THINKING PORTLAND

REPORT ANALYSIS MATRIX

Group	No. Reference	Plan Title	Housing and Urban Form	Water and Sanitation	Transport	Energy	Economic Development	Social Infrastructure	Climate and Environmental Sustainability	Financing Mechanisms	Regional Connectivity	Governance Focus only or Holistic Rebuilding?	Links
		TIME/PHASING	EMERGENCY STABILISATION		EARLY RECOVERY		TRANSITIONAL/INTERIM		STRUCTURAL RECONSTRUCTION		TRANSFORMATIONAL /LONG TERM		
Multilateral and International Institutions	1	**UNDP Gaza Early Recovery Programme** Primary Sector Focus: Social Infrastructure	Does not propose a new urban form or spatial redesign; prioritises debris clearance, stabilisation of damaged neighbourhoods, and enabling return where feasible. Temporary shelter solutions and site servicing supported, but permanent housing reconstruction largely deferred to later phases. Urban planning reform not central.	Strong operational focus on restoring water wells, pumping stations, wastewater networks, and solid waste systems; emphasises rapid rehabilitation to prevent public health collapse. Supports municipal-level service reactivation rather than regional WASH redesign.	Prioritises reopening roads through debris removal to restore mobility, humanitarian access, and municipal service circulation. Focuses on clearing and rehabilitating damaged local roads rather than proposing strategic transport restructuring.	Supports repair of electricity distribution networks and temporary power solutions for critical services (water, hospitals, municipal facilities). Energy framed as functional restoration, not systemic transformation.	Employment-intensive debris removal and cash-for-work programming central; supports SMEs and early livelihoods recovery to stabilise household income. Economic framing is short- to medium-term stabilisation rather than structural transformation.	Restores basic functionality of health centres, schools, and municipal buildings; focuses on reactivating service delivery systems rather than redesigning social infrastructure spatially. Education and health treated as stabilisation pillars.	Incorporates "build back better" language and debris management protocols; addresses environmental and public health risks (waste, contamination), but climate adaptation and long-term ecological redesign are not core pillars.	Funded through multi-donor UN-pooled mechanisms; embedded within UN Country Team coordination architecture. Financing structured as programmatic early recovery envelope (~$1.2B multi-sector), not investment-led or PPP-based; no new sovereign financing structure proposed.	x	Holistic	Not publicly available
	14	**UN-Habitat – Human Settlements Programme (HSP)** Primary Sector Focus: Housing and Urban Form	Central focus. Frames reconstruction through area-based neighbourhood recovery, housing damage assessment, land management, and spatial planning support to municipalities. Emphasises participatory planning and settlement upgrading rather than wholesale urban redesign.	Treated as essential urban service layer; integrates WASH into neighbourhood rehabilitation frameworks but does not provide engineering-level infrastructure blueprints.	Addresses local road rehabilitation as part of area-based recovery; not a regional transport restructuring proposal.	Indirectly addressed through settlement rehabilitation and service restoration; no energy transition strategy.	Frames economic recovery through local labour engagement and housing-led recovery; livelihoods embedded in neighbourhood rebuilding rather than macroeconomic reform.	Treats schools, clinics, and community facilities as anchors of neighbourhood recovery; emphasises social cohesion and inclusive planning processes.	Explicitly integrates resilience, environmental risk reduction, and land-use planning safeguards; climate adaptation present but not transformative.	Primarily donor-funded UN programming; technical assistance and implementation support model. No sovereign financing architecture proposed.	x	Holistic	Not publicly available
	22	**UNCT/HCT – Early Recovery Approach & Action Plan** Primary Sector Focus: Social Infrastructure	Not a spatial plan; focuses on immediate service restoration and early recovery sequencing. Housing reconstruction largely deferred; temporary shelter support included.	Major pillar. Prioritises restoration of water supply, sanitation systems, and solid waste management to prevent public health collapse.	Emphasises reopening roads for humanitarian access and debris clearance; connectivity framed as operational necessity.	Supports restoration of electricity supply to critical services; energy treated as enabling infrastructure, not structural reform.	Strong emphasis on cash-for-work, temporary employment, and local procurement to stabilise households and prevent institutional collapse.	Restoration of basic service delivery (health facilities, schools, municipal administration) prioritised for stabilisation; not spatially anchored.	Addresses environmental health risks (waste, debris, contamination); climate adaptation minimally integrated.	Multi-donor UN appeal framework; embedded within humanitarian-to-recovery transition financing. No new investment vehicle proposed.	x	Holistic	Early Recovery Approach and Action Plan for Gaza | United Nations
	4	**RAND – From Camps to Communities** Primary Sector Focus: Housing and Urban Form	Detailed interim-to-permanent spatial strategy: 'future-oriented camps' and incremental urbanism designed to evolve into neighbourhoods (lot/block layouts, utilities, densification/vertical expansion), while repair proceeds in original urban areas.	Treats WASH as a feasibility condition for interim sites and camp-to-neighbourhood conversion (must be planned from the start to avoid long-term camp failure).	Prioritises internal layout/connectivity (roads/blocks/utility corridors) so interim sites can mature into functional communities; not a regional corridor blueprint.	Focuses on restoring centralised energy infrastructure under external monitoring.	Frames economic recovery around labour absorption, private sector revival, and normalisation under a postwar order.	Treats health and education as service systems to be restored for stability, not as spatial or community anchors.	Environmental issues are secondary and treated as technical constraints.	Emphasises international donor financing tied to political conditionalities and security guarantees.	x	Holistic	From Camps to Communities: Post-Conflict Shelter in Gaza
