

دولة فلسطين



بلدية رام الله
RAMALLAH 1908
MUNICIPALITY

Ramallah Preliminary Resilience Assessment June 2016



RESILIENT
RAMALLAH

100

RESILIENT
CITIES

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Background on 100 Resilient Cities



100RC **partners with cities** around the world to **help them become more resilient** to the social, economic and physical challenges that are a growing part of the 21st century.

100 Resilient Cities (100RC), pioneered by the Rockefeller Foundation, 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.

100RC supports the adoption and incorporation of a view of resilience that includes not just the shocks – earthquakes, fires, floods, etc. – but also the stresses that weaken the fabric of a city on a day to day or cyclical basis.

By addressing both the shocks and the stresses, a city becomes more able to respond to adverse events, and is overall better able to deliver basic functions in both good times and bad, to all populations.



Preliminary Resilience Assessment

a snapshot of the current state of Ramallah resilience strengths and weaknesses, gaps and opportunities.



Inputs to the Preliminary Resilience Assessment include:

- Ramallah's unique city context
- Agenda-Setting Workshop report
- Insights from Stakeholder engagement
- Outputs of City Resilience Actions & Perceptions Tools

An aerial, black-and-white photograph of a busy urban intersection in Ramallah. The central focus is a large, circular monument with four lion statues positioned at the corners of a square base. A tall, slender column rises from the center of the monument. The surrounding area is filled with cars, pedestrians, and buildings, capturing the vibrant life of the city. The text "Ramallah Unique City Context" is overlaid in white on the central part of the image.

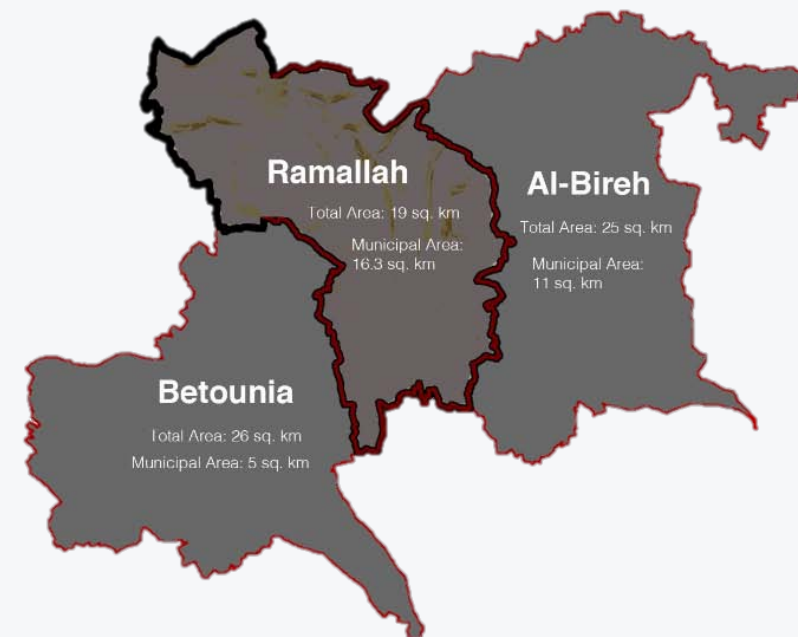
Ramallah Unique City Context

Unique City Context

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Ramallah, with a population of over 70,000 people (26% increase per annum in the last 5 years); living on a total area of 16.3 Sq. Km, is a beacon of investment, employment and commercial activities in Palestine.

