



## Gaza International Transitional Authority (GITA) Institutional Structure

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## Summary of Structural Logic

- **UNSC:** Establishes GITA by resolution and provides the legal basis for its authority.
- **GITA International Board:** Exercises supreme strategic and political authority, appoints commissioners, and supervises all components of GITA.
- **Chairman of the Board:** Leads strategic engagement and public communication; supported by a dedicated Delivery Unit.
- **Executive Secretariat:** Serves as the administrative and operational hub of GITA. Coordinates all daily functions, oversees the Palestinian Executive Authority, and interfaces with all oversight commissioners.
- **Oversight Commissioners:** Provide thematic supervision and coordination in key areas:
  - *Humanitarian*
  - *Reconstruction*
  - *Legal and Legislative*
  - *Security Oversight*
  - *PA Coordination*
- **Gaza Investment Promotion and Economic Development Authority (GIPEDA):** Operates as an autonomous economic authority reporting directly to the GITA Board. Absorbs all investment supervision functions.
- **Palestinian Executive Authority:** Implements public services including health, education, infrastructure, civil policing, justice, economic regulation, and municipal governance, under the oversight of the Executive Secretariat.
- **Municipalities and Civil Police:** Deliver local-level governance and security services, coordinated respectively through Executive Secretariat and Security Oversight.
- **Courts and Prosecution Office:** Administer independent judicial and prosecutorial functions within the legal framework established by GITA.
- **International Stabilisation Force (ISF):** A distinct, externally deployed security actor that ensures strategic stability and coordinates through the Joint Security Coordination Centre.

Each component plays a clearly defined role within a unified structure of authority, coordination, and accountability, purpose-built for transitional governance in Gaza. This model balances international oversight, Palestinian implementation, and progressive handover to reformed local institutions.

In the interim phase before GITA institutions can be fully deployed across Gaza, operational staging will follow a phased hybrid model. A forward coordination cell may be based in El Arish to support early access and interface with Israeli and Egyptian officials. A core administrative and policy hub may be temporarily located in Amman or Cairo, depending on access and staffing feasibility, while high-level diplomatic and donor coordination functions may be staged from other suitable locations.

This interim deployment will encompass all core GITA functions — including the Chairman's Strategic Secretariat, the Executive Secretariat, Oversight Commissioners, PA coordination teams, legal, reconstruction, and humanitarian planners, and essential personnel from the Palestinian Executive Authority. However, certain

functions — particularly those related to municipal coordination, humanitarian logistics, security sector supervision, and civil-police interface — will require a limited but sustained presence inside Gaza from the earliest phase of deployment. These field elements will gradually expand in step with infrastructure, security, and political conditions on the ground.

## **1. International Governing Body**

### **GITA International Board (High-Level Governing Council)**

**Role:** Supreme political and legal authority for Gaza during the transitional period.

**Composition:** Approximately 7–10 members, including a Chair. Members are nominated by contributing states and confirmed through a process coordinated by the UN. The Board shall include:

- At least one qualified **Palestinian representative** (potentially from the business or security sector)
- A senior **UN official** (e.g., Sigrid Kaag)
- Leading international figures with executive and financial expertise (e.g., Marc Rowan, Naguib Sawiris, possibly Aryeh Lightstone)
- A **strong representation of Muslim members** to ensure regional legitimacy and cultural credibility, who have the political support of their countries but preferably long-standing business credibility.

#### **Functions:**

- Issues binding decisions.
- Approves legislation and major appointments.
- Provides strategic direction.
- Reports to the UN Security Council.

#### **Relationship:**

- Supervises the entire GITA system.
- Delegates authority to the Executive Secretariat.
- Oversees and reviews the work of each supervisory pillar and the executive branch.
- Operates under the authority granted by the UNSC and remains accountable to it.

## I. Chairman of the Board

### A. Chairman of the Board

#### **Role and Responsibilities:**

The Chairman of the GITA International Board serves as the **senior political executive**, principal spokesperson, and strategic coordinator for the entire transitional authority. Appointed through international consensus and endorsed by the United Nations Security Council, the Chairman leads GITA's external engagement, maintains cohesion across its governance organs, and represents GITA in all diplomatic, donor, and intergovernmental forums.

