



Ramallah
Scope of Work- Detailed Project Plan
PHASE II
June 2016

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1.0 INTRODUCTION

The Phase II Scope of Work sets out the tasks that will be undertaken during the next period of the Resilience Strategy Development for Ramallah, including timescales, roles and responsibilities. This document follows from the research and stakeholder consultations undertaken for the Preliminary Resilience Assessment (PRA) during Phase I of the Strategy Development process, in which the Resilience Team identified 4 Discovery Areas to help with structuring the work and approach during Phase II.

This SOW will explain how the CRO and the Resilience Team of Ramallah will approach the following for each Discovery Area including:

- The integrated approach that will be taken to the activities in Phase II, given the multiple Discovery Areas identified
- How other local resilience issues, processes, timelines and imperatives will be integrated into the research and analysis
- How the team will conduct further stakeholder engagement and participation, including how it will adapt structures of new or existing committees and working groups
- How Phase II activities and processes will be governed to ensure concurrence, support and sign-off from key decision-makers
- How the city will approach decision-making about the city's goals and initiatives, while incorporating insights and information from Phase I for inclusion in the resilience strategy
- Details on the roles, responsibilities and commitments of local partners, strategy partners and platform partner resources, including MOUs where relevant

Phase II is expected to commence from June 2016 until August 2016, with the final Resilience Strategy to be launched in November 2016. The Scope of Work is supplemented by a detailed work plan, which breaks down the specific tasks that will be undertaken during Phase II according to the envisaged timeline

1.1 Vision for Resilient Ramallah

A vision statement has been crafted in consultation with the Resilient Ramallah Steering Committee and Ramallah Municipality, to summarize the broad vision Ramallah wants to achieve through the development and implementation of the Ramallah Resilience Strategy.

Our draft Resilient Ramallah vision is: **A city of prosperity and tolerance that is safe to live in.**

Ramallah will continually revisit and refine this vision statement throughout Phase II, to ensure that the goals Ramallah is aiming to realize and the opportunities identified are consistent with Ramallah's intended trajectory.

1.2 Summary of the Preliminary Resilience Assessment

This Preliminary Resilience Assessment (PRA) cultivates the results of the first phase for building a resilience strategy for Ramallah city, as part of the 100 Resilient Cities program pioneered by the Rockefeller Foundation. As a member in this global network, Ramallah city has conducted a three-month city scan (Phase I) to assess and analyze city perceptions on shocks and stresses, current actions and plans, as well as city assets. Based on the results of this scan, four major discovery areas and one cross-cutting theme were unveiled. These discovery areas will form the basis from which the resilience strategy will be developed in phase II to be launched in June 2016.

The PRA is divided into four main sections: Introduction, Strategy Process for Stakeholder Engagement, Current State Analysis, and finally, Themes and Discovery Areas. The Introduction section contains background information on the 100RC global program, on Ramallah's establishment of their resilience program, and on the purpose and objectives of this PRA document. The second section, Strategy

Process for Stakeholder Engagement, details the process of establishing the Resilience initiative in Ramallah city, including building the resilience team, forming the different initiative committees and the initiative organizational structure, as well as information on the process of engaging Ramallah Municipality and different external city stakeholders. The third section analyzes the current state of Ramallah city, including a discussion on its background, history and culture, economy and services, city assets, current plans and actions, as well as city perceptions on the shocks and stresses facing Ramallah. Finally, the last section details the four major discovery areas and the cross-cutting theme based on Phase I findings.

The four discovery areas: Integrated Governance and Coordination, Robust Risk Management, Enhanced Urban Assets, and Resilient Social Cohesion and Economic Prosperity, were consistently identified by different stakeholders engaged through individual interviews, focus group discussions and large city workshops. The City Resilience Framework (CRF) was used in interviews, focus group discussions and large city workshops as an exercise to collect city perceptions and ongoing actions and plans. Additional methods of data collection and analysis, supported by Deloitte, Ramallah's Strategy Partner, were also used for identifying priority areas of focus. The culmination of analysis and outreach conducted in Phase I informed the four discovery areas and one cross-cutting theme, and act as a basis for the Phase II action plan.

1.3 Validated Discovery Areas

Identified below are Discovery Areas to be analyzed in Phase II of the 100RC strategy development process. Included with each Discovery Areas are key diagnostic questions and a work plan which aims to answer the diagnostic/research question at hand. Carrying out the Phase II tasks will result in specific recommendations to be documented in Ramallah's Resilience Strategy.

Discovery Area	
Discovery Area #1:	Integrated Governance and Coordination
Discovery Area #2:	Robust Risk Management
Discovery Area #3:	Enhanced Urban Assets
Discovery Area #4:	Social Cohesion and Economic Prosperity

2.0 ROLES AND RESPONSIBILITIES

A Resilient Ramallah structure has been developed to ensure that the development and implementation bring together strategy, policy and leadership with operational knowledge and practical expertise. Decision-making is ultimately the responsibility of the Mayor and Executive Committee with a number of governance levels built into the structure to ensure diverse involvement from across city government and partnering organizations.

- **The CRO** continues to be the person responsible for the activities of each Discovery Areas. The CRO is responsible for leading the city and stakeholders through the process of assessing the city's holistic resilience, identifying and developing resilience initiatives for prioritization, and coordinating the implementation of these initiatives. At the same time, CRO is responsible for reporting research directions for this plan to city leaders, the Program Advisory Board and Head of the Program relations of 100RC.
- **100RC** is organized to ensure each city has a consistent, committed partner in this work. Each member city has a dedicated relationship manager (RM), a dedicated staff resource from 100RC who collaborates with the CRO and the city throughout the process, bringing resilience planning expertise, ensuring collaboration and sharing of lessons across the 100RC network, and identifying partnerships with platform partners.
- **The Resilience Team** includes Assistant CRO and two local Deloitte team members have the greater responsibility in this phase. Each team member is designated a specific task as per the resilience work plan. Each staff member will actively work to identify, organize, supervise and report on the different milestones and deliverables. Members of Resilience Team take the responsibility to advise the discussion with SP, research groups and the overall results of the Phase II.
- **The Strategy Partner ("Deloitte") Support** will assist the Resilience 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.
- **The Platform Partners** or other voluntary partners: act as a local supporting partner, whose budget is either self-contributed or based on negotiation with 100RC. CRO will submit the elements requiring the support of platform partners to city leaders and the 100RC program for approval.

2.1 Work Plan and Schedule for Phase II

Please visit the Appendix for full layout of work plan and schedule for Phase II including specific months and dates for each activity.

2.2 Resilience Steering Committee

As Phase II is initiated, the Steering Committee is committed to reviewing membership to ensure there is strong directional support in line with the activities listed in the Scope of Work. It is essential that the Steering Committee continues to:

- Agree on a clear scope for Ramallah's Resilience Strategy
- Ensure that activity is aligned with other existing strategic goals
- Assist the project team with resolving strategic level issues and risks.
- Assess progress against the project plan and report to relevant boards, bodies or organizations.
- Use influence and position to assist development of the Ramallah's Resilience Strategy
- Use influence and position to assist in achieving resilience aims and objectives
- Review and approve project deliverables

The below table lists members of the Resilience Steering Committee and their association with CRF driver and discovery area:

Name	Organization	Driver	Discovery Area Association
Ammar Yasin	Ministry of Transportation	Provides reliable communication and Mobility	Urban Assets
Abu Hasan Jabareen	Local Government	Promotes leadership & Effective management/ Fosters long-term & integrated planning	Governance & Coordination
Tawfiq Al Budeiri	Municipalities Fund	Fosters long-term & integrated planning/ Provides & Enhances natural and man-made assets	Governance & Coordination
Daoud Deek	Ministry of Social Affairs	Ensures social stability, security and justice/ promotes cohesive and engaged communities	Social Cohesion & Economic Prosperity
Salwa Najjab	Juzoor Foundation	Empowers a broad range of stakeholders/ promotes cohesive and engaged communities/ Ensures public health services	Risk Management/ Social Cohesion & Economic Prosperity
Laila Atshan	Freelance Consultant	promotes cohesive and engaged communities/ Ensures public health services	Social Cohesion & Economic Prosperity
Ammar Dweik	General Commissioner of Citizen's Rights	Fosters long-term & integrated planning/ Promotes leadership & Effective management	Social Cohesion & Economic Prosperity
Mirvat Bulbul	Birzeit University	Promotes leadership & Effective management	Governance and Coordination
Ahmad Abu Laban	Ramallah Municipality	Fosters long-term & integrated planning/ Promotes leadership & Effective management	Governance and Coordination/ Urban Assets
Ziad Taweel	Al-Bireh Municipality	Fosters long-term & integrated planning/ Promotes leadership & Effective management	Governance and Coordination/ Urban Assets
Mohamad Majdoubeh	Betounia Municipality	Fosters long-term & integrated planning/ Promotes leadership & Effective management	Governance and Coordination/ Urban Assets
Mash.hour Abu Daqqa	Freelance Consultant	Provides reliable communication and mobility	Urban Assets
Salam Zagha	Jerusalem Electricity Company	Meets basic needs	Urban Assets
Ziad Khalad	A.M. Qattan Foundation	Promotes cohesive & engaged communities/ Empowers a broad range of stakeholders	Social Cohesion & Economic Prosperity
Abdel-Khaleq Karmi	Water Utility	Meets basic needs	Urban Assets
Amal Masri	Businesswomen Forum	Fosters economic prosperity/ Promotes cohesive and engaged communities	Social Cohesion & Economic Prosperity
Samia Totah	Bisan for Computers and IT	Fosters economic development/ Provides reliable communication & mobility	Social Cohesion & Economic Prosperity
Murad Shubeita	Civil Defense	Ensures security and Social justice	Risk Management
Abdelatif Qaddoumi	Police Department in Ramallah and Al-Bireh	Ensures security and Social justice	Risk Management

2.3 Discovery Working Groups

The working groups are technical experts that have relevant expertise and knowledge in one or more discovery area/s. The working groups (WGs) are not necessarily representing development sectors, instead they are selected individually who are willing to participate in developing the resilience strategy on voluntary basis.

