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AN INVESTIGATION OF THE APPLICABILITY OF PUBLIC PRIVATE
PARTNERSHIPS (PPPs) IN THE GAZA STRIP RECONSTRUCTION AND
DEVELOPMENT, AFFORDABLE HOUSING PROJECTS

التحقق من إمكانية تطبيق الشراكة بين القطاعين العام والخاص في إعادة إعمار وتطوير قطاع
غزة،

مشاريع السكن الملائم

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بِسْمِ اللَّهِ الرَّحْمَنِ الرَّحِيمِ

"وانزل الله عليك الكتاب والحكمة وعلمك ما لم تكن تعلم

وكان فضل الله عليك عظيما"

صِدْقُ
الْعَظِيمِ

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Dedication

To My father and mother for their endless support

To my wife for her unlimited encouragement

*To my children (Abdullah, Baraa and Leyan) who
were missing my direct care during my study.*

*To all my brothers, sisters, colleagues and friends for
their sustainable support*

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Abstract

Public sector in many countries, calls the private sector to meet the needs of diverse service to the community projects, such as housing, communications, energy, health, education, transportation, etc., for several reasons, including poor funding, lack of capabilities, expertise, search for creative solutions, and other many reasons. The kinds of contract that deployed in the recent period are contracts of Public Private Partnerships (PPPs), which represents the contribution of both parties in resources, expertise, and distribution of risks for optimal implementation of the communities' service projects.

This study aims to identify the potential application of this concept in the affordable housing projects in the Gaza Strip, where the sector is suffering from a severe crisis due to the natural population growth, in addition the lack of housing units due to last war on Gaza and the previous destruction of many houses.

However, affordable housing is not a luxury but a necessity, and may be considered one of the most important needs for the communities. Little studies have been done in this field in Gaza Strip, in particular PPPs affordable housing projects.

This study included literature review as first stage. Second stage was done by conducting semi-structured interviews. Third stag used a questionnaire; 45 sub factors were identified and grouped into five main groups. The fourth stage was achieved by developing a Framework based on the findings.

It was concluded that the most important main factors affecting the applicability of PPPs affordable housing projects are; political stability and support, stable macro-economic environment, housing project Affordability (cost, rental, space, capacity, etc.), robust and clear agreements, profitability to the private sector.

The proposed Framework was built based on the literature review, interviews and questionnaires distributed. The proposed Framework underwent a validation and presented the main appropriate stages for PPP affordable housing projects in the Gaza Strip.

Important recommendations for the main actor's influencing PPPs housing projects were presented. To use the developed Framework by public and private sectors and to take the initiative for starting the implementation of the PPP affordable housing projects were the most important recommendations.

ملخص البحث

يلجأ القطاع العام في بعض الدول أحياناً للإستعانة بالقطاع الخاص لسد الحاجات الخدمية المختلفة للمجتمع من مشاريع إسكان، إتصالات، طاقة، صحة، تعليم، مواصلات وغيرها، وذلك لعدة أسباب منها ضعف التمويل، قلة الإمكانيات والخبرات، البحث عن حلول إبداعية وغيرها من الأسباب العديدة.

ومن الصور التي باتت منتشرة في الفترة الإخيره، هي عقود الشراكة بين القطاعين العام والخاص، بحيث يساهم كلا منهما بما يملك من موارد، خبرات وتوزيع للمخاطر للوصول لأفضل تنفيذ للمشروع الخدمي للمجتمعات.

تهدف هذه الدراسة، التعرف على إمكانية تطبيق مفهوم الشراكة بين القطاعين العام والخاص في مشاريع السكن الملائم بقطاع غزة، حيث يعاني القطاع من أزمة شديدة في السكن نظراً للحاجة والنمو الطبيعي للسكان وما تراكم من دمار جراء الحرب الأخيرة وما سبقها من تدمير للعديد من المنازل في القطاع.

على الرغم من أن السكن الملائم لا يعد ترفاً بل ضرورة، ويمكن أن يعتبر واحد من أهم حاجات المجتمعات، إلا أن الدراسات حول مشاريع الإسكان الملائم مازالت قليلة في قطاع غزة، وخصوصاً مشاريع الإسكان الملائم بنظام الشراكة بين القطاعين العام والخاص.

