



الاتحاد الفلسطيني للهيئات المحلية  
Association of Palestinian Local Authorities



**ANNUAL  
REPORT | 2022**



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# ANNUAL REPORT

## 2022

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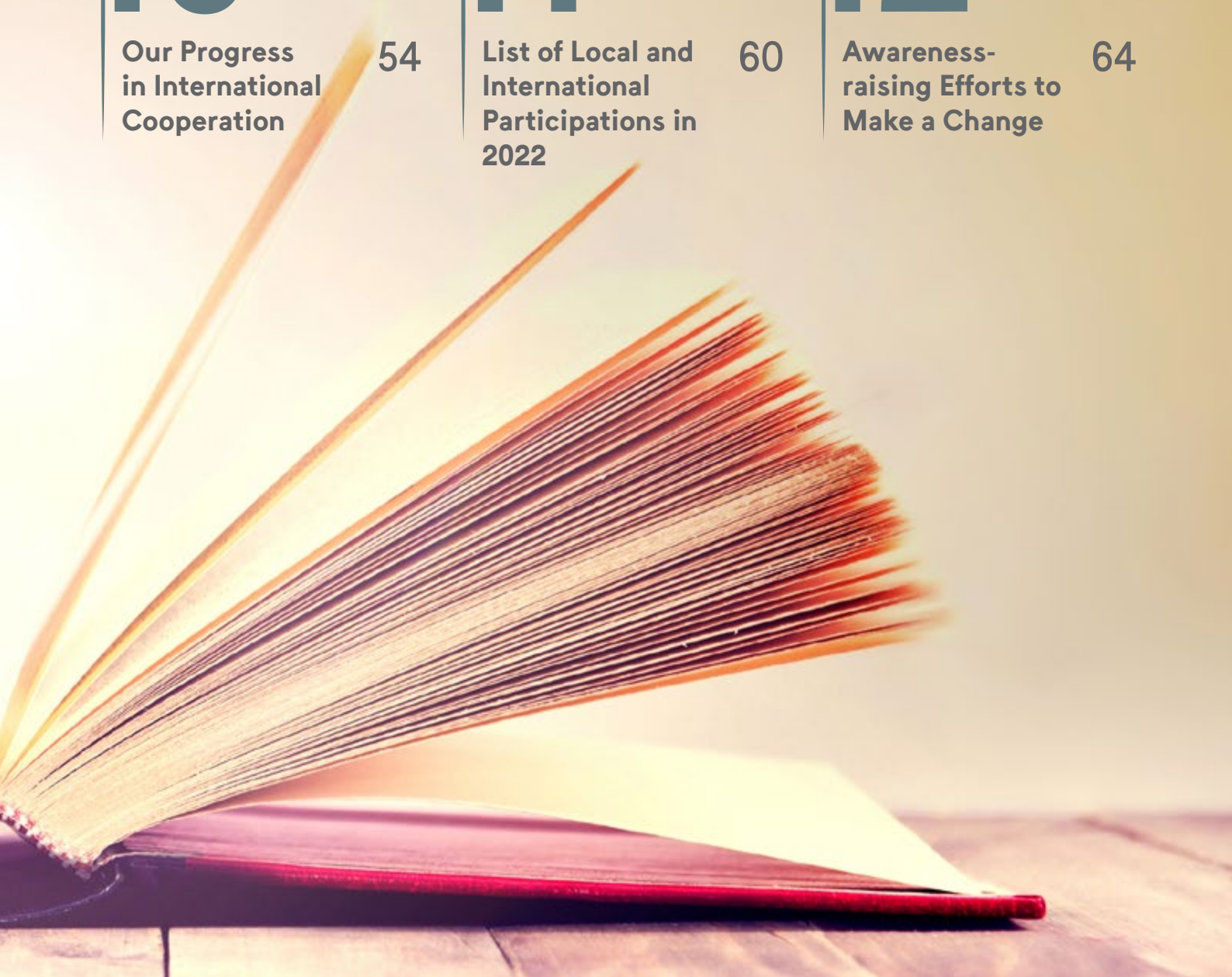
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## APLA President

As the newly elected President of the Association of Palestinian Local Authorities, (APLA), I am honoured and pleased to address and present to my colleagues, mayors of LGU members of APLA, major achievements in 2022. As I am about to steer the ship, I must note the steps taken by APLA and strategic shift made by the previous APLA Executive Committee. These achievements saw the light of the day thanks to members' commitment and support as well as APLA 's clear visions and goals.

These accomplishments heighten our responsibility for ensuring sustainable functions of APLA. Our commitment and unrelenting endeavour towards advancement will lay a strong foundation for our future efforts to provide support to our LGUs and create better conditions for public service delivery, paving the way to comprehensive development.

The challenges lying ahead are enormous, but not unbeatable. In 2023, we will embark on a journey of collective action and strategic planning to bolster our position as a catalyst for positive change. While ensuring financial, technical and administrative empowerment of our LGUs, we will continue lobbying and advocacy, create a responsive legal setting, and place our members' priorities and challenges at the centre of the development process. Regardless of growing needs and challenges, we believe in the capacity and role of our LGUs in leading a bottom-up global change.

We are committed to work closely with, understand the needs of, and provide support to our LGUs. My fellow mayors, members of APLA Administrative and Executive Committees, and APLA Executive Office have agreed to optimise and consolidate efforts to create an enabling environment for development. We will empower LGUs to meet community needs and provide a decent life for citizens. We are determined to better represent LGUs at local, regional, and international levels. In full partnership with the government and its institutions, will continue our efforts to develop LGU capacities to face various challenges. This will lay the grounds for an integrated system of inclusive action, supported by good governance.

We will continue our commitment to diversity and inclusivity through deliberate steps to ensure that we reflect the diverse fabric of our communities, regardless of their backgrounds. We will advocate for our members to achieve greater accomplishments, elevate the skills and experiences of our local authorities, expand our scope of work, including enhancing member participation through programs and events. We will also broaden the targeted groups within capacity development programs to meet the evolving needs of local authority employees. Additionally, we will call for recognition of the role played by our local authorities on national and international stages, and enhance our cooperation and partnerships for collective impact, thereby providing diverse and comprehensive services to our citizens everywhere.