Criteria for selection

- Have the relevant capacity and technical expertise in the subject matter of DAS
- Have interest to voluntarily help in developing the resilience strategy
- Have the time to spare for the main meetings and individual consultations
- Help in collecting data or information needed for developing the plan of action for each discovery area.
- Have the commitment to continue their involvement during the implementation phase (if needed).

Key Objective of involving the WGs:

- To provide technical input to expand on and operationalize the relevant discovery area
- To help in identifying opportunities and risks and strategies to manage them efficiently
- To help develop the success criteria as a model or vision that need to guide us in analyzing gaps and possible interventions
- To help in developing the list of opportunities/actions/further research needed
- To help prioritize the list of opportunities for the DA
- Translate these priorities into achievable, time bound plans, and resources and partners needed.
- Help in drafting the plan of action for each discovery area
- Identify cross-cutting areas

Each working group is led by a subject matter expert and consists of professional individuals with practical levels of expertise and specialist knowledge in the relevant thematic area. Each working Group is assigned a Group Lead, whose role is to facilitate the delivery of Working Group agreed upon outputs. The Working Groups will meet three times during Phase II, with smaller focus groups convening at the discretion of the Working Group leads. Membership of each working group will be re-assessed at the initiation of Phase II to ensure a sufficient level of skills and resources are available to address each activity detailed in the Scope of Work.

In addition to a working group per discovery area, a cross-discovery area Working Group (drawing representatives from each discovery area working group) will be created at the initiation of Phase II to meet at key intervals to ensure that the Discovery Areas, when considered as a whole, sufficiently address the City's resilience challenge.

Working groups will be incentivized by acknowledging their contribution during the strategy development phase in writing as well as for including their names and area of expertise in all our publications pertinent to their contributions.

Below is a list of working group members for each discovery area (subject to modification/changes as the need arises) :

2.3.1 Discovery Area 1: Integrated Governance and Coordination

Group Lead: Khawla Abed

#	Name	Organization	Expertise
1	Tawfiq Budeiri	Municipalities Fund	Has extensive past experience in local government and has closely worked with three municipalities to support coordination amongst them
2	Khawla Abed	Joint Coordination Unit	Head of Coordination unit with extensive experience on coordination and the need for institutionalized coordination
3	Ahmad Abu Laban	Ramallah Municipality	Key player in coordination as city director of Al-Bireh Municipality
4	Zeyad Taweel	Al-Bireh Municipality	Key player in coordination as city director of Betounia Municipality
5	Mohamad Majdoubah	Betounia Municipality	Key player in coordination as city director of Ramallah Municipality
6	Nasser Sharay'ah	PLO Popular Committee	Key player as main representative of refugee camps at the government level
7	Husain Abu Oun	Joint Service Council for Solid Waste Management	Coordination/ solid waste management
8	Nasser Sheikh Ali	VNG International	Works on governance projects on the local government level
9	Islam Abu Zayyad	Legal Advisor/ Ministry of Local Government	Legal/ governance

10	Jihad Shakhshir	GIZ	Governance/ planning
11	Ohood Einaya	Ministry of Local Governance	Governance
12	Khaled Rajab	Freelance Consultant	Local Governance
13	Majdi Malki	Birzeit University	Politics and strategies research
14	Taher Ghareeb	Ramallah Police	Security and Social Justice
15	Shawan Jabareen	Al-Haq	Citizen's rights
16	Azmi Al Shuaibi	Amman Organization	Anti-corruption and transparency
17	Hashem Barahmeh		

2.3.2 Discovery Area 2: Robust Risk Management System

Group Lead: Mohamad Odeh

#	Name	Organization	Expertise
1	Mohammed Odeh	Pal Disaster Risk Management (PalDRM)	Risk management plans on a national level
2	Yousef Irtahi	Ministry of Telecom. & IT	GIS and GPS/ electronic coding
3	Jalal Dabeek	Freelance Expert	Earthquakes expert
4	Hussam Tbieleh	UNDP	Risk management plans on a national level
5	Moein Ansawi	Local Government	Coordination of emergency/disaster on city level
6	Bashir Ahmad	Head of Disasters Department at Palestinian Red Crescent Society	Emergency
7	Bassem Rimawi	Emergency services/ Ministry of Health	Emergency
8	Ammar Salameh	Civil Defense	Public safety
9	Kamal Debbes	Ramallah Municipality/ City Council	Environment
10	Ibrahim Attiyah	Ministry of Health	Environment and Health
11	Mahmoud Dodeen	Birzeit University	Legal
12	Hanna Foqoh	Birzeit University	Financial risk management
13	Sa'ed Abdallah	Freelance auditor	Financial risk management

2.3.3 Discovery Area 3: Enhanced Urban Assets

Group Lead: Adi Al-Hindi

#	Name	Organization	Expertise
1	Jalal Dabeek	Freelance Expert	Earthquakes
2	Hamzeh Naser	General Palestinian Union of the Disabled	Disability
3	Hassan Abu Shalbak/	Arab Tech Jardaneh	Urban planning
4	Adi Al-Hindi	Ramallah Municipality	Engineering and projects
5	Khaled Ghazzal	Ramallah Municipality	Engineering/ waste water management
6	Dima Joudeh	Al-Bireh Municipality	Engineering and projects
7	Fidaa Azzem	Betounia Municipality	Engineering and projects
8	Yousef Al-Babba	Al-Bireh Municipality	Urban planning
9	Nasser Abu Sharbak	Higher Council of Traffic and Transportation	Transportation
10	Mahmoud Al-Jayousi	Higher Council of Traffic and Transportation	Transportation
11	Abdelrahman Tamimi	Hydrology Group	Water and hydrology
12	Ibrahim Ateyah	Ministry of Health	Environment
13	Mohamad Tirawi	PRICO	Transportation
14	Shatha Safi	Riwaq	Architecture/ Preservation of old buildings
15	Husain Abu Oun	Joint Service Council for Solid Waste	Coordination/ solid waste management

		Management	
16	Jihad Musatafa	Ramallah Archeology	Archeology
17	Samir Abu Eisheh	Najjah Univeristy	Planning
18	Basam Sawalhi	Water Utility	Water
19	Ayman Ismail	Ministry of Energy	Energy
20	Osama Hamdeh	Ramallah Municipality	Planning
21	Sally Abu Baker	Ramallah Municipality	Culture
22	Dima Awwad	Arab Tech Jirdaneh	Transportation
23	Charlie Qdais	Freelance Architect	Architecture

2.3.4 Discovery Area 4: Social Cohesion and Economic Prosperity

Group Leads: Sam Bahour, Ala' Abu Ein, Omar Assaf

#	Name	Organization	Expertise
1	Ibrahim Barham	Safad Co.	Real estate and business entrepreneurship
2	Sam Bahour	AIM Consultancy	Business consultancy
3	Mohamad Mbayed	International Youth Foundation	Youth
4	Sally Abu Baker	Ramallah Municipality	Culture
5	Omar Assaf	Ramallah Municipality/ City Council	Social-political advocate
6	Bassam Walweel	Palestinian Union for Industries	Media/ industries
7	Ala Abu Ein	Ramallah Municipality/ City Council	Private sector and business development
8	Nizar Basalat	Higher Council of Youth and Sports	Youth, sports and disability
9	Jamil Hilal	Sociologist	Sociology
10	Waleed Batrawi	BBC Action	Media
11	Laila Atshan	Freelance Consultant	Psychosocial
12	Amal Masri	Businesswomen Forum	Business/ women entrepreneurship
13	Fadi Arouri	Freelance Journalist	Journalism/ Activist media/ youth
14	Ziad Khalaf	A.M Qattan Foundation	Culture and Education
15	Ziad Ezzat	Birzeit University	Education and culture
16	Firas Al-Zaghal	Dimensions Consulting	Market and business studies
17	Munif Traish	Ammar Group	Real estate and housing development
18	Theyab Jarar	Al-Quds Open University	Sociology
19	Bader Zamareh	Sharek Forum	Youth
20	Naser Abdelkarim		Economist
21	Mohamad Suhweil	Psychologist	Psychology
22	Iyad Joudeh	Solutions of Development Consulting Co.	Business development

2.4 Stakeholder Engagement Plan

Stakeholders in Phase II will be engaged through the following communication mechanisms:

- Newsletter sent out at the end of Phase I to share results of city scan (results of PRA) and launch Phase II of research and diagnosis. Stakeholders will be informed of the working groups and will be encouraged to engage with working groups in individual meetings and interviews.
- Press Conference with the presence of the Steering Committee and Ramallah Municipality to inform the city at large of the results of the PRA and the launch of Phase II of research and diagnosis for developing the resilience strategy
- Expert stakeholders relevant to the Discover Areas (working groups) will be engaged through at least 2 workshops in Phase II to introduce and validate Discovery Areas and research questions

and to agree on action plan for research. Working groups will reconvene in focus groups discussion multiple time throughout Phase II of strategy development.

