

## APPENDIX C

### PROCEDURE FOR IMPLEMENTATION OF INTERNATIONALLY FUNDED PROJECTS IN THE GAZA STRIP

Re: **Procedure for Implementation of Internationally Funded Projects in the Gaza Strip**

#### **General**

1. The government resolution on civilian policy for the Gaza Strip established the following with respect to the implementation of projects in the Gaza Strip:

**"To allow and increase dual use construction materials entering the Gaza Strip for projects approved by the Palestinian Authority (schools, medical institutions, water, sanitation etc.) and supervised by international organizations, as well as residential construction projects, such as the one carried out by the United Nations in Khan Yunis.**

**Israel intends to expedite the approval of projects of this type, using accepted procedures and protocols.**

**Israel welcomes coordination and collaboration with its partners in the international community and in the area in implementing this policy and will continue to engage in dialogue with its partners regarding additional ways to advance this policy".**

2. Operational premises for project implementation in the Gaza Strip:
  - a. Israeli involvement in projects in order to ensure Israeli security interests.
  - b. Expanding response to project needs in the Gaza Strip, while balancing between the implementing international organizations.
  - c. Prioritizing projects involving education, health, infrastructure and housing.
  - d. Establishing timelines for submitting projects for Israel's review and approval.
  - e. Streamlining and expediting review and approval processes for projects and the elements required for their implementation.
  - f. Expanding Palestinian Authority involvement and participation.
  - g. Projects will be implemented/funded by international organizations recognized by Israel, which are not considered an illegal association. The projects will be implemented using management mechanisms in cooperation with the international community.
  - h. Monitoring and supervision is a security requirement.

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**The Objective**

3. Translating government directives into an operational plan that enables the implementation of internationally funded projects in the Gaza Strip, while meeting operational premises and for the purpose of preventing damage to Israel's credibility, as perceived by the international community. This objective will be achieved by designing a methodical operational procedure which enables approval of international projects (including their various stages and the means required for their implementation) in the shortest possible time.

**The method - specifics**

4. Established project classifications:
  - a. "Small Scale" Projects – quick impact vis-à-vis the population, legitimization for Israel via implementation of the policy:
    - 1) Renovation of/additions to existing structures.
    - 2) Small-scale infrastructure projects (water wells, sidewalks, repairs to existing roads, etc.)
    - 3) **Expedited approval schedule (including construction materials) – under exclusive authority of the Coordinator of Government Activities in the Territories (COGAT).**
  - b. New Construction:
    - 1) Educational and health institutions, housing.
    - 2) Expedited approval (including dual-use) following appropriate staff work.
  - c. Major infrastructure and housing projects (long term projects) - large-scale projects – individual approval.
5. Scheme for approval and implementation of internationally funded/run projects in the Gaza Strip:

**Approval of project by international agency / Palestinian Authority**

**Review of project components by security and relevant professional officials (expedited schedule)**

**Project approval (at the security and ministerial level)**

**Agreement on implementation mechanism including monitoring procedures vis-à-vis the international community**

**Monitoring and supervision (involving security officials)**

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**Note: A steering committee headed by the COGAT and working in coordination with relevant agencies will be established for the purpose of monitoring, evaluation and future planning.**

Process highlights:

1. Project is implemented by an international organization (recognized by Israel).
2. Approval of basic project components (funding sources, lack of ties to Hamas, dual-use materials, location and security).
3. Undertaking by lead international organization with respect to its responsibility for the project and commitment to report any unusual occurrence (such as theft).
4. Gradual transfer of equipment and materials, subject to crossing capacity and security conditions.
5. Submission of written reports and visual evidence of project implementation (during implementation and upon completion).
6. Procedure for submission and processing of requests to implement projects in the Gaza Strip:
  - a. The schedule for processing requests to implement projects in the Gaza Strip will be two months from the date of submission until a response is provided to the submitting organization.
  - b. International organizations may submit applications for implementing new projects in the Gaza Strip to the COGAT during the first three days of every month.
  - c. Applications will be referred to the ISA and the IDF for response (concurrently).
  - d. COGAT will chair a discussion for the purpose of determining which international projects receive implementation approval by the 25<sup>th</sup> day of every month, following ISA and Southern Command approval.
  - e. Individual projects will be released for implementation from the “bank” of approved projects periodically and purposively with the objective of preserving continuity of and legitimization for Israeli policy toward the Gaza Strip.
7. Project approval process:
  - a. The issue of projects will be led by the head of the Civilian Department in coordination with the head of the Gaza DCO and with the approval of the COGAT.
  - b. Projects involving education, health and infrastructure will be prioritized.
  - c. Projects will be approved only following requests by international organizations.