In conclusion, allow me, my colleague mayors of LGU members of APLA, to call you to unite our voices and resources, maximise our influence, meet various needs of our communities, and ensure that our concerns are raised on the international stage. Due to the unique Palestinian situation, we need to share the burden and help each other to build LGUs that spearhead the national project and strengthen citizens' perseverance. Together with the central government, LGUs will develop the Palestinian local government sector and build on previous achievements..



**AbdulKarim AlZubaidi**

APLA President

Mayor of Selfeet

## APLA Executive Director

Ladies and Gentlemen, Mayors and Members of Local Government Units.

I am pleased to present the Annual Report 2022 of the Association of Palestinian Local Authorities (APLA). The report provides a review and summary of key events, programmes, and achievements made in 2022, as well as our aspirations and vision for the upcoming years.

As in previous years, the COVID-19 pandemic has continued to impact the local government sector in general, and local government units (LGUs) in particular. Our LGUs face a set of complications and challenges, including Israel's racist measures and destructive practices against Palestinian citizens. LGUs are also crippled by financial difficulties, short resources, and inadequate government transfers. These, and many other challenges, have added pressure on, and complicated the performance of, LGUs. These challenges constituted an additional test of LGU resilience, capacity to encounter obstacles, and flexibility in response to predicaments. As usual, our LGUs lived up to their responsibilities and rose to the challenge against all odds.

Local elections were a hallmark of 2021. While absent from other national institutions, elections marked a milestone of renewed confidence in our LGUs and their leadership. The electoral process emphasised a sustained democratic approach and full public engagement in the decision to choose mayors and members of their LGU. Recognising the heavy burden carried by the newly elected officials, we trust that they will make every effort and harness their energy to serve their communities. This is the broad benchmark of all successful candidates in local elections. We congratulate and wish them every success.

Based on good governance principles and APLA regulations, APLA's leading committees were elected in line with the rules, processes and parameters consistent laid out under the APLA Bylaws. Governorate representatives were elected to the APLA Administrative Committee, which appointed the Executive Committee. The process was culminated in the election of Mr. Abdul Karim al-Zubeidi, Salfit Mayor, to chair the current cycle of APLA's leadership.

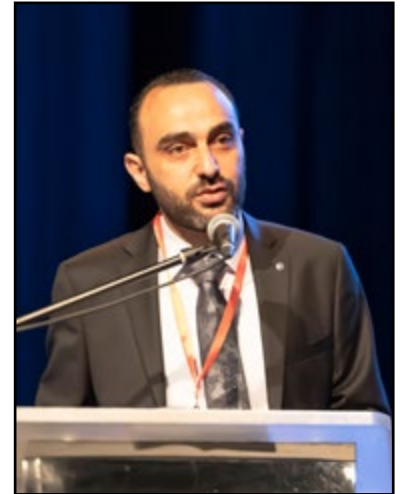
I would like to extend my deepest gratitude to the president and members of the previous Administrative and Executive Committees for their great efforts over past years. I wish every success for the current president and members of the Administrative and Executive Committees in building on previous achievements.

In 2023, we will launch our new Strategic Plan 2023-2027, which aims at completing APLA's institutional structure, developing service provision to members, promoting role in lobbying and advocacy, and supporting LGUs. We will also launch a roadmap to support LGU efforts to adopt and implement the Sustainable Development Goals. We will develop a tailored portal to display and assess our LGUs' contribution to achieving these goals. In 2023, we aim for finalizing the Municipal Technical Exchange Hubs within the APLA Technical and Legal Unit. With our government partners, we will expand our contribution to improving the local government legislative and policy framework.

As I invite you to read this brief report on APLA in 2022, I look forward to further collaboration and integration with all mayor and members of Palestinian LGUs.

I would like to give my profound thanks to all those who contributed to achievements made last year, including my colleagues in APLA executive teams, partner donors, and Ministry of Local Government. I am also deeply grateful for our LGUs, including all members.

Together to empower our communities to build a better future.



**Abdallah Anati**  
APLA Executive Director

# About AP LA



## Vision

Local authorities capable of providing comprehensive and sustainable services in an enabling environment and good local governance.

## Mission

The elected national institution that represents Palestinian local authorities and works alongside them to support and defend their interests and rights in order to develop and achieve their independence in accordance with national policies and in line with the principles of good governance, contributing to achieving a higher level of justice, inclusivity, and sustainability.

## APLAs' Objectives

1. To represent the Local Authorities at the local, Arab and international levels.
2. To promote ties and relationships among the Palestinian local authorities.
3. To contribute to the development of the Local Authorities' performance by facilitating the exchange of information and experiences among them.
4. To contribute to the coordination of the Local Authorities' position/attitude toward their relationship with the Central Authority.
5. To assist Local Authorities in fields those, contribute in developing its employees' performance, through the appropriate training in advanced administrative and technical areas.
6. To develop its members' foreign relationships, and set APLA and the Local Authorities at the appropriate position among the international organizations.
7. To use all means and instruments of lobbying and advocacy on the central and legislative authorities and services providers to assist and just Local Authorities.



# STATISTICS & FIGURES





## Members

**417** LGUs



## Governorates

**16**

Training Sessions  
and Workshops

**18**



## Speakers

**74%**   
**26%** 

Number of Training  
Beneficiaries

**717**

447 **males** - 270 **females**  
62% **males** - 38% **females**

Number of Laws and  
Regulations

**18**



## Media

**4** Newsletters  
**36** News  
**2** Press Releases

Participation in Local  
and International Events

**60**



## Fee Payment Rate

**75%**

# GOVERNANCE REPORT



## APLA'S COMMITTEES

### General Assembly

APLA's General Assembly (GA) consists of all active members who pay annual fees to the association. The membership of APLA consists of all existing Local government units (LGUs) so that all Local government units (LGUs) in Palestine are members of the association, and the same applies to the LGUs that will be established in the future according to the conditions stipulated in APLA's bylaws.