The Chairman:

- Sets political and strategic direction in close consultation with the GITA Board and PA.
- Leads external diplomacy with states, international organizations, and donors
- Ensures unity of purpose across GITA's institutional structure
- Serves as the escalation point for cross-sectoral issues, sensitive decisions, or urgent coordination needs
- Leads strategic security diplomacy with external actors, including Israel, Egypt, and the United States, and oversees escalation resolution on high-risk security matters in consultation with the Security Oversight Commissioner

### B. Chairman's Strategic Secretariat

A compact, high-capacity team supporting the Chairman in strategic engagement, internal coordination, and executive communication.

#### **Functions:**

- Composed of no more than 25 personnel, reporting directly to the Chairman
- Includes senior advisors who "shadow" GITA's main functional areas (e.g., humanitarian, reconstruction, legal, security, economic)
- Provides policy research, briefing preparation, diplomatic support, and executive scheduling
- Anchors a strategic "war room" for rapid analysis, coordination, and messaging

#### **Relationship:**

- Operates independently of the Executive Secretariat but maintains continuous coordination with it
- Closely interfaces with Oversight Commissioners and the Executive Secretariat on emerging issues
- Serves as the Chairman's platform for diplomacy, donor relations, and political situational awareness

### C. Executive Protection Unit (EPU)

A specialized security force dedicated to safeguarding GITA's top leadership and strategic functions.

**Role:**

Provides protection and site security for the Chairman, GITA Board members, and senior staff; secures facilities, convoys, and diplomatic engagements within Gaza.

**Functions:**

- Close protection for the Chairman and Board while operating in Gaza
- Security for leadership compounds, offices, and secure facilities
- Protection and protocol escort for visiting envoys and VIPs
- Maintains rapid extraction capability and incident response readiness
- Coordinates route and venue security with the ISF and Civil Police

**Structure and Oversight:**

- Strategically aligned with the Chairman but **operationally overseen by the Security Oversight Commissioner**
- Embedded within the **Joint Security Coordination Centre** for integration with ISF and Civil Police
- Staffed by elite personnel from Arab and international contributors
- Politically balanced to reflect neutrality, professionalism, and legitimacy

## II. Executive Secretariat of GITA (ESG)

### A. ESG General

**Role:** Central administrative hub and implementing organ of GITA. Directly oversees the Palestinian Executive Authority (Service Delivery Arm), ensuring performance management, strategic alignment, and legal compliance.

**Functions:**

- Coordinates daily operations.
- Manages human resources, payroll, performance management.
- Implements digital government services and identity systems, including civil registry management and digital platforms for licensing and permits.

**Relationship:**

- Reports to the GITA Board.
- Manages the Commissioners and all executive institutions.
- Coordinates with all other organs under the GITA Board, including humanitarian, reconstruction, legal, security, and economic bodies, ensuring bidirectional policy alignment and operational coherence.

#### Specialized Units:

- Legal and Regulatory Affairs Office
- Planning and Performance Unit
- Transitional Coordination Cell

#### B. Budget and Financial Coordination

The Executive Secretariat leads all aspects of budget planning, execution, and financial accountability across GITA through two dedicated units:

- **Financial Management Unit (FMU):** Coordinates and integrates the GITA-wide institutional budget, covering the Chairman's Secretariat, Executive Secretariat, Oversight Commissioners, and support bodies. It ensures budget alignment with GITA's strategic mandate, consolidates financial inputs, submits draft budgets to the GITA International Board for approval, and liaises with the **Grants and Finance Accountability Facility (GFAF)** for disbursement and reporting. The FMU also monitors expenditure compliance and institutional performance.
- **Palestinian Executive Authority Budget Unit (PEABU):** Specializes in the development and tracking of budgets for ministries, municipalities, and operational arms of the Palestinian Executive Authority (PEA). PEABU works closely with technocratic ministries and municipal actors, and reports through FMU to ensure coherence with GITA's financial framework. It ensures service delivery funds are performance-based and aligned with GITA-wide planning cycles.

