits their unique needs.
- Expand access to beneficiaries, by developing means of transportation and communication, and directing efforts towards identifying the places most in need and directing them effectively.
- Cooperate with local and international agencies and humanitarian partners, and build strong partnerships to achieve recovery and reconstruction goals more effectively and effectively.
- Provide service providers with MHPSS
- Strengthen CSOs' capacity in influencing community leaders and figures to enable them to protect women from violence and abuse ; and provide them with support to enable them to document human rights violations.

8.2.4 FOOD SECURITY AND AGRICULTURE

- Updated and accurate data of the incurred damages and lost assets are required to help the sector better understand and then better plan for the interventions.
- Cooperation and collaboration among the FS actors is essential to avoid duplication of efforts, and integrated interventions. Having a master plan at the Gaza level to ensure proper rehabilitation of impacted value chains is essential to maximize effectiveness and efficiency.
- Prioritizing rehabilitation of value chains is required to enable speedy recovery of food production and availability in Gaza.

- FS CSOs need to figure effective ways to recover, integrate, and coordinate their data systems and information sharing techniques to save time, and eliminate duplication.
- Better communication and coordination with the local government is required to integrate FS plans within the general reconstruction efforts. This is key to avoid duplication, quick recovery of FS productivity, and maximize benefit.

“The requirements of the agricultural sector are not available, and there will be a great need to secure the requirements of the agricultural sector.”

Taysir Muhaisen - Palestinian Agricultural Development Association

8.3 CHALLENGES AFFECTING CSOs’ RECOVERY

Continuous security threats

The ongoing conflict poses life-threatening security concerns on all dimensions of the interventions being provided by CSOs. Such threats include bombing and targeting civilians, potential beneficiaries, convoys, storage facilities, and shelters. The ongoing threat of launching a military operation on Rafah affects CSOs' plans and existing interventions as they don't have many other options to base their operations.

Targeting CSOs and aid workers

The ongoing Israeli attacks have taken a severe toll on CSOs. Many CSOs' facilities and personnel have become targets of these attacks, making it extremely difficult and risky for CSO workers to provide their services without fear for their lives.

Health organizations, in particular, have been heavily targeted by Israeli attacks. These attacks have resulted in numerous fatalities and casualties among healthcare workers and patients alike. In one incident, Israeli forces directly attacked hospital facilities killing many health workers and patients, in addition to taking some doctors and staff as prisoners. In another incident, an Israeli airstrike on Al Ahli Al Arabi Hospital killed over 500 people. The targeting of health organizations is particularly alarming, as it undermines the ability of civilians to access essential healthcare services. It also violates international law, which prohibits attacks on medical facilities and personnel.

In addition to health organizations, other types of CSOs have also been targeted by Israeli attacks. For example, education facilities, media outlets, and human rights organizations have all been damaged or destroyed in Israeli airstrikes.

The ambiguity of the overall situation

This presents significant challenges for CSOs. The ongoing war on Gaza and the continuous threat of being targeted anytime create an environment where it is difficult for CSOs to comprehend their losses and understand the magnitude of the emergency. This lack of clarity hampers planning efforts and increases difficulties in terms of emergency preparedness.

There are several factors that contribute to the ambiguity of the overall situation. First, the situation is complex and fluid, with multiple actors and shifting alliances. This makes it difficult to predict how the war on Gaza will evolve and what the consequences will be for CSOs. Second, the information environment is often polluted with propaganda and disinformation, making it difficult to get a clear picture of what is happening on the ground. Third, the war on Gaza is taking place in a context of broader political and economic instability, which further complicates efforts to understand the situation.

The ambiguity of the overall situation has a number of negative consequences for CSOs. First, it makes it difficult to plan for the future. Without a clear understanding of how the war on Gaza will evolve, it is difficult to make decisions about programming, staffing, and resource allocation. Second, the ambiguity increases stress and anxiety among CSO staff, who are often working in dangerous and unpredictable conditions. Third, the ambiguity can lead to a loss of public trust in CSOs, who may be seen as being out of touch with the needs of the community.

Damaged infrastructure

The poor or lack of infrastructure in Gaza poses significant challenges to the interventions and operations of the CSOs seeking to provide humanitarian aid and support to the population. Adequate infrastructure, including roads, communication systems, and electricity, is crucial for the effective delivery of aid, exchange of information, and operation of equipment.

Unfortunately, the repeated Israeli attacks on Gaza have caused widespread devastation to the infrastructure.

The closure of ports and the blockade on infrastructure materials and equipment have severely hindered efforts to recover and regain normal operating conditions in Gaza. CSOs working in the area face numerous obstacles in delivering aid and implementing their programs due to the lack of basic infrastructure.

For instance, poor road conditions make it difficult to transport humanitarian supplies to remote areas, while the shortage of electricity hampers the operation of medical equipment and water pumps. The lack of proper communication infrastructure limits the ability of CSOs to coordinate their activities and share information with affected communities and stakeholders.

Financial and fund limitations

The closure of banks and limited operations in the Gaza Strip had a significant impact on the financial stability of CSOs in Gaza. CSOs faced challenges in accessing their bank accounts and conducting financial operations, including accessing funds, paying salaries, paying contractors, and accessing cash. The limited availability of cash, coupled with lack or limited funding, posed a serious threat to the ability of CSOs to pay staff salaries and retain staff.

Furthermore, changes in donor policies, such as pausing ongoing grants or requiring additional procedures, contributed to increased instability of CSOs' financial position. In some cases, CSOs' limited ability to pay salaries led to the loss of talented staff who left to join other CSOs, particularly INGOs, which were able to pay salaries consistently.

This situation led to the loss of skilled and experienced staff, which weakened the capacity of CSOs to address the needs of the population. It also created a sense of uncertainty and instability within CSOs, making it difficult for them to plan for the future.

Human resources

The long-running war in Gaza has had a significant impact on the human resources of CSOs. Many experienced CSO staff members and aid workers have been lost due to the war on Gaza, and the Israeli deliberate attacks on aid workers have limited their ability to continue their work. Additionally, many CSO workers and personnel have had to evacuate Gaza via Egypt to secure their families, often leaving their roles in their CSOs behind. This has been particularly noticeable among CSOs' board members and top management. While many of these individuals are still working remotely as much as possible, their absence has created gaps that have affected the chain of command and decision-making processes. Furthermore, the general well-being of all people in Gaza, including CSO staff, has been severely affected by the war. Despite facing the same pressing conditions, CSO staff are expected to provide assistance to others and resume their duties within their organizations. However, this cannot be sustained for an extended period without impacting the quality of their services or their own well-being.

Information loss

The lack of internet access and limited communications in the affected region severely hampers the sharing of information among CSOs and aid agencies. This deficiency makes it challenging to obtain a comprehensive understanding of the situation and coordinate relief efforts effectively. On-ground security threats further exacerbate the situation. The Israeli attacks hinder data collection and generation of accurate information. Field workers and researchers face significant risks when attempting to gather data, making it difficult to assess the needs of the affected population accurately.