- **Economic hub:** As the main city in the West Bank. Ramallah, although originally a small entity, has become the governmental, cultural and workforce defacto-capital of Palestine. People from all around the West Bank come to Ramallah in search of job opportunities.
- **Cultural and social hub:** The centralization of the City has made it a destination for living, employment and leisure to Palestinians from all over the West Bank
- **Challenges:** Collectively, the political, social and demographic challenges facing the City of Ramallah and its surrounding areas (Al-Bireh, Betounia and refugee camps) are contributing to weakening its resilience in facing the shocks and stresses of the 21st century.
 - Challenges facing the three cities have made it impossible to isolate Ramallah from its surroundings: Al-Bireh, Betounia and the refugee camps.
 - Rapid population growth is met with challenges of land scarcity and a lack of city capacity to provide infrastructure services to the City newcomers.
 - The Israeli occupation also strains efforts of proper provision of services by prohibiting Palestinian municipalities from expanding into area C.
 - A major challenge facing residents of refugee camps on the outskirts of the three cities (Al-Amari Camp, Qadora Camp, Jalazon Camp), is UNRWA is gradually reducing its support.
- **Assets:** Thus Ramallah plays a major role in job generation, especially in the Palestinian context with high unemployment rates and labor force participation



An aerial, high-angle photograph of a busy urban intersection in Ramallah. The scene is dominated by a central monument consisting of a tall, white column topped with a statue, surrounded by four large, white lion statues on a tiered base. The monument is enclosed by a low metal fence. The surrounding area is a wide, paved street with numerous cars, including white taxis and private vehicles, and many pedestrians. The background shows buildings with signs in Arabic, including one that reads 'مصالح عطية الإبراهيم'. The entire image is framed by a large, white circular border.

Ramallah Agenda Setting Workshop

Agenda Setting Workshop

The workshop invited city stakeholders from different sectors and diverse disciplines. Invitees included experts, academics, municipality employees, as well as team members from private, government and non-profit sectors.

Shocks & Stresses

Top Stresses Facing Ramallah City

- Fast population growth caused by migration of Palestinians from other cities and rural areas within the West Bank
- Limited land and water resources
- Traffic jam and limitation of pedestrian mobility
- Fragmentation of services and inadequate coordination among city players
- Inadequate managerial and organizational capacities to keep up with the growing demands on services
- Weak infrastructure and Inadequate city capacity and preparedness to deal with man-made and natural disasters
- Tension and chronic stress resulted from continuous political instability

Top Shocks Facing Ramallah City

- Severe weather conditions (snow storms or flooding)
- Possible earthquake
- Wars or spread of violence (city invasions and closures by the Israeli military)
- Unexpected widespread fire especially in the crowded city areas

Workshop Output Summary

- Two major workshops were conducted in the scanning phase of the program to identify perceptions on shocks and stresses facing Ramallah city. Workshops were held in September 2014 (2 days) and March 2016.
- A total number of 41 participants attended the first workshop and 45 participants attended the second workshop.
- in March 2016, a youth dedicated workshop was held at the Higher Council for Youth and Sports to collect their perception on Ramallah city resilience. A total number of 11 participants joined the discussion.
- Another youth workshop was held in April 2016 at Sharek Youth Forum. A total number of 20 participants joined the workshop.

An aerial, high-angle photograph of a busy urban intersection in Ramallah. The scene is dominated by a central monument consisting of a tall, white column rising from a circular base. The base is surrounded by four large, white lion statues, each positioned at one of the corners of a square platform. The monument is enclosed by a low metal fence. The surrounding area is a wide, paved street with numerous cars and pedestrians. In the background, there are buildings, including one with a sign that reads "مصالح عطية الإرماني". The overall atmosphere is one of a bustling, active city center.

Ramallah Stakeholder Engagement

Stakeholder Engagement

The team engaged a number of key stakeholders who showed interest in being part of the development and implementation of Ramallah's resilience vision and strategy.

PURPOSE

- Ramallah's Stakeholder Engagement Plan is designed to identify the important stakeholder groups and the process by which the Chief Resilience Officer (CRO) and his team engage community stakeholders in development and implementation of the City's resilience strategy.
- An effective, inclusive stakeholder engagement process enables the city to leverage existing efforts in the community and to identify critical gaps. It also enables the city to build partnerships that advance the community's shared resilience priorities.