- Through website and social media, the city at large will be engaged in the work of the resilience team through up-to-date posts and updates.

2.5 Internal Decision-making Process for Deliverable Development

The CRO leads the discussion on development of the resilience deliverables within the agreed upon timeframe and guidelines, discusses these with the resilience team and engages the local experts/working groups for each discovery area. Where there are gaps in expertise for each deliverable area the CRO will seek the global expertise to be leveraged through biweekly meetings with the technical staff at Deloitte in addition to soliciting help from other global platform partners' consultants and 100 RC whenever relevant.

When the Resilience Team formulates the final draft of each deliverable (including all relevant feedback), they will send the document to Deloitte and 100 RC for final review and approval. The Steering Committee members will stay updated on progress and direction of the content during Phase II. The Final Strategy draft will be submitted to the Steering Committee for comments and approval before finalization. As deliverables are reviewed, edited and approved, they will be uploaded into the shared box to add to the previous list of deliverables to serve as living documents for the final stage of strategy development and beyond.

2.5.1 Working Model between Resilience Ramallah Team, the RSC, and Working Groups

Each discovery area will be researched and explored as per this scope of work. The resilience team leads the process of exploration as illustrated above. However, the resilience team is obligated to call for working groups meetings a minimum of three times per discovery area to fill out the gaps (once per month) during the next three months (June, July and August). The CRO and his team will also meet individually or with all working group leads between these working group meetings to discuss and plan agendas, approaches, scenarios and the deliverables of each working group.

The Working Groups will be notified by leads of working groups supported by the resilience team of the plan, objectives, methods and timeframe for drafting a plan for each discovery area, in addition each group is mandated to come up with the list of opportunities and cross-cutting areas that need to be addressed in all relevant discovery areas. Each round of these meetings with the Working Groups will be summarized by the resilience team or by the nominated person from the group or a member from the RSC who shows commitment and interest to lead each of the discovery areas and develop more detailed opportunities that address each discovery area within a defined time frame.

Then the final draft will be shared with the Steering Committee who will meet once in July to approve the PRA and SOW and who will meet again to discuss and provide feedback in early October. There will be a final Steering Committee to review and approve the completed Resilience Strategy. In case meetings of whole group proved impractical, another mode of communication will be secured such as using Skype meetings, individual meetings, phone calls, Facebook or if possible hire paid consultants /experts in each specific area or other means to complete the expected outputs per discovery area and to secure the engagement and approval of the Steering Committee for each milestone and deliverable.

2.5.2 Working Model between Resilience Ramallah Team and 100RC

100RC will provide directional support and guidance during Phase II of the program. It is important that Ramallah has engagement with 100RC both through the Strategy Partner Deloitte and directly via the CRO and the Resilience Ramallah team.

Bi-weekly project calls between the RT and with both 100 RC and Deloitte technical team worked well during Phase I will continue through Phase II involving the Ramallah Resilience team and 100RC. Any risks or issues relating to the process will be escalated to 100RC via the CRO as appropriate.

2.5.3 Working Model between Resilience Ramallah Team and Strategy Partner

Regular, consistent communication between the SP local team and the CRO/Resilience Team is crucial to enabling the support of the Strategy Partner during the strategy development process. The CRO/Resilience team should maintain ongoing communication with the SP to ensure quality support. Deloitte will support the Resilience Ramallah team through the involvement of both the Deloitte Local Team with the Resilience Ramallah team, and through the Deloitte Global Team by:

- Coordinating bi-weekly progress meetings with the core project team and 100RC
- Overseeing and guiding the Resilience Strategy development process per 100RC guidance
- Overseeing the strategy development timeline as agreed by all parties at the start of Phase II
- Supporting preparation for and attending two Working Group meetings and three Steering Group meetings
- Advising on preparation of the Opportunity Log (field of opportunities), and completing the Resilience Lens and Reality Lens tool
- Facilitation of Resilience Lens and Reality Lens review sessions with core project team and Working Group leads
- Providing specific technical expertise to help fulfil identified activities in diagnostic and assessment phase (Phase II, Part A – see detailed work plan for specific assignments of Deloitte technical specialists)
- Reviewing and advising on development of the Resilience Strategy document
- Contributing to graphic design of the final Resilience Strategy document (with Ramallah City Council graphics team – division of roles to be agreed)
- Helping to spot opportunities for platform partnerships, in liaison with and for referral to 100RC.

3.0 APPROACH AND METHODOLOGY

3.1 Phase II, Part A – Assessment and Diagnostic

The purpose of the Assessment and Diagnostic section is to develop more detailed research and analysis of our selected Discovery Areas, in order to improve our understanding of the issues and uncover potential opportunities and actions that could be addressed through the Resilience Strategy. The following sections detail the specific activities that will be undertaken for each Discovery Area to help us in this endeavor. The work for each Discovery Area will be led by our Working Groups, with support from other partners as relevant.

Phase II tasks focus on a combination of technical assessment and strategic stakeholder alignment and engagement. Ultimately, Phase II is an opportunity to engage in research and evaluation that enables the City to tell a compelling story to the community and potential partners about critical resilience challenges and multi-benefit, multi-stakeholder solutions. Phase II tasks are fundamental to securing necessary buy-in and resources to advance resilience.

3.1.1 Discovery Area 1: Integrated Governance and Coordination

Main Question: How can we integrate the multitude of governmental and non-governmental activities in a way that builds trust and cooperation?

Discovery Stages	Preliminary Discovery Diagnostic Questions	Diagnostic Activities	Output / Milestone	Lead / Participants
Phase II – Discovery Area 1: Integrated Governance and Coordination				
Preparation Objective: Design a research plan to assess the current state of governance and coordination in the municipality	• What does this DA entail in the context of Ramallah and the region? • What vision is required for institutionalizing governance in the city in the long run? • What actions and perceptions gathered around this DA, what	• Develop draft work/ research plan, including experts to be interviewed • Develop initial ideas for success criteria to understand what success looks like) • Develop ideas for selection criteria to narrow down Field of Opportunity • Initial mapping of relevant stakeholders (broken down in terms of assets they	• Briefing docs • Facilitation plan for 1st Working Group meeting • Map of relevant stakeholders (specific to this Discovery	Lead: • CRO T Participants: • Lead of Working Groups • 100RC RM

Timeline: Late June	do these mean in Ramallah specific context? What lessons learned? - What are the challenges and opportunities for developing integrated governance of the three municipal areas? - How can governance and coordination play a role in supporting other discovery areas? (Coordination is considered important a cross cutting area for all other DAs). - How can resident perceptions hinder or help the development of an integrated coordination approach among the three municipalities and other key stakeholders in the city? - What are the gaps in the coordination among the different international donors that are supporting this DA 9n the city? - What useful strategies needed to institutionalize linkages between governance & coordination among the different dimensions of other city discovery areas? - Who are the key players that can help in the integration process? - What are their positions and interests in making this a reality? - How successful & Resilient Governance and coordination looks like in other platform cities? What theories support such model in the context of Ramallah?	bring - authority, skills/ resources and influence/ advocacy) - Refine Working Group membership if necessary - Work with 100RC RM and Platform Team to Identify potential platform partner(s) such as Navigem: Smarter City Governance Decisions Through Data Aggregation & Analysis - Work with 100RC RM and Network Team to identify and learn from other cities with leading coordination practices in the network - Work with 100RC RM and Network Team to identify and connect with other cities with similar discovery areas to support action learning across the network - Prepare facilitation plan for 1st Working Group meeting	Area) - List of potential cities and platforms to engage - Developed Working Group list	100RC Network Team 100RC Platform Team - Deloitte SP
1st Working Group meeting Objective: Gain buy in and understanding from the working group Timeline: Mid July		Working Group: - Reviews and finalizes timeline & research plan - Approves/ Amends Working Group Membership - Defines measurable success criteria for Discovery Area - Discusses and agrees selection of criteria to down select ideas within Field of Opportunity - Presents and approves the platform partner(s) to engage - Selects cities within network to learn from/ with	- Timeline, research plan, success criteria, and selection criteria all agreed - Cities and platform partners selected - Summary of meeting for members	Lead: - Working group Lead - CRO Participants: - Working Group members - CRO Team - Deloitte SP
1st Research Phase Objective: Conduct research to understand the challenges and opportunities for developing integrated governance of the three municipal	- What governance models could work for the greater municipal area? - Why does institutionalized responsible governance and coordination matter in the resilience of Ramallah? - What are the components/stages of the integration plan that can foster realistic, sustained and	- Refine plan with defined responsibilities - Engage platform partner(s) - Identify leading practices and innovations in governance and coordination (including by learning from leading cities within network) - Codify examples into their contextual characteristics (e.g. resources, capabilities and skills required, cultural factors driving success and governance/authority systems) - Conduct interviews and consult prior	- Research summary on leading practices - assessment of Ramallah's current state - Gap analysis - Detailed opportunity log - Facilitation plan and materials	Lead: - Working Group Lead - CRO Participants: - Working Group members - People

