RESILIENT RAMALLAH 2050
“WE HAVE ON THIS EARTH WHAT MAKES LIFE WORTH LIVING”

Mahmoud Darwish
LETTER FROM HIS EXCELLENCY
PRESIDENT MAHMOUD ABBAS

President of the State of Palestine

Ramallah witnessed vast urbanization in the past decade, through the willingness and efforts of both its people and institutions. These efforts helped Ramallah become selected as a proud member of the global 100 Resilient Cities network. Ramallah is well situated to lead the resilience efforts in our evolving state, as part of our work to achieve our full independence and self-determination. Membership of the network signifies a shift in establishing a vital multi-disciplinary tactic to proactively cope, adapt and transform against the shocks and stresses Palestinian cities may encounter.

Through its history, culture and architecture, every aspect of Ramallah is evidence of its resilience. Ramallah city is persistently overcoming obstacles, whilst transitioning with innovation and creativity. Nowadays, the challenges facing our urban condition are different and frequently altering. Therefore, in times of limited resources, building urban resilience to equip the city from the social, environmental and economic aspect is needed like no other time before.

Ramallah now requires excellence in social and institutional transformation by employing resilience thinking in all of its operations. Involvement in this project will unite efforts, and foster energies through the new resilience global network.

We commend Ramallah Municipality – represented by its Mayor Mousa Hadid and its Municipal Council, staff, 100RC and the resilience team, all partners, and Ramallah citizens – for actively participating in the development of Resilient Ramallah 2050. The Office of the President and the Government of Palestine will provide all possible support needed to facilitate the strategy implementation, in preparation for its expansion in other Palestinian cities, and on the top is “The Jewel of the Crown”, our capital, Jerusalem. In this regard, we ask all local and international partners to provide support to translate this strategy into actions on the ground to benefit our people. This is a step further in the process of building our necessary state institutions, and in support to end occupation and achieve independence and freedom for our people.
LETTER FROM HIS EXCELLENCY
RAMI HAMDALLAH
Prime Minister of the State of Palestine

This is a great opportunity for Ramallah and Palestine to integrate resilience thinking into our development paradigm, especially in our efforts to achieve a sustainable and viable Palestinian economy and overall development.

The release of Resilient Ramallah 2050 will help our efforts to reduce our dependency on others and contribute to a more holistic and integrated development in Palestine. We will make all efforts to capitalize on Ramallah’s excellent work to date and we will provide all possible support needed to achieve the resilience vision of Ramallah as a leading example in local government development.

We congratulate Ramallah municipality represented by its Mayor Mousa Hadid and its municipal councils, city director and staff, the Resilience team represented by Dr Shaheen, 100 Resilient Cities and their partners for this excellent achievement. We look forward to putting this strategy into actions that can have positive impact on Palestinian people in Ramallah and Palestine.

LETTER FROM HIS EXCELLENCY
HUSSEIN AL-ARAJ
Minister of Local Government

Resilient Ramallah 2050 is truly forward-thinking, seeking to positively influence the resilience of Ramallah and its surroundings, and in doing so will provide an inspiring model for other cities in Palestine. The strategy will allow us to deal more effectively with a range of challenges associated with rapidly growing cities, as well as build resilience to external pressures that undermine Palestine’s stability and can drive internal migration, overcrowdedness, and socioeconomic inequality. These challenges have been addressed creatively in this strategy.

Finally, I would like to thank all teams who participated in completing this strategy, including the Ministry of Local Government, Ramallah Municipality, and the project’s Steering Committee members. Special thanks must also go to 100 Resilient Cities, which has provided significant support and facilitated access to a range of international experts who helped in the technical development of this strategy.
Welcome to our dynamic, vibrant and optimistic city of Ramallah!

It has been a tremendous privilege for our city to join the 100 Resilient Cities network. It has allowed city leaders to come together with a wide range of citizens representing many different sectors and walks of life, applying new thinking to the challenges facing our city. Together, we have considered the question: what actions must we take to ensure our city is truly resilient by 2050 and beyond?

Despite the complex political challenges facing our city, Ramallah has always stayed optimistic. Our city can provide an illuminating example for other cities – not only have we survived complex challenges presented by Israeli occupation – but we have witnessed rapid growth that is improving quality of life for many of our people, in difficult conditions. Despite these successes, we continue to strive for a better future.

Applying a resilience lens – where we consider the interactions between the acute shocks and chronic stresses that Ramallah may face – has helped us to identify new, collaborative ways of working that can help improve the lives of all Ramallites. Our work to date has also emphasized the important role Ramallah Municipality has in leading the charge of building resilience within the city, our region, and potentially even at the national level. This has evolved gradually not only through producing this strategy document, but also in integrating the work across the different departments and sectors in the city.

I would like to seize the opportunity to invite you all to come and visit our vibrant and hospitable city, to enjoy its food, culture, history, and to socialize with our hospitable citizens. We welcome new partnerships based on mutual respect and interests – in Ramallah you will find open hearts, minds, and a culture of welcoming and respecting others.

Finally, I would like to thank all local citizens, partners and experts who participated actively in the development of this strategy. In addition to the resilience team led by Dr Mohammad Shaheen, this includes the steering committee represented by his Excellency Dr Hussein Alaaraj (Minister of Local Government), the Advisory Committee, Municipal Council and staff, City Director, members of working groups, and all those who contributed to our numerous workshops and other events. With our great local and international partners, we are committed to turning this strategy into reality.
Our vision for a Resilient Ramallah in 2050:

We are optimistic, sustainable, inclusive, proud of our own culture and in control of our own destiny.
It gives me great pleasure to welcome you to Resilient Ramallah 2050. This is our city’s first ever comprehensive resilience strategy, which lays out a vision for a sustainable and optimistic city that is resilient to any challenge it may face.

Although Ramallah is a relatively small city in size and population, we have been able to grow, thrive and become a model city in Palestine and the region. Ramallah has managed to demonstrate resilience despite conflict and continuous political and environmental stresses. The importance of this Strategy is to join forces under a common vision and framework, integrating efforts to achieve benefits that may not be possible through working separately.

As our city grows, the challenges we face become increasingly interconnected. The growth of Ramallah as a center for employment presents not only a huge opportunity, but also significant challenges for mobility and service provision that extend beyond municipal borders. Additionally, our city relies almost entirely on water and energy resources controlled by Israel, leaving us vulnerable to supply disruptions.

Addressing these and other challenges requires us to rethink our ways of working, embracing new kinds of collaboration across sectors and levels of government. As someone who has spent his career working as a public health professional, but without a background in urban planning, I have learnt so much from collaborating with others and considering different perspectives on how to realize Ramallah’s amazing potential. This also requires us to listen to community members who bear the consequences – positive or otherwise – of many of the decisions we make about our city.

It is in this spirit that we have identified the 37 tangible resilience-building actions outlined in this strategy. These are distinct, yet connected actions to be delivered over different spatial scales and timeframes. This includes a mix of ‘quick win’ actions (which involve building on our strengths and scaling up current efforts to achieve immediate benefits) and longer-term actions with the potential to be truly transformative for the resilience of Ramallah and its surroundings. While Ramallah Municipality will take a leading role in implementing many of the actions, all actions will require collaboration and some will be led by other partners.

I cannot emphasize enough the role of Ramallah citizens in the journey to date – this Strategy benefits from the insights of numerous city professionals who are already working to make Ramallah more resilient. This includes the Ramallah Mayor Eng Mousa Hadid; City Director Ahmad Abu Laban; Ramallah Municipal Council members; the Governor of Ramallah and Al-Bireh District; Directors of the departments and staff within Ramallah Municipality; the public and private sectors; the many Non-Governmental Organizations (NGOs) currently implementing resilience-building projects within Ramallah and its surroundings, and the unconditional support of Dr Hussein Ala’raj, the Minister of Palestinian Local Government.

We have also drawn on significant support and expertise from around the world. This pioneering work would not have been possible without unconditional support from 100 Resilient Cities, as well as our Strategy Partner, AECOM.

To support our Resilient Ramallah vision we will take action in three strategic directions:

**Regaining Control**

We will foster a culture of self-determination and build the self-sufficiency of our city and its people

**Responsive Governance**

We will renew our governance structures to increase transparency, collaboration, evidence-based decision making, and meaningful community engagement

**Realising Potential**

We will build prosperity by making the most of our city’s unique mix of cultural, intellectual, physical and natural assets
100 Resilient Cities – Pioneered by the Rockefeller Foundation (100RC) is dedicated to helping cities around the world become more resilient to the physical, social and economic challenges that are a growing part of the 21st century.

Each city in the network is committed to developing strategies to improve their resilience and sharing best practice.

**Collaborating with**
- Pittsburgh - Creating spaces for people
- Byblos - Protecting and honoring cultural assets
- Athens Migration Exchange - collaborating with Los Angeles, Medellin, Montreal, Paris, Thessaloniki, Amman and Athens

**Inspiration from**
- San Francisco - Affordable housing bonus program
- Rotterdam - Cooperation between infrastructure providers
- Wellington - Business continuity planning
- Innovation from Melbourne - Innovative insurance

**Key**
- Ramallah
- 100RC network cities referenced in this strategy
- 100RC network cities
- 100RC network cities participating in the Athens Migration Exchange
WHAT DO WE MEAN BY RESILIENCE?

Urban resilience describes the capacity of individuals, communities, institutions, businesses, and systems within a city to survive, adapt, and grow no matter what kinds of chronic stresses and acute shocks they experience.

Resilient Ramallah 2050 considers how shocks that affect us on a short time-scale can interact with the chronic stresses that weaken the fabric of our city on a day-to-day or cyclical basis. By addressing these interactions and finding ways to better meet the needs of communities in good times, we also improve our ability to respond to, and bounce back from, a range of disruptive events.

100RC has assisted Ramallah in many ways:

- Funding the role of a Chief Resilience Officer (CRO) in Ramallah Municipality to coordinate our resilience-building efforts
- Offering expert support through partner organisations to deliver this strategy and support engagement with Ramallah citizens
- Connecting Ramallah through a global network of peer cities to share ideas and solutions – this includes participating in annual summits with the CROs of all other cities in the network, as well as more targeted exchange events, such as a Migration Exchange in Athens
- Access to the 100RC Platform – a group of leading service providers who so far have offered preliminary, in-kind support around issues of water and wastewater management in Ramallah.

You will find these icons throughout this document where specific shocks and stresses are referenced:

Cross-cutting - applies across many shocks and stresses

Acute shocks facing Ramallah include:
- Earthquakes
- Snowstorms
- Water Shortage
- Constrained Land
- Poor Integration
- Blackouts
- Income Inequality
- Displacement
- Violence
- Climate Change
- Conflict
- Population Growth
- Pollution

Chronic stresses facing Ramallah include:
- Insecurity
- Poor Community Engagement
- Costs of Living
- Traffic
- Infrastructure
- Environment
- Economy
- Agriculture
Increasing value through the City Resilience Framework (CRF) and “resilience lens”

Resilient Ramallah 2050 has benefited from a range of valuable tools that help cities prioritize their resilience challenges and opportunities, as well as increase the resilience value of potential actions:

• Cities throughout the 100RC network use the City Resilience Framework (CRF, below) to help them understand the complex and overlapping systems that contribute to their resilience. The CRF comprises four dimensions and 12 drivers that together illustrate what make a city resilient.

• The “resilience lens”, which we used to sharpen our thinking and inform the design of the specific resilience-building actions described from page 54 in this strategy.

• To apply the resilience lens, we asked if proposed actions:
  - Approach risks and vulnerabilities in a cross-sector and comprehensive way
  - Consider the impact of multiple shocks and stresses
  - Aim to support equitable outcomes
  - Incorporate the relevant qualities of resilient systems (shown opposite)
  - Use the ability and capacities of a broad group of stakeholders
  - Consider the possible consequences (direct and indirect) over different time scales
  - Consider regional, national and international implications.
Perched some 880m above sea level, Ramallah means God’s Hills in Arabic. It is a fitting name for the city that became the administrative center for the Government of the State of Palestine, the Palestine National Authority (PNA), in 1994.

Located approximately 16km north of Jerusalem in the Palestinian West Bank, Ramallah was originally established in the mid-1500s by the Haddadin family as a Christian village. It grew throughout the 17th and 18th centuries as a predominantly agricultural village, and by the mid-1800s, missionary groups had built different schools and churches. The demographics of our city changed as more people moved to the newly incorporated city in the early 1900s, attracted by high living standards that resulted from developing trade routes with the USA.

Since then, our prosperity, continuity and identity have been tested through separate periods of occupation and mass immigration. Today, the State of Palestine remains under Israeli occupation, meaning we lack control over Palestinian resources that are crucial for our resilience, including mobility, land, borders and water.

Despite these conditions, Ramallah is a proud, growing and cosmopolitan city. As the seat of the Government of the State of Palestine, our city is a base for many major organisations, including NGOs and banks. It is also home to a burgeoning arts and cultural scene. We are a city that embraces diversity, free exchange of ideas, creativity, and respects the human and cultural rights of its residents and visitors.

Ramallah also has an increasingly international outlook. Not only are we proud to be part of the 100 Resilient Cities network, but we also have formal connections with more than 30 cities from all over the globe, such as Toulouse in France, Johannesburg in South Africa, Trondheim in Norway and Amsterdam in Holland. Through these connections we seek to represent the voice of our city, share knowledge and help implement best practice initiatives for our citizens.

Major waves of immigration
1908 – Growth after Ramallah’s incorporation as a city
1948 war – Palestinian catastrophe (Alnakba) after Israel was established
1967 war – Military occupation of West Bank and Gaza Strip by Israel
1993 – Oslo Accords signed between Palestinians and Israelis and subsequent migration to the city
We have constrained mobility and access to resources

While Ramallah sits mostly within Area A (see opposite), the movement of people and resources between Ramallah, other Palestinian cities and the wider region is severely constrained by the belt of Areas ‘B’ and ‘C’ that surround our city, as well as the lack of control over borders. With requirement to pass through regular checkpoints and the risk of unexpected route closures, commuters regularly suffer long delays, and supply chains become disrupted with serious implications for business continuity.

Presently, we are almost entirely dependent on others for energy and water. Our electricity supply company, Jerusalem District Electricity Company (JDECo), does not possess any of its own power stations – it buys over 95% of electricity from the Israel Electricity Corporation, and the rest from Jordan. Similarly, access to water resources is controlled by Israel. Although the second Oslo Accord made provision for Palestinian access to the Mountain Aquifer, Article 40 requires Israeli approval for any proposed Palestinian water management measure or infrastructure project, which limits the development of new wells.

Waste is collected and sent to a distant landfill. This is expensive, the facility is nearing capacity and road closures can disrupt access. There is also a missed opportunity to capitalize on the potential to reuse the plastic and paper locally and potentially generate energy from residual waste.

What are the Oslo Accords? What about Areas A, B and C?

Designed to provide a framework for resolving the ongoing Israeli-Palestinian conflict, the Oslo Accords (1993-1995) provided a level of self-determination for Palestinians in the West Bank and Gaza Strip. It led to an interim government for the State of Palestine and created three tiers of administration for land in the West Bank: Area ‘A’ (18% of land area) under Palestinian civil administration and security control; Area ‘B’ (22%) under Palestinian civil administration but shared security control with Israel, and Area ‘C’ (60%) under Israeli civil and security control.
Limited space to develop

The grey areas in the map on the opposite page show that our urban area has grown significantly between 2006 and 2016.

Ramallah’s ability to expand further is constrained by several challenges. The realities of the Oslo Accords make new development difficult outside of Area A, and the hilly topography means that development in many vacant areas is either technical not feasible or commercially unviable.

At present, the steepest slopes that are developed have a gradient of around 30 percent. There is only around 250ha of land remaining within Area A – where development is largely under Palestinian control – that has a gradient within this range, as shown in green. Although this has resulted in an increase in land values, it has reduced affordability of property and housing, which is a growing challenge for many residents. Areas where it is still possible to build are often disconnected from the main urban area and transport infrastructure connection requires Israeli approval.

Accommodating expected population growth in the coming years requires us to be more innovative with the land we do control.

This means looking into new ways to build higher densities, supported by rigorous standards and guidelines that support resilience outcomes.
Our governance is complex and unique

The complexities of the Oslo Accords ensure Ramallah sits at the heart of a complicated governance structure unlike any other in the world. This affects all aspects of life, with significant implications for managing resources, delivering infrastructure, and ultimately, improving the resilience of our city.

More locally, rapid growth means our city has now become a conurbation – a contiguous urban area that joins to the neighbouring urban areas of the cities of Al-Bireh and Beitunia. As such, there is an increasing need for the three municipalities to unite to deliver cross-boundary infrastructure; share data; attract development funding more effectively, and realize potential efficiencies from shared service delivery.