	15	**RAND – The Arc** Primary Sector Focus: Transport	Linear high-density urban development spine linking Gaza to the West Bank; new urban nodes built along a continuous corridor; compact transit-oriented city clusters. Logic: territorial consolidation through infrastructure-led state formation.	Integrated modern utility systems embedded within the corridor spine; centralised infrastructure designed to serve new urban nodes. Municipal-level WASH recovery not detailed.	National rapid-rail spine + linked infrastructures forming a territorial corridor connecting West Bank cities and Gaza; explicit 'integration' logic.	Positions energy as parallel trunk infrastructures carried within the Arc corridor.	Frames economic development through regional integration, infrastructure-led growth, and productivity gains.	Includes education and health as components of state-building and human capital development.	Sustainability referenced as design principle for new corridor cities; environmental considerations secondary to territorial integration.	Assumes large-scale international investment and multilateral financing for state-building infrastructure.	✓	Holistic	The Arc: A Formal Structure for a Palestinian State | RAND
	13	**Gaza Neighbourhood Approach: A Joint UN Framework** Primary Sector Focus: Housing and Urban Form	Not a masterplan/housing design proposal. Neighbourhood-based reconstruction; GIS-based prioritisation and sequencing tool ranking parcels by damage, land attachment, ownership, service proximity; phased recovery (<60% early recovery, >80% reconstruction). The GIS weighting system is highly specific: Land attachment = 35%, Usability = 25%, Ownership = 15%.	Integrated WASH within multi-sectoral neighbourhood prioritisation; proximity-weighted water infrastructure in parcel ranking.	Included under infrastructure; restoration of municipal services and transport through area-based sequencing.	Treated as infrastructure sub-sector; energy restoration coordinated via UN agencies.	Livelihood restoration embedded in area-based recovery; agriculture, industry, finance under economy pillar.	Health, education, social protection integrated at neighbourhood scale; 18 sub-sectors.	Not conceptualised as "climate strategy" but adaptive/data-driven recovery sequencing.	UN-coordinated, multi-agency pooled programming aligned with PA recovery plans.	✓	Holistic	Not publicly available
Professional–Technocratic Coalitions	30	**Rebuilding Gaza's Electricity Sector: From Blackout to Resilience (GISI Consulting Group)** Primary Sector Focus: Energy	Outside scope (energy-sector strategy only).	Indirectly addressed via restoration of power supply to desalination plants, pumping stations, and wastewater facilities; energy framed as enabling backbone for WASH recovery.	Not addressed.	Three-phase power sector roadmap: Phase I emergency diesel + rooftop solar kits + feeder line repair; Phase II full transmission & distribution rebuild + Gaza Power Plant rehabilitation + cross-border interconnections (Israel/Egypt) + SCADA + smart metering; Phase III diversification incl. offshore gas + utility-scale solar + grid modernisation. Explicit centralised grid resilience logic.	Electricity restoration framed as prerequisite for industrial restart, SME recovery, and private sector stabilisation; no standalone industrial policy.	Restoration of reliable power to hospitals, schools, municipal buildings; treated as service continuity issue, not facility redesign.	Includes renewable energy expansion (utility-scale solar), grid modernisation, and diversification; resilience framed primarily as grid reliability rather than climate justice.	Blended financing model: multilateral development banks + donor grants + private investment for generation assets; phased capital expenditure sequencing; assumes regional political coordination.	✓	Holistic	Mapping the Recovery for Gaza's Power System
	6	**Anthedon Initiative – Gaza: A Vision of Hope** Primary Sector Focus: Housing and Urban Form	Proposes large-scale coastal redevelopment anchored around the historic Anthedon port area. Calls for safe, permanent housing beyond temporary shelters; emphasises land governance via governorates/municipalities and integrating open space + culturally significant sites into recovery.	Assumes modernisation and expansion of desalination and wastewater systems integrated into redesigned districts. Focus is on upgraded infrastructure capacity aligned with new development zones rather than repair of existing decentralised networks.	Explicitly prioritises a seaport and (conditional) airport reconstruction; proposes rebuilding roads and a modern rail link connecting Gaza with Egypt/Israel/West Bank for trade and movement.	Calls for rehabilitation of key infrastructure (incl. power plants) with short-term stopgaps (solar-powered generators) while longer-term solutions are developed.	Positions recovery through entrepreneurship, small business support, regional trade, and job creation; frames economic integration as peace mechanism.	Explicitly prioritises rebuilding health and education systems; links damaged transport to access to healthcare and recovery.	Includes renewable integration (utility-scale solar replacement, battery storage, potential external solar farms) but framed within reliability and diversification rather than climate transition per se.	Envisions donor coalition, concessional lending, multilateral development banks, and structured investment sequencing. Emphasises integrated resource planning and revenue collection reform.	✓	Holistic	GAZA A VISION OF HOPE
	16	**Al Habtoor Group Proposal** Primary Sector Focus: Economic Development	High-rise residential towers and master-planned redevelopment districts replacing low-rise fabric; centralised luxury-oriented urban redevelopment logic.	Treated as embedded infrastructure within master-planned redevelopment; no technical WASH rehabilitation framework.	Modernised road networks integrated into master plan renderings; no regional transport strategy articulated.	Centralised modern utility systems embedded within redevelopment zones; no grid reform roadmap.	Large-scale real estate-led economic growth model; tourism, commercial districts, and investment zones central.	Social facilities embedded within master-planned districts; primarily as amenities within redevelopment scheme.	Sustainability referenced through modern design standards; no detailed environmental recovery framework.	Privately-led mega-development investment model; Gulf capital-driven reconstruction; investment-led redevelopment rather than donor-coordinated recovery.	✓	Holistic	The Al Habtoor Research Centre Gaza Reconstruction Plan