#### Relationships:

- **FMU and PEABU** operate as interlinked units, with PEABU feeding sectoral budget data into FMU's consolidated process.
- **FMU** interfaces directly with the **GFAF** for all fund releases and reporting obligations, while **PEABU** ensures downstream accountability at the line ministry and municipal level.
- Both units maintain close coordination with:
  - **Planning and Performance Unit** (for budget-performance integration)
  - **GIPEDA** (on investment-related spending and SEZ financing)
  - **Oversight Commissioners** (on policy-driven allocations)
  - **GITA International Board** (which approves all consolidated budgets)

### III. Strategic Oversight Pillars (Supervisory Functions)

These pillars do not implement services but provide regulation, coordination, and oversight across all governance domains.

Each is led by a Commissioner under the Executive Secretariat and reports to the GITA Board.

## **A. Humanitarian Supervision**

### **Role:**

Serves as the central coordinating body for all humanitarian aid actors operating in Gaza. Ensures that humanitarian response is principled, needs-based, and aligned with transitional service delivery systems under GITA's governance framework. Provides strategic oversight to humanitarian access, coordination, and deconfliction, while upholding international humanitarian law and the protection of civilians.

### **Functions:**

- Oversees the activities of all humanitarian aid agencies, and ensures compliance with humanitarian standards, neutrality, and transparency
- Leads the Joint Humanitarian Access Platform, coordinating all actors on access approvals, logistics corridors, deconfliction zones, and protected humanitarian sites
- Maintains a central registry of humanitarian partners, ensuring that operations are needs-driven, complementary, and free from political interference
- Coordinates cross-sectoral humanitarian programming in areas such as food security, shelter, health, WASH, and protection
- Facilitates the progressive transition from emergency response to service delivery by Palestinian institutions, particularly in health, education, and social protection
- Works with the Executive Secretariat, Planning Unit, and PEA ministries to align humanitarian operations with institutional recovery plans and GITA benchmarks
- Advises on the humanitarian implications of movement restrictions, public order incidents, and transitional legal frameworks affecting aid delivery

### **Relationship:**

- Coordinates with ministries and agencies under the Palestinian Executive Authority, especially those managing health, social welfare, local governance, and civil protection
- Works closely with municipal institutions and community service actors to ensure frontline humanitarian coverage
- Interfaces directly with the Executive Secretariat, Reconstruction Supervision, and Legislative and Legal Supervision to ensure humanitarian policy coherence
- Maintains operational and policy coordination with UN humanitarian agencies, international NGOs, GHF and bilateral aid providers
- Reports on humanitarian performance, gaps, and risks to the GITA International Board and serves as the institutional safeguard for humanitarian principles

## **B. Reconstruction Supervision**

### **Role:**

Provides strategic oversight of Gaza's physical reconstruction process during the transitional period. Ensures that all infrastructure recovery efforts — including housing, utilities, transport, and public assets — are aligned with national recovery priorities, international technical standards, and principles of transparency and public legitimacy.

**Functions:**

- Leads the development, refinement, and monitoring of the Gaza Reconstruction Framework, including recovery benchmarks and planning timelines
- Reviews and approves major reconstruction project pipelines submitted by GIPEDA, ministries, or donors, ensuring compliance with strategic, social, and environmental standards
- Establishes reconstruction criteria, performance monitoring tools, and technical standards for housing, energy, water, sanitation, public buildings, and transportation infrastructure
- Coordinates with the FMU and GITA Grants and Finance Accountability Facility (GFAF) to ensure financial transparency and implementation integrity
- Monitors implementation progress across sectors in coordination with the Executive Secretariat, the Planning Unit, and donor partners
- Provides oversight for land use policy, urban planning, and large-scale housing initiatives to ensure equitable, depoliticized, and resilient reconstruction

**Relationship:**

- Works closely with ministries and agencies under the Palestinian Executive Authority, particularly in housing, public works, infrastructure, and utilities
- Coordinates with the Executive Secretariat on project vetting, inter-agency alignment, and reconstruction governance reporting
- Interfaces regularly with GIPEDA, which leads investment structuring and private sector engagement in reconstruction delivery
- Collaborates with international donors, development finance institutions, and urban planning advisors to ensure best practices and funding alignment
- Advises the GITA International Board on reconstruction priorities, risks, and delivery performance

**C. Legislative and Legal Supervision**

**Role:**

Leads the development, codification, and oversight of GITA's legal and regulatory framework. Ensures that all transitional governance, civil administration, and institutional reforms are grounded in coherent law and legal continuity. The Commissioner also provides legal oversight to sensitive rights-based mechanisms, including transitional justice, property protection, and civil documentation systems. The legal frameworks should follow best practice in the region and internationally.