METHODS

- During phase I of strategy development, the Ramallah Resilience Team conducted four workshops with over 100 participants representing different economic sectors, NGO's, government and private sectors, experts, youth, academics, community leaders and municipality team members.
- Regular meetings during Phase I have been scheduled between the CRO and the Ramallah Mayor and City Director.
- To improve the success and impact of the Resilience Strategy, it is important to view Ramallah as an integral part of its surrounding cities. Al-Bireh and Bitounia municipalities, including the refugee camps of Alamari, Qadourah and Al-Jalazon, are key actors to build an integrated governance and coordination system
- The Ramallah team has also conducted around 27 interviews with diverse leaders, experts, mayors residing and working in Ramallah and its surroundings to further collect data on stakeholder perceptions on Ramallah city resilience.
- 2 focus group discussions were held with Al-amari refugee camp and Al Bireh Municipality.



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Workshops



2

Focus
Groups

27

Individual
Interviews

140+

Stakeholders Engaged
100 RESILIENT CITIES

Stakeholder Engagement

The team engaged a number of key stakeholders who showed interest in being part of the development and implementation of Ramallah's resilience vision and strategy.

RESILIENCE STEERING COMMITTEE

- At the head of the Organizational Structure is the Resilience Steering Committee (RSC), which is responsible for validating major milestones of strategy development, including the PRA and the final resilience strategy documents.
 - The RSC committee consists of key actors in the government, key NGOs and International donors as well as major private sector players.
 - The high influence of the RSC is essential for supporting the implementation of the resilience strategy.
 - 100RC is responsible for supporting the establishment of the CRO's position, providing reviews and approvals during stages of development of the strategy, as well as sharing information, tools, and resources with the Ramallah team.
 - The Resilience Steering Committee is an honorary overarching body made from 19 members to serve as a high-level committee of major city influences to be informed on the resilience initiative for buy-in and local support.
- **19** Members; Meeting 3 times (at the beginning, midway and at the end of strategy development)



Stakeholder Engagement

The team engaged a number of key stakeholders who showed interest in being part of the development and implementation of Ramallah's resilience vision and strategy.

WORKING GROUPS

- Thematic Working Groups (also referred to as “Working Groups”) are groups who share interest in leveraging the different strategies and actions of the resilience program, especially around the identified Discovery Areas.
- The groups are formed from different bodies in the Municipality, the city, and non-governmental stakeholders. Thematic Groups contribute to the development of vision, action plans, activities, and initiatives that support the strategic objectives of the program.
- **4 working groups**; meeting multiple times during Phase II of strategy development

Resilience Team

- Ramallah Municipality, headed by its leadership: City Mayor Musa Hadid, City Director Ahmad Abu Laban and the Resilience Executive Committee (5 Municipal Council), provide full support for the initiative.
- The Ramallah Resilience Team consists of four core team members; the CRO- Dr. Mohamad Shaheen, Assistant CRO- Linda Jaber and two members of the local Deloitte Strategy Partner team; Suleiman Aref and Shireen Dabbah. The CRO is the head of this program and is positioned to engage different stakeholders towards supporting the resilience vision and strategy.
- Deloitte, Strategy Partner, assists the CRO team and local partners and also directly participate in the research of relevant Discovery Areas. The SP will provide best practice guidance around strategy development and city resilience building.
- 100RC is responsible for supporting the establishment of the CRO's position, providing reviews and approvals during stages of development of the strategy, as well as sharing information, tools, and resources with the Ramallah team. The CRO and Assistant CRO are responsible for communicating with 100RC and the Strategy Partner Deloitte, who serve as strategic advisors and resources throughout the phases of strategy development and implementation.

An aerial photograph of a busy urban intersection in Ramallah, Palestine. The scene is dominated by a central monument featuring a tall column and four lion statues. The monument is surrounded by a low wall and a circular path. The surrounding area is filled with cars, pedestrians, and buildings. The image has a reddish tint. A large white circle is overlaid on the center of the image, containing the title text.

Ramallah Phase I Analysis & Tool Outputs

Phase 1 Analysis Overview

Perceptions Tool

- During phase I of strategy development, the Ramallah Resilience Team conducted four workshops with over 100 participants representing different economic sectors, NGO's, government and private sectors, experts, youth, academics, community leaders and municipality team members.