	7	**Global Palestine Connected Gaza** Primary Sector Focus: Economic Development	Does not provide a detailed urban master plan. Emphasises rebuilding housing at scale to enable return, stabilise families, and anchor economic recovery. Urban form discussed in terms of territorial continuity and integration rather than block/lot redesign.	Calls for rehabilitation of water networks, desalination capacity, and wastewater systems as prerequisites for economic reactivation; technical specifications limited.	Strong emphasis on restoring Gaza's port, airport, and trade corridors; connectivity framed as economic sovereignty and reintegration into regional/global markets rather than internal mobility design.	Advocates restoring grid functionality and enabling energy independence through diversification and renewable expansion; details not engineered but framed as economic infrastructure backbone.	Core focus: reposition Gaza as a productive trade hub integrated into regional value chains; private sector-led recovery, export reactivation, SME revival, diaspora capital mobilisation.	Health and education framed as human capital pillars necessary for economic competitiveness; not spatially detailed.	Sustainability mentioned in modernisation context; not framed through climate vulnerability or ecological repair doctrine.	Investment-led recovery model; mobilises Palestinian private sector, diaspora investment, development finance institutions; assumes regulatory reform and business climate stabilisation.	✓	Holistic	Global Palestine, Connected Gaza – Portland Trust
	24	**An Economic Plan for Rebuilding Gaza: A BOT Approach** Primary Sector Focus: Economic Development	Full territorial reset; excavation of tunnels; coastal tourism corridor + housing belt; high-rise development; 3–5km buffer zone; DMZ logic.	Desalination integrated with power plant; agriculture-water nexus.	Above-ground light rail replacing private vehicles; new airport + deep seaport; total infrastructure redesign.	Independent gas power plant (~$20bn); 100% solar overlay; energy sovereignty from Israel.	Core pillar: infrastructure-as-investment model; private concessionaires build-operate-transfer assets; revenue-backed reconstruction logic.	Education overhaul via UAE/Bahrain model; foreign-administered governance.	Environmental concerns acknowledged indirectly through sustainability and self-reliance framing.	Explicit Build-Operate-Transfer (BOT) financing architecture; private investors fund assets, operate for fixed concession period, then transfer to Palestinian authority.	✓	Holistic	An Economic Plan for Rebuilding Gaza: A BOT Approach
	17	**The Phoenix Plan: for a just and peaceful future in Israel and Palestine** Primary Sector Focus: Housing and Urban Form	Rights-based reconstruction anchored in right of return, anti-enclave spatial logic, and community-led rebuilding. Rejects clean-slate redevelopment. Emphasises neighbourhood restoration, land tenure recognition, and rebuilding in situ wherever possible.	Universal water access framed as legal and human right; infrastructure rehabilitation tied to sovereignty and removal of blockade constraints; not engineered at plant-level detail.	Connectivity framed politically: lifting blockade, restoring territorial continuity between Gaza and West Bank; mobility treated as freedom-of-movement issue rather than corridor infrastructure blueprint.	Advocates decentralised renewable systems (solar microgrids, rooftop solar), reduced dependency on Israeli grid, and energy autonomy as sovereignty mechanism.	Reconstruction as labour-centred recovery; rubble recycling, local materials, community employment; emphasis on cooperative and solidarity-based economic structures rather than external investment platforms.	Trauma-informed rebuilding of schools, universities, clinics; education and healthcare framed as spaces of collective healing and political continuity.	Explicit climate justice framing; links ecological repair, rubble reuse, renewable transition, and anti-militarisation of infrastructure; sustainability embedded within decolonial lens.	Calls for international reconstruction fund grounded in reparative justice; resists privatisation and conditionality; favours multilateral public funding and solidarity mechanisms over PPPs or equity-led models.	✓	Holistic	The Phoenix Framework — New Story Leadership
	27	**The Missing Piece for Green: A New Vision for Gaza** Primary Sector Focus: Climate	Zone-based "green campus" concept, not a Gaza-wide housing plan, includes worker housing only as an enabling element for the flagship zone.	Water treated as an industrial sustainability input for the zone, clean supply and wastewater handling assumed, limited system detail.	Implied integration but not spatially detailed; zone-based employment hub.	Solar-heavy clean energy backbone powering industrial zone; energy framed as enabling green-tech cluster.	Core focus is export-oriented green industry, entrepreneurship pipelines, apprenticeships, startup ecosystem, and climate-tech growth.	Education tied to employment pipeline; youth-focused; cultural programming for tolerance.	Central narrative is low-carbon growth, circular industry, and green modernisation; limited Gaza-wide climate vulnerability analysis.	Catalytic project funding via donor conference + private/impact investment; flagship project capitalisation rather than full public reconstruction budget.	x	Holistic	Gaza Reimagined – Public Summary