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- d. Projects will be transferred for approval by the IDF<sup>1</sup> (according to the Planning Division and by the Division for External Relations and International Organizations) and the ISA (by the Division for International Relations and International Organizations).
  - e. ISA approval for a project means approval for the project and all measures required for its implementation (including all construction materials, including steel pipes and other dual-use materials, as well as the project's location).
  - f. Where a project is funded or designated for implementation by an illegal association or by a risk/enemy state, the issue will be examined vis-à-vis the legal advisor for the Ministry of Defense and ISA/Terror Financing Department [inferred translation, original in Hebrew is כספטר"ר] via the Palestinian Affairs Advisory Branch Head at COGAT.
  - g. In view of the ministerial resolution, the materials entering the Gaza Strip for the purpose of project implementation will be entered under monitoring and supervision. Therefore, project approval by officials will include approval of the materials required for implementation, with the exclusion of controlled items as per the list of controlled items.
  - h. Projects will be implemented following variable timelines determined via coordination with the Palestinian Authority and international organizations.
8. Principles and directives for project implementation -
- a. Projects will be **implemented** through direct coordination between the Gaza DCO, officials acting on behalf of international organizations and the remaining relevant Israeli officials (ISA, IDF and official Israeli authorities, including the Land Crossing Authority).
  - b. Monitoring and supervision mechanism –
    - 1. A plan for gradual transfer of materials [into the Gaza Strip] will be submitted. The plan will follow the principles established via coordination with officials from international organizations.
    - 2. The international organization official will provide an undertaking detailing protocols for security, reporting and periodic updating as well as an undertaking that the materials brought in will serve the implementation and execution of the project only, as well as an undertaking to report any unusual occurrence to the Gaza DCO.
    - 3. Raw materials will be entered in a controlled manner and the implementation of the project will be monitored to the extent possible in order to prevent raw materials from falling into Hamas hands.
    - 4. **[blacked out by the army]**
    - 5. The implementing organization will file a detailed project report to the Gaza DCO no less than once every month. The report will specify the project's progress,

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<sup>1</sup> According to lessons learned by staff work until now, a recommendation was given to the department head of the Planning Division and the Operations Branch to update the procedure so that projects involving repairs of buildings and/or laying of sidewalks and paving of roads, that is to say – where there isn't a change in the landscape, will not be passed to the IDF for approval.

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implementation stage and the amount of materials used. The report will be signed by the engineer in charge of the project. The report will include photographs documenting the work carried out on the ground

6. [blacked out by the army]

- c. The Gaza DCO will maintain a visual management tool and progress chart in order to follow project implementation.
- d. The Gaza DCO will provide weekly written reports on the progress of staff work/project implementation to the head of the Civilian Department, the Operations Division Department Head and the assistant COGAT.
- e. The reports will be brought to the attention of General Staff level officers, ISA/headquarters and the Ministry of Foreign Affairs via COGAT –
  - 1. To the Planning Division via External Relations and International Organizations Branch.
  - 2. To the undersigned and to ISA headquarters by COGAT Operations Department.

Agencies involved in the process and areas of responsibility:

Agency	Responsibility	Required response time	Comments
ISA	Approval of project and project components (dual-use and construction materials)	Up to 10 days	Responsibility of External Relations Branch Head
Planning Division	IDF project approval	Up to 10 days	Responsibility of External Relations and International Organizations Branch
Ministry of Foreign Affairs	Updates and presentation of political sensitivities		Responsibility of External Relations and International Organizations Branch
Ministry of Defense Legal Advisor and ISA/Terror Financing Department	Exceptional approval (as needed for funding sources)	Up to 10 days	Responsibility of Palestinian Affairs Advisory Branch Head
Land Crossing Authority	Coordination of and preparation for transfer of required materials as per		Responsibility, Coordination – Gaza DCO.

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*Unofficial translation by Gisha*

	schedule and operational plans, monitoring of raw material usage		
Southern Command	Individual approval of project location vis-à-vis IDF Southern Command officials, entry into mapping systems (destinations) for purpose of providing information (at minimum) on international involvement in the project	Up to 10 days	Responsibility – Gaza DCO
Operations Division Department Head	Issuance of undersigned's and COGAT's commands to the Area		
Infrastructure Branch Head	Coordination with professional officials in Israel in order to prevent harm to Israeli interests, as needed	Up to 10 days	Responsibility of Infrastructure Branch Head

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Appendix A – Format for Controlling Project Implementation and Staff Work for Approval

Serial No.	Applying agency	Project location	Required materials (in truckloads)	Dates of transfer for agency approval and response		Approval date	Date of implementation commencement	Date of completion		Unusual Occurrences	Comments
				ISA	IDF			planned	final		

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