### Administrative Committee

APLA is supervised by an Administrative Committee of 47 members, as follows:

1. 17 permanent members, representing the municipalities existing in the centres of Palestinian governorates.
2. 30 non-permanent members elected for two years by the General Assembly, each in their area.

### Executive Committee

The Association is managed by an Executive Committee of 25 members:

1. 17 members representing municipalities in the centres of the governorates.
2. 2 members from the Southern Governorates.
3. 6 members from the Northern Governorates (2 members in the centre, 2 from in the north, and 2 from the south).

### Local Elections

Based on the Council of Ministers' decisions, the fourth LGU elections was held in two phases, the first on 11 December 2021 and the second on 26 March 2022. In both phase, voter turnout was 58%. According to Central Elections Commission (CEC) data, the polling breakdown was as follows:

| Local Elections - First phase |          | Local Elections - Second phase |          |
|-------------------------------|----------|--------------------------------|----------|
| Total number:                 | 376 LGUs | Total number:                  | 102 LGUs |
| By ballot:                    | 154 LGUs | By ballot:                     | 50 LGUs  |
| By acclamation:               | 162 LGUs | By acclamation:                | 23 LGUs  |
|                               |          | No candidate lists:            | 29 LGUs  |
| Polling percentage:           | 66.14%   | Polling percentage:            | 53.69%   |

### Local Electoral Campaign:

In both election phases, APLA launched awareness-raising campaigns to motivate participation. This was informed by an integrated and diversified electoral campaign to maximise voter turnout and promote a culture of political participation and collective awareness throughout local communities. A focus was placed on sending awareness-raising and educational messages to citizens, particularly youths and women, by :

1

Launch awareness raising campaigns in all the media, including TV, radio and social media sites, to raise awareness and motivate participation in local elections.



2

Design and print out billboards of different sizes at various sites in major cities across the West Bank.



3

Produce a video to promote participation in local elections.



4

Launch an online campaign on social media platforms. Also, design, produce, publish and promote a variety of bulletins, photos, Facebook posts and videos.

| Performance for your post    |                      |                        |
|------------------------------|----------------------|------------------------|
| 414064 People reached        |                      |                        |
| 543 Likes, comments & shares |                      |                        |
| 193885 Post clicks           |                      |                        |
| 182099                       | 10267                | 1519                   |
| Clicks to play               | Link clicks          | Other clicks           |
| Video performance            |                      |                        |
| 349.9K                       | 3.8K                 | 0:08                   |
| 3-Second Video Views         | 1-minute video views | Average minutes viewed |

## Communication with New Mayors

- Fully upgrade data on LGUs and new mayors.
- Design welcome and orientation packages on the 2030 Sustainable Development Agenda (2030 Agenda).

Design welcome and orientation packages on Sustainable Development Goals (SDGs) and LGU role in achieving SDGs at the local level to be presented to new mayors on their first visits to APLA to increase their knowledge about SDGs.

## A Demonstration Programme For LGU Councils Elected in 2021



**1,320**

Newly Elected Mayors and Members



**13** workshops

**920** Participants  
First Election Phase



**400** Participants

Second Election Phase



The demonstration programme for LGU councils included a series of informational and instructional meetings Organized by the Ministry of Local Government (MoLG) in partnership with APLA. Funded by the GIZ Local Government Reform Programme, this activity aimed at preparing newly elected mayors and members for the tasks and responsibilities assigned to them as well as identifying roles and powers to ensure professional and effective functioning. Having selected trainers and speakers, training material was assessed in consistence with the trainees' needs and priorities.

### Governorate meetings - Preparations for APLA General Assembly

APLA held a preparatory meeting with the mayors of municipalities at the centres of governorates (11) who, according to the APLA Bylaws, serve as permanent members of the APLA Executive Committee. The meeting was set to:

#### 1. Introduce APLA

- Review the APLA Bylaws and mechanisms for establishing APLA committees .
- Review APLA role in providing assistance and support to LGUs through relevant programmes.
- Present key projects implemented currently and over upcoming years.

#### 2. Restructure APLA committees

- Review details of the mechanism for restructuring APLA committees, starting with a briefing about the Executive Committee, Administrative Committee, and General Assembly.
- Review subsequent steps and requirements for holding governorate meetings, structuring the Administrative Committee, and electing the Executive Committee.

#### 3. Requirements for holding governorate meetings

Participants agreed to schedule governorate meetings and invite LGUs in each governorate to review APLA functions and roles, call for the payment of APLA membership fees, and select governorate representatives on the APLA Administrative Committee.



## General Assembly Meetings

Governorate centre meetings were held in the fourth quarter of 2022. In these, governorate representatives on the APLA Administrative Committee were selected for a two-year membership as follows:

- Governorate centres (11 members): (Jericho, El-Bireh, Bethlehem, Jenin, Ramallah, Selfit, Tubas, Tulkarem, Qalqiliya, and Nablus municipalities).
- Hebron governorate (6 members): (Yatta, Bani Na'im, Beit Ula, Taffuh, Beit Awwa, and Kharas municipalities).
- Bethlehem governorate (2): (Beit Sahur and Beit Jala municipalities).
- Ramallah and El-Bireh governorate (2): (Birzeit and Bani Zeid Al-Gharbiya).
- Jericho governorate (1): (Al-Auja municipality)
- Jerusalem Governorate (4): (Kufr Aqab Municipality, AlJeeb Municipality, AlZuayim Municipality, Al Qubebeh Municipality).
- Selfit governorate (1): (Iskaka village council).
- Tubas governorate (1): (Tammun municipality)
- Nablus governorate (4): (Sabastiya, Beita, Asira al-Shamaliya, and Aqraba municipalities).
- Tulkarem governorate (2): (Illar, Iktaba/Anabta alternately).
- Qalqiliya governorate (2): (Habla and Azzun municipalities).
- Jenin governorate (2): (Barta'a and Arraba municipalities).
- Gaza governorate (10): Keep Gaza seats until local elections are held in the Gaza Strip.