	9	**Imagine Gaza – Building Peace (Horizon 2035)** Primary Sector Focus: Economic Development	Proposes phased reconstruction combining temporary relocation zones with large-scale eco-housing development. Emphasises controlled density, self-sufficient neighbourhoods, and exploratory coastal expansion under international oversight.	Frames water as both infrastructure and regional peace mechanism. Prioritises desalination, network rehabilitation, wastewater reuse, and tripartite regional water cooperation.	Positions transport as a lever of territorial and economic integration. Includes road rehabilitation, electric transit systems, and development of port and airport infrastructure to reconnect Gaza regionally.	Advocates a mixed energy model (gas, solar, biomass) combining gas exploitation and renewable transition; target 70% energy autonomy by 2030; rooftop microgrids + 2,000 MW plant + grid reconstruction.	Envisions reconstruction as a growth strategy centred on a Special Economic Zone, gas monetisation, Euro-Mediterranean integration, and large-scale employment generation.	Treats health and education as pillars of structural recovery. Proposes rebuilding hospitals, schools, universities, and vocational centres to anchor long-term human development.	Integrates sustainability through renewable energy, eco-housing standards, water recycling, and compliance with international environmental norms. Frames green transition as modernisation rather than climate justice.	Establishes a multilayered architecture: International Reconstruction Authority (IRA), Gaza Recovery Trust Fund, PPP structures, global energy levy mechanism, and gas revenue allocation under EU-led financial oversight.	✓	Holistic	Roadmap
Palestinian-Led	3	**Gaza Phoenix Plan** Primary Sector Focus: Housing and Urban Form	Housing as reparative rebuilding linked to return, memory, and spatial justice rather than efficiency-driven reconstruction.	WASH framed as prerequisite for dignified return; restoration of basic services prioritised; limited engineering modelling.	Reconnection of Gaza internally and externally as part of restoring territorial coherence and autonomy.	Emphasis on decentralised, resilient energy (modular/off-grid solutions) to ensure service continuity; limited grid engineering detail.	Locally rooted economies, labour dignity, and reconstruction as restoration of Palestinian economic agency.	Strong social recovery framing; schools, clinics, trauma-aware institutions as anchors of return; programmatic emphasis.	Environmental repair framed as inseparable from social and spatial repair, conceptually rather than technically.	Cautious approach to financing; resists donor conditionality and depoliticised funding models.	✓	Holistic	Gaza Phoenix
	28	**MERI – Municipal Equipment Restoration Initiative** Primary Sector Focus: Water and Sanitation	Focuses narrowly on enabling municipalities to resume basic urban services rather than housing reconstruction per se.	Prioritises restoring municipal capacity for water, sewage, and sanitation services through equipment replacement.	Addresses roads and transport indirectly via municipal service delivery needs.	Energy considered primarily to power municipal operations and service infrastructure.	Emphasises local employment through municipal works and service restoration.	Indirectly supports health and education by restoring municipal service functionality.	Environmental considerations limited to debris removal and waste management capacity.	Relies on targeted donor funding for equipment, tools, and municipal capacity-building.	x	Holistic	Not publicly available
	29	**Gaza Leadership & Reconstruction for the Day After** Primary Sector Focus: Governance	Addresses housing reconstruction at a strategic level, focusing on sequencing and governance rather than spatial form.	Frames WASH restoration as a humanitarian and stabilisation priority.	Mentions access and crossings primarily through governance and security lenses.	Energy framed as critical infrastructure requiring external oversight.	Focuses on economic stabilisation and private-sector revival under reformed governance.	Strong emphasis on restoring health and education systems as part of governance legitimacy.	Environmental issues treated as secondary technical concerns.	Envisions donor-led reconstruction coordinated through reformed Palestinian governance structures.	✓	Governance	Gaza: Leadership and Reconstruction for the "Day After"
	18	**Al-Shabaka – Rebuilding Gaza: Considerations for a Habitable Future** Primary Sector Focus: Housing and Urban Form	Advocates neighbourhood-based reconstruction, incremental rebuilding, and resident-led spatial recovery.	Strong emphasis on rebuilding water, sewage, and sanitation as prerequisites for return.	Focuses on internal mobility and access to neighbourhoods rather than regional transport.	Energy discussed as necessary to enable health, water, and productive sectors.	Strong focus on rebuilding productive sectors (agriculture, education, exports) to break aid dependency.	Education and health framed as foundational to social recovery and collective memory.	Addresses environmental damage, rubble removal, unexploded ordnance, and land remediation explicitly.	Calls for Palestinian-led reconstruction with international support but warns against unreliable donor pledges.	x	Holistic	Rebuilding Gaza: Considerations for a Habitable Future | Al-Shabaka
	19	**A Vision for a New Horizon – Gaza Strip (Civil Society, 2024)** Primary Sector Focus: Housing and Urban Form	Advocates spatial reconfiguration rather than restoration. Emphasises redesigned neighbourhoods, mixed-use planning, density rationalisation, and rethinking IDP shelter patterns as proto-urban clusters. Urban form is treated as political and social restructuring.	Calls for rebuilding decentralised WASH systems with resilience logic. Stresses neighbourhood-level water access and public health safeguards. Less technical cost detail, more normative framing around equity and public health access.	Argues for reconnecting fragmented territories internally and externally. Emphasises restoring mobility corridors and coastal connectivity but not deeply engineered transport phasing.	Pushes renewable-first systems. Frames energy transition as opportunity to leapfrog to decentralised solar grids. Energy framed as sovereignty and resilience tool.	Strong emphasis on local economic revitalisation, small business revival, reconstruction labour absorption, and skills development. Economic recovery tied to urban reconstruction jobs.	Calls for rebuilding hospitals and schools as anchors of community regeneration. Education and health framed as social stability pillars rather than infrastructure sectors alone.	Strong normative commitment to sustainability. Mentions green rebuilding, climate resilience, and ecological repair but without heavy technical modelling.	Less granular financing detail. Suggests international solidarity funding, diaspora engagement, and multi-donor coordination but no specific financial architecture.	✓	Holistic	Not publicly available