Compared to some cities in the 100RC network, a democratic governance model remains relatively new in Ramallah. This means there is not a well-established culture of community participation in government decision-making, which is recognized in the City Resilience Framework as an important component of a resilient city. However, we have already made great strides in this area through different participatory mechanisms and we acknowledge improving two-way dialogue with communities as an ongoing priority. This needs to be supported by a cleaner and consistently enforced framework of laws protecting the rights of citizens.
Our economic development must be more proactive

The establishment of the PNA has created tens of thousands of new jobs in the civil service, as well as attracting numerous international and local NGOs, along with the headquarters of large corporations, countries’ diplomatic representatives and banks. Despite higher-than-average salaries, the cost of living is also significantly higher than elsewhere in Palestine. With this comes greater use of bank loans to cover the cost of housing and to buy non-appreciating assets, such as cars.

Despite major growth, our economy remains very vulnerable. The Government and civil service that drive our economy are heavily dependent on foreign aid and donor investment, which could potentially be diverted elsewhere with short notice. However, perhaps our biggest economic vulnerability results from the uncertainty caused by long years of occupation and disruptions to supply chains. At present, all goods need to be cleared by Israeli authorities, which can deter tourism and international investment.

Despite the challenges, Ramallah is now a relatively attractive place to do business. We have an opportunity to be more proactive about our economic objectives by clearly signalling to potential investors about our growth sectors and ensuring that this growth delivers social and environmental benefits, invests in our cultural assets, and reduces dependency on the donor community.
Cultural heritage is much more multi-faceted than monuments and historical assets. For Ramallah, our tangible and intangible cultural heritage encompasses the city itself; our mountainous natural setting; traditions and rituals; religious institutions; past achievements, and even our shared experience of the ongoing political conflict.

Ramallah’s long history has been influenced by a wide range of civilizations that have helped shape Palestinian culture. In the face of occupation, we see our culture as a crucial tool for asserting our own identity as a city – a place that treasures the values of diversity, inclusion, equity, sustainable development, active citizenship, gender equality and intellectual freedom. Many of these values date back to Ramallah’s foundation and actively support our city’s resilience.

As our three cities of Ramallah, Al-Bireh and Beitunia – which have differing socio-cultural histories – have begun to physically connect as one integrated urban area, we can face differences of opinion around shared cultural values. However, this is dwarfed by the challenge posed by occupation, which places constraints on freedom of expression and our ability to put legal frameworks in place to support this. It also limits public access to many cultural and natural assets that are important to Palestinians.

### The resilience value of cultural assets

- A well-conserved natural and historic environment that draws on traditional knowledge and skills can considerably reduce vulnerability factors, as well as strengthening the resilience of communities to natural disasters
- Cultural heritage makes a direct and major contribution to economic development around the world, providing significant employment
- Cultural heritage can be a powerful mechanism for organising communities and supporting mental and spiritual wellbeing.

To help maximise these resilience benefits, Ramallah Municipality will develop an Integrated Cultural Strategy. It will create a clear vision and framework to support organisations within the city to integrate cultural considerations into their work. See page 112 for more detail.

Source: UNESCO and World Heritage Centre
Ramallah’s perspective on the Athens Migration Exchange?

In September 2016, Ramallah’s Chief Resilience Officer joined counterparts from Athens, Los Angeles, Medellin, Paris, Montreal, Thessaloniki and Amman in Athens, Greece, for a three-day Network Exchange. The aim was to connect with global experts and share city-level approaches to addressing common challenges around migrant integration in urban settings.

Whereas most of the cities participating in the exchange face increasing pressures due to refugees arriving from other countries, Ramallah brought a different experience. Palestine’s main challenge is the displacement of its own people due to ongoing occupation. This has resulted in significant migration of Palestinians to other countries, as well as over 700,000 internally displaced persons (IDPs) – people that have been uprooted from their homes but are living elsewhere within the West Bank or Gaza. Three quarters of these people have settled in surrounding cities, towns, and villages, while the rest live in crowded camps that present great economic, social, psychological, health, and environmental challenges.

65.3m persons forcibly displaced worldwide...

3.2m asylum seekers

21.3m refugees

40.8m IDPs

Outcomes

The Network Exchange led to four aspirations, underpinned by 13 more specific strategic approaches that CROs and other Exchange participants recommend for cities as they tackle the challenges presented by global trends in migration.

While not all the strategic approaches below will be directly applicable in Ramallah, the conclusions of the exchange will still be important for to our city and Nation. Firstly, many of the approaches below can help us improve the integration of displaced people, thereby enabling more meaningful contributions to our society and economy. Additionally, strengthened efforts to improve the resilience of migrants around the world – informed by the aspirations and strategic approaches – stand to benefit the many members of the Palestinian diaspora who find themselves displaced from their homeland. However, Ramallah stressed the importance of respecting the rights of all refugees and IDPs to return to their own homes, especially when they are forced to flee or escape their homes by acts of war or violence, as is the case for Palestinian refugees.

Embrace and integrate newcomers:

By welcoming and integrating migrants, inclusive and cohesive cities become better places for everyone, especially their most vulnerable residents.

- Promote programs that reduce real or perceived competition among newcomers and native residents.
- Create programs that foster regular interactions between new and existing populations to strengthen communal bonds and mitigate the effects of false stereotypes.
- Promote migration through a narrative that emphasizes common goals and opportunities.

Who?

Eight cities representing seven countries and 3 regions

22 resilience practitioners, including 8 CROs and 14 city staff

30 experts from businesses, NGOs, academia, local leadership and the 100RC Platform of Partners

What?

3 days of site visits, presentations and working sessions

- Day 1 – Challenges: CROs shared their perspectives on the challenges at hand. A panel, including representatives of the migrant community and local organizations, kicked off a series of site visits highlighting local approaches in Athens, such as its Relocation Scheme Program.
- Day 2 – Solutions: multi-disciplinary groups worked around the themes of infrastructure, social cohesion and economic development, to arrive at new practices and solutions for managing urban migration while building resilience.
- Day 3 – What’s next? Teams distilled conclusions, leading to a set of promising practices to share with Mayors and the broader 100RC network. It was also decided to establish an ongoing Learning Community focused on cities and migration.

Lead for change:

By partnering with local, national, and international actors, leading cities create an environment for the successful reception and integration of newcomers.

- Actively campaign to receive policy and funding support for better managing migrant reception and integration in urban areas.
- Fill in policy and funding gaps creatively by tweaking local mandates and leveraging public-private partnerships.
- Improve coordination with humanitarian aid agencies, NGOs, businesses and local organizations, to avoid duplications and maximize impact.

Thrive together:

By valuing and leveraging the talent of migrants, equitable cities create opportunities for all residents.

- Improve access to capital and purchasing power of migrants and other vulnerable groups.
- Lower barriers to entry for immigrant-owned businesses.
- Leverage technology to match skills with employment opportunities or needs from the informal economy.

Plan for a dynamic future:

By embracing global migration and incorporating human flows into urban planning, adaptive cities prepare, transform, and thrive in the face of a dynamic future.

- Incorporate migration considerations into the design of key services and infrastructure.
- Establish a city-level office dedicated to the successful integration of newcomers.
- Form a city-wide strategy to address migration holistically.
- Develop more effective and granular data collection to tailor and improve integration initiatives.
We are vulnerable to acute shocks and climate change

Ramallah is at risk from many shocks – relatively short events with potentially catastrophic impacts – including earthquakes, severe weather and political and social instability.

Ramallah sits within a seismically active area, with the Dead Sea Transform (the point at which the African and Asian tectonic plates meet) running along the line of the Israel/Jordan border and the River Jordan. Major earthquakes hit the region in 1927 and 1943, and seismologists have concluded that another major event is statistically overdue. Although Ramallah does not sit within the highest risk areas, building codes for earthquake resilient design came into effect in 2016. There is concern that a major earthquake would cause significant damage to buildings and loss of lives.

Given the elevation of Ramallah, our city is also subject to winter snow storms and sudden heavy rain. These have been particularly disruptive in recent years, interrupting electricity supplies, closing roads, and disproportionately affecting vulnerable communities such as our elderly and sick. As snow melts, this can cause surface flooding and overwhelm our drainage capacity.

Ramallah will face all these challenges in the context of increasing pressures from climate change. Research by the Global Change in the Hydrological Cycle (GLOWA) project found that the Palestinian territories can expect an increase in the frequency and duration of extreme droughts, leading to reduced recharge of groundwater bores, along with increased salinity and pumping costs.

Occupation limits our options for adapting to these challenges; for example, we are not permitted to establish our own new sources of potable water. However, we have a long history of ingenuity and will look at all available options to meet the needs of our people.

Local efforts to build resilience – Emergency Council

The Ramallah-Al-Bireh Governorate convenes an Emergency Council which aims to coordinate actions, share resources and provide support as needed from other stakeholders – this includes the Palestinian Red Crescent Society, police, transportation, fire, electricity, water and sewage network. Although not specifically required under the Local Authority Law, Ramallah Municipality has taken on additional responsibilities for emergency services and therefore is a key member of the Emergency Council.

The Emergency Council provides a great platform for us to build off in the future. However, much remains that can be done in the areas of risk mitigation and preparedness, as well as clarifying responsibilities for response and recovery. An important aspect is better integrating our efforts around disaster risk, with efforts in the city to tackle chronic stresses that reduce the capacity of Ramallah residents to withstand and bounce back from disruptive events.
Ramallah was selected from over 1100 applicants around the world to join the 100RC network.

**Launch and Agenda**
Setting Workshop 18-19 September 2014
Inaugurated by Prime Minister Dr Rami Hamdallah, the Governor of Ramallah and Al-Bireh governorate, the Mayor, and other leaders within Ramallah’s institutions.

**PHASE I: Establishing the foundation for building resilience**

- Resilience office January-February 2016
  Our CRO was selected and established the Resilience Office and team.

- Research and consultation March-June 2016
  Workshops, analysis and interviews to identify Ramallah’s critical infrastructure, stakeholder perceptions of resilience, and existing resilience-building actions underway.

- Preliminary Resilience Assessment (PRA) June 2016
  Released the first ever summary of high level resilience challenges and opportunities for a Palestinian city. The PRA proposed four ‘discovery areas’ for deeper investigation in Phase II: Integrated Governance and Coordination; Enhanced Urban Assets; Risk Management; Social Cohesion and Economic Prosperity.

**PHASE II: New analysis, opportunities and partnerships**

- Meetings with political and community leaders August 2016
  16 political and community leaders provided insights on different 2050 scenarios for Ramallah.

- Consultation workshops September-December 2016
  12 two day workshops to carry out SWOT analysis and generate a preliminary list of 190 actions for potential inclusion in the Resilient Ramallah Strategy.

- Working groups and Global Communities sessions May-November 2016
  Working groups formed around each discovery area – these comprised a range of experts from within the municipality, municipal council, universities and the private sector.

- Steering Committee 28 August 2016

- Strategic thinkers workshop 4 September 2016
  16 leading strategic thinkers gathered to discuss the discovery areas, review the approach for future stakeholder engagement.

- Strategy partner diagnostic tasks January-March 2017
  AECOM undertook technical studies in the areas of economic development, city governance and disaster risk reduction.

  Sessions with international experts to share global leading practice around sustainable economic development to support resilience outcomes.

- Steer Committee 23 March 2017

- Media Workshop 23 November 2016
  Session to inform media of the initiative, key messages and achievements to date.

- Field of Opportunity workshop 13-14 March 2017
  Key city leaders worked with 100RC and AECOM to prioritise the actions for potential inclusion in the Resilient Ramallah Strategy.

- Development and completion of Resilience Strategy March-October 2017
  Sets the Vision, Strategic Directions, Goals and the Actions to build Ramallah’s resilience.

**Key**
- 100RC milestones
- Engagement, Workshops and meetings
- International event in Ramallah
Collaborating for a Resilient Ramallah...
Resilient Ramallah is a Strategy for Palestinians and by Palestinians...

42 expert city representatives attended Agenda Setting Workshop

120 members of working groups

16 meetings with key stakeholders during diagnostic tasks

20 municipal directors and staff

30 informal meetings with city stakeholders

61 members of the Steering Committee

1000s exposed to awareness raising campaign

16 leaders across local and National Government
“IF I WISH FOR ONE THING NOT TO CHANGE ABOUT RAMALLAH, IT’S LIBERALISM. I WISH TO SEE RAMALLAH ALWAYS EMBRACING DIVERSITY”

Ramallah resident
This section describes 37 specific and interrelated actions that will help us build a Resilient Ramallah. The actions are arranged under three strategic directions, each of which focuses on a different area where we need to focus our efforts if we are to achieve our 2050 vision for a Ramallah that is optimistic, sustainable, inclusive, proud of its own culture, and in control of its own destiny.

Each strategic direction is underpinned by a series of more specific goals. While Ramallah Municipality will take a leading role in implementing many of the actions, all actions will require collaboration, and some will be led by other actors. In particular, our city’s educational institutions, private sector organisations and NGOs hold significant expertise and knowledge about Ramallah that will be a crucial ingredient for successful implementation. Where possible, the actions in this Strategy build off the significant existing efforts of people leading the charge for resilience in Ramallah – specific examples of leading practice are highlighted throughout this section.

Resilience is an ongoing journey of adapting to a changing world. This means we need to continue developing innovative resilience-building actions for Ramallah and its surroundings. If you or your organisation has any ideas for actions that align with our strategic priorities and goals, or would like to participate in any of the actions described in this Strategy, please contact info@ramallah.ps.
**Our vision for a Resilient Ramallah in 2050:**

**WE ARE OPTIMISTIC, SUSTAINABLE, INCLUSIVE, PROUD OF OUR OWN CULTURE AND IN CONTROL OF OUR OWN DESTINY**

#### Strategic Direction 1: REGAINING CONTROL
- **Goal 1:** Reduce dependency on others for resources and mobility
- **Goal 2:** Use our land and resources to support the needs of our citizens
- **Goal 3:** Prioritise urban and economic development that supports resilience

#### Strategic Direction 2: RESPONSIVE GOVERNANCE
- **Goal 4:** Embed collaboration in our governance structure
- **Goal 5:** Centralise data and establish a transparent approach to monitoring and improving performance
- **Goal 6:** Enable two-way dialogue with communities on the decisions that affect them
- **Goal 7:** Establish integrated approaches to disaster management

#### Strategic Direction 3: REALISING POTENTIAL
- **Goal 8:** Make effective use of our intellectual and cultural capital within the country and across the globe
- **Goal 9:** Empower our citizens to help improve their own resilience
- **Goal 10:** Document and celebrate our culture, heritage and commitment to welcoming all
- **Goal 11:** Invest in smart city approaches that support community resilience

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1. Develop comprehensive citywide environmental resource strategies for Energy, Water and Waste
2. Encourage investment in Ramallah to reduce dependence on donor organizations
3. Build resilience principles into the scoping and design of Ramallah’s transport system
4. Develop an integrated and comprehensive community health and safety service
5. Establish municipal policy to encourage affordable housing delivery models
6. Collect comprehensive data on Ramallah’s transient population to inform future planning and service provision
7. Reform and implementation of environmental regulations in Palestine
8. Establish a Local Economic Development Framework that supports sectors with the greatest potential for sustainable growth
9. Incorporate the resilience lens into new decision-making guidelines for capital investment
10. Develop and promote resilient urban design guidelines
11. Resilient precinct – identity an area of new development where resilience principles will be embedded throughout
12. Develop a long-term roadmap for a future of greater collaboration between regional municipalities
13. Build the required capabilities and structures so Ramallah Municipality can lead resilience change
14. Establish a National Resilience forum
15. Establish an evidence-based system for assessing performance of the city and its leadership
16. Develop a 10 year plan for greater community involvement in municipal decisionmaking
17. Establish a Resilience Council Advisory Board
18. Establish Neighbourhood Committees
19. Map disaster vulnerability, including at-risk groups, for Ramallah and its surroundings
20. Conduct intra-agency drills using possible emergency scenarios to improve preparedness and coordination
21. Assist local institutions to integrate disaster risk management in organizational practices and business processes
22. Support local businesses and institutions with continuity planning
23. Establish an effective early warning system for a variety of risks and hazards
24. Link higher education with the private sector
25. Plan and develop the Ramallah TechPark
26. Establish a coordinated vision for Ramallah’s tourism industry
27. Provide community groups with vacant or underused space or assets where they can shape new gathering and creative spaces
28. Partner with the insurance sector to understand barriers to insurance in Ramallah, build awareness and develop new products to address the gap
29. Ensure safe working conditions for all
30. Prepare physical and online support resources to residents of Ramallah and its surroundings
31. Integrate cultural awareness into organisational practices
32. Integrate cultural awareness into the educational curriculum
33. Incorporate activities promoting good citizenship into extracurricular programs for students
34. Establish fast and reliable telecommunications and IT infrastructure for Ramallah and its surroundings
35. Increase IT capacity and training for schools
36. Build on the Smart Ramallah project to enable greater access and public interaction with the city’s assets
37. Use smart technologies to support critical infrastructure information sharing and integration
How to read our actions

The actions described will be implemented across different spatial scales and timeframes. Some actions are ready to be implemented right now, with the potential to deliver immediate benefits. Other actions may take longer to implement and require a staged approach, but with this investment comes the potential for truly transformative outcomes for an aspect of Ramallah’s resilience.