Furthermore, the shortage of key personnel among CSOs compounds the problem. Many CSOs have lost staff members due to displacement, injury, or death during the conflict. The limited accessibility of remaining personnel due to security concerns or logistical challenges further complicates information generation, sharing, and access.

The loss or damage of databases and information management systems due to Israeli attacks or internet disruptions poses an additional challenge. These systems contain critical data on beneficiaries, health records, and other essential information. Without access to these systems, CSOs face difficulties in identifying and reaching their beneficiaries, assessing their needs, and planning appropriate interventions.

As a result, many CSOs have reverted to using rudimentary tools such as excel sheets and phone calls to cross-check information and validate data. While these methods may provide a temporary solution, they are time-consuming and error-prone, hindering the efficient delivery of aid and services.

CSOs' displacement

As a result of the Israeli forces cutting off the road to Gaza City, numerous CSOs were displaced and forced to relocate their operations to the Southern part of the Gaza Strip. This displacement had a significant impact on the operations and programming of these CSOs.

At first, those CSOs had to rent new offices and spaces to provide their services, leading to additional financial burdens without prior emergency plans to accommodate such conditions. Secondly, they faced the challenge of working in unfamiliar geographical areas and targeting beneficiaries who were not previously known to them. This required adaptations in operations, beneficiary relations, and programming to address the unique needs of the new communities they were serving.

Furthermore, many CSOs lost their offices and equipment in Gaza and/or North Governorates during the war on Gaza, leaving them ill-prepared to work in the new locations. The lack of infrastructure and resources further compounded the challenges they faced.

In addition, planning for future phases or the post-war phase became highly challenging. The limited information available and the fluid nature of the situation makes it difficult for CSOs to develop comprehensive plans.

CSOs' governance

- **Difficulties in holding meetings and making decisions:** Boards of directors and executive management face great difficulties in holding meetings and making decisions due to the repercussions of the war and the state of displacement. Priorities have changed and the focus has become on searching for safe shelter for individuals and their families, which makes it difficult to organize meetings and achieve sufficient attendance to make important decisions.
- **Communication difficulties:** interruption of telephone and Internet communication channels for long periods, making communication difficult between council members and executive departments. This hinders the exchange of information necessary to make

strategic decisions and negatively affects the ability of institutions to move effectively under the harsh conditions they face.

- **Decline in decision-making authority:** The powers of boards of directors and executive departments have diminished, and decision-making processes have been limited to mini-councils or even to the presidency of the board, which exposes decision-making processes to delay and complexity and restricts the institutions' ability to adapt to challenges and achieve their goals effectively.

8.3.1 HEALTH SECTOR SPECIFIC CHALLENGES

- Loss of human staff members and the displacement of others to safe areas as a result of the war.
- Medical institutions were damaged, and some lost their buildings and necessary resources, such as medicines, medical equipment, and consumables.
- Moving some medical institutions to other places due to the destruction, which affected the continuity of providing health services to the community.
- Stopping health projects that were provided by civil society organizations.
- Purchases and payment of dues to suppliers stopped, which increased the tension in the economic situation of medical institutions.
- Loss of income for health institutions due to the cessation of the services they were providing.
- Interruption of international funding for health and development projects, failure of current donors and financiers to adhere to previous funding pledges, and disruption of the health spending system for health services as a result of the war.
- A significant impact on the ability of the health sector and CSOs to meet the necessary health needs of the local community in the Gaza Strip.
- Damage and loss of administrative buildings and warehouses used for daily management and storage of medical supplies.
- Damage and loss of health centers and physical therapy centers that provide primary health care services.
- Damage and destruction of equipment, prosthetics centers, and rehabilitation programs used to support the sick and injured.
- Hospitals and primary care centers that provide specialized treatment services were affected and destroyed.
- A negative impact on volunteer activities that contribute to providing services and assisting in coordination and direction.
- Damage and destruction of means of transportation used for administration, ambulance, and transportation of resources and patients.
- Damage to administrative and ambulance vehicles that facilitate transportation and provision of services.
- Difficulty restoring damaged capabilities due to the large percentage of damage that reached between 70 to 80%, which makes returning to work difficult for some organizations in the next two years.
- Disturbances in the programs and operational activities of CSOs are represented by the disruption of programs due to the widespread destruction of the infrastructure, the lack of human and financial resources, the weakness of the necessary infrastructure and equipment, in addition to the impact of security conditions and the change in social and health priorities of the local community.

- The damage in the field of cooperation and partnerships among community organizations is represented by the disruption of coordination and cooperation processes with international and local bodies, the impact on the ability to exchange information and experiences, and the disruption of joint efforts in providing services and programs, in addition to the interruption of funding and foreign aid that organizations rely on in implementing their projects and programs.
- An assessment of beneficiaries' access to institutions' facilities and services and the provision of basic services in the Gaza Strip reveals the following:
- Rafah Governorate suffers from a lack of health facilities after the widespread destruction of infrastructure. There are two hospitals, Al-Najjar and the European, along with some health care centers and field medical points. However, citizens face difficulty in accessing these facilities due to restrictions and obstacles imposed by the Israeli army on areas undergoing operations.
- Deir Al Balah Governorate: There is Al-Aqsa Hospital and a number of medical points that provide primary care services. However, the problem of access and military restrictions remain an obstacle for patients to access health services easily.
- Supply problem: Institutions face difficulties in obtaining necessary medical materials as a result of the isolation imposed by the Israeli army on the areas, which leads to a shortage of medical personnel, supplies and supplies.
- Complex medical network: Access to health services is further complicated by poor environmental conditions and logistical problems in transportation and storage.
- Lack of clarity about the political system that will manage the sector after the end of the war on Gaza. This new political system bears the responsibility of determining the general framework of the health system and the basket of services that will be provided in the sector. This problem is exacerbated by the destruction of a large proportion of health services components in the Gaza Strip, with the destruction rate reaching more than 70%.
- The great extent of destruction inflicted on the governmental and private health sectors as a result of the war on Gaza, which makes assessing the damage to the health sector very difficult. This requires significant amounts of time and financial resources, in addition to the need for highly experienced human resources. This poses a major challenge for health civil society organizations, as they have to undertake intensive efforts to comprehensively analyze and assess the damage. This requires effective cooperation with international, regional and local organizations to support the processes of rebuilding and improving health infrastructure in the sector.
- The devastating consequences and effects of the war on the Palestinian political and social context, as it led to the collapse of the social, political and health infrastructure, which led to an increase in the emergency and long-term needs of the affected community.
- The challenge lies in meeting the urgent health needs of the affected population and confronting immediate and long-term health challenges that include injuries, infectious diseases, and lack of basic health services, while ensuring the provision of health care to vulnerable and disadvantaged groups.
- The problem lies in the suitability of health policies to the effects of the war on the health sector, and the impact of these policies on the role of health civil society organizations.
- The problem is manifested in the cessation and disruption of many health services and the decline in the quality of service provision as a result of the war on Gaza, which led to a negative impact on preventive, diagnostic and therapeutic services compared to what they were before the war. This situation has also led to the loss of many vital medical equipment and devices such as CT scan machines.
- Disruption of the health services network that regulates the relationship between the components of health service providers, whether governmental, private, or civil. This

disorder is represented by the lack of clarity in coordination and integration mechanisms between these components, which affects the quality of services provided and hinders effective access to health services to the local community.