	20	**Gaza Relief & Early Recovery Plan – Municipal Development & Lending Fund (2025)** Primary Sector Focus: Water and Sanitation	Not meaningfully addressed	Extremely detailed. Breaks down water wells, pump stations, networks, desalination, spare parts, maintenance, fuel. Quantifies damage and allocates specific budgets (e.g., wells, networks, wastewater repair). Highly operational.	Roads prioritised for debris removal, reopening arteries, and enabling population movement. Distinguishes between national roads and municipal roads. Heavy emphasis on rubble clearance.	Energy treated functionally: generators, fuel supply, solar systems procurement, equipment maintenance. No grid redesign — focus is restoring operational capacity.	Focuses on municipal service economy rather than macroeconomic restructuring. Includes temporary job programmes (cash-for-work), municipal revenue restoration, asset valuation recovery.	Includes repair of public buildings, markets, gardens, cemeteries, and public health materials. Institutional recovery of municipal admin infrastructure heavily emphasised.	Introduces "Building Back Better" language in Stage 2. Mentions green standards, energy efficiency, sustainable materials — but largely embedded within infrastructure rehab.	Highly structured financial architecture. 3-year phased budget ($250M). Clear breakdown of relief vs. early recovery. Includes procurement categories, expenditure types, donor mobilisation strategy.	x	Holistic	Not publicly available
	2	**Gaza Recovery & Reconstruction Implementation Program – Palestinian Authority** Primary Sector Focus: Housing and Urban Form	Treats housing reconstruction as central national priority. Envisions phased rebuilding at scale, tied to national planning authority. More centralised reconstruction logic than municipal-level approach.	Aligns with IRDNA sectoral framework. Integrates water, wastewater, and major infrastructure restoration into national recovery plan. Larger scale than MDLF (includes regional assets).	Transport restoration framed as macro-infrastructure sector (billions in damages). Roads treated as national economic enablers, not only municipal access routes.	Energy restoration framed at sectoral level. Focus on restoring grid functionality and coordination with national/regional providers.	Positions reconstruction as economic stimulus strategy. Links rebuilding to employment generation, macroeconomic stabilisation, and national revenue recovery.	Treats social sectors (health, education) as reconstruction pillars within GRRD multi-sector framework. Less operational detail than MDLF but broader scope.	Embeds sustainability within national recovery doctrine. References resilience, green rebuilding, and sector interdependencies but not deeply technical environmental modelling.	Structured around national recovery architecture (GRRD). Designed for multilateral coordination, pooled donor support, and alignment with IRDNA financial estimates (multi-billion scale).	✓	Holistic	Not publicly available
	5	**Palestine Emerging Blueprint** Primary Sector Focus: Economic Development	Housing integrated into a coordinated territorial development model emphasising density, mixed use, and urban system planning.	Large-scale desalination, aquifer protection, wastewater reuse, and integrated water–energy systems.	Strong focus on ports, corridors, logistics hubs, and Gaza–West Bank–regional connectivity.	Gas-for-Gaza framing; grid rehabilitation; distributed renewables; energy nodes for resilience and cost reduction.	"Trade-not-aid" strategy; industrial policy, construction and agriculture upgrading; diaspora capital; regional trade integration.	Education reform; vocational pipelines; digital systems; health upgrades tied to institutional modernisation.	Climate resilience, coastal protection, and green infrastructure treated as foundational to development.	Blended finance portfolio; public investment vehicles; diaspora mobilisation; institutional reform to unlock private capital.	✓	Holistic	Blueprint - PALESTINE EMERGING
	21	**Arab Proposal for Gaza Reconstruction** Primary Sector Focus: Housing and Urban Form	Centralised, large-scale standardised housing reconstruction; phased national rollout; limited neighbourhood design detail.	Rehabilitation of major water and sanitation infrastructure with limited sustainability detail.	Ports, crossings, and regional transport infrastructure prioritised to support trade and reconstruction.	Grid restoration and modernisation; large infrastructure projects prioritised; renewables referenced as modernisation component.	Reconstruction-led stimulus; public works employment; regional integration and trade facilitation.	Rebuilding hospitals and schools included, but not analytically central.	Climate and environment mentioned as secondary considerations.	Arab-led pooled reconstruction fund; coordinated regional + international donor mobilisation; centralised oversight model.	✓	Holistic	Palestine Early Recovery, Reconstruction, and Development of Gaza
State and Regional Bloc	34	**J Street Policy Centre – Gaza Policy Recommendations / A Path Forward** Primary Sector Focus: Governance	Not meaningfully addressed	Prioritises immediate restoration of potable water, sewage systems, and desalination capacity as stabilisation measures; no infrastructure sequencing plan.	Focuses on crossings, aid access, and regional connectivity through political agreements.	Energy addressed mainly to restore basic functionality and economic activity.	Frames economic recovery as tied to normalisation, aid inflows, and regional integration.	Health and education emphasised as essential services to restore civilian life.	Not meaningfully addressed	Envisions Marshall Plan-scale donor financing led by the US, Gulf states, and multilateral institutions.	✓	Governance	A PATH FORWARD: Rebuilding Gaza and Creating a Political Horizon for Israel-Palestine | J Street
	11	**Wilson Center – Plan for Postwar Gaza** Primary Sector Focus: Governance	Not meaningfully addressed	Water and sanitation framed as critical infrastructure requiring external management.	Strong focus on border management, ports, and controlled access.	Energy treated as centralised infrastructure under security oversight.	Economic development framed around stabilisation, employment, and private-sector engagement.	Health and education framed as services necessary for order and legitimacy.	Environmental issues largely absent or secondary.	Strong emphasis on conditional international donor funding tied to security outcomes.	✓	Governance	Plan for Postwar Gaza