**Functions:**

- Drafts laws, regulations, and binding legal instruments required for transitional governance
- Coordinates with the Judicial Board, courts, municipalities, and public institutions on the implementation and interpretation of transitional legal frameworks
- Supports codification of legal protections related to property rights, civil status, and residency documentation



- Advises on transitional justice processes, legal safeguards for vulnerable groups, and institutional integrity
- Reviews and standardizes regulations across GITA institutions to ensure legal consistency and due process

**Relationship:**

- Works with the Legal Affairs Office in the Executive Secretariat and submits finalized legal instruments to the GITA International Board for ratification
- Ensures that the Executive Authority, municipal bodies, and oversight commissioners operate within the bounds of GITA's legal mandate
- Provides legal oversight for the Property Rights Preservation Unit, in coordination with the PEA and the Judicial Board
- Advises the GITA Chairman and Executive Secretariat on legal risks, constitutional boundaries, and inter-agency legal alignment

**D. Security Oversight**

**Role:**

The Security Oversight Commissioner provides unified civilian oversight of all internal and external security operations during the transitional period, whilst leaving operational decision making in the hands of the designated bodies charged with that responsibility. This includes broad policy oversight of the Palestinian Civil Police, the International Stabilisation Force (ISF), the Executive Protection Unit (EPU), and the Joint Security Coordination Centre (JSCC). The Commissioner ensures that all GITA-authorized security actors operate within a coherent legal, institutional, and operational framework, consistent with international law and GITA's transitional mandate.

**Functions:**

- Supervises the performance, mandates, and coordination of the ISF, Civil Police, and EPU
- Chairs the Joint Security Coordination Centre (JSCC), GITA's primary platform for operational integration, deconfliction, and joint planning
- Establishes and enforces rules of engagement, use-of-force standards, and public order protocols
- Coordinates with the Palestinian Authority on security sector reform (SSR), disarmament, demobilization, and reintegration (DDR)
- Ensures protection of humanitarian corridors, reconstruction sites, and sensitive infrastructure
- Advises the GITA International Board on security risks, institutional performance, and escalation thresholds

**Joint Security Coordination Centre (JSCC)**

The JSCC is GITA's central hub for inter-agency security coordination. It supports integrated planning, incident response, and information flow across GITA-authorized forces, while ensuring political neutrality and adherence to international norms.

**Functions:**

- Coordinates day-to-day operational planning across the ISF, Civil Police, and EPU
- Manages real-time deconfliction for humanitarian access, emergency response, and infrastructure protection
- Facilitates intelligence-sharing and common situational awareness among security actors
- Serves as the tactical interface with humanitarian coordination teams when security concerns affect aid delivery

**Composition:**

- Chaired by a liaison officer appointed by the Security Oversight Commissioner
- Includes permanent representatives from:
  - ISF Command
  - Civil Police Command
  - Executive Protection Unit (EPU)
  - Executive Secretariat (observer role)
- May include rotating observers from humanitarian or reconstruction security mechanisms

**Operational Status:**

- Operates as a coordination platform, not a command structure
- Reports to the Security Oversight Commissioner and may escalate unresolved matters to the GITA Board

**Relationship:**

- Exercises institutional oversight of all GITA security actors and mechanisms
- Works in continuous coordination with the Executive Secretariat, Judicial Board, and Legal Oversight to ensure security operations respect legal and human rights standards
- Coordinates with Reconstruction and Humanitarian Supervision to safeguard public safety in critical recovery zones
- Maintains accountability to the GITA International Board for overall security coherence, compliance, and performance

*For GITA's coordination with external security actors, including the Governments of Israel and Egypt and international partners such as the United States, see Section 4: Security Coordination.*

## **E. PA Coordination Supervision**

### **Role:**

Supports institutional coordination between GITA and the Palestinian Authority (PA) in areas of shared technical relevance, with the aim of promoting coherence in reform efforts, governance standards, and service delivery systems. The function facilitates information-sharing, policy alignment, and practical cooperation where appropriate, without affecting the independent mandate and transitional responsibilities of GITA. It should serve to ensure that the decisions of GITA and those of the PA are, so far as possible, aligned and consistent with the eventual unifying of all the Palestinian territory under the PA.