In this section, transformative actions are described in the greatest detail—see below for an example. Full details of all actions are provided in the Action Implementation Summary on page 122.

A plain-language summary of the multiple ways in which the action can contribute to Ramallah’s resilience.

Shocks and stresses the action can help address. See page 17 for an index of icons used.

For transformative action, the applicable drivers from the CRF are listed.

Leaders and proposed partners for implementation. Some actions may benefit from additional partners.
“WE ARE CHANGE AGENTS FOR THE CITY”

Ramallah resident, Father of two
A common thread running through all of Ramallah’s resilience challenges is control. In one sense, this is not unique to Ramallah—it is an increasingly globalized world, many of the issues facing cities are out of their direct area of influence. However, continued Israeli control over much of the West Bank constrains our ability to adapt to emerging stresses and reduce our vulnerability to disruptive shocks.

First and foremost, this strategic priority is about acknowledging what we do and can control, and where we can act now to support the needs and aspirations of people living in Ramallah and its surroundings. Globally, cities are taking their future into their own hands and leading the resilience agenda. In Ramallah this means trialling innovative approaches to ensure our residents have access to reliable, safe and affordable basic services, including water, energy, housing, education, work and health care.

However, in the longer term, our resilience relies on regaining control over our own resources. While ingenuity and adaptability can enable us to survive occupation, enduring resilience means having control over the natural resources required to meet our basic needs, as well as free movement of our people.

While restrictions on movement remain within the West Bank, we must do all we can to enable efficient and equitable mobility within Ramallah, in line with international laws, conventions and resolutions. We must also set a clear and proactive direction on the future of our economy, supported by urban development that encourages and enables healthy and resilient lifestyles, as well as a healthy natural environment.

We will foster a culture of self-determination and build the self-sufficiency of our city and its people.
GOAL 1:
Reduce dependency on others for resources and mobility
ACTION 1: Develop comprehensive city-wide environmental resource strategies for Energy, Water and Waste

We will develop an integrated group of strategies that support efficient ways of meeting the demand for natural resources in Ramallah and its surroundings. This will incorporate the expected effects of projected climate change, as well as forecast population and demographic changes. This will inform a program of specific, related sub-actions across the areas of Energy, Water, and Waste, incorporating a mixture of technological and behavioural interventions.

Resilience Value
Accounting for Ramallah’s future natural resource needs will help us withstand disruption and adverse environmental impacts. The strategies will support experimentation and build resourcefulness within government, industry and households.

Related shocks and stresses

Local Efforts to Build Resilience – Supporting renewable energy

Energy security is of paramount importance. However, as development of strategic infrastructure is restricted, more localised solutions have to be found. We are working to reduce the energy demand of the city, such as through roll-out of low energy LED street lighting, and installing electricity generating photovoltaic (PV) cells on public buildings – including 15kw systems on the House of Expertise and Cultural Palace. With new rules that allow excess electricity generated to be sold back to the grid, and the falling cost of panels, PV is becoming more viable and we will support more widespread roll out.

ACTION 1a: Building stakeholder outreach into waste management research

This sub-action will extend an existing pilot study on household waste management being led by Ramallah Municipality. It will broaden the options being considered throughout produce life cycles, evaluate the overall impact of the social, economic and environmental impacts and engage more directly with communities to understand behaviours, stakeholder needs and adaptive capacity for new approaches.

ACTION 1b: Scale-up use of decentralized renewable energy approaches

Building on the successful wide-spread distribution of solar heating systems across the city, Ramallah municipality will work to scale up the delivery of renewable energy infrastructure. This will be undertaken in collaboration with local partners to identify the most appropriate technologies and sites to accommodate increased capacity.

ACTION 1c: Work to remove barriers to developing an energy-from-waste facility

Given Ramallah’s dual challenges with security of energy supply and waste disposal, the potential resilience value of this approach is high. This project will seek both successful examples and partners who can deliver this approach in a way that safeguards public health (e.g. appropriate air emissions). Specific considerations will include scale, technology, gasification, pyrolysis, permitting requirements and financial viability.

ACTION 1d: Expand and improve the wastewater system to cover all of Ramallah

In accordance with international standards, Ramallah Municipality will work to expand existing sewerage network to cover the greater Ramallah expanding the waste water sewerage network and treatment plant capacity.

ACTION 1e: Develop pilot studies designed to test more diverse use of treated wastewater across Ramallah

Involving municipality, stakeholders, private sector, institutions and platform partners to test the potential for more diverse reuse of treated water in Ramallah, as well as Al-Bireh and Beitunia. We will look at opportunities for reuse within households, such as toilet flushing etc.

ACTION 1f: Increase water resources

A programme comprising multiple initiatives, including regulations requiring on-fed cisterns in new buildings; rehabilitating old pipe systems to reduce water loss; capacity building within the water authority to plan and manage water resources; and launch an international advocacy program to secure Palestinian access to its water resources that are currently controlled by Israel. The programme will be a coordinated effort between Ramallah Municipality and the water authority and will support the aim of Palestine’s National Water Strategy to increase access and coverage to water for all uses, including tourism.

ACTION 1g: Solid waste management

To support the reuse of waste materials and reduce the volume of waste going to landfill, the Joint Service Council (JSC) for Solid Waste Management will develop a feasibility study to understand the mix of waste arising, including municipal and commercial waste, construction and demolition waste, medical and hazardous waste, and waste tyres, in order to identify best practice approaches, technologies and sites for managing these volumes of waste. The study will focus on the three municipalities and will seek to identify partners to help deliver waste reuse and recovery facilities.

ACTION 1h: Increase green space in Ramallah

Limited land, limited water resources, weak environmental regulations and an increase in construction are contributing to shrinkage of green areas in Ramallah and surroundings. The city also lacks also a comprehensive strategy or vision on how we can stop this decline, with inadequate regulation exacerbating the problem. In response, this action will integrate maintenance and protection of green areas into the environmental by-laws, supported by an increased focus on enforcement through licencing requirements, particularly in new urban areas. We will also trial use of treated waste water in green areas in the city.

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Resilient Ramallah 2050

Resilience Value

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Related shocks and stresses

Related CRF drivers

• Foster Long-Term and Integrated Planning
• Ensure Continuity of Critical Services
• Provide and Enhance Natural and Manmade Assets
• Meet Basic Needs

Delivery leads

Ramallah Municipality, JCU

Partners

• Jerusalem Water Board
• Universities
• Waste management companies
• Energy Authority
• KfW
• NGOs
• Palestine Water Authority (PWA)
• Environment Quality Authority
• Joint Service Council for Solid Waste Management

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ACTION 2: Encourage investment in Ramallah to reduce dependence on donor organizations

Ramallah, and the State of Palestine more broadly, has long received foreign investment from NGOs, philanthropic organisations and other donors. This has benefited our city and its resilience in many ways – critical assets such as roads, water and energy projects, have been delivered with this support from organisations. While the challenges facing our city mean that international aid will remain an important part of Ramallah’s investment mix for the foreseeable future, our ongoing resilience requires us to diversify approaches to funding and to reduce reliance on any one source. Doing this requires us to make better use of the resources at our disposal, including people of Palestinian heritage living overseas (i.e. ‘the diaspora’).

This action will see Ramallah Municipality partner with other municipalities in the region, as well as the Ramallah Federation – which represents around 50,000 people with descendants in Ramallah who currently live in the USA – to identify and target Palestinians in the diaspora who may be potential sources of investment in our area. We will draw on Ramallah’s strength as the banking and finance sector’s base in Palestine, seeking cooperation and sharing of data for mutual benefit.

Ramallah Municipality will take a targeted approach, providing candidates in the diaspora with information on the investment needs of the city and its residents, example business cases for such investment, and practical assistance to streamline the investment process. Linked closely to Action 8 in this Strategy, this action is about Palestinians supporting Palestinians.

Resilience Value
Encouraging investment into Ramallah will reduce dependency on the public sector and donor organisation funding, building self-sufficiency and providing an opportunity to attract home-grown talent back to Ramallah to learn from their international experience. It will also increase mutual communication between Ramallah and the Palestinian diaspora, thereby helping to build solidarity and shared identity in the face of challenges we face around self-determination.

Related shocks and stresses

• Meet Basic Needs
• Support Livelihoods and Employment
• Foster Economic Prosperity

Delivery leads
Ramallah Municipality

Partners
• Al-Bireh and Beitunia Municipalities
• Ramallah Federation
• Banking and Finance Sector organisations

ACTION 3: Build resilience principles into the scoping and design of Ramallah’s transport system

Ramallah is currently investigating major changes to its mobility systems, including establishing a formal public transport system and greater use of technology to improve traffic flows. A major component of the proposed approach is a Bus Rapid Transit (BRT) system. With careful system design and the right features, like automated ticketing and priority traffic lighting, BRT approaches can deliver fast, reliable and comfortable services that serve as a viable alternative to private vehicle travel.

As Ramallah currently lacks formal public transport, this would be a major shift for our city and requires a comprehensive feasibility and planning study. There is a major opportunity to maximize the cross-cutting benefits (as well as to reduce unintended adverse consequences) by building more explicit resilience-based criteria into this study. Key considerations will include providing equitable access to the system, including vulnerable populations; ensuring system flexibility and redundancy that reduce disruption, and understanding the possible consequences for Ramallah’s existing shared taxi providers.

Resilience Value
This action will help improve mobility for all Ramallah residents, including vulnerable groups such as women who do not feel safe using the current shared taxi system. If successful, it will help reduce traffic volumes in the central city; improve air quality and liveability; encourage greater social cohesion through more communal travel; improve the experience of tourists, and increase accessibility of transport to vulnerable populations. It will also build capacity within the municipality around applying resilience principles in business case development and infrastructure design.

Delivery leads
Ramallah Municipality

Partners
• Academic sector
• Specialist transport consultant
• Community members

ACTION 3a: Run car-free days with free public transport and cultural activities in central Ramallah

Ramallah Municipality will collaborate with local businesses and relevant authorities to plan and run car-free days in central Ramallah, incorporating lessons learned from other cities in the 100RC network, such as Bogota (Colombia), Paris (France) and Mexico City (Mexico). The car-free day will include cultural events and be supported by a day of public transportation, helping to promote its benefits. The day will also include close monitoring and evaluation of how residents respond, including their usage patterns for the public transport, which can help inform any future network.

Initial car-free days will be established on festival days, feast days and National days, where overall traffic levels are lower. This will gradually extend to other days with higher traffic volumes – in the first year we will target 24 free-car days, with the potential to scale up in future years depending on outcomes.
GOAL 2
Use our land and resources to support the needs of our citizens
ACTION 4: Develop an integrated and comprehensive community health and safety service

The increase in the population of Ramallah and surroundings has not been accompanied by development of sufficient health and social infrastructure. Available public health services are not adequate or universally accessible, and there is poor integration with secondary and tertiary health services that focus on prevention. A particular gap exists with our youth, who lack adequate programs around issues such as reproductive and sexual health, nutrition, smoking and drug use. These shortcomings leave residents and visitors vulnerable to different health and safety threats; for example, Ramallah has high incidences of psychosocial stress and non-communicable diseases (e.g. cancer, diabetes, vascular diseases).

This action involves development of a comprehensive public and family health service for Ramallah and its surroundings. Comprising new facilities and programmes, it will integrate:

- Psychosocial support services for people suffering from stress
- Screening and early detection of people at risk (e.g. cancer screening; genetic services)
- Training of health and social cadres in comprehensive primary health care
- A youth health program, including education and counselling on nutritional and behavioural determinants of health
- A follow-up and specialist referral system
- Efficient and effective information and financial systems
- Use of healthcare to reach out and increase engagement with youth and marginalized population groups.

The action proposes a revolutionary new model where our city’s public health system exists under the umbrella of Ramallah Municipality Health and Environment Department.

However, Ramallah Municipality cannot deliver this alone – active participation and partnership will be required with the National Ministries of Health and Social Development, along with the academic sector, World Bank and local NGOs currently working to improve health outcomes in Ramallah and its surroundings.

We hope that, in time, this project will serve as a model for other cities in Palestine.

Resilience Value

This approach will provide a more resourceful, robust and flexible healthcare system. It will reduce demands on the system due to preventable and chronic conditions, and provide improved level of care to more residents by minimizing the need for sick / injured people to travel over great distances to receive treatment.

It will also decrease the pressure and dependency on the Red Crescent by increasing the capacity of community members in providing initial response first aid, as well as developing an understanding of treating minor health care issues. Better and more holistic health services can also make Ramallah a more attractive city in which to live and invest.

Related shocks and stresses

- Meets Basic Needs
- Ensures Public Health Services
- Promotes Cohesive and Engaged Communities

Delivery leads

Ramallah Municipality Health and Environment Department

Partners

- Ministry of Health
- Ministry of Education and Higher Education
- Ministry of Social Development
- Academic organizations
- Main Health and psychosocial NGOs
- World Bank
- Palestinian National Public Health Institute
- Youth Centers
- NGOs
ACTION 5: Establish municipal policy to encourage affordable housing delivery models

Ramallah and surrounding municipalities will form a working group to establish policies that encourage trials of different models for delivering affordable housing in accessible areas of Ramallah. This will consider affordability not just at point of purchase, but also in terms of long-term operating costs for residents (e.g. proximity to work and transport, energy efficiency).

International leading practices will be considered, including incentive zoning, rebates and shared ownership models. The longer-term aim is for successful pilot projects to inform future development models that meet the demands of Ramallah’s growing population, including those in vulnerable segments of the community.

Resilience Value
Safe, robust, appropriate and affordable housing supports the capacity of residents to work and socialize in ways that build healthier communities and economic growth. Providing more people with robust homes also increases the city’s resilience to shock events, such as earthquakes and heatwaves.

Delivery lead
Ramallah Municipality

Partners
• Al-Bireh and Beitunia Municipalities
• Ministry of Housing and Public Works
• Private developers
• Palestinian Contractors’ Union

Inspiration from San Francisco – Affordable Housing Bonus Program
Housing prices in San Francisco, USA, have undergone significant growth in recent years. Between 2011 and 2013, the average price of housing increased by 44.9%, while average monthly rents increased by 28.3%. This has required the City and County of San Francisco to consider its role in promoting more affordable housing for its residents.

One such approach is the Affordable Housing Bonus Program, which provides incentives for developers to include more affordable housing for very low-, low-, moderate- and middle-income households. Projects considered under this program will also need to consider the broader resilience value of the proposed development – they may not demolish any existing residential units, as well as providing open space and other community amenities that support healthy and prosperous communities.

Ramallah will collaborate with San Francisco and other cities in the 100RC network as we develop our own approaches to encourage more affordable housing.

ACTION 6: Collect comprehensive data on Ramallah’s transient population to inform future planning and service provision

As an employment hub and attractive service center for surrounding Palestinian areas, many people come to work and socialize in Ramallah. A challenge is how to provide services for this growing number of visitors and residents who most are not required to make a financial contribution to service delivery.

At present we don’t know enough about this transient population. This action will better quantify the size and demands of this group, which will the Municipality to help determine and trial different models through which they can contribute to sustainable service provision.

Ramallah Municipality will collaborate with organisations who currently hold separate datasets on the transient population, including Al-Bireh and Beitunia municipalities, educational institutions, the Ministry of Transportation, and NGOs. This will be combined with new data gathered through approaches such as surveys and traffic counting.

Resilience Value
This action supports evidence-based decision-making for future city planning. It responds to increasing urbanisation and new ways of living in Ramallah and its surroundings, introducing new ways to generate the revenue required to not only meet the basic needs of residents, but also support economic development.

Delivery lead
Ramallah Municipality, JCU

Partners
• District Traffic Council
• Universities
• NGOs already undertaking outreach
• Ministry of Transport

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ACTION 7: Reform and implementation of environmental regulations in Palestine

Ramallah Municipality will collaborate with adjacent municipalities around shared environmental challenges, developing a new legal framework for environmental protection in the region, as well as increasing the emphasis on enforcement. Together, we will use this work in our metropolitan region to advocate for stronger laws, regulations and specifications across to be applied across Palestine from the National level.

The immediate focus of this action will be on the region’s key issue of waste disposal and management (including hazardous wastes). This issue has flow-on effects in a range of areas, such as air quality, water quality and public health.

Deliver leads
Ramallah Municipality, Al-Bireh & Beitunia Municipalities, Ministry of Agriculture, media and private sector

Partners
- Universities
- Specialist consultants
- JCU

Resilience Value
Strengthening the regulatory framework will support fairer outcomes, reduce environmental degradation and improve public health. It can also help safeguard ecosystem services and raises awareness of environmental protection among industry and the general public.
GOAL 3

Prioritise urban and economic development that supports resilience

Photo credit: Ameen Saeb Al-ajez / Palestinian photographer
ACTION 8: Establish a Local Economic Development Framework that supports sectors with the greatest potential for sustainable growth

Although Ramallah’s economy has grown quickly since becoming the seat of the Palestinian National Authority, investment from both the private sector and donor community has frequently been reactive and not always linked to the needs of the city. We will build on our status to develop a more coordinated Local Economic Development Framework to proactively attract investment that not only bolsters our economy, but also supports a strong society.