	25	**Mitvim / Berl Katznelson – The Israeli Initiative** Primary Sector Focus: Governance	Not meaningfully addressed	Not meaningfully addressed	Connectivity framed through regional normalisation and security arrangements.	Energy discussed in relation to regional integration and security architecture.	Economic development framed as part of regional normalisation and state-building.	Social infrastructure treated as governance and legitimacy tools.	Not meaningfully addressed	Assumes international and regional financing linked to diplomatic normalisation and security frameworks.	✓	Governance	Omer Zanany The Foreign and Security Policy Team of the Mitvim Institute and the Berl Katznelson Center
	33	**Humanitarian Plan for Gaza: Key Recommendations by Israel Policy Forum** Primary Sector Focus: Social Infrastructure	Treats housing primarily as emergency shelter and repair to prevent humanitarian collapse; no engagement with urban form or long-term reconstruction.	Strong emphasis on immediate restoration of water supply, sanitation, hygiene, and epidemic prevention as life-saving priorities.	Focuses on humanitarian access routes, crossings, and logistics corridors for aid delivery.	Energy addressed narrowly to power hospitals, water systems, and humanitarian operations.	Economic activity framed mainly through emergency livelihoods and market stabilisation.	Health and education systems prioritised as critical humanitarian services to prevent societal collapse.	Environmental concerns limited to debris removal and preventing secondary public health crises.	Relies on humanitarian funding appeals, donor pledges, and emergency financing mechanisms.	x	Governance	A Humanitarian Plan for Gaza
	35	**Gaza Futures Task Force Report** Primary Sector Focus: Governance	Strategic reconstruction sequencing under new governance authority	Frames water and sanitation as core infrastructure requiring large-scale rehabilitation under new governance arrangements.	Strong focus on border crossings, ports, and controlled movement as part of postwar stabilisation.	Emphasises centralised energy restoration tied to security and external oversight.	Economic development framed around stabilisation, private-sector revival, and integration into regional economies.	Health and education systems treated as services necessary for legitimacy and stability in a postwar order.	Not meaningfully addressed	Envisions large-scale international donor financing tied to political and security conditionalities.	✓	Governance	The Day After: A Plan For Gaza | JINSA
	29	**INSS – "The Day After" (Israeli National Security Studies)** Primary Sector Focus: Governance	Not meaningfully addressed	Addresses humanitarian water and sanitation primarily to prevent chaos and epidemics, not as reconstruction sectors.	Connectivity framed through security, border control, and regional normalisation rather than civilian mobility.	Energy discussed as critical infrastructure to be controlled and secured in a postwar arrangement.	Economic considerations framed around stabilisation and regional normalisation rather than local development.	Social infrastructure viewed through a governance and legitimacy lens, not community recovery.	Not meaningfully addressed	Assumes international and regional financing aligned with Israeli, US, and Arab security frameworks.	✓	Governance	"The Day After"
	10	**Peace to Prosperity (2020)** Primary Sector Focus: Economic Development	Proposes large-scale new housing construction and urban redevelopment framed as modernisation, with no recognition of displacement, right of return, or existing land tenure; urban form treated as a clean-slate development opportunity.	Frames water access through regional desalination projects, water swaps, and infrastructure investments managed through external coordination rather than local control.	Strong emphasis on regional connectivity—roads, rail, ports, and border infrastructure to integrate Gaza into a broader Israeli–regional economic system.	Prioritises centralised energy generation, gas, and renewable investments to support industrial growth and infrastructure expansion.	Core pillar of the plan: a market-led growth strategy focused on private sector expansion, investment attraction, industrial zones, and regional economic integration.	Health and education framed as human capital investments to support productivity and labour market participation, not as public systems of care or recovery.	Environmental sustainability referenced mainly through efficiency, renewable energy, and modernisation rhetoric, without engagement with ecological damage or climate vulnerability.	Envisions approximately $50 billion in foreign investment mobilised through donors, private capital, and development finance institutions, heavily conditioned on political compliance.	✓	Holistic	Peace-to-Prosperity-0120.pdf
	26	**GREAT Trust (Gaza Reconstitution, Economic Acceleration & Transformation)** Primary Sector Focus: Economic Development	Proposes demolition of existing urban fabric and construction of 6–8 AI-enabled, master-planned smart cities, permanent standardised housing, luxury coastal resorts ("Trump Riviera"), and artificial islands; urban form is conceived as a clean-slate spatial reordering oriented toward control, efficiency, and investment rather than continuity with existing neighbourhoods or land tenure. (Haussmann analogy)	Frames water primarily through large-scale regional desalination hubs (largely outside Gaza, e.g. Sinai) and centralised systems to service new cities and industrial zones; access is treated as an industrial input rather than a community-scale public service.	Central pillar of the plan: extensive ports, airport, ring highways (MBS Ring + MBZ Highway), tram systems, rail corridors, pipelines, and fibre networks integrating Gaza into the IMEC and Abrahamic regional infrastructure architecture. "Elon Musk Smart Manufacturing Zone" on the border.	Emphasises gas (Gaza Marine), large-scale solar, and grid power to support desalination, data centres, manufacturing zones, and smart cities; energy is framed as an enabler of industrial growth and regional integration.	Core objective: reframe Gaza as a regional manufacturing, logistics, tourism, data, and trade hub, generating GDP growth through advanced manufacturing, EV production, tourism, data centres, and free-trade zones integrated into regional markets.	Proposes large-scale construction of hospitals, schools, and vocational training systems, framed primarily as human-capital inputs to support labour markets, security, and industrial productivity rather than community-led recovery.	Environmental considerations are instrumentalised (solar power, efficiency, green buffers) to support mega-projects; limited engagement with land remediation, ecological repair, or climate vulnerability of Gaza's existing landscape.	Land trust + tokenisation model; envisions approximately $50B in foreign investment mobilised through donors, private capital, and development finance institutions, heavily conditioned on political compliance; projected $385B return over 10 years.	✓	Holistic	The GREAT* Trust