### **Functions:**

- Serves as the designated liaison channel between GITA and the Palestinian Authority at both strategic and technical levels
- Facilitates practical cooperation between GITA institutions and PA entities in areas such as civil service development, justice sector reform, and financial management
- Coordinates participation of PA institutions in service delivery or reform programs where appropriate and operationally feasible
- Supports the development of joint reform benchmarks, capacity assessments, and institutional roadmaps for future reintegration
- Advises on the design of a phased handover strategy, including legal compatibility, staffing transition, and continuity of governance systems
- Tracks PA reform efforts in coordination with international donors, financial institutions, and Arab partners engaged in Palestinian institutional development

### **Relationship:**

- Reports directly to the GITA International Board
- Coordinates with all supervisory commissioners, particularly in the areas of Legal, Humanitarian, and Economic oversight
- Interfaces with the Executive Secretariat, the Planning and Performance Unit, and the Chairman's Strategic Secretariat to ensure integrated reform planning
- Engages regularly with vetted PA institutions, reform teams, and external partners to promote alignment, reduce duplication, and prepare for eventual reintegration

## **IV. Gaza Investment Promotion and Economic Development Authority (GIPEDA)**

**Role:** Principal body responsible for investment promotion, economic planning, and the development and oversight of Gaza's strategic reconstruction and growth zones, including housing, infrastructure, and industrial development. GIPEDA is a commercially driven authority, led by business professionals and tasked with generating investable projects with real financial returns.

### **Functions:**

- Oversees the design, packaging, and delivery of high-impact investment projects, including housing schemes, major infrastructure, and Special Economic Zones (SEZs)

- Leads on structuring Public-Private Partnerships (PPPs) and blended finance instruments that generate long-term, commercially viable returns
- Regulates foreign and domestic investment flows and provides investor facilitation and protection services
- Manages investment portfolios and coordinates with donors, sovereign wealth funds, and DFIs
- Provides guarantees and risk mitigation mechanisms to attract private capital
- Leads cross-sector economic planning in alignment with GITA's reconstruction and development framework

**Relationship:**

- Reports directly to the GITA International Board, bypassing the Executive Secretariat
- Absorbs all prior roles and responsibilities of the Investment Supervision pillar
- Coordinates with the Executive Secretariat on operational execution, permitting, and institutional logistics
- Works in direct partnership with technocratic ministries, municipal authorities, and private sector developers

**V. GITA Grants and Finance Accountability Facility (GFAF)**

**Role:**

A neutral, technically managed funding facility to receive, hold, and disburse all grant-based contributions to GITA-related programs, ensuring full transparency, independent oversight, and donor confidence.

**Functions:**

- Serve as the fiduciary platform for all international donor grants to GITA and Gaza
- Maintain segregated accounts for humanitarian, reconstruction, and governance financing streams
- Ensure compliance with international standards for public financial management (PFM)
- Provide external reporting to the GITA Board, donors, and the UN Security Council
- Administer third-party audit frameworks in partnership with the World Bank, Norway, or other neutral institutions

**Structure & Oversight:**

- Operates independently, under delegated fiduciary authority from the GITA Board
- Managed by a qualified third-party fiduciary agent (e.g. World Bank or credible neutral third party country-administered fund)
- Provides monthly reporting to the Board and quarterly transparency disclosures to all donors

## 2. Palestinian Executive Authority (Service Delivery Arm)

### **Role:**

Deliver essential public services under the authority of the Gaza International Transitional Authority (GITA) through a nonpartisan, professional administration. The Technocratic Ministries operate as the main service delivery engine in Gaza during the transitional period and are guided by principles of integrity, efficiency, and public accountability.

### **A. Leadership Structure:**

The service delivery system is headed by a Palestinian Chief Executive Officer (CEO), formally appointed by the GITA International Board. The CEO oversees the full portfolio of technocratic ministries and reports to the Executive Secretariat. The CEO is responsible for ensuring professional, neutral, and efficient service delivery in accordance with GITA's transitional governance framework.

PEA departments — including health, education, infrastructure, planning, and finance — are led by directors who are nominated by PEA CEO and submitted for formal appointment by the GITA International Board. The CEO leads the identification and vetting process, ensuring candidates meet standards of technical competence, integrity, and neutrality. The GITA Board then reviews and confirms appointments to safeguard institutional legitimacy and independence. All department heads are subject to performance review and can be dismissed or replaced in accordance with transitional governance procedures.