## Electing Executive Committee Members and Distributing Administrative Posts

During the reporting period, APLA Executive Committee elections were held and administrative posts were distributed. The APLA Administrative Committee held its Meeting 01/2023 in the presence of all elected members to elect the Executive Committee members.

### Executive Committee Members in 2023-2025

Non-permanent Executive Committee members were elected. Now, the Executive Committee is as follows:

#### 11 Municipalities in Central Governorates:

- |  |  |
|--|--|
| ■ Ramallah municipality - Issa Kassis      | ■ Tubas municipality - Husam Daraghmeh         |
| ■ El-Bireh municipality - Islam al-Tawil   | ■ Qalqiliya municipality - Feisal Shreim       |
| ■ Nablus municipality - Sami al-Hijawi     | ■ Selfit municipality - Abdul Karim al-Zubeidi |
| ■ Jericho municipality - Abdul Karim Sider | ■ Bethlehem municipality - Hanna Hananiya      |
| ■ Jenin municipality - Nidal Ubeidi        | ■ Hebron municipality - Taysir Abu Sneineh     |
| ■ Tulkarem municipality - Riyadh Awad      |  |

**Northern Area Representatives (2):**

- Arraba Municipality - Ahmed Ardah
- Beita Municipality - Mahmoud Barham

**Southern Area Representatives (2):**

- Yatta Municipality - Saleh Awwad
- Beit Jala Municipality - Issa Kassis

**Central West Bank Representatives (2):**

- West Bani Zaid Municipality

- Kufr Aqab Municipality

- ALJeeb Municipality

**Electing APLA President and Distributing Administrative Posts**

The APLA Executive Committee also held its Meeting 01/2023 in the presence of 16 LGU members. Abdul Karim al-Zubeidi, Selfit mayor, was elected as the APLA President. Administrative posts were distributed as follows:

- APLA President Abdul Karim al-Zubeidi, Selfit Municipality.
- APLA Deputy President: Hanna Hananiya, Bethlehem Municipality .
- Treasurer: Mahmoud Barham, Beita Municipality.
- Secretary: Saleh Awwad, Yatta Municipality.





# EXECUTIVE OFFICE

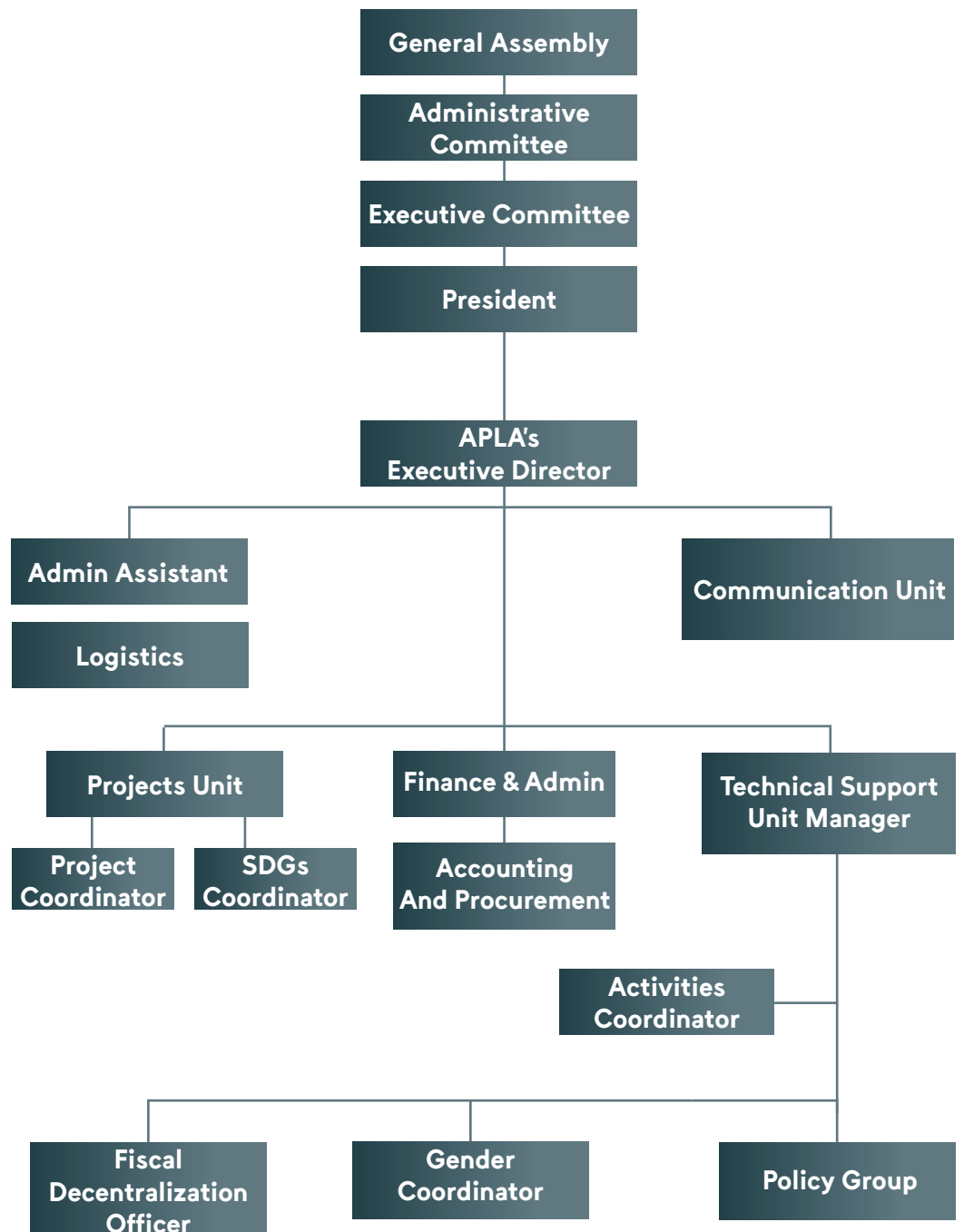


## APLA'S INSTITUTIONALIZATION:

### Administratively:

Strengthen APLA human resources and increase staff by **7 new employees**

- Technical and Legal Support Unit Manager.
- Multiannual Action Plan (MAAP) Project Officer.
- LAND Project Coordinator.
- Financial Decentralisation Officer.
- SDGs Coordinator.
- Gender Coordinator.