	36	**Kushner / Trump Gaza Development Plan 2026** Primary Sector Focus: Economic Development	Envisions large-scale demolition of existing urban fabric and construction of new master-planned coastal cities, high-rise residential towers, resorts, and luxury mixed-use districts oriented toward tourism and investment, with no engagement with existing neighbourhoods, land tenure, or displacement.	Water and sanitation are treated as background technical inputs, implicitly relying on large-scale desalination and centralised systems to support new developments rather than addressing current network damage or access inequities.	Strong emphasis on new transport infrastructure—ports, airport access, highways, and internal circulation to facilitate tourism, investment, and external connectivity, rather than everyday mobility for residents.	Energy framed as a prerequisite for growth, with references to gas, renewables, and grid-scale power to support resorts, commercial zones, and large developments, without attention to local energy access or autonomy.	Central pillar of the plan: reframes Gaza as a real estate, tourism, and investment hub integrated into regional markets, prioritising foreign capital, hospitality, and service-sector growth over local productive economies.	Health and education are not substantively addressed; social services are implied as amenities to support a workforce and visitors rather than as public systems for community recovery.	Environmental considerations are largely aesthetic or efficiency-oriented (e.g., "modern," "clean," "green" imagery) without engagement with environmental damage, land remediation, or climate vulnerability.	Assumes foreign private investment, real estate-led financing, and large-scale capital inflows, with Gaza treated as an asset class rather than a site of public reconstruction.	✓	Holistic	
	8	**Turning Catastrophe into Vision (MIND)** Primary Sector Focus: Governance	Not reconstruction-oriented; security-first territorial control; DMZ-style buffer zones; technocratic governance under international mandate.	Not addressed	Focus on border control, security corridors; regional integration via normalisation.	Not addressed	Macro fiscal reform; tech alliance with US; regional normalisation; high-tech growth emphasis.	Education reform framed around "deradicalisation"; PA reform; UNRWA replacement.	Not addressed	No reconstruction cost modelling.	✓	Governance	From Catastrophe to Vision
	23	**FutureGaza by FutureVision Denmark** Primary Sector Focus: Economic Development	Proposes large-scale territorial expansion via a "Peninsular" along the Gaza coastline, using rubble to create new land. Housing envisioned as part of a redesigned urban system built under international governance. Emphasis on temporary container housing and rapid-build infrastructure in early phase.	Water and sewage listed as core infrastructure to be re-established under international coordination (p. 4). No technical modelling provided. Water framed as part of basic system rebuild alongside food and energy.	Major emphasis on temporary harbours (pontoons), future ports, and infrastructure integration. Connectivity framed as global logistical integration. Not much detail on neighbourhood-scale mobility.	Strong focus on green energy islands, offshore wind inspiration from Denmark. Short-term containerised solar/battery/diesel units proposed. Energy framed as technological leapfrog opportunity and branding of modernity.	Positions Gaza as a future "role model society." Emphasises manufacturing, logistics, and self-funding economy. Heavy branding of "Society Transformation Services". Economic logic tied to execution capacity and global partnership.	Education and cultural institutions framed as tools for building "FutureGaza culture". Governance restructuring includes police, judges, foreign-administered law and order. Social infrastructure embedded in governance overhaul.	Sustainability invoked through green energy and land reclamation. Environmental remediation not deeply analysed; rubble reuse for peninsular is presented as win-win engineering solution. Climate vulnerability not explicitly addressed.	Highly structured governance model: FutureGaza Foundation, Supervisory Board + Governor (CEO) structure. Initial core team cost ~$1M. Envisions global funding via Copenhagen Conference. Financialisation is governance-driven rather than PPP-based.	✓	Holistic	Not publicly available

Methodological Note

The "Thinking Portland" briefing on Gaza Reconstruction Plans is a comprehensive review of all available plans relating to Gaza. The full list, set out in full in this annexe, was not limited, regardless of origin, in order to fully map the landscape of reconstruction currently circulating. Proposals were included if they: engage substantively with material reconstruction in Gaza; have sufficient technical, spatial, or programmatic detail to enable sectoral comparison; and were either produced since October 2023 or if earlier remain structurally relevant to contemporary reconstruction debates and continue to shape policy in current conversations. This analysis contains known plans up until May 2026, several of which continue to evolve, as do political and access conditions that impact feasibility and implementation assumptions. The work is comparative and descriptive rather than predictive: it maps competing reconstruction logics and their material sector pathways but does not model costs, timelines, or implementation probability.

To enable structured comparison, the plans were grouped according to authorship and institutional origin, though that does not imply uniformity on the material dimensions of reconstruction within the four categories.