### **Functions:**

- Administer the public healthcare system, including hospitals, primary care clinics, vaccination programs, and emergency response units
- Operate the education system across all levels, including curriculum reform, teacher recruitment and training, school reconstruction, and digital education platforms
- Rebuild and manage critical infrastructure such as power generation and distribution, water supply and desalination, wastewater treatment, solid waste management, and transportation networks
- Oversee financial governance, including public budgeting, payroll systems, taxation administration, and financial transparency mechanisms
- Manage labour market policies, including employment services, workforce training, labour rights enforcement, and public employment programs
- Deliver justice sector services such as civil and criminal courts, legal aid, judicial administration, and regulatory oversight of the legal profession
- Implement digital government services and identity systems, including civil registry management and digital platforms for licensing and permits
- Support housing reconstruction and urban development planning through coordination with planning authorities and municipalities
- Administer social protection programs, including cash assistance, food subsidies, and services for vulnerable populations such as orphans, widows, and persons with disabilities
- Facilitate economic service delivery, including business licensing, trade facilitation, customs administration, and SEZ coordination with GIPEDA.

- Oversee public health promotion, gender inclusion programs, and anti-corruption initiatives as mandated by GITA's legal and ethical standards

**Relationship:**

- Reports to the Executive Secretariat, which monitors institutional performance and strategic alignment
- Operates within frameworks and regulations set by relevant Oversight Commissioners, including Humanitarian, Reconstruction, Legal, and Economic supervision
- Coordinates with the Executive Secretariat's Planning and Performance Unit for budgeting, results monitoring, and policy delivery

**B. Gaza Municipalities**

**Role:**

Municipalities are responsible for delivering core local services, maintaining urban infrastructure, and facilitating community engagement throughout Gaza. During the transitional period, municipal governance operates under the authority of GITA, in accordance with transitional public service standards and institutional integrity benchmarks.

**Functions:**

- Deliver essential local services including water, sanitation, waste management, road maintenance, and public hygiene
- Administer local licensing, inspection, and regulatory functions in coordination with technocratic ministries
- Support civil protection, community policing, and disaster response at the municipal level
- Operate citizen-facing platforms for service feedback, local engagement, and grievance resolution
- Coordinate with humanitarian actors, reconstruction planners, and line ministries on integrated local delivery

**Relationship:**

- Operate under the administrative oversight of the Executive Secretariat
- All mayors and senior municipal administrators are nominated by the Palestinian Executive Authority and formally appointed by the GITA International Board
- Appointees must meet strict standards of political neutrality, professional qualification, and public service integrity
- Municipal structures may be retained, restructured, or replaced by GITA based on service performance and compliance with transitional governance norms
- A framework for future local elections will be developed by GITA in coordination with trusted international partners to support legitimacy and institutional continuity

### C. Gaza Civil Police Force

**Role:**

The Gaza Civil Police Force is a nationally recruited, professionally vetted, and nonpartisan policing body responsible for maintaining public order, protecting civilians, and enforcing transitional laws under the supervision of GITA. It serves as the primary law enforcement agency in Gaza's urban and municipal environments and plays a central role in restoring community security and legal credibility during the transition.

**Functions:**

- Provides day-to-day civilian policing and visible law enforcement in urban, municipal, and camp areas
- Maintains public order during events, protests, and social tensions
- Conducts crime prevention, investigation, and referral to the Public Prosecution Office
- Supports the enforcement of civil and administrative regulations issued under GITA's legal framework
- Collaborates with the Judicial Board to ensure proper execution of court orders and detention procedures
- Coordinates with local municipalities and service providers on community safety, traffic control, and public complaint mechanisms
- Participates in joint operations with the ISF when public safety or operational overlap requires escalation

**Relationship:**

- Reports institutionally to the Palestinian Executive Authority, which oversees staffing, training, deployment, and disciplinary processes
- Coordinates operationally through the Joint Security Coordination Centre (JSCC) to ensure alignment with the International Stabilisation Force (ISF) and Executive Protection Unit (EPU)
- Subject to regulatory oversight by the Security Oversight Commissioner in matters related to force protocols, escalation procedures, and multi-agency security posture
- Collaborates with the Judicial Board on legal procedures and with the Executive Secretariat on administrative policy, data systems, and performance evaluation

### D. Judicial Board

**Role:**

Oversees the integrity, independence, and performance of the judicial system during the transitional period. Provides institutional oversight of the Courts and Public Prosecution Office to ensure due process, legal compliance, and justice sector reform.