Actions Tool

- Actions, plans, projects and initiatives were inputted into the Action Inventory Tool.
- This tool analyzes inputted data on city projects and plans based on the drivers and sub-drivers of the CRF

Assets & Risks Assessment

- Ramallah city enjoys the availability of multiple assets that can be utilized as resources to serve the building of a resilient city strategy.

City Resilience Perceptions Assessment

The perception exercise is a public opinion tool that enables people to reflect on their perceptions and ideas on how resilient Ramallah city is, across the different 12 drivers and multiple sub-drivers of the CRF wheel.

PURPOSE

- **Baseline the city's resilience strengths and weaknesses** as perceived by city experts representing diverse perspectives and expertise
- **Identify and catalog issues** relevant to the city's resilience work
- Understand where there is **consensus and dissonance** on city resilience performance
- Begin to **map overlapping or interconnected resilience issues**

SUMMARY OF OUTPUT

- Water: Majority of stakeholders interviewed indicated that water is doing well but can improve (neutral). Recent interviews, however, showed that there is a strategic challenge for securing enough water in the long-run, which could be a major challenge for building the resilience of Ramallah. Access to general healthcare: Majority of stakeholders indicated that access to general health care is problematic in the City and surroundings
- Local economy: Majority of stakeholders interviewed indicated that it is doing well but can improved, followed by a group that indicated that it needs to do better, the smallest group indicated that it is an area of strength.
- Decision making and leadership: Majority of stakeholders interviewed indicated that it needs to do better, followed by a group that indicated that it is well but can improve, the smallest group indicated that it is an area of strength.
- Emergency Capacity and coordination: Almost half of stakeholders interviewed indicated that this area needs to do better, the remaining indicated that it is well but can improve.



City Resilience Actions Inventory

Actions, plans, projects and initiatives were inputted into the Action Inventory Tool created by Deloitte. This tool analyzes inputted data on city projects and plans based on the drivers and sub-drivers of the CRF.

PURPOSE

- Ensure the CRO has a **comprehensive view on the range of resilience activities** underway across the city
- Identify opportunities for the strategy to **leverage and align with existing actions**

SUMMARY OF OUTPUT

Infrastructure and Mobility Projects:

- Ramallah Ring Road rehabilitation and expansion,
- Transport Networks,
- Automated Parking System

Education and Technology

- Ramallah Smart City,
- Ramallah Smart Schools,
- Educational facilities (schools)

Cultural and Social Projects

- Rehabilitation Ramallah Cultural Palace,
- Establish new cultural and social facilities Ramallah
- Construct a Recreational complex,
- Expand the Municipality Hall, Ramallah Park

Environmental Projects

- Solid Waste Dumping Site
- Ramallah Sewage Services
- Municipal Street Lights Network



City Resilience Assets & Risk Assessment

Ramallah city enjoys the availability of multiple assets that can be utilized as resources to serve the building of a resilient city strategy.

PURPOSE OF ANALYSIS

- **Prioritize shocks and stresses** in the context of different potential future scenarios that can weaken Ramallah's assets
- Understand **how shocks and stresses are connected** to each other
- Assess **how potential risks may be exacerbated** based on:
 - the condition of physical assets (i.e. roads, buildings, water and sewer systems, etc.)
 - interactions between shocks and stresses

SUMMARY OF ANALYSIS

Cultural Assets

- Traditional Heritage
- Ramallah Old City
- Cultural and tourist Destinations

Infrastructure Assets

- Municipality Coordination Unit and Joint Services Unit
- Parks and Green areas: Garden of Nations, Radaneh park, Tireh Stair Park
- Housing projects and planned neighborhoods: Reyhan and Diplomacy planned neighborhoods
- Al-Reehan Arab Consulted Hospital
- Road projects: Ring road project
- ICT projects: Ramallah Smart City

An aerial photograph of a busy street intersection in Ramallah, Palestine. The image is overlaid with a large white circle. Inside the circle, a central monument is visible, featuring a tall column and four lion statues. The surrounding area is filled with cars, pedestrians, and buildings. The text "Ramallah Discovery Areas" is centered over the monument.