The municipality will work more closely with the private sector, donor community, neighbouring municipalities and National Government to develop a clear forward plan for economic development. We will undertake a comprehensive review of the economic development policy approach for Ramallah, to identify Local Economic Development Framework models which are best suited to the Ramallah context and to help develop an evidence-based framework to support growth in the tourism, industry and trade and the knowledge economy and education. These priority sectors were identified through economic analysis undertaken by our partner AECOM during the Resilience Strategy development process.

The Local Economic Development Framework will include a formal ‘capital projects pipeline’ that provides a long list of potential projects – from expression of interest to full business case stages. This is closely linked to Action 9, which will develop transparent appraisal criteria to help prioritize use of our limited resources towards projects that are likely to deliver the greatest economic impact and broader societal benefits. Major projects will require independent feasibility assessments to ensure that they are viable, sustainable, do not impact detrimentally on current or other planned activities, and provide quantified benefits that meet the identified needs of the residents.

ACTION 9: Incorporate the resilience lens into new decision-making guidelines for capital investment

Ramallah Municipality will partner with local universities to develop clear and user-friendly guidelines for appraising the resilience value of capital investment projects. The guidelines will ensure that the business cases for investment in capital projects maximise potential co-benefits helps project proponents identify unintended consequences, and demonstrate to insurers and investors that risks and opportunities have been considered early in the project development process.

Drawing on best practices sourced from within and outside the 100RC network, initially the guidelines will be trialled by the municipality on a future capital project such as a new road or municipal building. Following evaluation of the initial trial, the audience for the guidelines will be expanded to include private developers and National projects occurring within Ramallah.

Local Economic Development in Casablanca – e-Medina

Casablanca is one of Ramallah’s twin cities. e-Medina was established by tech firms in 2013 as a think-tank to explore how smart city principles could be applied to Casablanca. It was expanded in 2014 to invite participation from non-private sector partners, along a ‘Cities 4P’ principle incorporating public, private and people (citizen) engagement in a partnership model for collaborative working. In 2015, the success of the project and the reach of its engagement saw it officially adopted by the Wilaya of Grand Casablanca as the basis of an official Smart City policy.

Today, the function of e-Medina is to:
- Identify priority smart city projects for Casablanca
- Review project funding and financing options
- Help develop and review project business cases
- Monitor project progress against indicators and initial objectives.
Resilient Ramallah 2050

ACTION 10: Develop and promote resilient urban design guidelines

Ramallah Municipality will prepare guidelines on improving resilience through the design and form of urban developments. Supplementing mandatory building scale control and building on the emerging Palestine Green Building Code and City Resilience Framework, these guidelines will guide more strategic development of residential and mixed-use schemes covering issues such as public open space, earthquake vulnerability, onsite water capture and reuse, and passive design solutions. The Municipality Building Permits and Licencing department will lead the development of the guidelines in collaboration with the Association of Engineers. Representatives from the developer community will also be invited to shape the development of the guidelines so that the barriers and opportunities for delivering more resilient development, both from a technical as well as economic perspective, are reflected.

The Municipality will promote the use of the guidelines for major development and require applications for major building permits to demonstrate how they have taken the guidelines into consideration.

Resilience Value

The new guidance will set the benchmark for more resilient urban development in Palestine. It will provide clarity to developers as to the forms of development expected in Ramallah as well as practical approaches, based on best practice, as to how these can be achieved. This means delivering more developments that are safe and provide for the needs of communities, including shared spaces that encourage social cohesion. The action will also help reduce environmental impacts and improve public health through reduced emissions and more walkable neighbourhoods.

Delivery lead

Ramallah Municipality

Partners

• Association of Engineers
• Development and social sectors
• Universities
• Developers
• Surrounding municipalities

ACTION 11: Resilient precinct – identify an area of new development where resilience principles will be embedded throughout

Ramallah Municipality has identified a potential site for an accessible mixed-use development where resilience principles are embedded from the outset (location currently confidential). While development will be led by a private developer partner, Ramallah will mandate a set of guiding resilience principles to be trialled. The emerging Palestine Green Building Code, and leading practices from other cities. Key components will be citizen participation in development decision-making and human-centred design.

The action will partner with local academic institutions to establish an analytical framework to test the costs and benefits of different aspects of the development. The project will test and feed into the guidelines for resilient urban development described in Action 10, and lessons learnt can inform future development activities elsewhere in Palestine.

Resilience Value

Will provide an inclusive neighbourhood where end users’ needs are considered at all stages of the development process. Supports active experimentation (i.e. ‘living labs’), where lessons learnt will inform approaches to future planning and urban expansion in the Palestinian context.

Delivery lead

Ramallah Municipality

Partners

• Private developer
• Local universities to lead research into outcomes of the development
We will renew our governance structures to increase transparency, collaboration, evidence-based decision making, and meaningful community engagement.

This Strategic Priority acknowledges that responsive and effective governance will underpin the success of all other actions in this strategy. Given the growth of Ramallah and interdependencies with the municipalities of Al-Bireh and Beitunia, a key focus is increasing and formalising collaboration on a city-region scale. This needs to occur alongside increased efforts to strengthen decision-making processes and the data that supports government decision-making.

In Ramallah we also need to support communities to be active, aware of their rights and engaged with civic life. This means building meaningful ways to connect our governance processes with everyday people—from providing timely and useful information, through to two-way mechanisms that enable our residents and businesses to influence decision-making. This can build greater levels of trust, as well as pride in our city and country, which is especially important given Palestine’s fledgling Statehood, which has now been recognized by 136 of 193 UN member states.

Resilient Ramallah 2050 also encourages the many institutions working in our city—from the National Government through to community groups—to ensure that their policies and practices actively consider and improve Ramallah’s resilience. This will require concerted efforts to build resilience capacity across the city, which will be supported by Ramallah Municipality.

“Clear and purposeful leadership promotes trust, unity and a shared understanding of a city’s trajectory. Leadership is a key ingredient in encouraging individuals and communities to take action during challenging times. A committed city government that takes decisions on the basis of sound evidence enables a city to thrive from day to day, and to respond to shocks and stresses.”

City Resilience Index
GOAL 4
Embed collaboration in our governance structure

ACTION 12: Develop a long-term roadmap for a future of greater collaboration between regional municipalities

This action provides a roadmap for an effective ‘shared’ or ‘joint’ council model that delivers tangible actions in partnership. Achieving this highly collaborative future could be truly transformative for Ramallah and its surroundings, but such a fundamental shift will take time. Collaboration needs to include localities and cities that surround Ramallah region and could in time form an integrated metropolitan area. This action proposes the following staged actions:

1. Undertake an evaluation of the past and current approaches to collaboration between Ramallah municipality and others partners, including through the Joint Coordination Unit, the Joint Service Council for Waste Management, and the Emergency Council amongst others. This analysis will provide an assessment of the strengths, weaknesses, lessons learned and recommended strategies to improve the effectiveness, efficiency and impact of cross boundary working.

2. Building on the recommendations of stage 1, develop a road map for improving regional collaboration that defines the function, scope, responsibilities and performance metrics for working with partners.

3. Implement the road map and formalise working relationships in order to achieving better collaborations with other partners. Prioritise cross boundary projects and allocate appropriate human resources and capacity building required to support the new joint working relationships.

Resilience Value
This is a cross-cutting opportunity for Ramallah and surrounding municipalities. Taking a regionally integrated approach can unlock economies of scale that increase resourcefulness and can result in more robust service delivery systems.

Related shocks and stresses

Related CRF drivers
- Promote Leadership and Effective Management
- Foster Long-Term and Integrated Planning

Delivery lead
Ramallah Municipality and JCU

Partners
- Al-Bireh, Beitunia and surrounding municipalities
- National Ministries, including Ministry of Local Government.
**ACTION 13: Build the required capabilities and structures so Ramallah Municipality can lead resilience change**

Ramallah Municipality regularly develops strategic and annual plans which, in order to be effective, require long-term oversight as well as monitoring and evaluation of efforts. However, issues such as resource constraints, time pressures and a limited culture of strategic coordination make this difficult for municipal departments, which typically need to focus their efforts on dealing with immediate and short-term issues.

These existing challenges will be increased as Ramallah Municipality takes on a leading role in developing the resilience of our region. Effectively leading change, both within and outside the municipality, will require a rethink of our governance structure and organizational culture.

To bridge this critical gap, the municipality needs to develop its core functions in planning, management and leadership, implementing and monitoring resilience strategy actions, and mobilising, managing and guiding other external partners.

This will be advanced through the following activities:

- Building on existing work to map organisational responsibilities and undertaking a comprehensive capacity analysis of the municipality, including roles, functions, decision making processes, workflows, feedback mechanisms, financial and human resources. This will be used to understand gaps that need to be filled to facilitate Ramallah Municipality leading the regional change management process for resilience.
- Establishing a specific unit within Ramallah Municipality to support existing units, set strategic indicators, mobilize 100RC Platform Partners and additional donors, and undertake overarching monitoring, coordination and annual reporting on municipal performance. It will also oversee implementation of the actions within the Resilient Ramallah 2050 Strategy, which will require liaison with stakeholders at the city, Governorate, National, private sector, academic and community levels. Additionally, it will undertake capacity building within the municipality around resilience principles, ensuring ongoing effective engagement with the 100RC network.
  - The action to establish an evidence-based performance system for the municipality will sit with this unit (see Action 15) in partnership with the Ramallah Municipality IT Department.

**Resilience Value**

Supports integration of resilience principles and coordination between municipal departments. This will improve resourcefulness by identifying interdependencies and opportunities for cross-cutting benefits. Annual public reporting can increase public awareness and trust in municipal activities. It can also reduce ‘burn out’ amongst staff.

**Related shocks and stresses**

- Promote leadership and effective management
- Foster long-term and integrated planning

**Delivery lead**

Ramallah Municipality

**Partners**

- Ministry of Local Government
- 100 Resilient Cities
- Other ministries as required
- Municipal Development and Lending Fund (MDLF)

**ACTION 14: Establish a National Resilience forum**

Ramallah will host the State of Palestine’s first ever National Resilience Forum. The session will be used to share knowledge and lessons learnt with other Palestinian cities, such as Nablus (which is active in the UNISDR Making Cities Resilient Programme) and Hebron, encouraging and supporting them to produce their own resilience strategies. This forum will position Ramallah as a leader in Resilience thinking across Palestine, and help integrate resilience principles into the National Ministry of Local Government.

When planning the National Resilience Forum will draw on 100RC’s experience in convening different stakeholders to build capacity around resilience.

**Resilience Value**

Builds knowledge and capacity around resilience and integrated disaster management, both within Ramallah and beyond. This will promote efforts to build community well-being and social cohesion, which are important assets for cities in good times and bad.

**Related shocks and stresses**

- Promote Leadership and Effective Management
- Foster Long-Term and Integrated Planning
- Empower a Broad Range of Stakeholders
- Ensure Continuity of Critical Services

**Delivery lead**

Ramallah Municipality

**Partners**

- Union of Local Government Organizations
- Ministry of Local Government
- Other ministries
- MDLF
GOAL 5
Centralise data and establish a transparent approach to monitoring and improving performance

ACTION 15: Establish an evidence-based system for assessing performance of the city and its leadership

While city decisions are made with the best of intentions, within Ramallah there is often a tendency towards decision-making and planning based on “expert opinion”, rather than documented evidence. One of the drivers for this is a lack of any transparent system for tracking and reporting on the outcomes of municipal and city decision-making and investments - along with performance of its leaders and staff. This can lead to politicized decision-making, foster a sense of distrust in municipal activities, and result in missed opportunities to refine and improve decision-making based on past experiences.

This action will take a comprehensive inventory of data held by the city and develop a set of municipal performance indicators with urban resilience principles embedded. They will incorporate key principles from the City Resilience Framework and UN Sustainable Development Goals. Ramallah Municipality will seek to involve adjacent municipalities and share its work to promote accountability, transparency, evidence-based decision making, and positive competition within and between the cities.

The project will also expose the city to different models of leadership through partnership with other cities in the 100RC network.

Resilience Value
Promotes leadership and effective management through more transparent decision-making and local government accountability. This can increase community trust in, and engagement with, government activities.

Related shocks and stresses

Related CRF drivers
- Promote Leadership and Effective Management
- Foster Long-Term and Integrated Planning
- Ensure Continuity of Critical Services

Delivery lead
Ramallah Municipality

Partners
- MDLF
GOAL 6
Enable two-way dialogue with communities on the decisions that affect them
ACTION 16: Develop a 10 year plan for greater community involvement in municipal decision-making

Increasing the amount of engagement with the community (including marginalized groups) in decision-making about community assets is not a straightforward exercise. Ramallah, and Palestine more broadly, does not have a centuries-old tradition of democratic governance, meaning neither citizens nor institutions are accustomed to two-way dialogue and participatory planning approaches. Achieving change in this area will be a long-term exercise in shifting cultural attitudes and expectations within communities, as well as modifying historic approaches and procedures in organisations like Ramallah Municipality.

Ramallah Municipality will establish a 10 year plan of action for greater community engagement in government decision-making, initially at the municipal level. Using international frameworks such as the International Association for Public Participation (IAP2) spectrum, it will plan out the long-term objectives for increasing stakeholder participation, along with the mixture of approaches to be trialled in support of these objectives. Engagement mechanisms are expected to use a range of media, varying from surveys and social media, to public meetings, focus groups, television advertising and trials of participatory budgeting.

While this longer term plan is being established, we will commence with tangible initiatives to build greater stakeholder engagement and participation – see actions 17 and 18 opposite.

Resilience Value

Improves social cohesion and empowers communities to participate in civic decision-making, Can also increase self-determination and reduce community reliance on the municipality and other organisations.

Related shocks and stresses

- Economic shocks
- Political shocks

Related CRF drivers

- Empower a Broad Range of Stakeholders
- Promote Cohesive and Engaged Communities

Delivery lead

Ramallah Municipality

Partners

- Al-Bireh, Beitunia and surrounding Municipalities
- NGOs undertaking outreach
- Community members, including those in refugee camps

ACTION 17: Establish a Resilience Council Advisory Board

This action will establish a representative group of stakeholders from a range of sectors who will meet regularly to provide candid review of municipal projects, plans and developments occurring in the city. Drawing on the relationships established through the Resilient Ramallah working groups, this will not be a decision-making body, but will instead be used to embed resilience in the way the city makes its decisions moving forward. It will be a living resilience lens.

Resilience Value

This action will engage more stakeholders in municipality decision-making and funding decisions, resulting in greater engagement and sense of shared ownership. This can support service provision and asset delivery that better responds to end-user needs.

Delivery lead

Ramallah Municipality, JCU

Partners

- NGOs
- Universities
- Private sector investment
- Refugee camps

ACTION 18: Establish Neighbourhood Committees

This action will promote an inclusive culture and citizen responsibility by electing committees of community members for different neighbourhoods in the city. Ramallah Municipality will partner with trusted NGOs to help promote committees and elect members through a transparent and fair selection procedure that incorporates a truly representative sample of from participating communities (including an equitable gender distribution).

Committees would become the reference body that interact with city officials and institutions on local issues. They will have clearly established mandates, obligations and responsibilities. A longer term aim is for these committees to lead development of community resilience plans, in which neighbourhoods will be able to collectively set their own priorities and allocate resources to manage hazards.

Resilience Value

Improves social cohesion and empowers communities to participate in civic decision-making, as well as establishing trusted points of contact in local communities. Also builds an important sense of self-determination and can reduce community reliance on the municipality and other organisations.

Delivery lead

Ramallah Municipality

Partners

- NGOs working already with communities
- Community leaders and experts
GOAL 7
Establish integrated approaches to disaster management

ACTION 19: Map disaster vulnerability, including at-risk groups, for Ramallah and its surroundings

Ramallah is exposed to a range of disaster hazards, from earthquakes to sudden snow storms. However, for each hazard, the potential exposure and vulnerability of our communities and infrastructure varies widely across the city.

This action will provide a comprehensive assessment of the spatial relationships between a range of major shocks and the vulnerability of different people to these events. For example, this will include the likely ground acceleration rates, areas of liquefaction and landslide zones associated with earthquakes, as well as vulnerable buildings at risk of collapse. This will be considered alongside demographic, economic and health data to better understand potential coping capacities of different communities.

Understanding how risks are distributed spatially across the city will aid the broader integrated disaster management actions in this strategy and aligns with several of the Global Goals under the Sendai Framework for Disaster Risk Reduction. The action can also inform scenario testing and planning for emergency events, as well as helping decision makers to identify and prioritize key sites for redevelopment.

**Resilience Value**
Will support more efficient and effective use of limited resources for risk mitigation and preparedness. It can also support better recovery planning and day-to-day provision of basic services.

