

Strategic Planning for LED Host Municipalities Learning Network



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Ramallah City



- **Ramallah was founded by a Jordanian Christian family who moved from Jordan and settled in Ramallah in the 16th century**
- **At the end of 19th century Ramallah residents immigrated to South America and later to North America USA**
- **In 1948, Ramallah became home to Palestinian refugees who were forced to leave their hometowns by Israeli Occupation (Haganah Militias)**
- **In 1967, Ramallah once again received more Palestinians people who moved because of the 1967 occupation**
- **In 1995, Ramallah became the temporary headquarter for the PNA (more Palestinians moved to Ramallah for job opportunities and better quality of life)**
- **In 2000 after the invasion of many Palestinian cities, which were under PNA control and the installation of checkpoints that divided West Bank, the city experience another wave f immigration. People moved to live in Ramallah to be close to their works**
- **Currently, there are four refugee camps in and around Ramallah**

Ramallah Vision 2050



مدينة متفائلة ومستدامة، شاملة، فخورة
بثقافتها، وتتحكم في مصيرها

Ramallah is an optimistic,
sustainable, inclusive city, proud of
its own culture, and in control of its
own destiny

WHO ARE PALESTINE REFUGEES?



- **Palestinian refugees are defined as “persons whose normal place of residence was Palestine during the period 1 June 1946 to 15 May 1948, and who lost both home and means of livelihood as a result of the 1948 conflict.”**
- **When the UNRWA began operations in 1950, it was responding to the needs of about 750,000 Palestine refugees.**
- **More than 1.5 million individuals, live in 58 recognized Palestine refugee camps in Jordan, Lebanon, Syria, Gaza Strip and West Bank, including East Jerusalem**

How many Palestinian refugees are there today?



- **Palestinians are the largest and longest suffering group of refugees in the world.**
- **One in three refugees world wide is Palestinian.**
- **There are about 7.2 million Palestinian refugees worldwide.**
- **More than 4.3 million Palestinian refugees who were displaced in 1948 are registered for humanitarian assistance with the United Nations.**

Ramallah Strategies



- **Long Term Strategy, Resilient Ramallah 2050**
- **Medium Term: Strategic Development Framework, Ramallah 2033**
- **Short Term: Strategic Development Investment Plan (SDIP) 2018-2021**
- **Annual Action Plan**
- **Sectorial Strategies (LED, Tourism, Culture, mobility, social cohesion...etc)**

We took UN 2030 Agenda for Sustainable Development into consideration:

- 1. Economic growth/ Development**
- 2. Social Cohesion/ Development**
- 3. Environmental Protection**

Ramallah LED Strategic Plan Phases



- **Evaluation of the economic situation in cooperation with the main stakeholders who represent the three main sectors (Public, private and non governmental)**
- **The preparation of LED strategic plan by focusing on the competitive features of Ramallah city.**
- **Institutionalizing the development of the local economic in the municipality**

Ramallah LED Goals



- **Strengthen of the economic status**
- **Enhance the investment environment**
- **Create new investment opportunities**
- **Increase productivity**
- **Increase local companies competitively**
- **Increase local community capacity to improve quality of life**
- **Decrease poverty**

LED Approach



- **LED Working Group which represent the stakeholders**
- **Data collection about the economic situation in the city**
- **Reviewing the Ramallah Strategic Plan 2012–2016**
- **Meetings with council members and management team at the municipality**
- **Meetings and workshops for the LED working group**
- **Local Economic SWOT analysis**
- **Meeting with focus groups (Financial organizations, IT companies, Tourist and cultural centers)**
- **Identifying priorities within local economic**

LED Approach



- **Identifying the competitive feature of the city**
- **Preparing the report of the economic status of the city**
- **Setting the strategic objectives**
- **Developing the programs and the projects**
- **Developing the programs and the projects matrix**
- **Preparing the draft of LED Plan**
- **Workshop for the stakeholders to review the draft of LED Plan and to get their feedback**
- **Preparing the final draft of the LED Plan.**
- **Official Approval from the city council**
- **Issuing the LED Plan**
- **Promotional Plan for LED Plan**

Ramallah, Competitive Features



Ramallah is a tourist city that provides great services

- **It's the hub of cultural festivals and activities**
- **It's the hub of the IT industry**
- **It's the hub of financial organizations (Banks, Insurance companies and Lending Organizations)**
- **Tourist city (Hotels, Restaurants and Cafes)**

LED Components



- 1. Enhancing the Investment Environment**
- 2. Public Private Partnership PPP**
- 3. Job Creation in the city**
- 4. Improve the Investment concept and culture at the Ramallah Municipality**
- 5. Fixed Assets Development**
- 6. The establishment of Ramallah Investment Company (RIC) as an investment arm for the municipality.**

PPP Models



- **BOT: Build–Operate–Transfer**

“Operate- Transfer (OT), Build-Transfer-Operate (BTO), Build-Rehabilitate-Operate-Transfer (BROT), Build-Lease-Transfer (BLT), Build-Own-Operate (BOO), Build-Own-Operate-Transfer (BOOT) ”, Design-Build, Operate, Transfer (DBOT)

- **Outsourcing**

Operation, Maintenance, Service Providing...etc

Existing examples of PPP



- 1. Commercial Building (BOT)**
- 2. Sewage Treatment Plant, (DBOT)**
- 3. Outsourcing (Solid Waste Transfer, Parking Meters, Security, Car Leasing, Invoices Distribution, Data Collection, Vehicle Maintenance...etc)**

Potential Areas of PPP



- **BOT (Commercial Buildings)**
- **BOT Infrastructure Development (Ring Road)**
- **BOT (Slaughterhouse & Vegetables Market)**
- **Solid Waste Collection**
- **Solid Waste Recycling**
- **Fees Collection**
- **Parking Lots**
- **Public Transportation**

Main Advantages of Outsourcing



- **1. Cost Savings**
- 2. Quality services**
- 3. Access to specialized skills**
- 4. Contractual Obligation**
- 5. Staffing issues**
- 6. Risk Mitigation**
- 7. Capacity Management**

Risks of PPP



- **Investing without any kind of restrictions**
- **The private sector might be the dominant part**
- **Low quality of service if there wasn't an effective supervision**

Fixed Assets Development



- **Ramallah Investment Company (RIC)**
- **Income Generating Projects**
- **Issuing Bonds**
- **Shares in companies**
- **Fixed Assets Management**

Enhancing the Investment Environment



- **Investment Incentives Packages**
- **Improving the investment procedures**
- **Infrastructure Development**
- **Economic Studies**
(feasibility and general economic studies)

Challenges, Debatable Issues and Lessons Learned

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- **The relationship between LED and PPP**
- **The thin line between municipality's investment and to compete with the private sector**
- **The scope of investment**