- Brain drain of health personnel during the war, resulting in a large gap in the health workforce, which negatively affects the health sector's ability to meet the health care needs of the local community.
- The severe shortage in the medicines, medical supplies and nutritional supplements sector, including the lack of lists of essential medicines and the destruction of the local and imported pharmaceutical sector, which has greatly affected the health sector's ability to provide basic medical care to citizens.

8.3.2 GENDER AND SOCIAL PROTECTION SECTOR SPECIFIC CHALLENGES

- The overwhelming nature of the crisis has shifted donors' attention to providing life-saving interventions while postponing or reducing the priority of gender and social protection-related interventions. This has directly impacted the funding and support provided to CSOs in this sector, and consequently, the services they provide. The shift in focus towards immediate survival needs has left gender and social protection concerns, which are crucial for promoting equitable and sustainable development, on the back burner. This situation threatens the overall effectiveness and inclusivity of humanitarian responses.
- The sustained damage in data and management information systems (MIS) of CSOs working in this sector is immense and is expected to affect their recovery speed and ability to resume their services. The crisis has disrupted data collection, storage, and analysis systems, making it challenging for CSOs to monitor and evaluate their interventions effectively. Even though they are still able to do data collection and analysis, however, it is being done using Excel sheets and not using the advanced systems they used to use before. This hinders their ability to adapt and respond to changing needs and priorities, as well as to demonstrate the impact and accountability of their work. The lack of reliable data also complicates coordination among stakeholders and advocacy efforts.
- The unprecedented level of displacement has and will continue to disrupt the social protection services that require a certain level of trust between beneficiaries and service providers. Displacement often leads to the fragmentation of communities and the loss of social networks, which are vital for accessing and delivering social protection services. This disruption affects the ability of CSOs to reach and serve displaced populations effectively, as well as the sustainability and long-term impact of their interventions. Additionally, the influx of displaced populations into new areas can strain existing resources and services, further complicating the provision of social protection.
- The magnitude of the crisis has left more people vulnerable and in need of social protection services, which will strain the already exhausted CSOs in the sector. The increased demand for services, coupled with reduced funding and limited resources, puts CSOs under immense pressure. This situation can lead to burnout among staff, reduced service quality, and the inability to meet the needs of the most vulnerable. It also exacerbates the challenges faced by CSOs in ensuring the sustainability and resilience of their organizations.
- The extensive and unprecedented duration of the war, has imposed huge strains on the individuals and the households, leaving them even more fragile and in need for more protection and assistance. Such fact raises anticipation on the beneficiaries' side from the CSOs, and at the same time, puts high pressure on those organizations.

- The nature of the crisis along with the overwhelming needs - create challenges for these organizations in their advocacy for women's rights, women's protection; violence including sexual violence that women are facing, etc.

8.3.3 FOOD SECURITY AND AGRICULTURE SECTOR SPECIFIC CHALLENGES

- The agricultural sector in Gaza has suffered extensive damage as a result of the war, with fields, greenhouses, and irrigation systems being destroyed. This has had a devastating impact on food production, and it is estimated that it will take a long time for the sector to recover. As a result of this damage, there will be an increased need for food items to be provided from outside of Gaza. This will strain the resources of the FS CSOs, who are responsible for providing food assistance to the population. Additionally, there will be raised expectations from the CSOs to rehabilitate and reconstruct the damaged facilities in order to resume production.
- The CSOs are already facing a number of challenges, including limited funding, a lack of access to materials, and the ongoing war. The additional burden of providing food items from outside of Gaza and rehabilitating the damaged facilities will only make their work more difficult.
- Farmers and livestock breeders in Gaza have been severely impacted by the ongoing conflict and economic crisis. They have lost their livelihoods, their homes, and their animals. As a result, they have become more fragile and are in need of even more assistance to regain their income and take part in operating the economy and providing food for the population in Gaza. This requires huge amounts of funding, as well as expertise that might not be available in the CSOs that are working to support them. The international community must step up and provide the necessary resources to help these farmers and livestock breeders rebuild their lives and livelihoods.
- Loss of land and crops: The conflict has destroyed or damaged large areas of farmland in Gaza. Farmers have lost their crops and their sources of income. Also, many farmers have also lost their livestock, which are a valuable source of food and income. On top of that, the water supply in Gaza is limited and often contaminated. Farmers need access to clean water to irrigate their crops and water their animals.
- High cost of inputs: The cost of seeds, fertilizers, and other inputs has increased significantly in recent years. Farmers cannot afford to purchase these inputs, which makes it difficult for them to produce food. And so, are the CSOs who are expected to take role in providing such inputs to assist recovery efforts.
- As a result of the war on Gaza, a significant number of highly skilled and experienced CSO workers have either lost their lives, sustained injuries, or been forced to leave the area. This has created a significant gap in expertise and knowledge within the CSO community, which will require substantial time and resources to address effectively. Furthermore, the loss of these skilled individuals has put additional strain on the already limited resources available to CSOs.
- Supply-chains and value chains were heavily impacted and damaged by the war, resulting in a huge need that requires extensive resources to recover. Careful and integrated planning and coordinated interventions are needed to ensure proper and prompt recovery of such chains. Such level of coordination might be challenging giving the weak communications, and loss of information.
- The absence of a Palestinian government, coupled with a lack of current and precise information regarding the damage and losses, is likely to postpone interventions. Additionally, it could make it challenging to prioritize interventions to address the most urgent needs.

- The destroyed infrastructure, including communications, electricity, roads, and WASH facilities will take long times to be restored and recovered. Such infrastructure is key to restoring FS activities, and their delay will definitely hinder FS interventions and future projects.