**Related shocks and stresses**

- Promote leadership and effective management
- Foster long term integrated planning
- Provides and Enhances Protective Natural and Man-Made Assets
- Ensure Continuity of Critical Services

**Delivery lead**
Ramallah Municipality

**Partners**
- Al-Bireh and Beitunia Municipalities
- Universities
ACTION 20: Conduct intra-agency drills using possible emergency scenarios to improve preparedness and coordination

Ramallah Municipality will work with first response agencies to plan and run a series of regular inter-agency response and recovery scenario drills. These sessions will simulate relevant real life situations to help those in emergency management to understand their roles and responsibilities in the immediate response and longer term recovery. Events will cover different types of scenario, including earthquakes, blizzards, disease pandemics and civil unrest.

Planning of these events will learn from leading practices elsewhere in the world. This includes the 100RC cities of San Francisco and Wellington, both of which are recognized as leaders in emergency management and are at significant risk of a major seismic event.

**Resilience Value**

These sessions will provide a safe space to practice for real life emergencies, ensuring improving effectiveness of response and recovery. They will also help identify mitigation and preparedness measures that can be implemented to reduce risk exposure.

**Delivery leads**

Ramallah Municipality, JCU

**Partners**

- National Disaster Risk Management Committee
- Local municipalities
- Palestinian Red Crescent and other emergency response agencies

ACTION 21: Assist local institutions to integrate disaster risk management in organizational practices and business processes

Ramallah Municipality will work with other municipalities in Ramallah-Al-Bireh Governorate to identify best practice and develop a programme on integrating disaster risk management into practices and business processes. The programme will be offered to major city businesses/institutions with a role to play in disaster resilience. For example, following a disruptive event, banks have a role to play in keeping our financial systems active and hotels may be valuable as safe gathering places.

**Resilience Value**

While this will require an initial investment, in the longer term, building capacity within institutions to effectively manage their own risk exposure will save resources and reduce the potential for reliance on municipal assistance in the event major shock. It will also be a valuable opportunity to influence the National approach and agenda for disaster risk management.

**Delivery leads**

Ramallah Municipality, Joint Coordination Unit

**Partners**

- Al-Bireh and Beitunia Municipalities
- National Disaster Risk Management Committee
- Local municipalities
- Palestinian Red Crescent
- Major city businesses/institutions
- UNDP
ACTION 22: Support local businesses and institutions with continuity planning

The circumstances of Ramallah and its surrounding have required great adaptability and resilience from businesses and institutions, which are regularly subject to service disruptions. However, Ramallah’s many small-to-medium enterprises (SMEs) remain especially vulnerable and may find it difficult to recover from a major shock such as an earthquake or prolonged electricity outage.

This pilot project will increase the level of continuity planning support provided to Ramallah’s businesses and institutions. We will work with 10 organisations to help them produce simple but effective plans that consider their supply chain and establish contingency measures they can apply in the event of a shock. This will enable them to continue operating or to resume operations more quickly. There is the opportunity to scale up this pilot program in the future.

Resilience Value

This action helps keep critical services available and the economy functioning following shock events. Business continuity planning can also help businesses identify ways to improve their operations in good times.

Inspiration from Wellington – Business Continuity Planning

Wellington is located in one of the most seismically active locations in the world, so helping businesses plan for earthquakes is crucial to its resilience.

Realising that most small businesses don’t have the time or resources to do detailed business continuity planning, Wellington Region Emergency Management Office (WREMO) has developed and delivered quick and simple two hour workshops that can rapidly advance levels of flexibility and adaptability when a disruptive event does strike.

Resilient Ramallah will learn from Wellington as we implement Action 22. You can learn more about Wellington’s approach at http://www.gotereopened.org.nz/businesses.

Delivery leads

Ramallah Municipality

Partners

• Universities
• Local banks
• District-level councils
• Local businesses
• 100RC network.

ACTION 23: Establish an effective early warning system for a variety of risks and hazards

Ramallah, and Palestine more broadly, is making good strides in emergency response. The Municipality has established a disaster response center and supporting procedures, but more needs to be done to provide early warning of impending shocks.

This action will develop and implement a warning system covering both predictable and more unpredictable disaster events, with the aim of reaching the largest number of people possible. A major challenge for this will be how to effectively warn the large number of people not registered in the city, but who may be present during the daytime. It will therefore be important for this work to link with Action 6, which aims to better define and understand Ramallah’s transient population.

This action supports Global Goal 7 of the Sendai Framework for Disaster Risk Reduction: “Substantially increase the availability of and access to multi-hazard early warning systems and disaster risk information and assessments to people by 2030.”

Resilience Value

This action will provide clear communication that allows affected residents to respond effectively to a shock event. It can also reduce response times for emergency services and enable protective measures for buildings and infrastructure to be put into place. This will support continuity of critical services, quicker recovery and provide greater confidence to potential investors.

Delivery leads

Emergency Council

Partners

• Ramallah Municipality
• National DRM Committee

Resilience Value

This action will provide clear communication that allows affected residents to respond effectively to a shock event. It can also reduce response times for emergency services and enable protective measures for buildings and infrastructure to be put into place. This will support continuity of critical services, quicker recovery and provide greater confidence to potential investors.
In Palestine it takes a lot of effort just to survive, let alone truly thrive. The realities of occupation – from travelling long distances through Israeli checkpoints, to unpredictable disruptions in critical services – can be exhausting and disempowering. In this context, as Ramallites, we sometimes lose sight of the tremendous potential of our city and its people. The actions in this section acknowledge our people and culture as Ramallah’s strongest assets. Our cultural assets and institutions bind us together and provide major opportunities for sustainable economic growth through carefully-managed tourism. Our local educational institutions are leaders in Palestine, but we can do more to draw on their expertise to support Ramallah’s resilience, as well as support our economy by linking their activities better with the needs of local industries. We are fortunate to have a very young population in Ramallah and at the national level – this ‘youth bulge’, as we call it, presents a major opportunity for rapid economic and social development.

Realising potential also means helping our communities to understand the risks they face, along with how they can support themselves and one another. Raising awareness will only partly address this – as a city we must also provide for and equitable access to the resources people need, not only to support themselves, but to truly prosper. Actions in this section focus on ensuring access to spaces and technologies that enable different types of connection and collaboration – from safe and inclusive public gathering spaces, to reliable telecommunications infrastructure that helps people connect online.

We will build prosperity by making the most of our city’s unique mix of cultural, intellectual, physical and natural assets

STRATEGIC DIRECTION 3

Realising Potential

Goal 8: Make effective use of our intellectual and cultural capital within the country and across the globe

Goal 9: Empower our citizens to help improve their own resilience

Goal 10: Document and celebrate our culture, heritage and commitment to welcoming all

Goal 11: Invest in smart city approaches that support community resilience.
GOAL 8
Make effective use of our intellectual and cultural capital within the country and across the globe
ACTION 24: Link higher education with the private sector

Economic projections developed by AECOM predict that over the next 20 years an additional 76,000 new jobs will be required just to keep unemployment at the current rate – 7.9% across the three cities and 17.7% across the Governorate.

In 2014, the unemployment rate among new graduates across the West Bank between 20 and 29 years that hold associate diploma certificates or higher was 42.3%. This partly reflects a mismatch of skills required by local industries and those being generated by the education sector, which is somewhat driven by a weak culture around student job placements, internships and residency programs. Moreover, vocational courses are often gendered and not available for girls. This is exacerbated by social norms and expectations about what is an appropriate profession for a woman, outright excluding women from a number of professions.

As a major center for university education in Palestine, Ramallah has a major role to play in addressing these challenges. This will happen through multiple approaches:

• Market analysis of future jobs and skills needed in different employment categories, as well as alignment with market needs
• Evaluating the scientific and technical capacity of higher education to deliver the desired competencies and skills
• Designing student work experience and residency programs for local university students, enabling direct collaboration between universities and major employers within Ramallah and its surroundings. The program will be supported by ongoing mentoring following graduation, along with a concerted emphasis on gender equity in employment. Ramallah municipality can coordinate such collaborations through its partnership with the different sectors in the city, with support from Ministries of Finance, Economic Development and Labour. We will coordinate with the World Bank, which is leading a similar project.

Resilience Value

Supports livelihoods and employment by better matching graduates’ skills with industry needs. This will support economic development, help retain locally educated talent, unlock fresh thinking and innovation, and build more meaningful collaborations between the business and academic sectors.

Related shocks and stresses

Related CRF drivers

• Support livelihoods and employment
• Empower a broad range of stakeholders
• Foster economic priority

Delivery leads

Local universities

Partners

• World Bank/Social Finance
• Private sector firms
• NGOs
• Ramallah Municipality

Photo credit: Ameen Saeb Al-ajez / Palestinian photographer
ACTION 25: Plan and develop the Ramallah TechPark

In recent years, we have witnessed a dramatic breakthrough in Ramallah’s private sector economy. However, levels of investment are beginning to stagnate and the number of university graduates exceeds job opportunities. Start-up businesses are an important part of the solution to these challenges – since 2014, over 600 jobs were created by start-ups in Ramallah. Today, they account for 34% of the total employment of the ICT sector.

We will further support start-ups by establishing Ramallah TechPark, which will be revolutionary in Palestine. The TechPark will allow young professionals – especially university graduates from the IT and Business departments – to come together with investors and experts to create new business models and technical solutions to challenges facing Ramallah, Palestine and the region more broadly. Ramallah Municipality has identified a planned appropriate space for the project, which will be delivered in partnership with the Leaders Organization. The TechPark is an important step to branding Ramallah as an innovation and entrepreneurship city that inspires future generations of entrepreneurs in Palestine.

**Resilience Value**
Supports innovation and entrepreneurship to improve employment outcomes and generate investment in the region’s economy. The action can also improve gender equity – while women account for 16% of the Ramallah labour force, the participation rate is 31% in start-ups.

**Delivery leads**
Ramallah Municipality
Leaders Organization
PITA
Ministry of Telecommunications and IT
Utility providers
Private telecommunication companies
Private sector investors

ACTION 26: Establish a coordinated vision for Ramallah’s tourism industry

With good proximity to the globally important historic sites at Jerusalem and Bethlehem, and a vibrant social and cultural scene with strong hospitality assets, tourism is a key growth sector in Ramallah. The discovery of Khirbet el Tireh – an ancient site of religious significance within a few kilometres of Ramallah – also has great potential to increase levels of religious tourism in our city.

Linking with the Municipal Tourism Strategy that was recently developed, this project seeks to establish a long-term vision for tourism that is coordinated with, and actively supported by, efforts at the Governorate and National levels. The approach needs to include consistent external messaging; areas for priority development; potential risks; and future skills/infrastructure needs. It will also consider how tourism including cultural industry can provide critical support in times of emergency through the use of their facilities and resources (e.g. spare rooms, bilingual staff).

**Resilience Value**
This action can support economic growth and local jobs while helping to minimize the unintended adverse consequences that can come from rapid development of tourism in a city. It will also support improved emergency response through innovative use of existing resources in Ramallah.

**Delivery leads**
Ramallah Municipality
Ministry of Culture
Ministry of Tourism and Antiquities
JCU
Cultural institutes
Major tourism providers in city (e.g. hotels)
Private sector investors

Local efforts to build resilience – ‘FastForward Accelerator’

Developed by the Leaders Organisation, FastForward is Palestine’s first start-up accelerator. Since its establishment in 2013, FastForward has supported twelve companies to grow from idea to business. Over a period of four months, the program provides motivated start-ups with seed funding of US$20,000, along with office space and technology, access to highly experienced mentors, one-on-one sessions with experts from professional sectors, and relevant training courses.
GOAL 9
Empower our citizens to help improve their own resilience

Photo credit: Ameen Saeb Al-ajez / Palestinian photographer
ACTION 27: Provide community groups with vacant or underused space or assets where they can shape new gathering and creative spaces

Many Ramallah residents are not fully aware of their rights to access to public space. Additionally, constraints on Palestinian-controlled land mean there is limited spare public land available for municipal parks and meeting places. However, Ramallah does have significant tracts of vacant, privately-owned space.

This action will identify locations within Ramallah that have the highest potential as public gathering and creative spaces. Considering both municipal and disused private land, it will determine opportunities for land to be provided to community groups to use spaces – either on a temporary or longer-term basis – for a range of activities such as arts and crafts villages or pocket parks. Ramallah Municipality will support participating community groups by negotiating with private landholders and simplifying any permitting or approvals processes.

In addition to vacant land, the project will look at options for underused assets and spaces (e.g. walls, water tanks, theatres) that can be used for installations such as murals, sculptures and performance pieces. Installations that support messages of acceptance and resilience will be prioritized.

Resilience Value

This action will improve community facilities and increase natural capital in the city. By giving community groups an opportunity to develop these spaces, it will also build pride, community cohesion and awareness of civil rights.

Related shocks and stresses

Related CRF drivers

• Empower a Broad Range of Stakeholders
• Promote Cohesive and Engaged Communities
• Provide and Enhances Protective Natural and Man-Made Assets

Delivery lead

Ramallah Municipality

Partners

• Community groups
• NGOs
• Diaspora

Collaborating with Pittsburgh – creating spaces for people

When developing its resilience strategy, Pittsburgh in the USA realised that its tracts of vacant and underused land present a major opportunity to generate valuable community assets. Pittsburgh is currently implementing a program to repurpose some of this land to provide space for uses like recreation, urban agriculture, stormwater capture and public art.

As we implement Action 27 in this strategy, we will share knowledge and experiences with Pittsburgh, along with other cities in the network that are pursuing similar approaches.
ACTION 28: Partner with the insurance sector to understand barriers to insurance in Ramallah, build awareness and develop new products to address the gap

Until 2004, Palestine lacked insurance law and hence the industry was highly disorganized. The industry has since begun to grow due to the establishment of an insurance regulator – the Palestine Capital Market Authority (PCMA) – and the enactment of the Insurance Law 2005. Despite this, levels of public awareness and uptake of small business and general insurance (e.g. home, contents and car) policies remain low. This leaves many Ramallah residents at risk of being unable to resume a comparable quality of life following a disruptive event, and can also have significant negative effects on economic activity.

Ramallah Municipality will collaborate with insurance companies to raise awareness about the benefits of insurance and reduce the barriers to general insurance uptake among Ramallah businesses, individuals and institutions. This will take inspiration from successful international models, where effective products have been developed to respond to the needs of uninsured or underinsured people. This will include looking for mechanisms to recognize the benefit of prevention, mitigation and adaptation measures within insurance policy, such as resilience bonds.

Resilience Value:
Before a disaster strikes, insurance pricing gives policy holders incentives to reduce their exposures through risk mitigation measures. In the aftermath, insurance transfers the fiscal burden away from taxpayers, onto the private sector and into international capital markets. Developing products through partnerships and informed by meaningful stakeholder input can maximize uptake and resilience benefits.

Related shocks and stresses:
Inspiration from Melbourne – Innovative Insurance

Research for the Bank of International Settlements has found that high levels of insurance penetration can help cities achieve long-term GDP growth after a major shock event.

Inspiration from Melbourne – Innovative Insurance

Despite being a wealthy country, there are many Australian adults who are unable to afford conventional insurance for their home, contents and care, or the level of cover available is too high for their need.

In response, Good Shepherd Microfinance collaborated with the insurance firm Suncorp to design an innovative insurance scheme that provides basic, affordable and accessible home and contents and car insurance to low-income people. The product is based on direct consultation with the target market to understand their needs – this helped Suncorp tailor the product and ensure that users did not have to pay more for a level of cover they don’t need.

Interestingly, it was found that basic car insurance was critical to resilience of many low-income people. This is because low-income communities often had poor access to public transport, so losing their car would make it difficult for them to access employment and services.
ACTION 29: Ensure safe working conditions for all

The construction sector has grown steadily in Ramallah, but this has occurred without matching improvement in licensing and occupational health and safety regulation. The result has been a high rate of incidents, most of which go undocumented due to the lack of a formal reporting and investigation system run by the National Government, Ramallah Municipality or Union of Palestinian Workers. These incidents range from minor injuries and chemical spills, through to large pollution events and occasional deaths. Some residents of Ramallah and its surroundings also take employment in construction projects in Israel, where injuries are common and deaths have been known to occur.

While the Ministry of Labour is mandated to monitor compliance with labour laws by contractors, at present there is a lack of resourcing. In an attempt to play a greater role in enforcement, Ramallah Municipality has developed new licensing procedure and supporting guidelines for construction firms.

This action will build on these licensing and guidelines in several ways:

- A review of safety and health guidelines for construction workers in the city, drawing on other cities’ experiences of enforcing workers’ safety, both within our region (e.g. Amman) and elsewhere
- An increased focus from the Municipality on agreements, licensing and education around safe work practices
- Mandating construction companies operating in the city to insure workers against potential risks and dangers
- Partnership between Ministry of Labour and Ramallah Municipality to more efficiently enforce labour law and practices
- Awareness and education of contractors and workers on their legal rights and responsibilities, led by public safety committee at the Ramallah-Al-Bireh Governorate level

Developing a more effective monitoring system with adequate and well-trained inspectors, reporting system for registering new cases, and smart electronic monitoring of incidents, along with follow-up on corrective and preventative actions. This system will be developed by Ramallah Municipality with the collaboration of relevant stakeholders.