areas Timeline: End of July	institutionalized governance among the immediate surrounding cities, refugee camps and villages surrounding Ramallah? • Why this is of strategic importance to other DAs and Ramallah resilience? • What are the major challenges and opportunities that face this DA in the Palestinian and Ramallah and surrounding context? • What are the possible interlinkages with other DAs? • How actions in this DA can contribute to other DAs? • What are the relevant criteria for selecting priority opportunities that the group can identify for short and long term interventions? • What are the cross-cutting issues that require integration into the different priorities of this DA? • How these can be integrated with relevant opportunities? • What current and future laws are needed to institutionalize the desired level of coordination/integration?	work to establish Ramallah's current state in terms of governance and coordination systems and prior initiatives that succeeded or failed in this area • Improve understanding of issues that cut across Discovery Areas by mapping existing coordination systems in the management of urban assets, socio-economic policies and programs and risk • Establish Ramallah's current context (e.g. resources, capabilities and skills available, cultural factors and governance/authority systems) • Analyze gaps between leading practices in governance and coordination and Ramallah's current state • Examine results of work by platform partner(s) • Identify leading practices policies and programs to address these gaps to produce Field of Opportunity • Assess opportunities from a social cohesion and equality perspective (impacts on different religious, cultural and geographic communities) • Assess opportunities through the Resilience Lens • Put the identified opportunities into the opportunity log • Prepare materials and facilitation plan for 2nd Working Group meeting	for 2nd Working Group meeting	responsible for coordinated strategy across Municipalities (e.g. Khawla Abed) • Other experts identified by Working Group • Platform partners • Deloitte SP
2nd Working Group Meeting Objective: Prioritize opportunities/ actions to support improved governance and coordination Timeline: Mid-August		Working Group: • Provides Feedback on research • Prioritize opportunities using selection criteria agreed during the 1st meeting with Working Group • Refines selected opportunities through innovation café¹	• Prioritized order of opportunities • Report on opportunities as they are following enhancement by innovation café • Summary of meeting for members	Lead: • Working group Lead • CRO Participants: • Working Group members • CRO Team • Deloitte SP
2nd research phase Objective: Gain deeper understanding of the each of the actions to prepare for implementation Timeline: Mid	• Who are the experts (local and platform partners, cities that can best help detail the plan for this DA? • What Scenarios need to be discussed that are likely to happen during the coming 20-30 years that might impact the development of this DA? • How these scenarios impact different possible	• Refine final opportunities in line with Working Group feedback • Develop Action Plan for Discovery Area i.e. next steps that will happen following release of strategy including goals and timelines • Compile 1st draft of Discovery area in line with strategy template • Send draft to 100RC for review • Incorporate 100RC feedback • Develop materials and facilitation plan	• First draft of Discovery Area • Facilitation plan for 3rd working group meeting	Lead: • CRO Participants: • CRO Team • Deloitte SP

¹ Innovation Café is a facilitation format that encourages the gradual refinement of ideas so that they can be adapted to local contexts. It is essentially an interactive event designed to bring a group together to build on each other's ideas and develop solutions to multiple, interrelated challenges. An Innovation Café is a process through which a diverse group builds on each other's ideas to generate solutions to multiple challenges simultaneously. Through a series of brainstorming rounds, participants focus on different aspects of a central challenge or series of related challenges, such as marketing, technology, training, and other functional components of organizations. Innovation Café is ideal for developing multi-faceted solutions by exchanging multiple ideas, insights, and perspectives from a diverse group of participants.

Sept.	- interventions? - What Laws and procedures need to be changed or developed to ensure better integration in this DA? - How each priority will be implemented and according to which scenario? - What timeframe each priority will require for each different scenario? - Who will be involved in carrying out the plan? - What potential resources that need to be leveraged to achieve this DA?	for 3 rd Working Group meeting		
3rd Working Group Meeting Objective: Gain buy in from stakeholders on emerging conclusions Timeline: Mid Oct.		- Collect feedback from Working Group on the refined Discovery Area draft in line with the strategy template - Share with Steering Committee, Executive Committee and Operations Committee for feedback and buy in	- Summary of meeting for members - Revised draft	Lead: - Working group Lead - CRO Participants: - Working Group members - CRO Team - Deloitte SP - Executive Committee - Operations Committee - Steering Committee
4th Working Group Meeting Objective: Develop final draft of the resilience strategy Timeline: End of Oct		- Invite leads, key experts in all discovery areas and other experts - Integrate final discovery area draft into strategy template	Final strategy	Lead: - CRO Team Participants: - WG leads - expert s
Final Draft Objectives: Develop Final Draft of Discovery Area for inclusion in strategy Timeline: End of Oct. – Mid Nov		- Incorporate feedback of Working Group meeting, Steering Committee, Executive Committee and Operations Committee into final draft of Discovery Area - Send 'Thank you' letter to Working Group with final draft - Draft acknowledgments for inclusion in strategy and related materials	Final Discovery Area draft incorporated into strategy draft	Lead: - CRO Participants: - Working Group members - CRO Team - Deloitte SP 100 RC RM

3.1.2 Discovery Area 2: Robust Risk Management

Main Question: What are the building blocks of a holistic all hazards risk management system that can flexibly respond to a multitude of shocks and stresses?

Diagnostic Stages	Preliminary Discovery Diagnostic Questions	Diagnostic Activities	Output / Milestone	Lead / Participants
Phase II – Discovery Area 2: Robust Risk Management				

Preparation Objective: Design a research plan to assess the current state of disaster and risk management and coordination in the city Timeline: Late June	- What would be the possible threats that are likely to impact the City and its surroundings in the coming 20-30 years? - What would be needed to prepare a more efficient, capable and effective warning with the disaster management system?	- Develop draft work/ research plan, including experts to be interviewed - Develop initial ideas for success criteria to understand what success looks like) - Develop ideas for selection criteria to narrow down Field of Opportunity - Initial mapping of relevant stakeholders (broken down in terms of assets they bring - authority, skills/ resources and influence/ advocacy) - Refine Working Group membership if necessary - Work with 100RC RM and Platform Team to identify potential platform partner(s) such as World Bank Treasury: Enhancing Municipal Finance Resilience - Work with 100RC RM and Network Team to identify and learn from other cities with leading DRM practices in the network. - Work with 100RC RM and Network Team to identify and connect with other cities with similar discovery areas to support action learning across the network. - Prepare facilitation plan for 1st Working Group meeting	- Briefing docs - Facilitation plan for 1st Working Group meeting - Map of relevant stakeholders (specific to this Discovery Area) - List of potential cities and platforms to engage - Developed Working Group list	Lead: - CRO Participants: - Lead of Working Groups 100RC RM 100RC Network Team 100RC Platform Team - Deloitte SP
1st Working Group meeting Objective: Gain buy in and understanding from the working group Timeline: Mid July		Working Group: - Reviews timeline & research plan - Approves / Amends Working Group Membership - Defines measurable success criteria for Discovery Area - Discusses and agrees with selection of criteria to down select ideas within Field of Opportunity - Approves the platform partner(s) to engage - Selects cities within network to learn from / with	- Timeline, research plan, success criteria, and selection criteria all agreed - Cities and platform partners selected - Summary of meeting for members	Lead: - Working group Lead - CRO Participants: - Working Group members - CRO Team - Deloitte SP
1st Research Phase Objective: Conduct research to understand the challenges and opportunities for preparing a more efficient, capable and effective disaster management system Timeline: End of July	- What is the cost (economic, environmental and social) of not having an efficient Disaster Risk Management (DRM) system within the greater metropolitan area? - What already exists (policies, actions) to prepare citizens of the City in case of threats challenging all three cities and their surroundings? - What models exist among the 100 RCs and potential support to building such disaster management system in the City? - How can Ramallah be part of the pilot phase of the national Disaster Risk Management (DRM) initiative? - How can we deal with unstable fiscal budgeting and financial risks in the city?	- Refine plan with defined responsibilities - Engage platform partner(s) - Identify leading practices and innovations in risk management (including by learning from leading cities within network) - Codify examples into their contextual characteristics (e.g. resources, capabilities and skills required, cultural factors driving success and governance/authority systems) - Conduct interviews and consult prior work to establish Ramallah's current state in terms of risk management systems and prior initiatives that succeeded or failed in this area. - Building on data provided in national DRM plan, conduct interviews to establish Ramallah's current state in terms of risk prediction identification and mitigation on a city level - Assess feasibility of piloting key elements of national DRM plan in Ramallah - Improve understanding of issues that cut across Discovery Areas by mapping existing risk management systems in	- Research summary on leading practices - assessment of Ramallah's current state - Gap analysis - Detailed opportunity log - Facilitation plan and materials for 2nd Working Group meeting	Lead: - Working Group Lead - CRO Participants: - Working Group members - People responsible for coordinated strategy across Municipalities (e.g. Khawla Abed) - Other experts identified by Working Group - Platform