8.3.4 EDUCATION SECTOR SPECIFIC CHALLENGES

- **Damage to School Buildings and CSOs' Facilities:**
 - The extreme damage to school buildings and CSOs' facilities and offices will impede the restoration of education activities after the war ends.
 - The destruction of classrooms, libraries, laboratories, and other educational infrastructure will require significant time and resources to repair or rebuild.
 - CSOs' facilities and offices are vital for providing educational services, such as teacher training, curriculum development, and community outreach, and their damage will further hinder the restoration of education.
- **Prolonged Use of Schools as Shelters for IDPs:**
 - The fact that most school buildings and educational facilities are used as shelters for IDPs means it will take a long time before they can be evacuated.
 - The destruction of homes implies that IDPs will need to remain in schools and other educational facilities for an extended period, delaying the resumption of educational activities.
 - The overcrowding and unsanitary conditions in schools due to IDP occupation will pose additional challenges to the restoration of education.
- **Extended Stoppage of the Academic Year:**
 - The extended stoppage of the academic year due to the war means that students will need remedial classes and additional educational support to restore their ability to continue their studies.
 - Students may have lost significant learning during the disruption, and they will need targeted interventions to catch up.
 - The provision of remedial classes and additional support will require additional resources and may strain the capacity of education systems.
- **Psychological Impact on Students:**
 - The huge psychological stress and extreme conditions the students have gone through during the war raise the need for focused and long-term psychosocial interventions to help them regain their ability to study.
 - Students may experience trauma, anxiety, depression, and other mental health issues that can affect their ability to learn and participate in school.
 - Psychosocial interventions, such as counseling, therapy, and support groups, will be necessary to help students cope with the psychological impact of the war and create a conducive environment for learning.
- **Economic Barriers to Resuming Education:**
 - The poor economic situation will inhibit children's ability to resume their studies, putting more pressure on education service providers to attract those children to schooling.
 - Families may face financial challenges, such as job loss or reduced income, making it difficult to afford school fees, uniforms, and other educational expenses.
 - Education service providers will need to implement strategies to make education accessible and affordable for children from economically disadvantaged families.

- Challenges to Online or Remote Learning:
 - The damage inflicted on schools and educational facilities infrastructure, as well as the general poor conditions of the infrastructure, will make it difficult to resume online or remote learning.
 - The lack of reliable internet connectivity, devices, and digital literacy skills among students and teachers will further hinder the implementation of online or remote learning.
 - Additional equipment and extra costs will be required to make online or remote learning a viable option for students.
- Loss of Data Bases and Information Systems:
 - The loss of data bases and information systems will delay the efforts to restore educational systems and services.
 - Student records, teacher qualifications, and other vital information may have been lost or damaged, making it challenging to track students' progress, plan for the future, and allocate resources effectively.
 - The reconstruction of data bases and information systems will be a time-consuming and resource-intensive process.

9 RECOMMENDATIONS

The situation in the Gaza Strip is a complex and multifaceted challenge that requires a comprehensive and sustained response. Addressing the immediate humanitarian needs of the population is of paramount importance, including providing shelter, food, healthcare, and other basic assistance. Long-term recovery and reconstruction efforts are also essential, focusing on rebuilding infrastructure, supporting economic revitalization, and addressing the underlying causes of war on Gaza.

- In line with International Humanitarian Law, it is imperative to put an immediate end to persistent attacks on the civil society and aid workers. Civilians and civilian infrastructure must be afforded the protection they rightfully deserve.
- Addressing the root causes of the crisis, such as the ongoing blockade and the Israeli-Palestinian conflict, is crucial for finding a lasting solution. International diplomatic efforts and political engagement are essential to promoting dialogue, de-escalating tensions, and paving the way for a just and sustainable peace in the region.
- Humanitarian organizations must have actionable contingency plans for a range of scenarios, including: escalation of the war, a ground attack on Rafah, mass displacement to different locations, and a large-scale outbreak of infectious disease like cholera.
- Restoration and strengthening of the local CSOs is a priority to boost life-saving and recovery efforts.
- The international community must take action to protect CSOs from Israeli attacks. This includes condemning these attacks and demanding that Israel respect international law. It also includes providing support to CSOs so that they can continue their vital work.
- The international community has a critical role to play in supporting the people of the Gaza Strip. Continued humanitarian assistance is vital, along with diplomatic efforts to facilitate a durable political solution to the conflict. Promoting respect for human rights, ensuring the protection of civilians, and supporting the development of sustainable livelihoods are key components of a comprehensive approach to addressing the challenges faced by the Gaza Strip.
- International organizations, governments, and donors should prioritize investments in infrastructure development and reconstruction in Gaza to create a more conducive environment for humanitarian interventions and operations. This includes providing funding, technical assistance, and advocacy for the lifting of the blockade and the free flow of essential goods and materials into Gaza.
- Efforts should be made to restore internet connectivity and improve communication infrastructure in the affected region. This will facilitate the sharing of information among humanitarian actors and enable real-time coordination of relief efforts.
- Measures should be taken to ensure the safety of aid workers and CSOs personnel.
- Support should be provided to CSOs to rebuild their databases and information management systems. This may involve providing technical assistance, equipment, and funding to establish resilient and sustainable data management systems.
- Capacity-building initiatives should be implemented to strengthen the skills and knowledge of CSO staff in data collection, analysis, and management. This will improve the quality and accuracy of information generated and enhance the effectiveness of humanitarian interventions.
- The challenges faced by CSOs in accessing and managing their data and information systems during the war highlight the need for robust disaster preparedness and recovery plans. CSOs should prioritize regular backups, secure data storage solutions, and

contingency plans to ensure uninterrupted access to critical information in emergency situations. Additionally, investments in resilient infrastructure, such as reliable internet connectivity and suitable devices, are essential to enable CSOs to continue their vital work in the face of adversity.

- The absence of clear plans among a substantial number of CSOs during the war and in the post-war period poses several challenges. It may hinder their ability to respond effectively to the immediate needs of affected communities and to contribute to long-term recovery and peacebuilding efforts. Developing robust plans that align with the specific circumstances and priorities of the post-war context is crucial for CSOs to maximize their impact and contribute to a sustainable and inclusive recovery process.
- There is a need for CSOs to prioritize effective communication channels and ensure regular engagement with their BoD members. Addressing challenges such as poor internet access and the absence of BoD members is crucial for maintaining good governance and ensuring the effective functioning of CSOs. By implementing measures to improve communication and facilitate regular BoD meetings, CSOs can strengthen their decision-making processes, enhance transparency and accountability, and ultimately achieve their organizational goals and objectives.
- CSOs should develop field emergency plans based on potential war scenarios, and implement these plans immediately and effectively when needed.
- CSOs can strengthen cooperation with local partners and government institutions to ensure effective distribution of essential services and programmes.
- Organizations must respond quickly to the needs of populations affected by the war by providing medical, relief and psychological support immediately.
- Organizations must enhance communication with the local community to make them aware of the available services and how to access them.
- Although it is difficult to think far ahead due to the lack of clarity in the future vision, organizations must start planning for the future and develop sustainable strategies to provide services in the long term.

Recommendations to the donors' community:

- Donors to encourage their capitals to put pressure on Israel to cease fire and end the war.
- Due to the nature and scale of the war on Gaza, restrictions on funding need to be relaxed with more flexibility offered to local CSOs., especially those who were impacted by the war.
- Local CSOs are to prioritized to benefit from recovery and rehabilitation grants and funding allocation related to construction and capacity building should be increased.
- Donors are encouraged to initiate long-term relations with local CSOs to invest in their capacities, and form a safety network to ensure their continuation and sustainability.
- Funding allocations earmarked for early recovery should be dedicated to local CSOs allowing them the flexibility to respond the emerging needs.
- Early recovery and humanitarian assistance funding schemes should take into consideration the scale of the impact not only on the people in need but also on the CSOs themselves, which calls for long recovery programs and grants.
- Donors and UN agencies are recommended to promote local network and consortiums to encourage fruitful coordination mechanisms and sound sharing of information.