**Composition:**

- Chaired by a reputable Arab jurist, preferably Palestinian
- Includes 5–7 members drawn from regional and international legal communities
- Appointed by the GITA International Board in consultation with the Legislative and Legal Supervision Commissioner

**Supervised Entities:**

**1. Courts and Judicial Services**

- Operate civil, criminal, and administrative courts across Gaza
- Ensure due process, impartial adjudication, and timely access to justice
- Manage court infrastructure and digital case management systems

**2. Public Prosecution Office**

- Conducts criminal investigations
- Prosecutes offenses under GITA's legal framework
- Ensures legal compliance and prosecutorial integrity

**Coordination:**

- Closely coordinated with the Legislative and Legal Supervision pillar for statutory drafting, judicial reform, and transitional justice mechanisms
- Submits regular reports to the GITA Board on judicial performance, reform benchmarks, and institutional independence

**E. Property Rights Preservation Unit**

**Role:**

To ensure that any voluntary departure of residents from Gaza during the transitional period is documented, legally protected, and does not compromise the individual's right to return or retain property ownership. This function is administered by the Palestinian Executive Authority (PEA) and supported by GITA through coordination and legal safeguards. GITA does not facilitate or endorse population relocation but ensures that all voluntary movement is conducted in accordance with international law and rights protections.

**Functions:**

- Registers and certifies voluntary movement decisions by individuals or families
- Ensures documentation of land tenure, housing rights, and property claims prior to departure
- Issues protected departure certificates guaranteeing future return rights and restitution eligibility
- Coordinates with external actors involved in voluntary movement to ensure adherence to human rights and international legal standards
- Works in consultation with the Judicial Board and Legislative and Legal Supervision pillar to codify legal protections and transitional property claims



### 3. International Stabilisation Force (ISF)

#### Role:

The ISF is an internationally mandated, multinational security force established to provide strategic stability and operational protection in Gaza during the transitional period. It ensures border integrity, deters armed group resurgence, protects humanitarian and reconstruction operations, and supports local law enforcement through coordination—not substitution.

#### Functions:

- **Border and Perimeter Security:** Secures Gaza’s international crossings, coastal approaches, and perimeter zones in coordination with relevant regional stakeholders.
- **Counterterrorism and High-Risk Threat Response:** Conducts targeted operations to prevent the resurgence of armed groups, disrupt weapons smuggling, and neutralize asymmetric threats to public order and institutional functions.
- **Infrastructure and Humanitarian Protection:** Guards key reconstruction sites, humanitarian access corridors, logistics hubs, and facilities vital to service delivery and recovery.
- **Support to Palestinian Civil Police:** Provides backup to the locally recruited Palestinian Civil Police during major incidents, mass events, or coordinated operations, particularly in high-risk environments.

#### Structure and Deployment:

- The ISF is composed of units contributed by participating states under a unified multinational command, operating under GITA authorization.
- It is not integrated with the Palestinian Civil Police but works alongside it through structured coordination mechanisms.
- ISF personnel are deployed in mobile task units responsible for:
  - Border operations
  - Strategic protection zones
  - Crisis response deployments

#### Relationship:

- Operates independently but is embedded within the Joint Security Coordination Centre, where it liaises with the Security Oversight Commissioner, the Executive Secretariat, and the Palestinian Civil Police.
- The ISF’s operations are governed by rules of engagement consistent with international humanitarian law and under the legal framework jointly agreed by GITA and the contributing nations to the ISF.

### 4. Security Coordination

GITA’s security coordination model is designed to balance operational efficiency, institutional oversight, and strategic diplomacy in a highly sensitive regional environment. Effective coordination with external actors—including the Governments of Egypt and Israel, and international partners such as the United States—is essential to maintain border security, ensure humanitarian access, and prevent escalation.