		the management of urban assets, coordination across government departments, socio-economic policies and programs. • Establish Ramallah's current context (e.g. resources, capabilities and skills available, cultural factors and governance/authority systems) • Analyze gaps between leading practices and Ramallah's current state • Examine results of work by platform partner(s) • Identify leading practices policies and programs to address these gaps to produce Field of Opportunity • Assess opportunities from a social cohesion and equality perspective (impacts on different religious, cultural and geographic communities) • Assess opportunities through the Resilience Lens • Put the identified opportunities into the opportunity log • Prepare materials and facilitation plan for 2nd Working Group meeting		partners • Deloitte SP
2nd Working Group Meeting Objective: Prioritize opportunities/ actions to support improved disaster management system Timeline: Mid August		Working Group: • Provides Feedback on research • Prioritize opportunities using selection criteria agreed during the 1st meeting with Working Group • Refines selected opportunities through innovation café	• Prioritized order of opportunities • Report on opportunities as they are following enhancement by innovation café • Summary of meeting for members	Lead: • Working group Lead • CRO Participants: • Working Group members • CRO Team • Deloitte SP
2nd research phase Objective: Gain deeper understanding of the each of the actions to prepare for implementation Timeline: Mid Sept.	• What resources are needed to build the capacity of the Emergency Council at the City and its greater metropolitan area? • What kind of coordination system should be established to insure integrated risk management system in the city? • How can the enhancement of assets facilitate mitigating risks (shocks and stresses)? • How do the aforementioned challenges in governance and coordination (discovery area affect the city's ability to plan and innovate in this space? • How can we effectively link different initiatives and plans to achieve assets for the City? What are the risk, health and safety implications for protecting urban assets?	• Refine final opportunities in line with Working Group feedback • Develop Action Plan for Discovery Area i.e. next steps that will happen following release of strategy including goals and timelines • Compile 1st draft of Discovery area in line with strategy template • Send draft to 100RC for review • Incorporate 100RC feedback • Develop materials and facilitation plan for 3rd Working Group meeting	• First draft of Discovery Area • Facilitation plan for 3rd working group meeting	Lead: • CRO Participants: • CRO Team • Deloitte SP

3rd Working Group Meeting Objective: Gain buy in from stakeholders on emerging conclusions Timeline: Mid Oct.		- Collect feedback from Working Group on the refined Discovery Area draft in line with the strategy template - Share with Steering Committee, Executive Committee and Operations Committee for feedback and buy in	- Summary of meeting for members - Revised draft	Lead: - Working group Lead - CRO Participants: - Working Group members - CRO Team - Deloitte SP - Executive Committee - Operations Committee - Steering Committee
4th Working Group Meeting Objective: Develop final draft of the resilience strategy Timeline: End of Oct		- Invite leads, key experts in all discovery areas and other experts - Integrate final discovery area draft into strategy template	Final Strategy	Lead: - CRO Team Participants: - WG leads experts
Final Draft Objectives: Develop Final Draft of Discovery Area for inclusion in strategy Timeline: End of Oct.- Mid Nov.		- Incorporate feedback of 3rd Working Group meeting, Steering Committee, Executive Committee and Operations Committee into final draft of Discovery Area - Incorporate section into final strategy draft - Send 'Thank you' letter to Working Group with final draft - Draft acknowledgments for inclusion in strategy and related materials	Final Discovery Area draft incorporated into strategy draft	Lead: - CRO Participants: - Working Group members - CRO Team - Deloitte SP 100 RC RM

3.1.3 Discovery Area 3: Enhanced Urban Assets

Main Question: How can we reimagine our urban spaces in a way that fosters economic opportunity, safety, social cohesion, and public health?

Diagnostic Stages	Preliminary Discovery Diagnostic Questions	Diagnostic Activities	Output / Milestone	Lead / Participants
Phase II – Discovery Area 3: Enhanced Urban Assets				

Preparation Objective: Design a research plan to assess the current state of the urban asset system Timeline: Late June	- What are specific in-depth vulnerabilities of current city assets (roads, housing complexes and greater Ramallah metropolitan area)? - 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?	- Define parameters for the urban infrastructure areas in question (Culture, Housing, Transportation, Solid Waste and Water) - Liaise with 100RC to create definitions of each resilience quality and approaches to applying them to Urban Assets - Prepare long list of existing plans and studies to review - Develop draft research plan, including experts to be interviewed - Refine membership of Working Group - Develop draft work/ research plan, including experts to be interviewed - Develop initial ideas for success criteria to understand what success looks like) - Develop ideas for selection criteria to narrow down Field of Opportunity - Initial mapping of relevant stakeholders (broken down in terms of assets they bring - authority, skills/ resources and influence/ advocacy) - Refine Working Group membership if necessary - Work with 100RC RM and Platform Team to Identify potential platform partner(s) such as Veolia: Technical Consulting on Water Waste or Energy - Work with 100RC RM and Network Team to identify and learn from other cities with leading urban asset management practices in the network. - Work with 100RC RM and Network Team to identify and connect with other cities with similar discovery areas to support action learning across the network. - Prepare facilitation plan for 1st Working Group meeting	- Briefing docs - Facilitation plan for first Working Group meeting - List of existing plan and studies - List of options for the selection criteria for Field of Opportunity - Map of relevant stakeholders (specific to Discovery Area) - List of potential cities and platforms to engage - Developed Working Group list	Lead: - CRO Participants: - Lead of Working Groups 100RC RM 100RC Network Team 100RC Platform Team - Deloitte SP
1st Working Group meeting Objective: Gain buy in and understanding from the working group Timeline: Mid July		- Define measurable success criteria for Discovery Area - Selection of criteria for Field of Opportunity - Select platform partner(s) to engage - Brief of 100RC, initiative...etc. - Refine Working Group list - Select cities to connect with and engage	- Timeline, research plan, success criteria, and selection criteria all agreed - Cities and platform partners selected - Summary of meeting for members	Lead: - Working group Lead - CRO Participants: - Working Group members - CRO Team - Deloitte SP
1st Research Phase Objective: Conduct research to understand the challenges and opportunities for enhancing the components (mobility, water resources, renewable energy,	- 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? - What creative solutions can help build out additional water resources (e.g. rainwater harvesting) in the city and its surrounding? How much water	- Refine plan with defined responsibilities - Engage platform partner(s) - Engage 100RC network to identify leading practices and innovations in the 5 areas of urban assets - Review lessons from other published resilience strategies - Codify examples into their contextual characteristics (e.g. resources, capabilities and skills required, cultural factors driving success and governance/authority systems) - Review exiting and previous plans to	- Research summary on leading practices - assessment of Ramallah's current state - Gap analysis - Detailed opportunity log - Facilitation plan and materials for 2nd Working	Lead: - Working Group Lead - CRO Participants: - Working Group members - People responsible

etc) of an urban asset system Timeline: End of July	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? How can we integrate existing plans into the city renewable energy to sustain economy and development?	understand Ramallah's current state - Codify Ramallah's current state into their characteristics in terms of the 4 areas of urban assets and resilience qualities - Identify potential actions to improve the resilience of the 4 types of urban assets for Field of Opportunity - Engage investors (e.g. donors, diasporas...etc.) - In cooperation with Working Group 1 (coordination and governance), examine systems to coordinate efforts in the 4 urban asset areas - Improve understanding of issues that cut across Discovery Areas by mapping existing urban asset management systems in the management of risk, coordination across government departments, socio-economic policies and programs. - Analyze gaps between leading practices and Ramallah's current state. - Examine results of work by platform partner(s) - Identify leading practices policies and programs to address these gaps to produce Field of Opportunity - Assess opportunities from a social cohesion and equality perspective (impacts on different religious, cultural and geographic communities) - Assess opportunities through the Resilience Lens - Put the identified opportunities into the opportunity log - Prepare materials and facilitation plan for 2nd Working Group meeting	Group meeting	for coordinated strategy across Municipalities (e.g. Khawla Abed) - Other experts identified by Working Group - Platform partners - Deloitte SP
2nd Working Group Meeting Objective: Prioritize opportunities/ actions to support an improved urban asset system Timeline: Mid August		Working Group: - Provides Feedback on research - Prioritize opportunities using selection criteria agreed during the 1st meeting with Working Group - Refines selected opportunities through innovation café	- Prioritized order of opportunities - Report on opportunities as they are following enhancement by innovation café - Summary of meeting for members	Lead: - Working group Lead - CRO Participants: - Working Group members - CRO Team - Deloitte SP
2nd research phase Objective: Gain deeper understanding of the each of the actions to prepare for implementation Timeline: Mid Sept.	- How do the aforementioned challenges in governance and coordination (discovery area 1) affect the city's ability to plan and innovate in this space? - How can we effectively link different initiatives and plans to achieve assets for the City? - What are the risk, health and safety implications for protecting urban assets?	- Refine final opportunities in line with Working Group feedback - Develop Action Plan for Discovery Area i.e. next steps that will happen following release of strategy including goals and timelines - Compile 1st draft of Discovery area in line with strategy template - Send draft to 100RC for review - Incorporate 100RC feedback - Develop materials and facilitation plan for 3rd Working Group meeting	- First draft of Discovery Area - Facilitation plan for 3rd working group meeting	Lead: - CRO Participants: - CRO Team - Deloitte SP

3rd Working Group Meeting Objective: Gain buy in from stakeholders on emerging conclusions Timeline: Mid Oct.		- Collect feedback from Working Group on the refined Discovery Area draft in line with the strategy template - Share with Steering Committee, Executive Committee and Operations Committee for feedback and buy in	- Summary of meeting for members - Revised draft	Lead: - Working group Lead - CRO Participants: - Working Group members - CRO Team - Deloitte SP - Executive Committee - Operations Committee - Steering Committee
4th Working Group Meeting Objective: Develop final draft of the resilience strategy Timeline: End of Oct		- Invite leads, key experts in all discovery areas and other experts - Integrate final discovery area draft into strategy template	Final Strategy	Lead: - CRO Team Participants: - WG leads experts
Final Draft Objectives: Develop Final Draft of Discovery Area for inclusion in strategy Timeline: End of Oct.- Mid Nov.		- Incorporate feedback of 3rd Working Group meeting, Steering Committee, Executive Committee and Operations Committee into final draft of Discovery Area - Incorporate section into final strategy draft - Send 'Thank you' letter to Working Group with final draft - Draft acknowledgments for inclusion in strategy and related materials	Final Discovery Area draft incorporated into strategy draft	Lead: - CRO Participants: - Working Group members - CRO Team - Deloitte SP 100 RC RM

3.1.4 Discovery Area 4: Social Cohesion and Economic Prosperity

Main Question: How can we build a sustainable, inclusive and equitable economy?