**Resilience Value**

This action supports improved public health outcomes and reduced environmental degradation. It can create new employment in the field of OHS management and improve Ramallah’s reputation internationally, making it a more attractive place for investment and supporting sustainable economic growth.

- Developing a more effective monitoring system with adequate and well-trained inspectors, reporting system for registering new cases, and smart electronic monitoring of incidents, along with follow-up on corrective and preventative actions. This system will be developed by Ramallah Municipality with the collaboration of relevant stakeholders.

**Related shocks and stresses**

- Support livelihoods and employment
- Ensure social stability, security and justice
- Foster economic prosperity
- Promote leadership and effective management

**Delivery leads**

Ramallah Municipality

**Partners**

- Ministry of Labor
- Union of Palestinian workers
- Construction Firms
- Workers

**Related CRF drivers**

- Support livelihoods and employment
- Ensure social stability, security and justice
- Foster economic prosperity
- Promote leadership and effective management

**Photo credit:** Ramallah Municipality
ACTION 30: Prepare physical and online support resources to residents of Ramallah and its surroundings

This action involves preparing physical and online resources for new residents to encourage them to become productive and engaged members of the community. This is expected to include welcome information packs, assistance registering with necessary agencies and services, emergency management information, and community group information packs. A foundational step of this process will be collaborating with the holders of demographic data to understand who is new to the city and could benefit from this assistance.

Resilience Value

Increases community understanding of available resources, disaster management processes and potential hazards within the city. Supports communities in managing issues themselves and helps improve social cohesion and community engagement with the municipality.

Delivery leads

Ramallah Municipality

Partners

• NGOs already undertaking outreach
• Al-Bireh and Beitunia Municipalities
• National Government
GOAL 10

Document and celebrate our culture, heritage and commitment to welcoming all.
ACTION 31: Integrate cultural awareness into organisational practices

Ramallah Municipality is working ongoing to develop an Integrated Cultural Strategy. It will create a clear vision for promoting and supporting culture within the city and provide a framework to support the city’s organisations to integrate cultural considerations into their work.

This will be supported by practical materials that support government and non-government institutions working in the city to apply a cultural lens to their programs and projects. Examples of initiatives could include cultural awareness training modules, a calendar events, awards that recognise contributions to culture and awareness as well as guidance on incorporating cultural awareness into policy development.

The action takes inspiration from ‘Health in All Policies’ approaches applied in countries such as the United Kingdom, with the focus here instead on promoting local culture. It is connected with Action 32, which focuses on how cultural awareness can be improved among school students.

Resilience Value
This action takes an integrated approach to building more cohesive and culturally aware city. It uses the notion of shared history and culture to build cohesion and resilience in the face of dislocation and constraints on freedom.

Delivery lead
Ramallah Municipality

Partners
• Local partners

ACTION 32: Integrate cultural awareness into the educational curriculum

This action will see Ramallah Municipality partner with local schools to pilot greater integration of local cultural awareness into the formal curriculum. This will include excursions and a scheme where school students will play a hands-on role in management and promotion of a specific heritage or cultural asset (e.g. helping to curate an exhibit at a museum). Outcomes will be monitored by a partner from the higher education sector.

A private school has been chosen for the pilot as it has more autonomy to experiment with curriculum. If this pilot can demonstrate successful outcomes, in the longer term there is an opportunity for this program to influence the broader national curriculum.

Resilience Value
The action provides opportunities for the young people to actively engage with Ramallah’s cultural assets, helping to build a more cohesive Ramallites and Palestinian identity. It also unlocks additional resources to manage and promote the city’s cultural assets to other citizens.

Delivery lead
Private school

Partners
• Ramallah Municipality
• Academic institutions
• NGOs
• Private sector investors

ACTION 33: Incorporate activities promoting good citizenship into extra-curricular programs for students

School students in Ramallah and surrounding areas already undertake a range of extra-curricular activities, such as excursions and volunteering. There is an opportunity to better integrate active learning opportunities around good citizenship into these activities.

Partnering with NGOs working with youth, this action will develop targeted activities that aim to embed an understanding of key legal processes, rights and responsibilities within the daily lives of younger citizens.

The action will build on the efforts of the existing City Youth Council, which to date has been limited to a small subset of young Ramallites.

Resilience Value
Building levels of civic awareness among the youth is extremely important for the future resilience of Ramallah, especially given the still fledgling nature of State of Palestine. This can create a future generation of leaders, as well as active participants in Ramallah and Palestinian society and the economy.

Delivery leads
NGOs, schools

Partners
• Ramallah Municipality
• Ministry of Education and Higher Education

Collaborating with Byblos – protecting and honoring cultural assets

Byblos in Lebanon is one of the oldest continually inhabited cities in the world, and as such it has a rich and complex history and mix of cultural assets. Much like Ramallah, Byblos identified in its resilience strategy that protection and celebration of culture can be an important catalyst for economic development, community engagement, participation and social cohesion.

We can learn a great deal from Byblos as we seek to document and celebrate culture and heritage in Ramallah. They are implementing a range of practical actions in this area, such as developing restoration guidelines for preserving and enhancing physical assets in their Old City, and empowering community members to practice traditional crafts and expand the market for artisanal products.

Our two cities will collaborate regularly over coming years, sharing experiences and lessons learned.
GOAL 11
Invest in smart city approaches that support community resilience.

ACTION 34: Establish fast and reliable telecommunications and IT infrastructure for Ramallah and its surroundings

Achieving the objectives and delivering many of the actions will need to be supported by an efficient, fast and reliable communications network. While Palestine has recently been granted Israeli permission to establish 3G mobile coverage, we want to provide our residents with multiple communications options and ensure there is redundancy built into our systems.

In the first instance this action is about partnering with telecommunications providers to expand the current free city Wi-Fi network to reach more residents and businesses. In parallel, this will involve installation of high-speed fibre in all areas of new development, along with rolling out the new 3G network.

Resilience Value
Provides more reliable communication, access to information, and efficient delivery of a range of services (e.g. health care, municipal services). This will support economic prosperity, engagement between community members, and effective communication in times of shock.

Related shocks and stresses

Related CRF drivers
- Provide reliable communication and mobility
- Foster economic prosperity

Delivery leads
Ramallah Municipality

Partners
- Private telecommunication companies
- Ministry of Telecommunications and IT
- Private sector investors
ACTION 35: Increase IT capacity and training for schools

Ramallah Municipality will work with schools and educational institutes, as well as institutes such as House of Expertize, to provide IT infrastructure (e.g. in-room computers) and supporting training to more schools - particularly in disadvantaged areas. The aim is to enable Ramallah’s students to be fully competent with IT and to be able to support an emerging IT services industry sector.

**Resilience Value**

Will support the development of skills in young Ramallah residents, fostering better livelihoods and local economic development. The action will also build greater equity through prioritising improvement of access to online resources and IT skills in vulnerable areas.

**Delivery leads**

Ramallah Municipality

**Partners**

- Private sector investors
- Educational institutions
- NGOs

ACTION 36: Build on the Smart Ramallah project to enable greater access and public interaction with the city’s assets

The Ramallah Smart City Project aims to enhance communication with the local community, improve remote service delivery, provide information to the public on activities and public events in the municipality, and gather feedback on service delivery. It also provides tools for remote data gathering.

This action will build on Ramallah Smart City to extend the types of assets and services included in the platform. It will include mapping and promotion of cultural assets, crowdsourced data gathering around usage patterns for public spaces, and a social platform where users can communicate experiences of the city’s assets with one another.

**Resilience Value**

This action can improve community engagement, awareness and accessibility of the city’s assets. It can also enable innovative use of resources, including community-led action in a range of areas that support resilience.

**Delivery leads**

Ramallah Municipality

**Partners**

- NGOs
- Cultural organisations

ACTION 37: Use smart technologies to support critical infrastructure information sharing and integration

A long-term aim for Ramallah is to take an integrated approach to critical infrastructure development that looks at the whole system, rather than individual utilities. We are a long way from this at present, but will work towards an approach where needs for Transport, Energy, Telecommunications and other critical services are looked at holistically.

This is an initial step towards this future. It will establish a formal, trusted forum where critical infrastructure providers for Ramallah and its surroundings can come together to share information and collaborate around critical infrastructure interdependencies, vulnerabilities and opportunities for efficiencies (e.g. through co-locating infrastructure).

The action will draw on existing mapping work done as part of the Ramallah Smart City project, and establish clear information sharing protocols to ensure security of sensitive data. In this area there are opportunities to learn from other cities in the 100RC network, such as Rotterdam. If successful within Ramallah-Al-Bireh Governorate, the program could be rolled out on a National scale.

**Resilience Value**

More information sharing can help Ramallah make more of its limited resources, while also identifying system vulnerabilities, such as lack of redundancy or ‘cascading consequences’, where a failure in one system has flow-on effects for others.

**Delivery lead**

Ramallah Municipality

**Partners**

- Current and future (e.g. JWU) utility providers
- Ministry of Telecommunication and IT
- Ministry of Public Works and Housing
- Ministry of Transport

Inspiration from Rotterdam – Cooperation between infrastructure providers

The Rotterdam Resilient City strategy identified that while Rotterdam municipality plays an important role in managing critical infrastructure, there are multiple network providers which operate independently of each other. They identified a need for greater organisation and cooperation, especially in times of emergency when a disruption to one type of critical infrastructure can have cascading impacts across infrastructure networks. In response, they are currently working to incorporate resilience into their regional infrastructure agenda, and to develop platforms where infrastructure and utility providers can safely share information for mutual benefit.
“I SPENT 30 YEARS OF MY LIFE MAKING RAMALLAH BEAUTIFUL IN THE EYES OF THE PEOPLE”

Municipal Worker, Ramallah
Implementation

Now we have developed the Resilient Ramallah Strategy, the real work can start! As noted in Action 13 in this Strategy, we will establish a specific unit within Ramallah Municipality to oversee implementation of Resilient Ramallah Strategy. This unit will lead the following actions:

• Develop detailed Implementation Plans for our 37 actions in cooperation with the municipal management team. This will be supported by an overarching Annual Plan.
• Work to embed resilience principles and build capacity within Ramallah Municipality and other key institutions throughout our city – this is an important acknowledgement that truly enduring change for resilience will only come if it is embraced and owned throughout our city - not just within one municipal unit.
• Ensure fruitful and effective ongoing relationships with 100RC, other cities in the network, and Ramallah’s other ‘twin cities’.
• Mobilize additional resources and support for resilience-building through national and international sources, including 100RC’s Platform Partners.
• Coach different municipality departments and units in developing their annual plans in a coordinated way.

The table on page 122 summarizes all the actions documented in this strategy, including action leads, partner agencies and delivery timeframes. It also documents any alignment the UN Sustainable Development Goals and the Global Targets established under the Sendai Framework for Disaster Risk Reduction.

Additionally, the Action Implementation Summary includes two levels of implementation target – one indicates what we want to have achieved during Year 1, while the other provides the desired impact of each action once it has been implemented fully. These preliminary targets may be refined by developing the detailed Implementation Plan with long term, medium term and short term actions highlighted.

NEXT STEPS

Monitoring and reporting on our progress

A crucial quality of resilient systems is reflectiveness – ensuring that we learn from past experiences and use them to inform future decisions. Resilient Ramallah will be a truly reflective strategy by monitoring our performance in a number of ways:

• We will track progress against the implementation plans for each action, informed by the targets set out in the Action Implementation Summary. Acknowledging that cities rapidly evolve, in some cases we may identify that an action is not having the outcome we expected at the outset, or that the need for the action has changed. In these cases we will be adaptive, evolving actions where necessary in consultation with our local experts, partners and the Municipality.
• Monitor the collective progress of actions in this strategy to increase Ramallah’s resilience. While data availability is a challenge, a longer term aim will be to report fully against a tested and recognized global framework for measuring urban resilience. In the interim, we will develop a concise and manageable set of city resilience indicators that suits the Ramallah context. These will be adapted from existing approaches, such as the City Resilience Framework, UN Sustainable Development Goals, and the Sendai Framework for Disaster Risk Reduction.

In keeping with Actions 13 and 15 of this Strategy, we will report to the public annually on progress against this Strategy. We see this as a positive example that can catalyse greater public accountability among other institutions in Palestine.
## Action implementation summary

A key outlining the UN Sustainable Development Goals and the Sendai Framework Global Targets can be found on page 136.

<table>
<thead>
<tr>
<th>Strategic Direction</th>
<th>Primary Goal</th>
<th>#</th>
<th>Action</th>
<th>Lead</th>
<th>Partners</th>
<th>New, scaling or linking?</th>
<th>Year 1 priority action?</th>
<th>Timeframe for completion</th>
<th>Related Global Frameworks</th>
<th>Targets for Sustainable Development Goals</th>
<th>Sendai Framework Global Targets</th>
<th>Year 1</th>
<th>End of implementation</th>
</tr>
</thead>
<tbody>
<tr>
<td>Regaining Control</td>
<td>1. Reduce dependency on others for resources and mobility</td>
<td>1</td>
<td>Develop comprehensive city-wide environmental resource strategies for Energy, Water and Waste</td>
<td>Ramallah Municipality, JCU</td>
<td>Jerusalem Water Board, Universities, Waste management companies, Energy Authority, KfW, NGOs, PWA, Environment Quality Authority, Joint Service Council for Solid Waste Management</td>
<td>New</td>
<td>Yes</td>
<td>Long-term</td>
<td>3, 6, 9, 10, 11, 12, 13, 15</td>
<td>a, b, d</td>
<td>Technical support procured and strategy development underway</td>
<td>Increased flexibility and redundancy in Energy, Water and Waste systems</td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td>2</td>
<td>Encourage investment in Ramallah to reduce dependence on donor organizations</td>
<td>Ramallah Municipality</td>
<td>Al-Bireh and Beitunia Municipalities, Ramallah Federation, Banking and Finance Sector organisations</td>
<td>Scaling</td>
<td></td>
<td>Medium-term</td>
<td>8, 9</td>
<td></td>
<td>Program scoped and partnerships formalised</td>
<td>50% increase in investment from members of the diaspora by 2025</td>
<td></td>
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<tr>
<td></td>
<td></td>
<td>3</td>
<td>Build resilience principles into the scoping and design of Ramallah’s transport system</td>
<td>Ramallah Municipality</td>
<td>Academic sector, Specialist transport consultant, Community members</td>
<td>Scaling</td>
<td>Yes</td>
<td>Medium-term</td>
<td>3, 5, 9, 11, 13</td>
<td></td>
<td>Detailed scoping study underway</td>
<td>“20% reduction in private vehicle traffic in central Ramallah; BRT accessible to vulnerable populations”</td>
<td></td>
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<tr>
<td>Strategic Direction</td>
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<tr>
<td>Regaining Control</td>
<td>2. Use our land and resources to support the needs of our citizens</td>
<td>4</td>
<td>Develop an integrated and comprehensive community health and safety service</td>
<td>Ramallah Municipality</td>
<td>MoH, MoE, MoSD, Academic organizations, Main Health and psychosocial NGOs, World Bank, Palestinian National Public Health Institute, Youth Centers, NGOs</td>
<td>New</td>
<td>Yes</td>
<td>Long-term</td>
<td>3, 4, 5</td>
<td>a, b</td>
<td>Partnerships established and scoping studies underway</td>
<td>Increased access to preventative healthcare; reduced rates of chronic illnesses in Ramallah</td>
<td></td>
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<tr>
<td></td>
<td></td>
<td>5</td>
<td>Establish municipal policy to encourage affordable housing delivery models</td>
<td>Ramallah Municipality</td>
<td>Al-Bireh and Beitunia Municipalities, Ministry of Housing and Public Works, Private developers, Palestinian Contractors’ Union.</td>
<td>New</td>
<td>Quick win</td>
<td>1, 10, 11</td>
<td>Investigation of policy options underway</td>
<td>2 or more new affordable housing developments underway by 2025</td>
<td></td>
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<td>6</td>
<td>Collect comprehensive data on Ramallah’s transient population to inform future planning and service provision</td>
<td>Ramallah Municipality, JCU</td>
<td>District Traffic Council, Universities, NGOs already undertaking outreach, MoT</td>
<td>Scaling</td>
<td>Medium-term</td>
<td>1, 3, 4, 6, 7, 8, 9, 10, 11, 12</td>
<td>Not scheduled to commence in Year 1</td>
<td>Reliable data available on transient population by 2020</td>
<td></td>
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<td></td>
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<td>7</td>
<td>Reform and implementation of environmental regulations in Palestine</td>
<td>Ramallah Municipality, Al-Bireh &amp; Beitunia Municipalities, MoA, media and private sector</td>
<td>Universities, Specialist consultants, JCU</td>
<td>Scaling</td>
<td>Quick win</td>
<td>3, 6, 7, 11, 13, 15, 16</td>
<td>“Meetings held with relevant regulators; establishment and benchmarking of environmental metrics underway”</td>
<td>% reduction in rates of waste dumping and other environmental metrics to be established</td>
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</tbody>
</table>
### 3. Prioritise urban and economic development that supports resilience