### Drafting the APLA Financial Sustainability Plan

**Objective:** Achieve APLA's financial sustainability in the future, independently of foreign aid, grants, and projects.

An expert on institutional financial sustainability was contracted to develop a financial sustainability plan for the upcoming period. An in-depth study entailed all aspects of the current financial situation. All financial resources and outputs were analyzed, including operating costs, human resources, logistics expenses, projected income sources, and available opportunities. Financial sustainability indicators were set and linked to relevant proportions of achievements, including APLA receivables from members and benefits from programmes and projects supported by international donors.



### APLA Communication Strategy

**Objective:** Structure and develop clear guidance and instructions on communications and set a consistent working mechanism for effective communications with APLA members and stakeholders.

A public relations and communications expert was contracted to compile the APLA communications plan. Based on an examination and analysis of the current situation, the plan aims at maintaining the best contacts with the APLA members and partners to raise the awareness of APLA values and role. To this avail, smart communication tools to promote APLA as a representative and defender of all LGUs were developed. The plan will strengthen loyalty to, enhance engagement in activities, and ensure that members benefit from services provided by APLA. It will also provide capacity to APLA in lobbying and advocacy activities.

### General Mainstreaming Plan 2022-2025

**Objective:** Enhance conditions conducive to take account of the needs of society from across the spectrum, including marginalized groups, allow more opportunities to these groups, channel resources, and provide needed support to empower and ensure access to services.

In consistence with SDG 5 "Achieve gender equality and empower all women and girls", the action plan outlines key gender mainstreaming interventions to be implemented by APLA. These activities seek to promote the APLA institutional and operational capacities to mainstream gender in administrative regulations, employment, programmes, projects, budgets, and plans. Needed tools for gender mainstreaming will be provided. APLA will work with LGUs to mainstream gender in relevant action plans and budgets. LGUs are ideally placed to identify marginalized groups in their communities, channel resources for assistance, and facilitate access to services for all, creating responsive, inclusive and sustainable communities.

### Drafting APLA Strategic Plan 2023-2027

Strategic planning and local government experts were contracted to compile the next APLA four-year strategic plan to elaborate APLA processes in line with the following components and outputs:

- Examine and evaluate the previous APLA Strategic Plan 2019-2022, review achievements, and identify causes or conditions that blocked accomplishments. This was tailored to assess APLA performance, apply a self-assessment methodology, and streamline work to achieve APLA strategic goals.
- Investigate all APLA activities, including legal and legislative foundations, scope of work, parameters, and strategic indicators for achieving the purpose for which the Association has been created. Namely, APLA serves as a representative and defender of LGU interests both locally and internationally and strengthen LGU role in public service provision. The examination further involves APLA finances, human resources, projects, institutional structure, and sector

plans, including financial sustainability, gender, communications etc.

- Explore and Analyze the current situation to examine strengths, weaknesses, and opportunities to improve working relationships with APLA members, central government, local partners, and donors.
- Set parameters and strategic frameworks for APLA functions over the upcoming period and define a set of goals and objectives to be achieved by APLA so that it can take its rightful place as a representative of LGUs. APLA will be firmly positioned to expand its scope of work and maintain ongoing development.
- Generate creative strategic ideas within the APLA vision to materialize its mission, provide the best services, ensure sustainable service delivery, and provide comprehensive representation of all members.



## Technical and Legal Support Unit

In addition to providing capacity building to LGUs, creating a legal and institutional enabling environment for good local government is a main priority of APLA. Through the Capacity Building in Crisis Situations in the so-called Area C Initiative (Ard), in 2019, the Technical and Legal Support Unit was established to serve as a planning arm and executive tool to achieve Goals 2 and 3 of the APLA Strategic Plan, namely, to improve LGU capacity to provide better services to citizens, and lobby, advocate, and defend LGU interests and needs at local and international levels."

### Technical Support Unit in 2022

#### 1. Developing the Technical Support Unit

The unit witnessed a paradigm shift from establishment to operation, including:

- a) Recruiting a full technical team .
- b) Putting in place an institutional approach to work, contributing to APLA's various activities, setting tasks, maintaining complementary functions, and developing an action plan for 2023.
- c) Designing and programme a portal, which mainly aims to:
  - Provide a quick and highly responsive mechanism for delivering needed technical support to APLA members, upscale knowledge sharing among as many beneficiaries as possible.
  - Expand opportunities furnished to as broad a range of APLA members as possible and facilitate access to services delivered by the Technical and Legal Support Unit.
  - Document technical advice and guidance provided through LGU portal.
  - Increase LGU staff engagement in technical assistance provided by the unit.
  - Strengthen ties and networking among LGUs in Palestine.

#### 2. Nurture Membership of Technical Teams on Municipal Technical Exchange Hubs:

By maintaining active participation of members, Municipal Technical Exchange Hubs were improved to contribute to developing and reforming planning, engineering, administrative, financial aspects, as well as communication skills, flexibility, and resilience. These hubs included a total of 297 expert from among LGU staff. Members were distributed as follows:

- Public Relations Hub (73 members).
- Financial Management Hub (48 members).
- Engineering and Planning Hub (58 members).
- Creativity and Innovation Hub (45 members).
- Village Councils Hub (73 members).

### 3. Establish a taskforce for inclusion and gender:

Given the importance of including all marginalized groups and mainstreaming gender in LGUs, an Inclusion and Gender Taskforce was created. Engaging selected LGUs, the taskforce brings together 11 members who will develop the APLA policy, share information, and set implementation plans in this area.

### 4. Continue to organize informational and training workshops targeting members of Municipal Technical Exchange Hubs.

These included peer-to-peer exchange of knowledge and experiences to benefit from local expertise. Hosting many advisors and experts, the following training workshops were held:

- Inclusion and Gender Taskforce (1).
- Financial Management Hub (1).
- Creativity and Innovation Hub (1).
- Village Councils Hub (3).
- Engineering and Planning Hub (5).
- Public Relations Hub (5).
- Training on the manual for the inclusion of disability in LGUs (3).