Diagnostic Stages	Preliminary Discovery Diagnostic Questions	Diagnostic Activities	Output / Milestone	Lead / Participants
Phase II – Discovery Area 4: Social Cohesion and Economic Prosperity				
Preparation Objective: Design a research plan to assess the current state of the social cohesion, inclusive growth and equity Timeline: Late June	- What future employment needs exist of the population of Ramallah and its surroundings? - What would be the role of the supply sector (universities, occupational and professional training centers) for serving the economic vision of Ramallah? - What could be potential innovative industrial initiatives that need to be created to	- Develop draft work/ research plan, including experts to be interviewed and 2-3 keys enablers of economic/employment growth to be analyzed (e.g. legal and regulatory incentives, infrastructure, workforce skills, access to capital, innovation, entrepreneurship, competition regimes or clusters/networks). - Develop initial ideas for success criteria to understand what success looks like) - Develop ideas for selection criteria to narrow down Field of Opportunity	- Briefing docs - Facilitation plan for first Working Group meeting - Map of relevant stakeholders (specific to Discovery Area) - List of potential	Lead: - CRO Participants: - Lead of Working Groups 100RC RM 100RC Network Team 100RC Platform Team

	absorb the new waves of migrant workers to the City?	- Initial mapping of relevant stakeholders (broken down in terms of assets they bring - authority, skills/ resources and influence/ advocacy) - Refine Working Group membership if necessary - Mapping existing and future economic initiatives in the city and surrounding area especially the initiative to encourage investments in Ramallah (owners and donors) - Work with 100RC RM and Platform Team to Identify potential platform partner(s) such as Social Intelligence Institute: Building Social Resilience AND Cities Alliance: Advisory services for inclusive multisector city resilience policies AND EY: Job Creation and inclusive growth strategies advisory - Work with 100RC RM and Network Team to identify and learn from other cities with leading employment policies and programs in the network. - Work with 100RC RM and Network Team to identify and connect with other cities with similar discovery areas to support action learning across the network. - Prepare facilitation plan for 1st Working Group meeting	- cities and platforms to engage - Developed Working Group list	Deloitte SP
1st Working Group meeting Objective: Gain buy in and understanding from the working group Timeline: Mid July		Working Group: - Reviews timeline & research plan - Approves/ Amends Working Group Membership - Defines measurable success criteria for Discovery Area - Discusses and agrees selection of criteria to down select ideas within Field of Opportunity - Approves the platform partner(s) to engage - Selects cities within network to learn from/ with	- Timeline, research plan, success criteria, and selection criteria all agreed - Cities and platform partners selected - Updated list of Working Group - Summary of meeting for members	Lead: - Working group Lead - CRO Participants: - Working Group members - CRO Team - Deloitte SP
1st Research Phase Objective: Conduct research to understand the challenges and opportunities for fostering social cohesion, inclusive growth, and equity Timeline: End of July	- How can the leadership of the Ramallah leverage support to lobby with Israel to gain access to its land and water resources, especially in area C? - What are the characteristics of resilient urban economic growth? - How can the City insure that growth would not be at the expense of vulnerable groups such as people with disability, women, older population, poor and the marginalized (equity)? - What models exist that Ramallah can learn from in its futuristic and long-term economic and social agenda?	- Refine plan with defined responsibilities - Engage platform partner(s) with focus on economic development in cities - Identify leading practices and innovations in employment/economic development policies (including learning from leading cities within network) - Codify examples into their contextual characteristics (e.g. resources, capabilities and skills required, cultural factors driving success and governance/authority systems) - Conduct interviews and consult prior work to establish Ramallah's current state in terms of social cohesion and inclusive growth and prior initiatives that succeeded or failed in this area. - Improve understanding of issues that cut across Discovery Areas by	- Research summary on leading practices - assessment of Ramallah's current state - Gap analysis - Detailed opportunity log - Facilitation plan and materials for 2nd Working Group meeting	Lead: - Working Group Lead - CRO Participants: - Working Group members - People responsible for coordinated strategy across Municipalities (e.g. Khawla Abed) - Other experts identified by

		mapping existing social cohesion/inclusive growth initiatives to management of urban assets, governance and coordination and risk management. - Establish Ramallah's current context (e.g. resources, capabilities and skills available, cultural factors and governance/authority systems) - Analyze gaps between leading practices and Ramallah's current economic state - Examine results of work by platform partner(s) - Identify policies and programs to address these gaps to produce Field of Opportunity - Assess opportunities from a social cohesion and equality perspective (impacts on different religious, cultural and geographic communities) - Assess opportunities through the Resilience Lens - Put the identified opportunities into the opportunity log - Prepare materials and facilitation plan for 2nd Working Group meeting		Working Group - Platform partners - Deloitte SP
2nd Working Group Meeting Objective: Prioritize opportunities/actions to support improved social cohesion, inclusive growth and equity Timeline: Mid-August		Working Group: - Provides Feedback on research - Prioritize opportunities using selection criteria agreed during the 1st meeting with Working Group - Refines selected opportunities through innovation café	- Report on opportunities as they are following enhancement by innovation café - Prioritized order of opportunities - Summary of meeting for members	Lead: - Working group Lead - CRO Participants: - Working Group members - CRO Team - Deloitte SP
2nd research phase Objective: Gain deeper understanding of the each of the actions to prepare for implementation Timeline: Mid Sept.	- 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? - How can Ramallah guarantee social cohesion and equity despite influx of people searching for better economic opportunities in the city?	- Refine final opportunities in line with Working Group feedback - Develop Action Plan for Discovery Area i.e. next steps that will happen following release of strategy including goals and timelines - Compile 1st draft of Discovery area in line with strategy template - Send draft to 100RC for review - Incorporate 100RC feedback - Develop materials and facilitation plan for 3rd Working Group meeting	- First draft of Discovery Area - Facilitation plan for 3rd working group meeting	Lead: - CRO Participants: - CRO Team - Deloitte SP
3rd Working Group Meeting Objective: Gain buy in from stakeholders on emerging conclusions		- Collect feedback from Working Group on the refined Discovery Area draft in line with the strategy template - Share with Steering Committee, Executive Committee and Operations Committee for feedback and buy in	- Summary of meeting for members - Revised draft	Lead: - Working group Lead - CRO Participants: - Working Group members - CRO Team - Deloitte SP

Timeline: Mid Oct.				- Executive Committee - Operations Committee - Steering Committee
4th Working Group Meeting Objective: Develop final draft of the resilience strategy Timeline: End of Oct		- Invite leads, key experts in all discovery areas and other experts - Integrate final discovery area draft into strategy template	Final Strategy	Lead: - CRO Team Participants: - WG leads experts
Final Draft Objectives: Develop Final Draft of Discovery Area for inclusion in strategy Timeline: End of Oct. - Mid Nov.		- Incorporate feedback of 3rd Working Group meeting, Steering Committee, Executive Committee and Operations Committee into final draft of Discovery Area - Incorporate section into final strategy draft - Send 'Thank you' letter to Working Group with final draft - Draft acknowledgments for inclusion in strategy and related materials	Final Discovery Area draft incorporated into strategy draft	Lead: - CRO Participants: - Working Group members - CRO Team - Deloitte SP