Recommendations to INGOs:

- Given the state of CSOs who were impacted by the war, INGOs are recommended to relax their requirements in terms of reporting and MEAL. On the other hand, INGOs are invited to invest more in building local capacities and enabling CSOs to attract and retain talents.

Initial Rapid Assessment of CSOs in The Gaza Strip

- INGOs are required to promote localization and CSOs' resilience through consulting with local CSOs and listening to their needs and requirements.
- INGOs are encouraged to increase cost sharing and administrative costs dedicated to local CSOs.
- CSOs' current state of funding calls upon INGOs to step back and allow more space for local CSOs to compete in available funding opportunities. Support with expertise from INGOs is required in this regard.

Education sector:

At the short-term:

- Infrastructure Rehabilitation:
 - Prioritize the reconstruction and rehabilitation of damaged school buildings, ensuring they are safe, accessible, and ensure inclusion of children with disabilities, and conducive to learning. Urban planning should be redone to include the design of cities again, and a number of schools should be rebuilt in accordance with the reconstruction phase. It must be taken into account that the early recovery phase may take a long time, so the establishment of alternative field units for school and university buildings must be considered as a temporary solution until the rebuilding of educational facilities is completed in a way that meets the basic needs of the affected and stricken community in the Gaza Strip.
 - Provide funding for the replacement of destroyed educational materials, furniture, and equipment.
 - Support the establishment of temporary learning spaces where necessary.
- Psychosocial Support:
 - Allocate resources for comprehensive psychosocial support programs for children, teachers, and school staff to address trauma, anxiety, and other mental health concerns.
 - Education service providers should prepare for providing emergency educational and mental health and psychosocial support (MHPSS) once the war is over by providing emergency educational materials and school furniture.
 - Train teachers and counselors in trauma-informed practices and psychological first aid.
 - Integrate psychosocial support into the school curriculum and extracurricular activities.
- Alternative Learning Solutions:
 - Invest in the development and implementation of innovative alternative learning solutions, such as distance learning platforms, community-based education initiatives, and catch-up programs. Education service providers are recommended to maximize immediate educational support for children in Gaza.
 - Ensure access to technology and internet connectivity for all students and teachers.
 - Provide training and support for teachers in utilizing alternative learning methodologies.

At the medium to long term:

- Teacher Training and Professional Development:
 - Enhance teacher training programs to equip educators with the necessary skills and knowledge to address the specific needs of students in conflict-affected settings.

- Offer professional development opportunities for teachers in areas such as trauma-informed pedagogy, inclusive education, and resilience-building.
- Establish mentorship and peer support networks for teachers.
- **Policy Advocacy and Coordination:**
 - Advocate for policy changes that prioritize education in emergencies and allocate sufficient resources to the education sector.
 - Strengthen coordination mechanisms among education CSOs, government agencies, and international organizations to ensure a coherent and effective response.
 - Promote the participation of children and youth in decision-making processes that affect their education.
 - Advocate for and promote inclusive education to effectively engage children and teachers with disabilities

Health Sector:

- Protection for health workers, especially field workers working in dealing with the injured and dead is of utmost importance. This also includes providing full protection for health facilities that receive patients and injured people. In addition, forming public opinion to put pressure on donor institutions in order to protect medical staff and protect medical institutions from being targeted.
- Activating health projects and subsequent purchasing operations, in addition to developing mechanisms for paying suppliers and ensuring the continuation of contracts with donors, for the continued provision of basic health services.
- **Reconstruction of Health Infrastructure:** Develop an early recovery plan and prioritize rebuilding and repairing damaged health facilities and ensure the availability of essential medical equipment and supplies.
- **Health workforce:** Provide psychological support and address staff shortages by deployment of emergency medical teams to ensure continuity of essential health services.
- **Financial Stability:** Collaborate with OCHA and UN agencies to develop strategies for CSOs to access funds more effectively, ensuring sustainable financing for health interventions.
- **Resource Mobilisation:** Promote localization efforts to increase funding for CSOs, enabling them to implement health interventions effectively and respond to the humanitarian crisis.
- **Data Access and Management:** Improve data collection, management, and utilization practices and ensure reliable communication systems to facilitate data access and reporting.
- **Attacks on Health care:** Continue to advocate for the protection of healthcare services, healthcare workers, and humanitarian organizations, including CSOs,
- **Staff wellbeing:** Collaborate with Shelter and food cluster to ensure that health CSO receive food parcels and shelter materials
- **Health information management system:** Support health facilities supported by CSO health partners in setting up a temporary server for back-up of confidential medical records, ensuring data security and continuity.
- **Prioritize mental health and psychosocial support (MHPSS)** for both healthcare workers and the affected population. The war has caused widespread trauma, and addressing mental health needs is crucial for recovery.
- **Advocate for increased funding and resources** to rebuild damaged health infrastructure, procure essential medical supplies, and address the shortage of healthcare workers.

- **Localize health interventions** to enable CSOs recover more funds, and further promote resilience of health service providers.
- **Strengthen coordination and collaboration** with other health actors, including government agencies, international organizations, and other CSOs, to ensure efficient and effective service delivery.
- **Invest in capacity building and training** for healthcare workers to enhance their skills in emergency response, trauma care, and MHPSS.
- **Develop and implement strategies to address the specific needs of vulnerable groups**, such as women, children, the elderly, and people with disabilities.
- Allocate adequate support and budget for reproductive health services; and awareness amongst women.
- **Promote community engagement and participation** in the design and delivery of health services to ensure that they are culturally appropriate and responsive to local needs.
- **Advocate for policy changes** that protect healthcare workers and facilities from attacks, ensure access to essential medicines and supplies, and promote the right to health for all.
- **Document and share lessons learned** from the war on Gaza to inform future emergency preparedness and response efforts.

Food Security and Agriculture:

At the short term:

- **Emergency Food Assistance**
 - Continue and expand emergency food distributions, prioritizing vulnerable populations such as women, children (including female-headed households, widows and those disabilities), the elderly, and displaced individuals. Ensure diverse food baskets that meet nutritional needs.
 - It is recommended to address the need for temporary shelter for displaced people who lost their homes and presently reside on agricultural lands. This will alleviate the pressure on agricultural lands and pave the way for landowners to resume cultivation, thereby promoting agricultural production and ensuring sufficient food availability for Gaza Strip residents.
 - Figure out effective ways to recover, integrate, and coordinate data systems and information-sharing techniques to save time and eliminate duplication of efforts.
 - Improve communication and coordination with the local government to integrate food security plans within the general reconstruction efforts.
 - Food security cluster and relevant networks are recommended to strengthen coordination and collaboration among food security and agriculture CSOs, government agencies, and international organizations to ensure a comprehensive and effective response to the food security crisis in Gaza.
 - Secure the necessary resources and materials for the agricultural sector, including seeds, fertilizers, and equipment. This requires solid coordination and cooperation with INGOs and UN agencies to facilitate provision of such inputs from outside of Gaza during the first few months after the war to ensure quick rehabilitation and recovery of the sector.
 - CSOs are recommended to provide financial assistance to farmers and other actors in the food value chain to help them recover from the war and rebuild their livelihoods. This will reduce the burden on CSOs and will help revive the market and speed up the process of recovery.