Multilateral and International Institutional Authorship

Proposals of UN agencies or internationally-recognised policy institutions, typically emphasising early recovery, institutional coordination, and sector-based programming.

Professional–Technocratic Coalitions

Plans by coalitions of planners, architects, economists, policy consultants, or private sector actors, which tend to emphasise spatial redesign, economic restructuring, infrastructure modernisation, or catalytic development strategies.

Palestinian-Led Authorship

These proposals originate from Palestinian institutions, civil society groups, municipal entities, or policy thinkers. They frequently prioritise local institutional recovery, service restoration, and community-based rebuilding.

State and Regional Bloc Authorship

These are produced by state actors, regional blocs, foreign policy institutes, or politically affiliated policy centres and generally integrate reconstruction with broader regional, security, or diplomatic frameworks.

Summary of reports	Name of Plan (referenced in text)	Full name of plan	Link
1	UNDP (1)	UNDP Gaza Early Recovery Programme	Not publicly available
2	Gaza Recovery (2)	Gaza Recovery & Reconstruction Implementation Program – Palestinian Authority	Not publicly available
3	Gaza Phoenix (3)	Gaza Phoenix Plan	Gaza Phoenix
4	RAND (4)	RAND – From Camps to Communities	From Camps to Communities: Post-Conflict Shelter in Gaza
5	Palestine Emerging (5)	Palestine Emerging Blueprint	Blueprint - PALESTINE EMERGING
6	Anthedon (6)	Anthedon Initiative – Gaza: A Vision of Hope	GAZA A VISION OF HOPE
7	Connected Gaza (7)	Global Palestine Connected Gaza	Global Palestine, Connected Gaza – Portland Trust
8	MIND (8)	Turning Catastrophe into Vision by MIND Israel	From Catastrophe to Vision
9	Imagine Gaza (9)	Imagine Gaza – Building Peace (Horizon 2035)	Roadmap
10	Peace to Prosperity (10)	Peace to Prosperity (2020)	Peace-to-Prosperity-0120.pdf
11	Wilson (11)	Wilson Center – Plan for Postwar Gaza	Plan for Postwar Gaza
12	INSS (Not referenced in the text)	INSS – "The Day After" (Israeli National Security Studies)	"The Day After";
13	Gaza Neighbourhood (13)	Gaza Neighbourhood Approach: A Joint UN Framework	Not publicly available
14	UN-Habitat (14)	UN-Habitat – Human Settlements Programme (HSP)	Not publicly available
15	Arc (15)	RAND – The Arc	The Arc: A Formal Structure for a Palestinian State | RAND
16	Al Habtoor (16)	Al Habtoor Group Proposal	The Al Habtoor Research Centre Gaza Reconstruction Plan
17	Gaza Phoenix (17)	The Phoenix Plan: for a just and peaceful future in Israel and Palestine	The Phoenix Framework — New Story Leadership
18	Al-Shabaka (18)	Al-Shabaka – Rebuilding Gaza: Considerations for a Habitable Future	Rebuilding Gaza: Considerations for a Habitable Future | Al-Shabaka
19	New Horizon (19)	A Vision for a New Horizon – Gaza Strip (Civil Society, 2024)	Not publicly available
20	MDLF (20)	Gaza Relief & Early Recovery Plan – Municipal Development & Lending Fund (2025)	Not publicly available
21	Arab League (21)	Arab Proposal for Gaza Reconstruction	Palestine Early Recovery, Reconstruction, and Development of Gaza
22	UNCT (22)	UNCT/HCT – Early Recovery Approach & Action Plan	Early Recovery Approach and Action Plan for Gaza | United Nations
23	FutureGaza (23)	FutureGaza by FutureVision Denmark	Not publicly available
24	BOT (24)	An Economic Plan for Rebuilding Gaza: A BOT Approach	An Economic Plan for Rebuilding Gaza: A BOT Approach
25	Mitvim (25)	Mitvim / Berl Katznelson – The Israeli Initiative	Omer Zanany The Foreign and Security Policy Team of the Mitvim Institute and the Berl Katznelson Center
26	GREAT (26)	GREAT Trust (Gaza Reconstitution, Economic Acceleration & Transformation)	The GREAT* Trust
27	Green Vision (27)	The Missing Piece for Green: A New Vision for Gaza	Gaza Reimagined - Public summary
28	MERI (28)	MERI – Municipal Equipment Restoration Initiative	Not publicly available
29	Day After (29)	Gaza Leadership & Reconstruction for the Day After	Gaza: Leadership and Reconstruction for the "Day After"
30	Rebuilding Gaza (30)	Rebuilding Gaza's Electricity Sector: From Blackout to Resilience (GISI Consulting Group)	https://gisiconsulting.com/news/new-strategic-brief-mapping-the-recovery-for-gazas-power-system/
31	Kushner / Trump (Not referenced in the text)	Kushner / Trump Gaza Development Plan 2026	Not publicly available
32	Gaza Futures (32)	Gaza Futures Task Force Report by JINSA	The Day After: A Plan For Gaza | JINSA
33	Humanitarian Plan (33)	Humanitarian Plan for Gaza : Key Recommendations by Israel Policy Forum	https://israelpolicyforum.org/wp-content/uploads/2024/03/A_Humanitarian_Plan_for_Gaza_Key_Recommendations.pdf
34	Path Forward (34)	J Street Policy Centre – Gaza Policy Recommendations / A Path Forward	A PATH FORWARD: Rebuilding Gaza and Creating a Political Horizon for Israel-Palestine | J Street