3.1.5 Cross-cutting theme

Diagnostic Stages		Diagnostic Activities	Output/ Milestone	Lead / Participants
Phase II – Cross-cutting theme				
Preparation Objective: Gain buy in and understanding from critical stakeholders in the city Timeline: Late June	How do we ensure that all discovery areas are adequately taking account of the importance of social cohesion and equality? How do we maximize synergies between Discovery Areas? How do we endure continued engagement of stakeholders and secure their buy-in for the implementation phase? What are the specific interlinkages between city assets and economic prosperity, for example alliance between local government and private sector in relation to public investment? What are the specific interlinkages between governance and coordination with other Discovery Areas (such as the transportation Master plan and its linkages with social cohesion, economic development and risk management)? How can Ramallah access	- Develop templates for communication in line with Ramallah's communication strategy for public Working Group and Steering Committee audiences - Develop timeline for Steering Committee and review cycles - Develop information package - Prepare briefing materials and facilitation plan for 1st Steering Committee meeting - Develop template for final strategy document - Prepare pan Working Group briefing meeting on 100RC and plan of action - Develop facilitation plan for pan Working Group meeting - Develop facilitation plan for 1st Steering Committee meeting - Develop briefing and progress report on Discovery Areas for Steering Committee - Meet with Leads of Working Groups ahead of the Working Group meeting to review the agenda and approach prior meeting with all groups (cross-cutting exercise) - Prepare facilitation plan for 1st Advisory Group Meeting - Consult with a possible experts	- Templates for communication - Timeline for Steering Committee - Briefing materials and facilitation plan for 1st Steering Committee meeting - Template for final strategy document - Information package for Steering Committee - Briefing materials and presentations for cross Working Group meeting - Facilitation plan for pan Working	Lead: - CRO Participants: - Lead of Working Groups 100RC RM 100RC Network Team 100RC Platform Team - Deloitte SP - Mayor and city director offices - Executive Committee

	scenario analysts to help in developing scenario based resilience plans for each and across the different discovery areas?	(platform partner) in future scenario analysis (2050). • Prepare different scenarios that are likely to impact the different thematic plan for each and across the different discovery area.	Group meeting • Facilitation plan for 1st Steering Committee meeting • Progress report on Discovery Areas for Steering Committee • Facilitation plan for Advisory Group	
1st Advisory Group Meeting Objective: Develop a vision for Ramallah resilience Timeline: End of June		• Provide insights on the approach and research • Review and draft final Ramallah city vision	• Drafted holistic resilience vision for the city, including values and qualities • List of insights provided for each discovery area	Lead: • Working group Lead • CRO Participants: • Working Group members • CRO Team • Deloitte SP • Advisory group members
Communications with Stakeholders Objective: Engage stakeholders in key decisions and milestones of resilience process Timeline: Throughout		• 6 weekly newsletters to Steering Committee, Working Groups, and key stakeholders • Ad-hoc meetings between CRO and key stakeholders • Biweekly meetings between CRO, Mayor and City director	• Maintained systems to track and incorporate insights and feedback from communications	Lead: • Steering Committee Lead • CRO Participants: • Steering Committee members • Mayor • City Director • Deloitte SP
Core chapters of strategy Objective: Ensure 100 RC and stakeholders are involved in the strategy review and development process Timeline: Mid July- Mid Oct.		• Draft cross-cutting sections of strategy in line with strategy template • Submit first draft of cross-cutting sections to 100RC in August • Collate and incorporate feedback • Share with Steering Committee, Executive Committee and Operations Committee for feedback and buy in	• Draft cross-cutting sections of strategy • Final cross-cutting sections of strategy drafted	Lead: • CRO Participants: • CRO Team • Deloitte SP • Executive Committee • Steering Committee • Operations Committee • 100 RC RM
Pan Working Group meeting		• Brief on 100RC	N/A	Lead: • Working group Leads • CRO

Objective: Ensure Working groups are integrated and complementary Timeline: Mid June				Participants: - Working Group members - CRO Team - Deloitte SP
1st Steering Committee meeting Objective: Gain buy in and understanding from critical stakeholders in the city Timeline: End of July		- Brief on 100RC - Provide overview of work on Discovery Areas to date - Collect feedback on Discovery Areas - Agree on action plan and timeline - Explain roles and functions	- Approved action plan - Summarize and disseminate feedback on Discovery Areas to each lead - Minutes of meeting for Steering Committee	Lead: - CRO Participants: - CRO Team - Deloitte SP - Steering Committee
Individual meetings with select Steering Committee members Objective: Gain buy in and understanding from critical stakeholders in the city Timeline: End July-Mid Aug		- Identify key SG with Steering Committee members for one-time meetings - Arrange for individual meetings with select Steering Committee member - Prepare and follow-up for individual Steering Committee	- Arranged meeting with select Steering Committee members - Follow-up notes to Steering Committee members	Lead: - CRO Participants: - CRO Team - Deloitte SP - Steering Committee members
2nd Steering Committee Meeting Objective: Gain buy in and understanding from critical stakeholders in the city Timeline: Mid Nov.		- Review prioritized actions from 2nd Discovery Area Working Groups - Receive feedback on prioritized actions - Share feedback with Discovery Area leads - Assemble final draft of strategy - Develop materials and facilitation plan for final Steering Committee meeting - Collect feedback from Steering Committee on draft strategy	- Revised opportunity logs which incorporate Steering Committee feedback - Final strategy draft - Facilitation plan for final Steering Committee meeting - Summary of meeting for members - Revised draft	Lead: - CRO Participants: - CRO Team - Deloitte SP - Steering Committee members

3.1.6 Identification of Opportunities

In parallel with the Research and Assessment activities, the Working Groups will identify opportunities that could be considered for inclusion in the Ramallah Resilience Strategy. These opportunities are the initial ideas that might be developed to become a more practical initiative or action for implementation

through the Strategy. Opportunities may be immediate (quick wins), short-term (1-2 years), medium-term (2-5 years), long-term (5-10 years) or aspirational (10+ years). They may be sourced from:

- Findings and data from the activities undertaken in the Research and Assessment
- Existing actions/projects/programmes that are underway in the city, which have potential to be extended or revised (e.g. from the Actions Assessment in Phase I)
- Consultation meetings with stakeholders and citizens
- Research into the best practices that other cities in the 100RC network are already implementing to address similar challenges to those that Ramallah is facing (for example, this may be undertaken by participation in 100RC CROs' network discussions).

The Working Groups will take responsibility for assembling the opportunities they identify in an Opportunity Log (to be provided by the Strategy Partner). The Opportunity Log will be the inventory of all opportunities that have been identified. The Resilient Ramallah team will provide oversight of the Opportunity Logs developed by each Working Group, and will collate the logs into a single document ready for the Opportunity Assessment. This single list of opportunities will comprise the initial Field of Opportunity for the Resilience Strategy.

Activity	Lead (and participants)	Timeline	Output
Identify opportunities for the Resilience Strategy within each Discovery Area through a workshop for each working group. Input opportunities into an Opportunity Log for each Discovery Area.	Working Group leads, Resilient Ramallah team (supported by Working Group members, Deloitte)	End of July	Completed Opportunity Log per Discovery Area, constituting the initial Field of Opportunity for the Resilience Strategy.

3.2 Phase II, Part B – Opportunity Assessment & Resilience Lens

The identified opportunities will be reviewed by the Resilient Ramallah team, with guidance from the Working Group leads and support from Deloitte. The opportunities will pass through two phases of evaluation.

3.2.1 Evaluation of Opportunities – Resilience Lens

Firstly, the Resilience Lens will be applied to identify which opportunities most effectively address Ramallah's specific resilience challenges. This evaluation will be undertaken using the Resilience Lens tool. This tool is a multi-criteria analysis that enables a high-level assessment of the contribution any opportunity makes to city resilience. Referencing the findings of our work in Phase I, the opportunities will be assessed against the *drivers* of resilience (CRF) that have been considered most significant for Ramallah; the critical *shocks and stresses* that were identified during Phase I; and the *qualities* of a resilient city.

Once the Resilient Ramallah team and Working Group leads have been through this assessment for all opportunities, the outputs of the Resilience Lens tool will be processed with support from the Strategy Partner. The outputs will include:

- An indicative prioritization of opportunities based on their contributions to city resilience. It will be possible to see which opportunities most effectively address the drivers and qualities of resilience, and the critical shocks and stresses for Ramallah.
- A visualization of the cross-cutting nature of opportunities, particularly highlighting which opportunities would help to achieve multiple resilience goals (i.e. securing a Resilience Dividend) and which opportunities are intrinsically linked to one another, to the extent that they should be implemented together.

These outputs will provide a basis for reviewing the opportunities during the Opportunity Assessment, an exercise that should include the Resilient Ramallah team, the SP and the Working Group leads.

Activity	Lead (and participants)	Timeline	Output
Assess opportunities against drivers, qualities and shocks/stresses, using the Resilience Lens tool.	Resilient Ramallah team, Working Group leads (supported by Working Group members, Deloitte)	Mid July	Completed Resilience Lens assessment per Discovery Area.

3.2.2 Opportunity Assessment, Goal Setting and Field of Opportunity (FoO)

This stage will involve a review among the Resilient Ramallah team, Deloitte, and Working Group leads to review and discuss the outputs of the Resilience Lens tool. The discussion will center on whether the group agrees with the prioritization, and whether any opportunities can be rejected, grouped together as a single initiative/action, or raised in priority on the basis of personal experience or professional judgment.

The review should also re-visit the Resilient Ramallah vision to ensure that it is still an accurate reflection of the outcome we want to achieve through the Strategy. Based on the opportunities, a set of resilience goals should be created that are consistent with the vision and which can provide a structure for grouping the opportunities.

It will be important to remember that the resilience goals may not be consistent with the Discovery Areas; instead, they may cut across a number of Discovery Areas. The cross-cutting Working Group will be an important partner in developing the goals, since they will have the best perspective on the conversations and priorities that have been defined across all of the Discovery Areas. It will be their responsibility to ensure that all of the most valuable ideas and ambitions from all of the Working Groups are reflected in the goals. In addition to identifying goals, those involved will also identify overarching resources, policies, stakeholders, and legislative or process changes that will serve as enablers to implementing the resilience goals. This exercise will highlight barriers and opportunities to achieving the resilience goals.