<table>
<thead>
<tr>
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<tbody>
<tr>
<td></td>
<td></td>
<td>8</td>
<td>Establish a Local Economic Development Framework that supports sectors</td>
<td>Ramallah Municipality and civil society groups</td>
<td>Public private partnerships, MoLE, Surrounding municipalities, Local investors</td>
<td>New</td>
<td>Quick win</td>
<td>8, 9, 10</td>
<td>Draft Framework developed</td>
<td>8, 9, 10</td>
<td>Draft Guidelines developed and provided to stakeholders for input</td>
<td>Decision-making process for all major investments by Ramallah Municipality can demonstrate consideration of resilience principles</td>
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<td></td>
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<td>9</td>
<td>Incorporate the resilience lens into new decision-making guidelines for capital investment</td>
<td>Ramallah Municipality</td>
<td>Universities, 100RC network, MoLG, Investment bodies.</td>
<td>New</td>
<td>Yes</td>
<td>Medium-term</td>
<td>a, b, c, d</td>
<td>Development of draft guidelines underway</td>
<td>Standards developed and actively used in 10+ new developments by 2030</td>
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<td></td>
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<td>10</td>
<td>Develop and promote resilient urban design guidelines</td>
<td>Ramallah Municipality</td>
<td>Association of Engineers, Development and social sectors, Universities, Developers, Surrounding municipalities</td>
<td>New</td>
<td>Quick win</td>
<td>9, 11</td>
<td>a, b, c, d</td>
<td>Not scheduled to commence in Year 1</td>
<td>Precinct developed, lessons learnt captured and shared internationally</td>
<td></td>
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<td>11</td>
<td>Resilient precinct – identify an area of new development where resilience principles will be embedded throughout</td>
<td>Ramallah Municipality</td>
<td>Private developer, Local universities to lead research into outcomes of the development</td>
<td>New</td>
<td>Long-term</td>
<td>3, 6, 7, 9, 11, 12, 15</td>
<td>a, b, c, d</td>
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<td>Timeframe for completion</td>
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<tr>
<td>4. Embed collaboration in our governance structure</td>
<td>12 Develop a long-term roadmap for a future of greater collaboration between regional municipalities</td>
<td>12</td>
<td>Develop a long-term roadmap for a future of greater collaboration between regional municipalities</td>
<td>Ramallah Municipality and JCU</td>
<td>Al-Bireh, Beitunia and surrounding municipalities; National Ministries, including MoLG</td>
<td>Scaling</td>
<td>Yes</td>
<td>Medium-term</td>
<td>11, 16, 17</td>
<td>“Mayoral commitment to attending JCU Steering Group meetings. New joint working measures drafted.”</td>
<td></td>
<td></td>
<td>Formal joint working model legally enacted; increase in net investment attracted</td>
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<td></td>
<td>13 Build the required capabilities and structures so Ramallah Municipality can lead resilience change</td>
<td>13</td>
<td>Build the required capabilities and structures so Ramallah Municipality can lead resilience change</td>
<td>Ramallah Municipality</td>
<td>MoLG, 100RC, other ministries as required, MDLF</td>
<td>Scaling</td>
<td>Yes</td>
<td>Quick win</td>
<td>16</td>
<td>Strategic Coordination Unit established and staffed</td>
<td></td>
<td></td>
<td>Resilience principles demonstrably integrated into municipal decision-making</td>
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<td></td>
<td>14 Establish a National Resilience forum</td>
<td>14</td>
<td>Establish a National Resilience forum</td>
<td>Ramallah Municipality</td>
<td>Union of Local Government Organizations; MoLG, other ministries, MDLF</td>
<td>New</td>
<td>Medium-term</td>
<td>16, 17</td>
<td>a, b, c, d, e</td>
<td>Not scheduled to commence in Year 1</td>
<td>At least one event held; Resilience strategies implemented by at least 2 other municipalities nationally</td>
<td></td>
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<td></td>
<td>15 Establish an evidence-based system for assessing performance of the city and its leadership</td>
<td>15</td>
<td>Establish an evidence-based system for assessing performance of the city and its leadership</td>
<td>Ramallah Municipality</td>
<td>MDLF</td>
<td>Scaling</td>
<td>Medium-term</td>
<td>16</td>
<td></td>
<td>Scoping of system underway</td>
<td>All municipal decisions can be supported by robust evidence</td>
<td></td>
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<td></td>
<td>16 Develop a 10 year plan for greater community involvement in municipal decision-making</td>
<td>16</td>
<td>Develop a 10 year plan for greater community involvement in municipal decision-making</td>
<td>Ramallah Municipality</td>
<td>Al-Bireh, Beitunia and surrounding Municipalities; NGOs undertaking outreach; Community members, including those in refugee camps</td>
<td>Scaling</td>
<td>Yes</td>
<td>Medium-term</td>
<td>11, 16</td>
<td>b, c</td>
<td>Strategy Developed and ready for ongoing implementation</td>
<td>% increase in number of Ramallah citizens participating in municipal mechanisms for stakeholder consultation and input</td>
<td></td>
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<td></td>
<td>17 Establish a Resilience Council Advisory Board</td>
<td>17</td>
<td>Establish a Resilience Council Advisory Board</td>
<td>Ramallah Municipality, JCU</td>
<td>NGOs, Universities, Private sector investment, Refugee camps</td>
<td>New</td>
<td>Yes</td>
<td>Quick win</td>
<td>11, 16</td>
<td>b, c</td>
<td>Board established</td>
<td></td>
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<td></td>
<td>18 Establish Neighbourhood Committees</td>
<td>18</td>
<td>Establish Neighbourhood Committees</td>
<td>Ramallah Municipality</td>
<td>NGOs working already with communities, Community leaders and experts</td>
<td>Scaling</td>
<td>Yes</td>
<td>Quick win</td>
<td>11, 16</td>
<td>b</td>
<td>At least 1 new Committee established</td>
<td></td>
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<tr>
<td>Strategic Direction</td>
<td>Primary Goal</td>
<td>#</td>
<td>Action</td>
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<td>Partners</td>
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<td>Year 1 priority action?</td>
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<tr>
<td>7. Establish integrated approaches to disaster management</td>
<td>Map disaster vulnerability, including at-risk groups, for Ramallah and its surroundings</td>
<td>19</td>
<td>Map disaster vulnerability, including at-risk groups, for Ramallah and its surroundings</td>
<td>Ramallah Municipality</td>
<td>Al-Bireh and Beitunia Municipalities, Universities</td>
<td>New</td>
<td>Yes</td>
<td>Quick win</td>
<td>11</td>
<td>a, b, c, d</td>
<td>Specialist support procured and data requirements scoped</td>
<td>Vulnerability mapping data is actively used to inform emergency management planning</td>
<td></td>
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<td></td>
<td>Conduct intra-agency drills using possible emergency scenarios to improve preparedness and coordination</td>
<td>20</td>
<td>Conduct intra-agency drills using possible emergency scenarios to improve preparedness and coordination</td>
<td>Ramallah Municipality, JCU</td>
<td>National Disaster Risk Management Committee, Local municipalities, Palestinian Red Crescent and other emergency response agencies</td>
<td>Linking</td>
<td>Yes</td>
<td>Quick win</td>
<td>11, 16</td>
<td>a, c</td>
<td>At least 1 intra-agency drill planned</td>
<td>Regular schedule of drills established; response agencies report improved interoperability</td>
<td></td>
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<tr>
<td></td>
<td>Assist local institutions to integrate disaster risk management in organizational practices and business processes</td>
<td>21</td>
<td>Assist local institutions to integrate disaster risk management in organizational practices and business processes</td>
<td>Ramallah Municipality, JCU</td>
<td>Al-Bireh and Beitunia Municipalities, National Disaster Risk Management Committee, Local municipalities, Palestinian Red Crescent, Major city businesses/institutions, UNDP</td>
<td>New</td>
<td>Quick win</td>
<td>11, 16</td>
<td>a, b, c, d</td>
<td>Not scheduled to commence in Year 1</td>
<td>50% of businesses with &gt;30 employees have integrated disaster risk management considerations into business processes by 2020</td>
<td></td>
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<tr>
<td></td>
<td>Support local businesses and institutions with continuity planning</td>
<td>22</td>
<td>Support local businesses and institutions with continuity planning</td>
<td>Ramallah Municipality</td>
<td>Universities, Local banks, District-level councils, Local businesses, 100RC network.</td>
<td>New</td>
<td>Yes</td>
<td>Quick win</td>
<td>11, 16</td>
<td>a, c</td>
<td>Business continuity planning guidance materials produced</td>
<td>&gt;20 organisations have established business continuity plans by 2020</td>
<td></td>
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<tr>
<td></td>
<td>Establish an effective early warning system for a variety of risks and hazards</td>
<td>23</td>
<td>Establish an effective early warning system for a variety of risks and hazards</td>
<td>Emergency Council</td>
<td>Ramallah Municipality, National DRM Committee</td>
<td>Scaling</td>
<td>Yes</td>
<td>Medium-term</td>
<td>11</td>
<td></td>
<td>Specialist support procured, system scoped and development underway</td>
<td>Early warning system can effectively reach 100% of the population</td>
<td></td>
</tr>
<tr>
<td>Strategic Direction</td>
<td>Primary Goal</td>
<td>#</td>
<td>Action</td>
<td>Lead</td>
<td>Partners</td>
<td>New, scaling or linking?</td>
<td>Year 1 priority action?</td>
<td>Timeframe for completion</td>
<td>Related Global Frameworks</td>
<td>Targets for Sustainable Development Goals</td>
<td>Sendai Framework Global Targets</td>
<td>Targets for Year 1</td>
<td>End of implementation</td>
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</tr>
<tr>
<td>8. Make effective use of our intellectual and cultural capital within the country and across the globe</td>
<td>24 Link higher education with the private sector</td>
<td></td>
<td>Local universities</td>
<td>World Bank/Social Finance, Private sector firms, NGOs, Ramallah Municipality</td>
<td>Linking</td>
<td>Yes</td>
<td>Quick-win</td>
<td>4, 8, 9</td>
<td>Program scoped and first round of work experience placements underway</td>
<td></td>
<td></td>
<td>Private sector organisations report more job-ready graduates; decrease in unemployment among recent graduates</td>
<td></td>
</tr>
<tr>
<td></td>
<td>25 Plan and develop the Ramallah TechPark</td>
<td></td>
<td>Ramallah Municipality</td>
<td>Leaders Organization, PITA, Ministry of Telecommunications and IT, utility providers, private telecommunication companies, private sector investors</td>
<td>New</td>
<td></td>
<td>Long-term</td>
<td>4, 9, 10</td>
<td>Site selection processes underway</td>
<td></td>
<td></td>
<td>20 or more new businesses start up with the assistance of the TechPark by 2022</td>
<td></td>
</tr>
<tr>
<td></td>
<td>26 Establish a coordinated vision for Ramallah’s tourism industry</td>
<td></td>
<td>Ramallah Municipality</td>
<td>Ministry of Culture, MoTA, JCU, Cultural institutes, Major tourism providers in city (e.g. hotels), Private sector investors</td>
<td>Linking</td>
<td>Yes</td>
<td>Quick-win</td>
<td>8, 9</td>
<td>Coordinated vision established</td>
<td></td>
<td></td>
<td>10% increase in total tourist numbers by 2025</td>
<td></td>
</tr>
<tr>
<td></td>
<td>27 Provide community groups with vacant or underused space or assets where they can shape new gathering and creative spaces</td>
<td></td>
<td>Ramallah Municipality</td>
<td>Community groups, NGOs, Diaspora</td>
<td>Scaling</td>
<td></td>
<td>Medium-term</td>
<td>3, 11</td>
<td>Implementation partnerships formalised</td>
<td></td>
<td></td>
<td>3+ new community projects enabled by 2020</td>
<td></td>
</tr>
<tr>
<td></td>
<td>28 Partner with the insurance sector to understand barriers to insurance in Ramallah, build awareness and develop new products to address the gap</td>
<td></td>
<td>Ramallah Municipality</td>
<td>Palestine Capital Market Authority, Insurance industry partner, NGOs currently engaging with communities</td>
<td>Linking</td>
<td></td>
<td>Medium-term</td>
<td>9, 10, 11, 17</td>
<td>Insurance industry partner confirmed, baseline insurance penetration benchmarked</td>
<td></td>
<td></td>
<td>30% increase in insurance penetration by 2025</td>
<td></td>
</tr>
<tr>
<td></td>
<td>29 Ensure safe working conditions for all</td>
<td></td>
<td>Ramallah Municipality</td>
<td>Ministry of Labor, Union of Palestinian Workers, Construction Firms, Workers</td>
<td>Scaling</td>
<td>Yes</td>
<td>Medium-term</td>
<td>3, 8, 9, 10, 11, 16</td>
<td>Implementation partnerships formalised and underway</td>
<td></td>
<td></td>
<td>100% increase in number of work sites inspected for compliance by 2020; 25% decrease in workplace fatalities by 2020</td>
<td></td>
</tr>
<tr>
<td>Strategic Direction</td>
<td>Primary Goal</td>
<td>Action</td>
<td>Lead</td>
<td>Partners</td>
<td>New, scaling or linking?</td>
<td>Year 1 priority action?</td>
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<td></td>
<td></td>
</tr>
<tr>
<td>Realising Potential</td>
<td>10. Document and celebrate our culture, heritage and commitment to welcoming all</td>
<td>Prepare physical and online support resources to residents of Ramallah and its surroundings</td>
<td>Ramallah Municipality</td>
<td>NGOs already undertaking outreach, Al-Birn and Beitunia Municipalities, National Government</td>
<td>Scaling</td>
<td>Quick win</td>
<td>10, 11</td>
<td>a, b</td>
<td>Not scheduled to commence in Year 1</td>
<td>Materials distributed to all new residents from 2020</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>31</td>
<td>Integrate cultural awareness into organisational practices</td>
<td>Ramallah Municipality</td>
<td>Local partners</td>
<td>New</td>
<td>Quick win</td>
<td>11, 16</td>
<td></td>
<td>Guidance materials drafted for stakeholder feedback</td>
<td>50% of businesses with &gt;30 employees have a cultural awareness policy or similar by 2020</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>32</td>
<td>Integrate cultural awareness into the educational curriculum</td>
<td>Private school</td>
<td>Ramallah Municipality, Academic institutions, NGOs, Private sector investors</td>
<td>Scaling</td>
<td>Quick win</td>
<td>4, 11, 16</td>
<td></td>
<td>New curriculum elements under development</td>
<td>Increase in heritage awareness against a benchmark to be established</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>33</td>
<td>Incorporate activities promoting good citizenship into extra-curricular programs for students</td>
<td>NGOs, schools</td>
<td>Ramallah Municipality, MoE</td>
<td>Scaling</td>
<td>Quick win</td>
<td>4, 5, 11, 16</td>
<td></td>
<td>Not scheduled to commence in Year 1</td>
<td>Increase in volunteerism rates by 2025</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>11. Invest in smart city approaches that support community resilience</td>
<td>Establish fast and reliable telecommunications and IT infrastructure for Ramallah and its surroundings</td>
<td>Ramallah Municipality</td>
<td>Private telecommunication companies, MoTT, Private sector investment</td>
<td>Scaling</td>
<td>Yes</td>
<td>Long-term</td>
<td>9, 10, 11</td>
<td>g</td>
<td>Ongoing rollout of new IT infrastructure</td>
<td>90% of residents can access 30 data services or better by 2025</td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>35</td>
<td>Increase IT capacity and training for schools</td>
<td>Ramallah Municipality</td>
<td>Private sector investors, Educational institutions, NGOs</td>
<td>Scaling</td>
<td>Quick win</td>
<td>4, 5</td>
<td></td>
<td>Program scoped fully and funding pathways confirmed</td>
<td>Annual increase in number of classes with in-room IT infrastructure</td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>
### Resilient Ramallah 2050

#### Strategic Direction: Realising Potential

<table>
<thead>
<tr>
<th>Primary Goal</th>
<th>#</th>
<th>Action</th>
<th>Lead</th>
<th>Partners</th>
<th>New, scaling or linking?</th>
<th>Year 1 priority action?</th>
<th>Timeframe for completion</th>
<th>Associated Global Frameworks</th>
<th>Targets for Sustainable Development Goals</th>
<th>Sendai Framework Global Targets</th>
<th>End of implementation</th>
</tr>
</thead>
<tbody>
<tr>
<td>11. Invest in smart city approaches that support community resilience</td>
<td>36</td>
<td>Build on the Smart Ramallah project to enable greater access and public interaction with the city’s assets</td>
<td>Ramallah Municipality</td>
<td>NGOs, Cultural organisations</td>
<td>Scaling</td>
<td>Yes</td>
<td>Quick win</td>
<td>9, 11</td>
<td>Related Global Frameworks</td>
<td>Sendai Framework Global Targets</td>
<td>Expansion of the project underway</td>
</tr>
<tr>
<td>37</td>
<td>Use smart technologies to support critical infrastructure information sharing and integration</td>
<td>Ramallah Municipality</td>
<td>Current and future (e.g., JWU) utility providers, MoIT, MoPWH, MoT</td>
<td>New</td>
<td>Yes</td>
<td>Quick win</td>
<td>6, 7, 9, 11, 17</td>
<td>a, c</td>
<td>Not scheduled to commence in Year 1</td>
<td>Critical infrastructure information sharing network fully established by 2020</td>
<td></td>
</tr>
</tbody>
</table>