Ramallah Discovery Areas

What are Discovery Areas?

Discovery Areas are key **questions about the resilience of the cities** – targeted areas where the city needs to better understand:

- What are the **critical risks and interdependencies**?
- What additional data is needed to understand the **potential for resilience-building** initiatives?

Discovery Areas set the framework and priorities for the work in Phase II

Ramallah Discovery Areas

Discovery Area 1

- Integrated Governance and Coordination: Extensive stakeholder engagement highlighted a need to improve the existing governance and coordination system at the Local Government level in Ramallah to support city resilience.

Discovery Area 2

- Robust Resilient Risk Management: Stakeholders expressed a need for a more effective risk management system to deal with possible threats that can completely disable Ramallah and its surroundings.

Discovery Area 3

- Enhanced Urban Assets: Analysis demonstrates that the city needs to integrate a creative model for building resilient urban assets such as city housing and infrastructure development projects through the resilience lens.

Discovery Area 4

- Social Cohesion and Economic Prosperity: Economic prosperity and social cohesion were linked together in stakeholder discussions because Ramallah's social fabric is affected by the migration of people bringing different world views.

Discovery Area 1: Integrated Governance and Coordination

City stakeholders were engaged in interviews, workshops and discussion groups to identify city priorities for resilience building.

Background

- Extensive stakeholder engagement highlighted a need to improve the existing governance and coordination system at the Local Government level in Ramallah to support city resilience.
- Our analysis showed that there was fragmentation and lack of coordination among the three municipalities of Ramallah, Al-Bireh and Betounia, as well as the central government and local government.
- The vision expressed by stakeholders in engagement meetings is that a greater Ramallah municipality area would be an open, liberal and inclusive city that respects freedom of speech, private spaces, and free and responsible living choices through democratic city laws and policies.

Questions for further study

1. What are the challenges and opportunities for developing integrated governance of the three municipal areas? How can resident perceptions hinder or help the development of an integrated approach?
2. What governance models could work for the greater municipal area?
3. Why does institutionalized responsible governance and coordination matter?
4. What are the components/stages of the integration plan that can foster realistic, integrated sustained and institutionalized governance among the immediate surrounding cities, refugee camps and villages?
5. What current and future laws are needed to institutionalize the desired level of coordination/integration?
6. What is the nature of advocacy plan and actions that are needed to create a more effective, efficient, participatory and transparent governance structure of the greater municipal area?
7. What are the gaps in the coordination among the different international donors that are supporting city initiatives?

Discovery Area 2: Robust Risk Management

City stakeholders were engaged in interviews, workshops and discussion groups to identify city priorities for resilience building.

Background

- Stakeholders in engagement meetings and workshops expressed a need for a more effective risk management system to deal with possible threats such as; severe weather conditions, water shortage, large-scale fires, epidemics, military incursions, internal conflict and possible earthquakes.
- These probable shocks can completely disable Ramallah city and its surroundings and cause huge human loss and suffering.

Questions for further study

1. What would be the possible threats that are likely to impact the City and its surroundings in the coming 20-30 years?
2. What is the cost (economic, environmental and social) of not having an efficient Disaster Risk Management (DRM) system within the greater metropolitan area?
3. What already exists (policies, actions) to prepare citizens of the City in case of threats challenging all three cities and their surroundings?
4. What would be needed to prepare a more efficient, capable and effective warning with the disaster management system?
5. What models exist among the 100 RCs and potential support to building such disaster management system in the City?
6. How can Ramallah be part of the pilot phase of the national Disaster Risk Management (DRM) initiative?
7. What resources are needed to build the capacity of the Emergency Council at the City and its greater metropolitan area?
8. What kind of coordination system should be established to insure integrated risk management system in the city?
9. How can the enhancement of assets facilitate mitigating risks (shocks and stresses)?