- FS actors and INGOs are recommended to invest in capacity building and training programs to enhance the skills and knowledge of food security and agriculture CSOs staff and volunteers.
- **Agricultural Rehabilitation:**
 - CSOs to invest in provide immediate support to farmers and fishermen to restore their livelihoods. This includes providing seeds, tools, fertilizers, fishing equipment, and livestock feed. CSOs are recommended to prioritize the rehabilitation of value chains to enable the speedy recovery of food production and availability in Gaza. All provided support should account for and prioritize the most vulnerable groups including rural women; female- headed households and widows.
 - **Infrastructure Repair:** Assess and repair damaged infrastructure critical to the food supply chain, including irrigation systems, storage facilities, markets, and transportation networks.
 - **Cash Transfers:** Implement targeted cash transfer programs to enable households to purchase food and other essential items, thereby stimulating local markets and supporting economic recovery.

At the medium to long term:

- **Sustainable Agriculture:** Invest in sustainable and climate-smart agricultural practices, such as drought-resistant crops, water-efficient irrigation, and integrated pest management.
- **Food System Strengthening:** Support local food production and processing initiatives, including cooperatives, farmer's markets, and small-scale food processing enterprises.
- **Value Chain Development:** Strengthen the entire food value chain by investing in post-harvest handling, storage, transportation, and marketing infrastructure.
- **Nutrition Programs:** Integrate nutrition education and interventions into food security programs to address malnutrition and micronutrient deficiencies.
- **Social Safety Nets:** Establish and strengthen social safety net programs, such as food stamps or cash transfers, to protect vulnerable households from future shocks.
- Provide cash assistance to the most vulnerable groups to restore their livelihoods including female farmers and female-headed households, and households with members with disabilities.
- **Policy and Advocacy:**
 - **Market Access:** Advocate for the removal of restrictions on the movement of goods and people to facilitate access to markets for farmers and fishermen.
 - **Investment:** Advocate for increased investment in the agricultural sector, both from domestic and international sources.
 - **Research and Development:** Support research and development to improve agricultural productivity, develop drought-resistant crops, and address climate change challenges.
- **Coordination and Partnerships:**
 - **Coordination Mechanisms:** Strengthen coordination mechanisms among CSOs, government agencies, and international organizations to avoid duplication of efforts and ensure efficient resource allocation.
 - Donors, UN agencies, and INGOs are advised to localize their interventions and build equal partnerships with local organizations. Such relationships should respect local expertise and move away from competition on funds, as well as invest in local capacity building.

Initial Rapid Assessment of CSOs in The Gaza Strip

- Capacity Building: Provide training and capacity building for CSOs and government agencies in food security assessment, program design, implementation, and monitoring.
- Community Participation: Ensure the meaningful participation of communities in the design and implementation of food security programs to ensure their relevance and effectiveness.

Gender and Social Protection Sector:

- **Prioritize the Needs of Women and Girls:** Given the disproportionate impact of the war on women and girls, CSOs should prioritize their needs in all interventions. This includes ensuring access to essential services such as healthcare, mental health support, and protection from gender-based violence.
- **Address the Specific Challenges Faced by Women and Girls:** CSOs should develop targeted programs to address the specific challenges faced by women and girls in the Gaza Strip, such as lack of access to menstrual hygiene products, increased risk of gender-based violence, and limited economic opportunities.
- **Strengthen Coordination and Collaboration:** CSOs should strengthen coordination and collaboration with each other, as well as with government agencies and international organizations, to ensure a comprehensive and coordinated response to the needs of women and girls.
- **Advocate for Policy Change:** CSOs should advocate for policy changes that promote gender equality and protect the rights of women and girls. This includes advocating for laws that criminalize gender-based violence, promote women's economic empowerment, and ensure equal access to education and healthcare.
- **Increase fund for women led organizations and women rights organizations** to enable them recover and continue their vital services as soon as possible.
- **Build Capacity and Resilience:** CSOs should invest in building their capacity and resilience to ensure that they can continue to provide essential services to women and girls in the face of ongoing challenges. This includes providing training for staff, developing sustainable funding mechanisms, and strengthening organizational structures.
- **Collect and Analyze Data:** CSOs should collect and analyze data on the needs of women and girls, as well as the impact of their interventions, to inform their programming and advocacy efforts.
- **Raise Awareness:** CSOs should raise awareness about the specific challenges faced by women and girls in the Gaza Strip and the importance of gender-responsive programming. This includes engaging with the media, community leaders, and other stakeholders.
- Document of violations of human rights, including GBV against women
- Support women's leadership roles in community interventions
- Provide legal aid and legal awareness to women;
- Prioritize the establishment of multisectoral services to women survivors of violence-including sheltering services.

10 ANNEXES

o List of KIIs

Name of Key Informant	Position
Mr. Anas Musallam	Food Security Sector (FSS) coordinator- Gaza
Mr. Baha Shatali	Education Cluster Coordinator- Gaza
Ms. Amal Syam	Head of Women Affairs Center (WAC). Coordinator of Social protection sector – PNGO
Mr. Yaser Nassar	WASH cluster coordinator
Ms. Amera Muhanna	GBV Subcluster Coordinator
Ms. Feryal Thabet	Head of Al Bureij Women Health Center
Mr. Jamal Al Rozi	Head of National Society for Rehabilitation, Coordinator of Rehabilitation Sector- PNGO
Mr. Bassam Zaqut	Palestinian Medical Relief Society Representing the Health Sector – PNGO
Mr. Tayseer Muhaisen	Head of PARC - Coordinator of Agriculture Sector- PNGO
Mr. Ahmad Ashour	Head of TAMER Society - Coordinator of Education Sector- PNGO