#### A. Operational Coordination

The International Security Force (ISF) leads tactical coordination at Gaza's external crossings and perimeter zones. This includes:

- Movement approvals for humanitarian and reconstruction convoys
- Incident deconfliction and emergency response
- Liaison with Israeli and Egyptian security forces at the field level
- Direct coordination through embedded liaison officers and agreed security protocols

All ISF coordination is governed by the rules of engagement jointly agreed with GITA and integrated through the Joint Security Coordination Centre (JSCC) to ensure alignment with Palestinian Civil Police operations, humanitarian agencies, and GITA leadership.

#### B. Institutional Oversight

The Security Oversight Commissioner is responsible for:

- Maintaining policy-level coordination frameworks with external governments and agencies
- Overseeing rules of engagement, protocols, and inter-agency security architecture
- Ensuring compliance with GITA's legal mandate and transitional governance standards

#### C. Strategic Engagement

The Chairman of the Board retains overall political responsibility for GITA's external security posture. The Chairman:

- Leads strategic engagement with Israel, Egypt, the United States, and other international stakeholders on security access, force posture, and crisis resolution
- Serves as the principal escalation channel for high-risk incidents that exceed the scope of operational actors
- Ensures that GITA's security diplomacy is aligned with its broader political, legal, and humanitarian objectives

## Annex I- GITA Phased Costing Model

This budget represents a three-year phased costing model for the Gaza International Transitional Authority (GITA), structured to reflect the institution's staged deployment across strategic governance, oversight, and public service functions. The model is denominated in USD and was developed using international comparative benchmarks, adapted to GITA's transitional mandate and Gaza-specific constraints.

### Methodology Overview

#### 1. Functional Mapping

All institutional components defined in the GITA organizational structure were mapped into 12 major budget categories, including central governance, executive oversight, service delivery, judiciary, municipal support, and external field operations.

#### 2. Phased Deployment Logic

Costs are distributed across three phases:

- **Year 1: Interim Setup** – Partial deployment via forward coordination cells (e.g., El Arish), remote policy hubs (Amman/Cairo), and limited presence in Gaza.
- **Year 2: Partial Deployment** – Core governance structures and key service arms begin scaling up inside Gaza.
- **Year 3: Full Operationalization** – All components reach steady-state implementation with local, Gaza-based capacity.

#### 3. Comparative Benchmarks

Cost assumptions were derived from:

- UNMIK (Kosovo), UNTAET (East Timor), and other transitional administrations
- Small-state institutional budgets (e.g., Singapore, Timor-Leste, PA ministries)
- Historical Gaza/West Bank sectoral cost models from UNRWA, PA, and World Bank data

#### 4. Excluded Costs

- The **International Stabilisation Force (ISF)** is treated as an externally funded multinational security mechanism and **excluded** from GITA's core operating budget.
- Capital reconstruction costs (housing, infrastructure) and humanitarian aid are assumed to be budgeted through **donor programs** and **GFAF-managed grants**.

#### 5. Treatment of GFAF

The **GITA Grants and Finance Accountability Facility (GFAF)** is costed under central governance, covering fiduciary oversight, disbursement operations, and independent audit functions.

### Assumptions & Notes

- Figures are rounded and expressed in **millions USD** for clarity.
- Personnel and operating costs assume a hybrid of local, regional, and international staffing norms.
- Institutional contingency reserve covers legal liabilities, currency volatility, and surge costs.

<b>Budget Category</b>	<b>Year 1</b>	<b>Year 2</b>	<b>Year 3</b>
GITA International Board & Chairman Secretariat	5	6	7
Executive Secretariat & Central Units (incl. Legal, Planning, PEABU, FMU)	8	10	12
Oversight Commissions (6 pillars)	6	7	8
GITA Grants and Finance Accountability Facility (admin + audit costs only)	3	3.5	4
Gaza Investment Promotion and Economic Development Authority (core operations, staffing, legal)	5	6	7
Technocratic Departments (PEA core service delivery)	25	55	75
Gaza Municipalities (service support, equipment)	5	8	10
Gaza Civil Police Force	15	18	20
Judicial Board & Courts	5	6	7
Property Rights Preservation Unit	2	3	4
External Bases (El Arish, Amman/Cairo, other places)	6	4	2
Institutional Contingency Reserve	5	7	8
<b>TOTAL</b>	<b>90</b>	<b>133.5</b>	<b>164</b>

Annex II- GITA Organisational Chart