### 5. Implement a training programme for mayors and members of LGUs:

In partnership with the MoLG and GIZ, the unit contribute to rehabilitation and training programme for new mayors and members (elected in the 2021/2022 election round). Focusing on local government themes and skills, training targeted hundreds of newly elected LGU members.

### 6. Making policies and regulations:

Provided by members of the Municipal Technical Exchange Hubs, a thorough diagnosis covered the current situation of and challenges faced by LGUs as well as the means to overcome these challenges. To do so, needed interventions under applicable regulations were identified.

### 7. Develop the manual for the inclusion of disability in LGUs.

### 8. Contract consultants to compile two research papers on Municipal Police and regulation of solar power projects within LGU boundaries.

### 9. Engage with teams to make and amend many regulations.

#### 1. Finalized Regulations and Procedures:

- Law No. 46 of 2022 on Local Government Courts.
- Regulation No. 27 of 2022 on Partnership between Local Government Units and Private Sector.
- Instructions No. 1 of 2022 Amending Instructions No. 1 of 2020 on Local Government Unit Staff.
- Regulation No. 7 of 2022 on Electric Vehicle Charging Stations.
- Developed a position paper on income tax levied on profit enterprises of LGUs and demanded that the Minister of Local Government suspend the decision.
- Established a dialogue committee on demands of the National Union for LG Staff on 13 September 2022.

## 2. Regulations Under Discussion:

- Draft Tourism Law.
- Draft amendment of the Regulation on Buildings and Zoning.
- Draft amendment of the Regulation on Commercial Signs.
- Draft Manual for Solid Waste Tariff Calculation.
- Draft amendment of the Regulation of LGU Staff (National Union for LG Staff demands).
- Draft Regulation on Hotels, Hostels and Hotel Apartments.
- Draft Code of Conduct for LGU Staff.
- Draft Law on Promotion of Waste Reduction, Reuse and Recycling.

## 10. Promote rights of people with disabilities (PWDs) in Palestine:

In partnership with EducAid and with funding from AICS, the unit finalize the “Promote rights of PWDs in Palestine” project, which aimed at empowering, integrating, and ensuring the inclusion of PWDs and their families in Palestinian society. This is in line with LGUs' commitment to make policies and implement procedures in such a way that takes account of different needs and includes everyone, especially PWDs. While responding to various their needs, favourable conditions are created to allow more opportunities for these people in economic, social, professional, and public life.

### Technical & Legal Support Unit in 2023

The unit developed its vision and action plan for 2023. These included two main goals: Capability of service provision and sustainability by working on efficient planning and operability, development capacity, sustainable Municipal Technical Exchange Hubs, policy themes, assessment of regulations, financial decentralization, and expense coverage.

Village councils, particularly those located in the so-called Area C, will be a key line of activity at the unit. Beside technical and advisory support, capacity building programmes will target these councils.

In the upcoming phase, perhaps most distinctive of the unit performance is the portal launch. This contributes to improving LGU service provision and provides technical and legal support to LGUs. As a library of ready access for members of Municipal Technical Exchange Hubs, the portal helps view LGU functions and success stories, develop APLA policy themes, and archive data at the local level.

The next stage will also see the unit contributing to SDG Localization Plan and supporting LGUs in the localization, awareness-raising and training processes. These will be part of Palestinian LGU performance indicators.

### APLA Staff Capacity Development

#### Training of Trainers: Decentralizing the SDGs Through Decentralised Cooperation

**Participant:** Abdallah Anati, APLA Executive Director

**Organized by:** UCLG-MEWA

#### Training Themes:

- Definition of decentralized cooperation.
- Importance of decentralized cooperation for the global agenda of local and regional governments.



- Decentralized cooperation practices.
- SDG 17: Mobilize multilateral regional partnerships for decentralized cooperation.
- Mobilize funds to support decentralized cooperation projects.
- Design decentralized cooperation in line with and for SDGs.
- Groups targeted by decentralized cooperation.

### LGRDP II+ Training Programme for Partner LGUs

#### Participants:

- Nadine Nakhleh, Communication Coordinator.
- Widad al-Qadi, LAND Project Coordinator.
- Shurouq Rabee', Activity Coordinator.

**Organized by:** ENABEL

#### Training Themes:

- Introduction to communications.
- Project planning and design.
- Model project formulation.
- Design of awareness-raising campaigns.

### Human-Centered Design Training - Authorized Trainer Certificate

**Participant:** Nadine Nakhleh, Communication Coordinator

**Training period:** 10 months; 150 credit hours

**Organized by:** INDIGO, GIZ

#### Objective:

Providing capacity development in human-centered design to local government stakeholders to improve comprehensive digital services with a focus on citizens' needs, and develop innovative and creative forms of public engagement in Palestinian LGUs..

### Communication Skills Using Digital Communication and Marketing Platforms

**Participant:** Nadine Nakhleh, Communication Coordinator

**Organized by:** GIZ Local Government Reform Programme

Training themes:

- Design the digital communications strategic plan in line with with APLA's annual goals.
- Understand the in-house marketing approach.
- Digital channels and relevant campaigns (YouTube, Twitter, LinkedIn, Facebook).
- Google ads (search engine marketing) and social media ads.
- Google SEO standards.
- Be able to read online statistics and analyze data Google Analytics.



## Protocol Rules for Public Relation Officers

### Participants:

- Nadine Nakhleh, Communication Coordinator.
- Shurouq Rabee', Activity Coordinator.
- Mohammed Musleh, Project Officer.
- Widad al-Qadi, LAND Project Coordinator.

**Organized by:** APLA

**Supported by:** GIZ Local Government Reform Programme

### Training Themes:

- Main definitions of tasks, characteristics and skills to be possessed by protocol officers at public relations departments.
- Rules of precedence, official receptions and handshaking.
- National flags, official visits, meetings, and official banquets.
- Signing agreements and taking official photographs.
- Best practice in professional dealing with VIPs, immediate managers, and colleagues in the workplace.