o List of Focus Group Discussions

Group 1: 4/3/2024	
Amjad Al Shawa	Head of PNGO
Jamal Al Rozzi	Head of National Society for Rehabilitation
Tayseer Muhaisen	Head of PARC - Coordinator of Agriculture Sector- PNGO
Waleed Al Nabaheen	Expert
Group 2: 8/3/2024	
Medhat Hellis	Palestinian Agricultural Development Association (PARC)
Basheer Al Anqah	Union of Agricultural Work Committees
Zeyad Al Nada	Al Mawasee Society
Ahmed Al Ejla	Al Tawfeek Society for Fishermen
Amjad Al Shawa	Director of PNGO Gaza
Tayseer Muhaisen	Palestinian Agricultural Development Association (PARC)
Asmaa Abu Younis	Tamer Institute for community Education / Gaza
Mohammed Meqdad	Palestinian Environmental Friends Society
Group 3: 7/4/2024:	
Falasteen Al Omari	Atfaluna Society for Deaf Children
Ahmad Abu Nada	Baitona Society for Social Development
Abdel Rahman Al Mozanen	Baitona Society for Social Development
Sameeh Abu Habel	Patient Friends Benevolent Society
Hend Dahman	Stars of Hope Society
Eyad Krunz	Stars of Hope Society
Bahaa' Abu Bantneen	Al Amal Society for Rehabilitation
Basam Zaqout	Palestinian Medical Relief Society (PMRS)
Group 4: 28/4/2024	
Ahmed Abu Sultan	Wefaq Society
Mahmoud Jouda	Wefaq Society
Ashwak Rohme	The Society of Women Graduates in Gaza Strip

Baraa' Al Far	Abdel . Shafi Community Health Association (ACHA)
Zeinab Abu Jamoos	Stars of Hope Society
Shekri Al Mughari	Stars of Hope Society

o Questionnaire template



تقوم شبكة المنظمات الاهلية الفلسطينية بتقييم لواقع منظمات المجتمع المدني في ظل الحرب الاسرائيلية على قطاع غزة بتمويل من UNDP

ويتضمن جمع المعلومات العامة حول المنظمات غير الحكومية وتقدير نطاق الأضرار الناتجة عن الحرب وتحديد المناطق المتضررة.

كما يهدف إلى تقييم القدرات الحالية لتلك المنظمات، بما في ذلك الموارد والبنية التحتية، وتحديد الأصول التي فقدتها أو تم تركها خلال النزوح.

اسم مقدم المعلومات حول المؤسسة	
الصفة	
رقم التواصل	
الموافقة على تعبئة الاستبيان	<input type="checkbox"/> نعم موافق <input type="checkbox"/> غير موافق
بيانات عامة عن المؤسسة الأهلية	
الاسم الرسمي للمؤسسة (حسب شهادة الترخيص)	
تاريخ التسجيل (حسب ظهوره في شهادة الترخيص)	
تاريخ التأسيس	سنة التأسيس (قيمة من أربع أرقام)
المقر الرئيسي	<input type="checkbox"/> الضفة الغربية <input type="checkbox"/> قطاع غزة
المحافظة للمقر الرئيسي	اختيار واحد فقط <input type="checkbox"/> الشمال - غزة - الوسطى - خان يونس - رفح <input type="checkbox"/> الشمال <input type="checkbox"/> غزة <input type="checkbox"/> الوسطى <input type="checkbox"/> خان يونس <input type="checkbox"/> رفح
عنوان المقر الرئيسي في قطاع غزة	
قطاع العمل الأساسي	اختيار واحد فقط (قائمة منسدلة) <input type="checkbox"/> الصحة والمياه والإصحاح البيئي، <input type="checkbox"/> التعليم، <input type="checkbox"/> الحماية الاجتماعية، <input type="checkbox"/> الزراعة والأمن الغذائي، <input type="checkbox"/> حقوق الانسان، <input type="checkbox"/> الديمقراطية والحوكمة وسيادة القانون

<input type="checkbox"/> الشباب والمرأة والجنود/ النوع الاجتماعي		البرامج الأساسية												
اسرد أهم البرامج الأساسية في المؤسسة (حد أقصى 5 برامج)		1												
1 2 3 4 5		2 3 4 5												
النطاق الجغرافي لعمل المؤسسة		اختيار متعدد () <input type="checkbox"/> الشمال <input type="checkbox"/> غزة <input type="checkbox"/> الوسطى <input type="checkbox"/> خان يونس <input type="checkbox"/> رفح <input type="checkbox"/> جميع المحافظات في قطاع غزة <input type="checkbox"/> فلسطين (الضفة الغربية وقطاع غزة)												
عدد أعضاء مجلس الإدارة (قبل الحرب)														
عدد أعضاء مجلس الإدارة الشهداء														
عدد أعضاء مجلس الإدارة المسافرين خارج القطاع														
إجمالي عدد الموظفين شاملا المتطوعين (قبل الحرب)														
عدد النساء العاملات في المؤسسة (قبل الحرب)														
عدد الأشخاص من ذوي الإعاقة العاملين في المؤسسة (قبل الحرب)														
الخسائر في الموارد البشرية		موظفين متطوعين												
<table border="1"> <thead> <tr> <th>مسافر</th> <th>مفقود</th> <th>مصاب</th> <th>شهيد</th> </tr> </thead> <tbody> <tr> <td></td> <td></td> <td></td> <td></td> </tr> <tr> <td></td> <td></td> <td></td> <td></td> </tr> </tbody> </table>		مسافر	مفقود	مصاب	شهيد									
مسافر	مفقود	مصاب	شهيد											
الموازنة السنوية 2021 بالدولار														
الموازنة السنوية 2022 بالدولار														
الموازنة السنوية 2023 بالدولار														
الموازنة 2024 بالدولار (إن توفرت)														
تقييم أضرار المؤسسة في هذا القسم سوف نقوم بالاستفسار حول تفاصيل الاضرار التي لحقت بالمؤسسة جراء الحرب الاسرائيلية على القطاع														
<input type="checkbox"/> المقر الرئيسي للمؤسسة في قطاع غزة		<input type="checkbox"/> ملك / <input type="checkbox"/> استئجار / <input type="checkbox"/> استضافة / <input type="checkbox"/> أخرى												
يرجى توضيح الأضرار في المقر الرئيسي		<input type="checkbox"/> لا يوجد <input type="checkbox"/> كلي <input type="checkbox"/> جزئي قابل للإعمار <input type="checkbox"/> جزئي غير قابل للإعمار												
القيمة التقديرية الإجمالية للأضرار في المقر الرئيسي بالدولار														
الأضرار في المباني / المرافق الخدمانية (عيادات، مراكز خدمات، إلخ)		<input type="checkbox"/> لا يوجد <input type="checkbox"/> كلي <input type="checkbox"/> جزئي قابل للإعمار <input type="checkbox"/> جزئي غير قابل للإعمار												
أضرار المركبات ووسائل النقل (القيمة التقديرية بالدولار)		القيمة التقديرية												
أضرار أجهزة حاسوب وأجهزة مكتبية ووسائل اتصالات (القيمة التقديرية بالدولار)		القيمة التقديرية												
أضرار الأثاث (القيمة التقديرية بالدولار)		القيمة التقديرية												
أضرار مستلزمات خدمانية (مولدات، طاقة شمسية) (القيمة التقديرية بالدولار)		القيمة التقديرية												
أضرار أجهزة ومعدات متخصصة بخدمات المؤسسة (أجهزة طبية، معدات زراعية، أخرى)		القيمة التقديرية												
تحميل تقارير أو صور الأضرار		إرفاق ملفات أو صور												
السماح لشبكة المنظمات الأهلية الفلسطينية وبرنامج الأمم المتحدة الإنمائي باستخدام الصور والتقارير		<input type="checkbox"/> نعم / <input type="checkbox"/> لا												
أمن البيانات والمعلومات														
هل لديكم نظام نسخ احتياطي للبيانات ومعلومات المؤسسة		<input type="checkbox"/> نعم / <input type="checkbox"/> لا												
هل يتم حفظ نسخ احتياطية من بيانات المؤسسة بشكل دوري خارج المؤسسة أو عبر التخزين السحابي على الانترنت.		<input type="checkbox"/> نعم / <input type="checkbox"/> لا												
هل يمكن الوصول إلى بيانات المؤسسة خلال الحرب؟		<input type="checkbox"/> نعم / <input type="checkbox"/> لا												
هل باعتقادكم يمكن الوصول إلى بيانات المؤسسة بعد الحرب؟		<input type="checkbox"/> نعم / <input type="checkbox"/> لا												
الوضع الحالي للمؤسسة:														