During the goal-setting exercise, the Resilience Team will fill out the following template for each goal:

Resilience goal	Identify the goal. Indicate whether the goal is existing, new or potential. - An existing goal is one that is currently underway. - A new goal is for immediate implementation - A potential goal is one to address in the near future or over the long term
Shock/stress	List applicable risks, shocks and stresses addressed by each resilience goal.
Timeline	Expected timeframe for completion of new, potential or existing resilience goal. If the goal is ongoing, please insert "ongoing" under the heading. New goals reflect immediate needs and/or deadlines. Potential resilience goals inform the longer-term resilience strategy.
Owners	In some instances, it may be appropriate to task specific stakeholders or organizations with "ownership" of the goal, even if the goal will be shared or collectively owned.
Targets	If feasible, specific targets for goals may be established.
Enablers	Identify overarching resources, policies, stakeholders, and legislative or process changes that contribute to the implementation of the resilience goal, to ensure that the goals are realistic and achievable.
Detractors	This is not for publication, but understanding who will be opposed to this goal will be helpful in deciding who will be opposed to this goal will be helpful in deciding who to reach out to in order to build support.

The result of the Resilience Lens review will be a more focused Field of Opportunity (FoO) for further consideration.

The more-focused FoO should center on an in-depth discussion about the reality of delivering these opportunities in Ramallah – the 'Reality Lens'.

The FoO exercise will take into account the following:

- Will prevailing policy/legislation allow these opportunities to be implemented? What changes would be needed? Are these changes possible?
- What will be the cost of implementation? Who would be responsible for this cost?

- What funding streams or finance mechanisms are available? How will we access them?
- Are these opportunities quick wins, short-, medium, or long-term, or aspirational?
- Does the City Council, or another stakeholder, have the power to make these opportunities happen? Who would be the “owner” of the initiative?
- Does the initiative owner have the staff, skills, equipment, or other resources needed to lead on this programme of work?
- Which other actors would need to be involved in planning and implementing these opportunities? What do we need to do to secure their involvement?
- What is the Resilience Dividend (wider benefits) associated with these opportunities?
- Which of these opportunities could form part of the Mayor’s Pledge?

After conducting the FoO, an inventory of shortlisted opportunities will be input into a Reality Lens spreadsheet along with the answers to these questions, to provide a summary document. This summary will be used by the Resilient Ramallah team to consult with the Steering Group and wider stakeholders, to reach agreement on the final Field of Opportunity (initiatives and actions) for the Resilience Strategy.

The Field of Opportunity will be shared with the Steering Group in a meeting immediately following the Resilience and Reality Lens workshops, to gather their input and secure in-principle approval. The Steering Group members will be invited to share the FoO within their own organizations to ensure wider buy-in from agencies and organizations that will be fundamental to delivering the Resilience Strategy. While this consultation is ongoing, the CRO and Resilient Ramallah team will also consult with other critical stakeholders/decision-makers to ensure wider support for the proposed content of the Resilience Strategy.

Simultaneously, the working team, supported by the Strategy Partner and Working Group leads, will begin to develop targets and indicators to accompany the proposed initiatives/actions (the FoO).

Activity	Lead (and participants)	Timeline	Output
Review Field of Opportunity through Resilience Lens and Reality Lens workshops, to reach a more focused list of opportunities for consideration in the Strategy.	Deloitte, Resilient Ramallah team, Working Group leads.	MID August	Focused Field of Opportunity for consultation and approval with stakeholders.
Create a set of resilience goals that set the direction of the resilience strategy and form the basis for identifying initiatives for implementation.	Deloitte, Resilient Ramallah team, Resilience Steering Committee, Working Group leads.	MID August	Set of resilience goals

3.3 Phase II, Part C – City Resilience Strategy with Goals and Initiatives

3.3.1 Development of Initiatives, Targets/Milestones and Indicators

We will develop the agreed shortlist of opportunities into clear initiatives and actions that can be timetabled, assigned to owners, and implemented within the lifetime of the Resilience Strategy. The initiatives will be broken down into short-, medium-, and long-term milestones that clearly drive the city towards its resilience goals (as defined in Part B). Our cross-cutting Working Group will play a significant role at this stage in ensuring that the initiatives form a holistic approach to resilience across all of the Discovery Areas and Goals, and that appropriate indicators can be applied to monitor progress.

Also as part of this work, we will gather information about the existing initiatives and actions that are underway in Ramallah, which clearly contribute to the resilience goals and can become part of the Resilience Strategy. This will comprise initiatives from the public, private and third sectors, and will help to establish the Resilience Strategy within the city’s ‘business as usual’ structures and activities, rather than something entirely new.

We will also work with the 100RC Network team to collect information about best practice initiatives being undertaken in other cities within the 100RC network, which Ramallah can learn from. These initiatives may be included in the final Strategy as case studies.

This stage of the work will also reach conclusions about appropriate Platform Partners who can support Ramallah in the implementation of its agreed initiatives and actions. 100RC will support Ramallah in establishing these partnerships and setting the work underway.

Activity	Lead (and participants)	Timeline	Output
Develop final FoO into initiatives, actions and milestones that can be adopted and implemented.	Resilient Ramallah team, Deloitte, Working Group leads	Mid September	Text on resilience initiatives, actions and milestones (including timescales, action owners, partners) for inclusion in the Resilience Strategy.

3.3.2 Resilience Action Plan and Strategy

We will prepare a full draft of the Resilience Strategy text, following a report structure similar to the following (exact content to be developed early in Phase II process):

1. **Vision for a Resilient Ramallah**
 1. Letter from the Council Leader and statements from the CRO and other partners.
 2. Introduction establishing the Vision statement and the city's Resilience narrative
2. **Resilience Diagnostic**
 1. Summary of the diagnostic and assessments undertaken in Phase I and II, particularly the city context, PRA, Discovery Areas analysis, and field of opportunity/opportunity assessment.
3. **Ramallah's Resilience Goals and Initiatives**
4. **Stakeholder Roles and Implementation Plan**
 1. Stakeholder consultation undertaken in development of the Strategy
 2. Role of the Resilience Steering Group in developing the Strategy and in implementation
 3. The role of the CRO and other action owners in implementation
 4. Monitoring and evaluation plan
5. **Appendices**
 1. Detailed action plan
 2. Detailed methods and schedule for monitoring
 3. Process and schedule for review/update of the Strategy
 4. Complete field of opportunity
 5. Additional city context if useful.

The text will be drafted by the Resilient Ramallah team, with support, advice and review from the Working Group leads and the Strategy Partner.

The full draft will be shared with the Steering Group for review and approval, both by the individual members and their organizations who we hope will endorse the final Strategy. The Resilient Ramallah team will also consult with other key stakeholders within and out with the Council to secure their buy-in for the final text. The full draft text will also be shared for review by the 100RC Executive team.

The Strategy Partner will prepare a draft design template for the final Strategy for review by all, before producing the full finalized Strategy in design format. The complete Strategy, in design format will be submitted to the City Council's PD Committee and Executive Committee for final review and approval, before being confirmed for release. The schedule for this sign-off is outlined in the attached work plan.

Activity	Lead (and participants)	Timeline	Output
Agree structure and prepare full draft of Ramallah Resilience Strategy.	Resilient Ramallah team (supported by Deloitte, Working Group leads, 100RC)	End of October	Full draft text for review and approval.

3.3.3 Implementation, Monitoring and Measurement

Developing our process for monitoring and measurement of the Resilience Strategy will be the main objective of our cross-cutting Working Group (Resilience Monitoring, Measurement and Knowledge

Transfer). During Phase II Part A, this group will be developing an appropriate set of resilience indicators that can be used to measure Ramallah's resilience across our core Discovery Areas. This set of indicators will take into account existing work in this field, including Deloitte/The Rockefeller Foundation's developing of the City Resilience Indicators (CRI). The agreed set of indicators will be used as the foundation of our approach to monitoring and measurement of progress against the Resilience Strategy during the implementation phase. Timings for review and reporting during implementation will be decided, for inclusion in the Resilience Strategy.

Activity	Lead (and participants)	Timeline	Output
Develop indicators and process for monitoring and measurement of progress against the Resilience Strategy during the implementation phase.	Cross-cutting Working Group, Resilience Ramallah team (supported by Deloitte, other Working Groups)	MID July-End September	Resilience indicators and monitoring process tailored to the Ramallah context. Text on this process to be included in the Resilience Strategy.

4.0 COMMUNICATIONS AND PUBLIC RELATIONS

4.1 Stakeholder Engagement Plan

The Stakeholder Engagement Plan will be updated by the Cross-Cutting Working Group as part of the initiation of Phase II. This will be done in consultation with the Working Group leads and members to ensure that new and emerging stakeholders are considered.

4.2 Communications Plan

As Phase II progresses, the Communications Plan developed in Phase I will be refreshed to ensure each stakeholder is appropriately involved. Communication channels may include:

- Newsletters
- Media outreach: Radio, Television, Print
- Social Media: Facebook presence
- Targeted stakeholder outreach (workshops, focus groups, meetings and interviews)
- Public events and surveys
- Ceremonial event with Mayoral proclamation to unveil new strategy

5.0 APPENDIX 1: WORK PLAN AND SCHEDULE FOR PHASE II

Note – Work Plan will be drafted in Excel after review of this SOW2 by Scott & Samer from 100RC to take on board any significant changes.