Discovery Area 3: Enhanced Urban Assets

City stakeholders were engaged in interviews, workshops and discussion groups to identify city priorities for resilience building.

Background

- Our analysis has shown that the city needs to integrate a creative model for building new city housing and infrastructure development projects through the resilience lens.
- The current urban infrastructure and assets in Ramallah are considered by stakeholders as rather inadequate and weak, especially older buildings, narrow roads, old sewage and pipe systems, diminishing green area, shortage of water and electricity resources (controlled by Israel).
- Stakeholders expressed a need for new proposed plans that would achieve a resilient infrastructure, properly prepared to face possible disasters and threats.
- Plans include urban assets such as: water, housing, roads, transportation, as well as solid and sewage waste.

Questions for further study

1. What are specific and in-depth vulnerabilities of current city assets (roads, housing complexes and greater Ramallah metropolitan area)?
2. How can the city better understand the constraints of the current urban assets system (sewage, water, electricity, housing, transportation and culture) and address the continuous challenges it faces and better understand the drivers of this?
3. What solutions could be adopted to facilitate smoother and effective mobility within the city and surrounding? What other models exist within 100 RC that can be shared to inspire creative and resilient mobility for Ramallah?
4. What creative solutions can help build out additional water resources (e.g. rainwater harvesting) in the city and its surrounding? How much water is wasted within the city and what benefits would improve water conservation have for the city? What strategies can we use to assume more control over water resources?
5. How can we integrate existing plans into the city renewable energy to sustain economy and development?
6. How do the aforementioned challenges in governance and coordination (discovery area 1) affect the city's ability to plan and innovate in this space?
7. How can we effectively link different initiatives and plans to achieve more resilient assets for the City?
8. What are the risk, health and safety implications for protecting urban assets?

Discovery Area 4: Social Cohesion and Economic Prosperity

City stakeholders were engaged in interviews, workshops and discussion groups to identify city priorities for resilience building.

Background

- It was discussed in city workshops that Ramallah cannot keep pace with the economic demands of its growing population.
- One proposed solution was to develop a long-term/ futuristic vision and plan to meet growing demands.
- Economic prosperity and social cohesion were linked together in stakeholder discussions because Ramallah's social fabric is affected by the migration of people bringing different world views.
- The new vision would foster economic growth, while insuring social cohesion and inclusiveness.