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هل المؤسسة فعالة الآن؟	<input type="checkbox"/> نعم / <input type="checkbox"/> لا
إلى أي درجة يمكنك اعتبار أن المؤسسة فعالة الآن (نسبة مئوية)؟	
هل تغيرت مهمات المؤسسة خلال الحرب؟	<input type="checkbox"/> نعم <input type="checkbox"/> لا <input type="checkbox"/> إلى حد ما
هل تم افتتاح مراكز جديدة للعمل بعد الحرب؟	<input type="checkbox"/> نعم <input type="checkbox"/> لا
يرجى تحديد عدد المكاتب/المراكز الجديدة التي تم افتتاحها خلال الحرب	
ما هي محافظات قطاع غزة التي تقدمون فيها خدماتكم حالياً؟	اختيار متعدد () <input type="checkbox"/> الشمال <input type="checkbox"/> غزة <input type="checkbox"/> الوسطى <input type="checkbox"/> خان يونس <input type="checkbox"/> رفح
ما هي الخدمات المقدمة الآن؟	
هل لديكم خطة واضحة للعمل خلال فترة الحرب؟	<input type="checkbox"/> نعم <input type="checkbox"/> لا <input type="checkbox"/> إلى حد ما
هل لديكم خطة واضحة للعمل بعد انتهاء الحرب؟	<input type="checkbox"/> نعم <input type="checkbox"/> لا <input type="checkbox"/> إلى حد ما
تقييم الوضع الراهن للمؤسسات أثناء الحرب	

أجب عن البنود التالية حسب الوضع الراهن أثناء الحرب:

المعيار	البنود	دائماً	معظم الوقت	أحياناً	نادراً	أبداً
الحكومة	أعضاء مجلس الإدارة موجودون ويمكن الاتصال بهم					
	يجتمع مجلس الإدارة بشكل دوري					
	مجلس الإدارة قادر على اتخاذ القرارات					
	هناك اتصال وتواصل ما بين مجلس الإدارة وإدارة المؤسسة					
إدارة البرامج	تعمل المؤسسة بإشراف وتوجيه من مجلس الإدارة					
	المؤسسة قادرة على تطوير خطط ومشاريع التدخلات الطارئة					
	المؤسسة قادرة على تحديد احتياجات الفئات المستهدفة					
	المؤسسة قادرة على إدارة الموارد المتاحة					
الأمن والحماية	المؤسسة قادرة على تخصيص وتوظيف الموارد للتدخلات والخطط المتفق عليها					
	المؤسسة قادرة على تنفيذ تدخلات الاستجابة الطارئة					
	المؤسسة قادرة على تجنب أموال لتدخلاتها					
	المؤسسة قادرة على توفير الحماية المطلوبة لتنفيذ التدخلات بشكل سليم					
إدارة الموارد البشرية	المؤسسة قادرة على توفير الحماية لموظفيها أثناء العمل					
	المؤسسة قادرة على حماية مرافقها ومواردها أثناء الحرب					
	المؤسسة قادرة على حماية المستفيدين من التدخلات أثناء الحرب					
	المؤسسة قادرة على إدارة شؤون الموظفين					
الإدارة المالية	المؤسسة قادرة على التواصل مع الموظفين العاملين لديها ومتابعة عملهم					
	المؤسسة قادرة على توظيف موارد بشرية حسب حاجتها					
	المؤسسة قادرة على توفير مستحقات الموظفين العاملين لديها					
	المؤسسة قادرة على إدارة المنح الحالية التي تحصل عليها					
إدارة التوريدات	المؤسسة قادرة على إدارة حساباتها البنكية					
	المؤسسة قادرة على صرف الرواتب للموظفين					
	المؤسسة قادرة على تطبيق القيود والرقابة المالية					
	المؤسسة قادرة على الصرف والإيداع من حساباتها البنكية					
المتابعة والتقييم	المؤسسة قادرة على التعاقد مع الموردين					
	المؤسسة قادرة على توريد ما تحتاجه من مواد					
	المؤسسة قادرة على الدفع للموردين					
	المؤسسة قادرة على تطبيق الرقابة على التوريدات					
الاتصال والتواصل	المؤسسة قادرة على حماية وتأمين التوريدات					
	المؤسسة قادرة على تخزين التوريدات					
	المؤسسة قادرة على متابعة وتقييم التدخلات التي يتم تنفيذها					
	المؤسسة قادرة على تطبيق أنظمة التحقق من الجودة					
الاتصال والتواصل	المؤسسة قادرة على تطبيق مبادئ المساءلة					
	المؤسسة قادرة على الحفاظ على الشفافية					
الاتصال والتواصل	القدرة على التواصل بين المستويات الإدارية والموظفين					
	القدرة على تنسيق العمل ما بين المناطق الجغرافية					

المعيار	البنود	دائما	معظم الوقت	أحيانا	نادرا	أبدا	
احتياجات العاملين	القدرة على التواصل والتنسيق بين مكاتب وفروع المؤسسة						
	المؤسسة قادرة على التواصل مع المؤسسات الأخرى في قطاع العمل						
	المؤسسة قادرة على التشبيك مع القطاعات الإنسانية Clusters						
	المؤسسة قادرة على تبادل المعلومات مع القطاعات الإنسانية Clusters						
	المؤسسة قادرة على تأمين احتياجات المأوى للعاملين فيها أثناء الحرب						
	المؤسسة قادرة على تأمين الاحتياجات الغذائية والمياه للعاملين فيها أثناء الحرب						
	المؤسسة قادرة على تأمين احتياجات المواد غير الغذائية للعاملين فيها أثناء الحرب						
	المؤسسة قادرة على تأمين احتياجات تنقل العاملين فيها أثناء الحرب						