## Coordination and Management of Official Occasions and Events

### Participants:

- Nadine Nakhleh, Communication Coordinator.
- Shurouq Rabee', Activity Coordinator.

**Organized by:** APLA

**Supported by:** GIZ Local Government Reform Programme

### Training Themes:

- Official working visit protocols.
- Requirements for developing visit agendas, reception and seating rules and protocols.
- Coordination and preparation of public occasions and signing of agreements.
- Preparation of speeches, ceremonies, and conference organization.
- Management of operations, budget, needs, income sources.





## Workshop on Digital Communication Strategies

### Participants:

- Mohammed Musleh, Project Officer.
- Nadine Nakhleh, Communication Coordinator.

### Organized by: EU

### Themes:

- Communication with EU projects.
- Requirements and rules for using the EU logo.
- Communication plans; objectives; identification and understanding of the target audience; and creation of influential messages.
- Influential messages and telling visual stories.
- Communication channels and adjustment of content layout to match channels and audience.
- Digital communications.
- Creative and digital marketing campaigns on social media.
- Best practices on social media sites.

## Training on SDG Localization

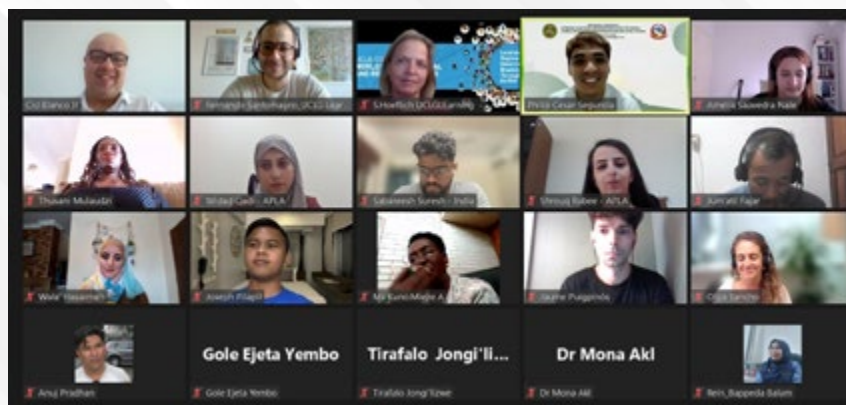
### Organized by: UCLG

### Participants:

- Shurouq Rabee', Activity Coordinator.
- Widad al-Qadi, LAND Project Coordinator.
- Wala' Hassarmeh, SDGs Coordinator.

### Training Themes:

- Difference between Millennium Development Goals and SDGs.
- Definition of SDG Localization.
- LGU role in achieving SDGs on the local level: Roadmap.
- SDG integration into planning and implementation processes.
- Evaluation and documentation.



## Participation in Informational Visits and Study Tours - Experience Sharing at the International Level

**Study Tour: "Designing Human-Centered Services and Innovative Community Engagement" - Sweden and Denmark**



**Participant:** Abdallah Anati, APLA Executive Director

**Organized by:** INDIGO, GIZ

**Objective:** View international best practice in digital service delivery and citizens' engagement in consistence with the Palestinian market.

### Key Themes and Visits:

#### Sweden:

- Digital transformation at Stokholm Municipality.
- Urban Information and Telecommunication Information Centre: Coordinating public sector needs with the private sector to devise new digital solutions for sustainable cities.
- A seminar on current challenges to the digital government in Sweden (Organized by the Swedish Centre for Digital Innovation).

#### Denmark:

- Danish Design Centre's experience in working with companies and institutions, with a focus on human and community needs.
- Experience of the Danish Association of Local Authorities in digital transformation.
- Danish Digital Dimension Organization's review of the mechanism for linking technical talents, start-ups and investors to the available opportunities related to the digital ecosystem.

### Study Tour: Climate Resilience in Municipal Functions - Germany

**Participant:** Shurouq Rabee', Activity Coordinator.

**Organized by:** GIZ Local Government Reform Programme.

**Objective:** View German LGUs' experience in climate resilience in urban planning and development.

#### Key Themes and Visits:

- Review of climate resilience improvement plans.
- A seminar with urban planners and engineers on climate adaptive urban planning and creating an enabling work environment.
- A visit to Freising to learn the concept of climate adaptation.
- A visit to and field tour in Viernheim to learn about the development of energy- and water-sensitive communities and compensation for the destruction of biodiversity.
- A visit to sites in Viernheim city to learn about urban greening initiatives.
- Field visits to several sites in Augsburg to view and learn how heritage sites are invested to conserve their urban history.
- A visit to a waste segregation and recycling company.
- A visit to Bad Aibling to learn about ways to apply green building standards in private structures.





### Study Tour: Climate Resilience in Municipal Functions - Jordan

**Participant** Shurouq Rabee', Activity Coordinator.

**Organized by:** GIZ Local Government Reform Programme.

**Objective:** View Jordanian LGUs' experience in climate resilience in urban planning and development.

#### Key Themes and Visits:

- Review of projects and planning mechanism of the Greater Amman Municipality.
- Learning about the waste management project in the city centre - Amman.
- Visits several sites of small enterprises for improving living conditions in marginalized areas.
- View of green projects implemented by the Sahab Municipality.
- A visit to the first green building in Jordan - Izzat Marji Company headquarters.



# PROJECTS & PROGRAMMES

## APLA Multi Annual Action Plan Project 2021-2025 MAAP

### Strategic Objectives:

- Strengthen APLA institutional and operational capacities.
- Enhance the capacity of LGUs to provide better services to citizens.
- Lobby and advocate the interests and needs of LGUs both locally and internationally.

### Project Target Groups and Beneficiaries:

- APLA.
- Palestinian LGUs.
- Local community, particularly women.
- Marginalized communities in the so-called Area C.

### Project Budget and Contributions of APLA and Financing Partners - US\$ 2,144,097:

- As the main project financier, EU contribution: Euro 1,900,000.
- ENABEL contribution: Euro 80,000.
- GIZ contribution: Euro 40,000.
- APLA contribution: Euro 124,097.