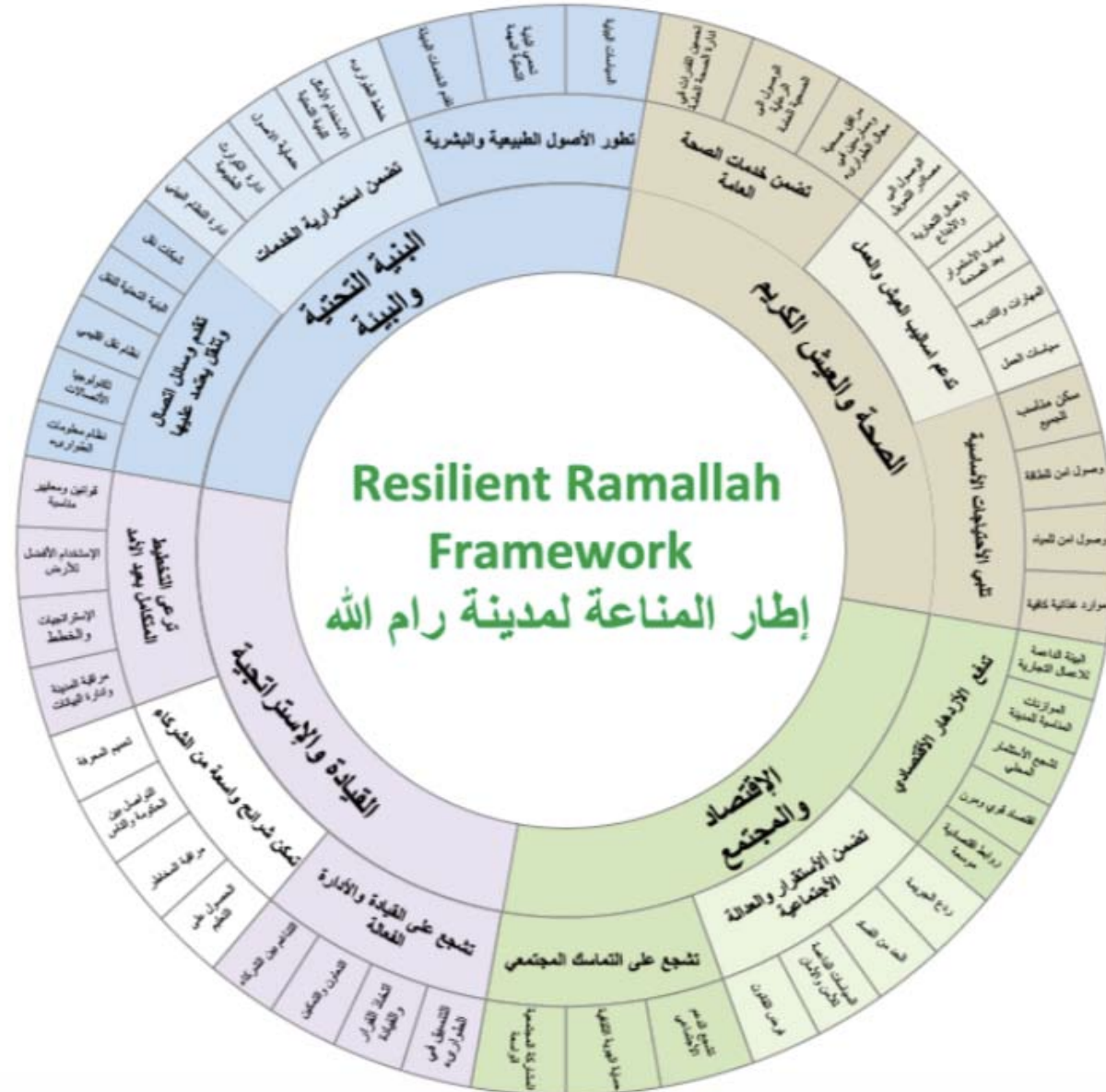
Questions for further study

1. What future employment needs exist of the population of the greater Ramallah metropolitan area?
2. What types of economic development activity in Ramallah also generates positive outcomes for the poor and vulnerable?
3. What types of social protection policies that can be enhanced to protect poor and marginalized groups?
4. What would be the role of the supply sector (universities, occupational and professional training centers) for serving the economic vision of Ramallah?
5. What could be potential innovative industrial initiatives that need to be created to absorb the new waves of migrant workers to the City?
6. How can the leadership of the Ramallah greater metropolitan area leverage political support to gain access to its land and water resources, especially in area C?
7. How can the City ensure that growth would not be at the expense of vulnerable groups such as people with disability, women, older population, poor and the marginalized?
8. What models exist that Ramallah can learn from that encourage medium and long-term economic and social development?
9. How can the private sectors, Palestinian investors in the diaspora, including international business and donor community, have a role in building an expanded industrial sector that can generate jobs and economic growth?
10. How can platform partners help in transferring latest innovations and best practices?
11. How can Ramallah promote social cohesion despite influx of people searching for better economic opportunities in the city?



Appendix

The City Resilience Framework was translated from its original form in English into an Arabic adapted version to ensure better involvement of the Arabic-speaking stakeholders in the concepts, language and framework of the 100RC program. Challenges were faced while translating the CRF into Arabic due to the different ways ideas are expressed in both English and Arabic languages.



The Framework Wheel was also translated and used as part of the Ramallah Resilience Branding strategy. The Arabic wheel is featured on the cover of the package distributed to all stakeholders engaged through meetings, workshops or focus group discussions. The wheel is also featured on the cover of the Initiative brochure.





Thank you!