#### UN Sustainable Development Guidelines:

<table>
<thead>
<tr>
<th>Goal</th>
<th>Description</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>End poverty in all its forms everywhere</td>
</tr>
<tr>
<td>2</td>
<td>End hunger, achieve food security and improved nutrition and promote sustainable agriculture</td>
</tr>
<tr>
<td>3</td>
<td>Ensure healthy lives and promote well-being for all at all ages</td>
</tr>
<tr>
<td>4</td>
<td>Ensure inclusive and quality education for all and promote lifelong learning</td>
</tr>
<tr>
<td>5</td>
<td>Achieve gender equality and empower all women and girls</td>
</tr>
<tr>
<td>6</td>
<td>Ensure access to water and sanitation for all</td>
</tr>
<tr>
<td>7</td>
<td>Ensure access to affordable, reliable, sustainable and modern energy for all</td>
</tr>
<tr>
<td>8</td>
<td>Promote inclusive and sustainable economic growth, employment and decent work for all</td>
</tr>
<tr>
<td>9</td>
<td>Build resilient infrastructure, promote sustainable industrialization and foster innovation</td>
</tr>
<tr>
<td>10</td>
<td>Reduce inequality within and among countries</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Goal</th>
<th>Description</th>
</tr>
</thead>
<tbody>
<tr>
<td>11</td>
<td>Make cities inclusive, safe, resilient and sustainable</td>
</tr>
<tr>
<td>12</td>
<td>Ensure sustainable consumption and production patterns</td>
</tr>
<tr>
<td>13</td>
<td>Take urgent action to combat climate change and its impacts</td>
</tr>
<tr>
<td>14</td>
<td>Conserve and sustainably use the oceans, seas and marine resources</td>
</tr>
<tr>
<td>15</td>
<td>Sustainably manage forests, combat desertification, halt and reverse land degradation, halt biodiversity loss</td>
</tr>
<tr>
<td>16</td>
<td>Promote just, peaceful and inclusive societies</td>
</tr>
<tr>
<td>17</td>
<td>Revitalize the global partnership for sustainable development</td>
</tr>
</tbody>
</table>

#### Sendai Framework Global Targets:

- **a)** Substantially reduce global disaster mortality by 2030, aiming to lower average per 100,000 global mortality rate in the decade 2020-2030 compared to the period 2005-2015.
- **b)** Substantially reduce the number of affected people globally by 2030, aiming to lower average global figure per 100,000 in the decade 2020-2030 compared to the period 2005-2015.
- **c)** Reduce direct disaster economic loss in relation to global gross domestic product (GDP) by 2030.
- **d)** Substantially reduce disaster damage to critical infrastructure and disruption of basic services, among them health and educational facilities, including through developing their resilience by 2030.
- **e)** Substantially increase the number of countries with national and local disaster risk reduction strategies by 2020.
- **f)** Substantially enhance international cooperation to developing countries through adequate and sustainable support to complement their national actions for implementation of this Framework by 2030.
- **g)** Substantially increase the availability of and access to multi-hazard early warning systems and disaster risk information and assessments to the people by 2030.
### KEY DEFINITIONS/ACRONYMS

<table>
<thead>
<tr>
<th>Acronym</th>
<th>Definition</th>
</tr>
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<tbody>
<tr>
<td>100RC</td>
<td>100 Resilient Cities</td>
</tr>
<tr>
<td>CRF</td>
<td>City Resilience Framework</td>
</tr>
<tr>
<td>CRO</td>
<td>Chief Resilience Officer</td>
</tr>
<tr>
<td>GLOWA</td>
<td>Global Change in the Hydrological Cycle</td>
</tr>
<tr>
<td>ICT</td>
<td>Information and Communications Technology</td>
</tr>
<tr>
<td>IT</td>
<td>Information Technology</td>
</tr>
<tr>
<td>JCU</td>
<td>Joint Coordination Unit - Ramallah, Al-Bireh, and Beitunia Municipalities</td>
</tr>
<tr>
<td>JDECo</td>
<td>Jerusalem District Electric Company</td>
</tr>
<tr>
<td>MDLF</td>
<td>Municipal Development and Lending Fund</td>
</tr>
<tr>
<td>MoEHE</td>
<td>Ministry of Education and Higher Education</td>
</tr>
<tr>
<td>MoH</td>
<td>Ministry of Health</td>
</tr>
<tr>
<td>MoLG</td>
<td>Ministry of Local Government</td>
</tr>
<tr>
<td>MoPWH</td>
<td>Ministry of Public Works and Housing</td>
</tr>
<tr>
<td>MoSD</td>
<td>Ministry of Social Development</td>
</tr>
<tr>
<td>MoT</td>
<td>Ministry of Transportation</td>
</tr>
<tr>
<td>MoTA</td>
<td>Ministry of Tourism and Antiquities</td>
</tr>
<tr>
<td>MoTIT</td>
<td>Ministry of Telecommunications and Information Technology</td>
</tr>
<tr>
<td>NGO</td>
<td>Non-Governmental Organization</td>
</tr>
<tr>
<td>PCMA</td>
<td>Palestine Capital Market Authority</td>
</tr>
<tr>
<td>PNA</td>
<td>Palestinian National Authority</td>
</tr>
<tr>
<td>PRA</td>
<td>Preliminary Resilience Assessment</td>
</tr>
<tr>
<td>SDG</td>
<td>Sustainable Development Goals</td>
</tr>
<tr>
<td>SME</td>
<td>Small to medium enterprise</td>
</tr>
<tr>
<td>UNISDR</td>
<td>United Nations International Strategy for Disaster Resilience</td>
</tr>
<tr>
<td>UNDP</td>
<td>United Nations Development Programme</td>
</tr>
<tr>
<td>Action</td>
<td>Tangible and implementable project, program or activity designed to build Ramallah’s resilience and contribute to achieving the strategy’s vision and supports a specific goal</td>
</tr>
<tr>
<td>City Resilience Framework (CRF)</td>
<td>Comprising four dimensions and 12 drivers that together illustrate what makes a city resilient, the CRF is used by cities in the 100RC network to help them understand the complex and overlapping systems that contribute to their resilience</td>
</tr>
<tr>
<td>Chief Resilience Officer (CRO)</td>
<td>Advisor that reports directly to the city mayor. Their task is to establish a compelling resilience vision for his or her city, working across departments and with the local community to maximize innovation and minimize the impact of unforeseen events</td>
</tr>
<tr>
<td>Cross-cutting</td>
<td>Applying across a range of sectors or resilience issues. For example, investment in one area (e.g. sustainable transport) that can also have cross-cutting, or flow-on, effects in other areas (e.g. improved air quality, social cohesion)</td>
</tr>
<tr>
<td>Diaspora (Palestinian)</td>
<td>People of Palestinian origin currently living away from Palestine</td>
</tr>
<tr>
<td>Discovery area</td>
<td>Important areas or issues to investigate during Phase II of the resilience strategy development process</td>
</tr>
<tr>
<td>Field of Opportunity</td>
<td>A specific part of the 100RC strategy development process where cities prioritize and refine actions to maximize resilience benefits</td>
</tr>
<tr>
<td>Preliminary Resilience Assessment (PRA)</td>
<td>A document that establishes an initial, qualitative understanding of the city’s strengths and weaknesses against the City Resilience Framework</td>
</tr>
<tr>
<td>Risk</td>
<td>The severity and likelihood of a shock or stress occurring</td>
</tr>
<tr>
<td>Shock (or acute shock)</td>
<td>A sudden event that threatens a city, such as an earthquake, flood or snowstorm</td>
</tr>
<tr>
<td>Strategic direction</td>
<td>An priority area where Ramallah needs to take action to improve its resilience</td>
</tr>
<tr>
<td>Stress (or chronic stress)</td>
<td>A longer-term problem that weakens the fabric of a city on a day-to-day or cyclical basis</td>
</tr>
<tr>
<td>Vision</td>
<td>Overarching aim for a Resilient Ramallah in the year 2050 that guides this strategy</td>
</tr>
</tbody>
</table>
ACKNOWLEDGEMENTS

Resilient Ramallah 2050 was made possible by the generous support of the Rockefeller Foundation and 100 Resilient Cities. This Strategy is the result of the effort and collaboration of so many people across our city, as well as around the world. We acknowledge the following individuals and organisations that have made significant contributions to this pioneering piece of work for our city:

Working group members and technical advisors

Abdelkarim, Naser
Abdel-Hadi, Nasser
Abdel-Hadi, Saad
Abu Awn, Hussein
Abu Khaleel, Samira
Abu Shanab, Yasser
Abu Sharbak, Naser
Abu Aisheh, Samir
Abulawi, Nidal
Abu Zeid, Majdi
Al Hajouj, Azzam
Al -Mubayed, Mohammed
Al Wazni, Ibtisam
Al Zurba, Florid
Al Atshon, Laila
Al Barghouti, Abdulkarim
Al Basalat, Nizar
Al Dabez, Jalal
Al Deek, Dauod
Al Dweik, Ammar
Al Khatib, Ahmad
Alladin, Ali’a
Al Malik, Majdi
Al Malki, Raed
Al Masi, Amal
Al Sheikh, Nasser
Al-Taweel, Ziad
Al-Zagha, Salam
Ameen, Fida’
Ansawi, Ohood
Ansawi, Moren
Armouch, Mohammed
Ashrawi, Emil
Arieh, Ibrahim
Atoun, Mohammed
Atshan, Shadi
Awadallah, Faisal
Awad, Abdullah
Ayyad, Mohammed
Baba, Yousef
Bahour, Sam
Baidoon, Samir
Barghouti, Thaer
Bassioni, Zahir
Bishara, Khaldoun
Boulos, Adel
Damir, Salah
Daraweesh, Youssef
Dawabshah, Sondos
Dghieesh, Mahmoud
Elayyan, Khaled
Enaa, Ohood
Ertahi, Youssef
Ewida, Khadijah
Ezzat, Ziyad
Falaneh, Khalil
Fupha, Samir
Ghaidban, Shadi
Ghanem, Asma’a
Ghanti, Taher
Hamayel, Israa
Hamdan, Mohammed
Hamouri, Imam
Haniyeh, Salah
Hilal, Jamil
Imseeh, Hanan
Issa, Iyad
Issis, Issam
Jaafar, Dan
Jalal, Nader
Jayousi, Mahmoud
Joudeh, Oma
Kawasmi, Hazem
Khader, Sameh

Khafaf, Hanan
Khafai, Siam
Kharman, Ibrahim
Khouri, Suhail
Kiddos, Charlie
Mefraj, Layali
Majdoub, Mohammed
Mari, Nader
Marai, Duha
Mayyoc, Sani
Melhem, Abdurajid
Mohammed, Zakaria
Muallem, Edward
Musleh, Reem
Nairat, Rafie’e
Naqi, Basem
Nijem, Khalil
Odeh, Mohammad
Qubbaj, Renad
Qandah, Jad
Qatamesh, Khaled
Rabab, Bassam
Rabab, Jamil
Ragab, Khaled
Saleh, Ahmad
Sawalhi, Bassam
Shomali, Amer
Shunnarah, Azmi
Taha, Dalia
Tamari, Saleem
Tarazi, Nabil
Taweel, Khawla
Thaler, Jamil
Tracy, Lisa

Municipal council 2012-2017 (The strategy was development in the era of Municipal Council 2012-2017)

Hadid, Mousa
Abdelmajid, Sameh
AbuShabak, Hassan
AbuAbed, Ramzy
Habash, Nadia
Inabi, Amin
Daib, Kamal
Dares, Faisal
Elfroukh, Harbi
Ghanem, Najmeh
Janet Michael
AbuEin, Ali’a
Assaf, Omar
Hanania, Maher
Hussari, Sami

Ramallah Municipality

AbuLaban, Ahmed
Ghazal, Khaleb
Abdallah, Noma
Abu Bakr, Sally
Al Jamal, Malveena
Aldweik, Safaa
Al-Hindi, Ad
Hamdeh, Osama

Ghneim, Suleiman
Shehadeh, Mahma
Rimawi, Musheer
Ersaan, Deema
Ewida, Sani
Hanhan, Mousa
Hassan, Anas
Habayeb, Rana
Hannisheh, Sager
Husseini, Rania
Talat, Marwan
Alsayeh, Issa
Ghneim, Nuhwa
Fawadleh, Youssef
Fawadleh, Jeries
Arafat, Saeed
Assaf, Saheer
Basha, Narmeen
Dalia, Hamza
Muaddi, Fouad
Musleh, Osama
Naser, Nidal
Eshfayeh, Sahar
Qwarama, Tareq
Shafi, Mohammad
Shahine, Nancy
Tannous, Olga
Abed, Iman
Abouhmidal, Muhamad
Aburub, Amina
Kilany, Majed

Ghneim, Suleiman
Shehadeh, Mahma
Rimawi, Musheer
Ersaan, Deema
Ewida, Sani
Hanhan, Mousa
Hassan, Anas
Habayeb, Rana
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Qwarama, Tareq
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Shahine, Nancy
Tannous, Olga
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Ghneim, Nuhwa
Fawadleh, Youssef
Fawadleh, Jeries
Arafat, Saeed
Assaf, Saheer
Basha, Narmeen
Dalia, Hamza
Muaddi, Fouad
Musleh, Osama
Naser, Nidal
Eshfayeh, Sahar
Qwarama, Tareq
Shafi, Mohammad
Shahine, Nancy
Tannous, Olga
Abed, Iman
Abouhmidal, Muhamad
Aburub, Amina
Kilany, Majed

Ghneim, Suleiman
Shehadeh, Mahma
Rimawi, Musheer
Ersaan, Deema
Ewida, Sani
Hanhan, Mousa
Hassan, Anas
Habayeb, Rana
Hannisheh, Sager
Husseini, Rania
Talat, Marwan
Alsayeh, Issa
Ghneim, Nuhwa
Fawadleh, Youssef
Fawadleh, Jeries
Arafat, Saeed
Assaf, Saheer
Basha, Narmeen
Dalia, Hamza
Muaddi, Fouad
Musleh, Osama
Naser, Nidal
Eshfayeh, Sahar
Qwarama, Tareq
Shafi, Mohammad
Shahine, Nancy
Tannous, Olga
Abed, Iman
Abouhmidal, Muhamad
Aburub, Amina
Kilany, Majed
Steering Committee
Al - Alraj, Hussein
Mustafa, Mohammed
Ghannam, Laila
Saidam, Sabri
Hasayneh, Mu'meed
Ghneim, Mazen
Awad, Jawad
Shawa, Azzam
Awad, Dia
Odeh, Abir
Abu Shahla, Mamoun
Bseiso, Ihab
Mousa, A'lam
Jomaa, Bashar
Qatami, Nassar
Eshtayeh, Mohammed
Qassim, Nabil
Hsieh, Samir
Khoury, Basem
Abdullah, Samir
Al Khatib, Ghassan
Abu Daqaa, Massinour
Al Qawasmi, Khaled
Khalili, Majdi
Abu Zaid, Mousa
Ashrawi, Hanan
Al Jarbawi, Ali
Shuaibi, Azmi
Abed, Fawzi
Dawla, Rebhi
Taha, Mohammed Kamal

Resilient Ramallah Team
Shaheen, Mohammad – Chief
Resilience Officer
Burbar, Nadine – Resilience Coordinator

Former members:
Al-raf, Suleiman
Dabbah, Shireen
Jaber, Linda
Saadeh, Lina

New Municipal council
2017-2021 (Strategy Released in the era of Municipal Council 2017-2021)
Hadid, Moussa
Abu Shalbak, Hassan
Assaf, Omar
Azzar, Wissam
Izz, Rula
Qoura, Nahla
Shamsheem, Kamal
Bosheh, Rimin
Nasser, Samah
Awaysah, Jamal
Natour, Maher
Zadeh, Samaan
Abbas, Ahmad
Natour, Hussein
Froukh, Maendouh

100 Resilient Cities
Berkowitz, Michael
Lipper, Bryna
Sarkozy-Banocy, Stewart
Bagaeen, Samer
Brenner, Andrew
Young, Max
White, John
Rosenstein, Scott
Alvarado, Luis
Nabizada, Mina
Fellows, Harry
Rhodes, Alyssa

AECOM
Henderson, Michael
Smith, Ben
Power, Kieran
Bevington, Cristian
Rumfitt, Andy

Global Communities
Abu Hijleh, Lana
Barahmeh, Hashem
Hasan, Nidal

Portland Trust
Jacobs, Suzanne
Zaher, Magda
Abudaka, Zayne
Yassinand, Rania
Iwidat, Qais