إشتملت هذه الدراسة على عدة مراحل من البحث لتحقيق هدف البحث الرئيسي. كانت المرحلة الأولى عبارة عن مراجعة الأدبيات السابقة، حيث قام الباحث بإستعراض ومراجعة للعديد من الأبحاث في عدد من بلدان العالم كما قام أيضاً بمراجعة الخبرة المحلية الفلسطينية في هذا المجال وذلك من أجل التحقيق في جميع العوامل المؤثرة على المشاريع الإسكان الملائم بنظام الشراكة. المرحلة الثانية إشتملت على إجراء مقابلات، حيث قام الباحث بتصميم أسئلة المقابلة لتكون مرحلة تسبق عملية الإستبيان. المرحلة الثالثة وإشتملت على توزيع الإستبيان، تم تحديد 45 من العوامل الفرعية ومجموعة في خمسة مجموعات رئيسية. ثم في المرحلة الرابعة تم وضع وتطوير نموذج مقترح استناداً إلى النتائج التي تم الحصول عليها.

خلصت الدراسة إلى أن أهم العوامل الرئيسية التي تؤثر في إمكانية تطبيق مشاريع الإسكان الملائم بنظام الشراكة هي، الدعم والاستقرار السياسي، بيئة إقتصادية مستقرة، ملائمة المشروع الإسكاني من حيث: (التكلفة، الإيجار، المساحة، الإستيعاب، إلخ)، إتفاقية قوية وواضحة والإمكانية الربحية للقطاع الخاص.

إعتمد بناء النموذج المقترح على دراسة الأدبيات السابقة، المقابلات الشخصية والإستبيانات الموزعة. خضع النموذج المقترح لعملية التحقق من الصحة والتصديق، وعرض النموذج المقترح لأهم المراحل الرئيسية المناسبة لمشاريع الإسكان الملائم لقطاع غزة.

تم تقديم توصيات هامة للاعبين الرئيسيين في التأثير على مشاريع الإسكان بنظام الشراكة. وكان من أهم التوصيات هو إستخدام القطاعين العام والخاص للنموذج الذي تم تطويره، وأخذ زمام المبادرة للبدء في تنفيذ مشاريع الإسكان بنظام الشراكة.

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List of abbreviations

4Ps	Public Private Partnership Programme
AMAL	Affordable Mortgage and Loan Program
BAFO	Best and Final Offer
BLT	Build Lease Transfer
BOO	Build Own Operate
BOT	Build Operate Transfer
CHF	Cooperative Housing Foundation
CIC	Construction Industry Council
CIF	Construction Industry Federation
CMA	Capital Markets Authority
CSF	Critical Success Factor
CSS	Critical Success Sub Factor
DB	Design - Build
DBB	Design-Bid-Build
DBFO	Design Build Finance and Operate
DBO	Design-Build-Operate
EC	European Commission
EU	European Union
FM	Facilities Management
GDP	Gross Domestic Product
GNP	Gross National Product
IUG	Islamic University - Gaza
MENA	Middle East and North Africa
NEDP	National Economic Dialogue Program
Nepad	New Partnership for Africa's Development
MoA	Ministry of Agriculture
MoF	Ministry of Finance
MoNE	Ministry of National Economy
MoP	Ministry of Planning
MPWH	Ministry of Public Works and Housing
MoT	Ministry of Transportation

NRC	Norwegian Refugee Council
OECD	Organization for Economic Cooperation and Development
PA	Project Agreement
PAPP	Programme of Assistance to the Palestinian People
PECDAR	Palestinian Economic Council for Development and Reconstruction
PCU	Palestinian Contractors Union
PHC	Palestinian Housing Council
PFI	Private Finance Initiative
PIPA	Palestinian Investment Promotion Authority
PIPS	Project Information Procurement System
PSCC	Private Sector Coordination Council
PSI	Palestinian Standards Institute
PIEFZA	Palestinian Industrial Economic and Free Zones Authority
PMA	Palestine Monetary Authority
PNA	Palestinian National Authority
PPP	Public Private Partnership
PIF	Palestinian Investment Fund
PSB	Public Sector Benchmark
PSC	Public Sector Comparator
PSO	Private Sector Organization
RVI	Risk, Value and Innovation
UNDP	United Nations Development Programme
USSD	Shelter Sector Gaza Unified Shelter Sector Database