### Project Implementation Period:

(42 months, January 2021-June 2025)

### Overall Objective:

Enhance LGU cooperation in service provision and participatory local development, improve contributions to regional complementarity, especially in the so-called Area C.

### Special Objectives and Interventions:

1. Strengthen APLA institutional and operational capacities.
  - Promote APLA's human resources and finalize staffing.
  - Update APLA's gender mainstreaming plan.
  - Develop APLA's communications strategic plan.
  - Develop APLA's financial sustainability plan.
  - Start developing APLA's strategic plan 2023-2027.
2. Enhance the capacity of LGUs to provide better services to citizens.
  - Within the Municipal Technical Exchange Hubs programme, deliver 16 workshops and training sessions to LGUs on several themes (public relations, engineering and planning, financial management, creativity and innovation, village councils, and gender).

- A demonstration programme for LGU councils elected in 2021.
- Develop APLA's SDG Localization plan.
- The SDG Localization plan provides needed guidance to LGUs to achieve SDGs at the local level, as well as monitoring and evaluation by collecting, disaggregating, and aligning local data with SDG indicators.
- Design and building a website for SDGs on the local level.



422 Males



220 Females



1320 Participants

**Objective:** To be the primary hub for documenting LGU contributions to achieving SDGs

3. Lobby and advocate the interests and needs of LGUs both locally and internationally.

- APLA contribution and participation in upgrading, developing, and drafting laws and regulations on LGU functions and responsibilities.
- Sign MoUs and share experiences with international local associations (Association of Italian Local Authorities in Umbria (ANCI UMBRIA) and Association of Netherlands Municipalities (VNG)).
- Participate in 11 events with UCLG (conferences, trainings, and regional meetings).
- Submit the annual report on APLA SDG Localization efforts to the UCLG.
- Sign 7 agreements between Palestinian local and international LGUs.



18 Laws/Regulations

## Grant Agreement with GIZ Local Government Reform Programme

**Budget:** Euro 75,809.

**Project Duration:** 9 months.

### Overall Objective:

Support transition of the APLA Technical and Legal Support Unit from institutionalization to service provision and promotion of APLA institutional development.

### Main Interventions and Activities:

1. Coordinate and implement workshops on different experience sharing platforms.
  - Cover salaries of the APLA Activity Coordinator.
  - Implement 13 workshops on different Municipal Technical Exchange Hubs.
  - Contract 3 consultants to hold workshops on specialized topics of the Municipal Technical Exchange Hubs.
2. APLA Technical and Legal Support Unit.
  - Contract a consultant to develop ToRs for building the unit's portal.
  - Design and programme the unit's portal.
  - Coordinate and hold 6 workshops on PWDs inclusion in LGU functions.
3. APLA institutional and operational capacities
  - Contract a consultant to translate APLA documents.
  - Develop APLA's financial sustainability plan.

## Grant Agreement to Support APLA in Implement MAAP - ENABEL

**Budget:** Euro 84,592.

**Funded By:** ENABEL.

**Duration of Implementation:** 12 months (17 August 2022-16 August 2023).

### Main Activities:

- Develop the SDG Localization plan in Palestine.
- Consultancy services: (Procurement Manual: 2 policy papers on solar power systems and Municipal Police).
- Produce proposed material for raising awareness of SDG Localization.
- Provide capacity building to LGUs by holding 4 workshops, focusing on climate adaptation and environmental challenges.
- Recruiting a SDG Localization Coordinator at APLA.





## Promote PWDs' Rights in Palestine

**Budget:** Euro 91031.

**Duration of Implementation:** 21 April 2021-31 June 2023

**Partners:** EducAid

**Funded By:** AICS

The Promotion of PWDs' Rights in Palestine project aims to empower, integrate, and ensure the inclusion of PWDs and their families into Palestinian society. Funded by AICS, the project is implemented in collaboration with EducAid, an Italian NGO and in partnership with several Palestinian institutions, including APLA. It seeks to:

- Enhance LGU and civil society capacities in PWD empowerment and integration.
- Contribute to promoting PWDs' rights by increasing socioeconomic empowerment for both PWDs, their families, and organizations and associations that provide care to and consolidate the rights of these people.

In line with LGU commitment to make policies and implement procedures in a manner that takes account of different needs and include everyone, through the "Promote rights of PWDs in Palestine" project, APLA works towards providign capacity development and skills enhancement to PWDs, ensuring their empowerment and integration by responding to their needs and creating favourable conditions to allow more opportunities for these people in economic, social, professional, and public life.

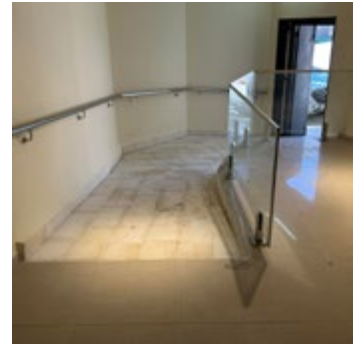
### Main Activities:

1. Develop self-assessment tool for PWDs
2. Theoretical workshops and trainings on PWD-related issues in LGUs.
3. Contribute to rehabilitating and aligning some LGU buildings to PWD needs.
4. Present the Inclusive Municipality Award in a special competition of LGUs.

### 2022 Activities:

#### Grant Agreements for the Partial Rehabilitation of LGU Buildings to Faciliate Access for PWDs.

- Announce 144 grants for LGUs, which completed questionnaires of the project at its inception.
- Receive 28 expressions of interest in receiving these grants.
- Correspond with the 28 municipalities and request project proposals.
- Receive and examine project proposals from 7 LGUs.
- Send a notice of winning to 6 LGUs.
- Set tender procedures in line with LGU international financial processes.
- LGUs and rehabilitation grants:
  1. Beita municipality: Aligned a municipal park.
  2. Sourif municipality: Rehabilitated the municipal library, including all facilities, to serve PWDs.
  3. Beit Awwa municipality: Installed a lift aligned to the needs of PWDs within municipal buildings.
  4. Al-Dhahiriya municipality: Installed a lift aligned to the needs of PWDs within municipal buildings.
  5. Barta'a municipality: Built a ramp for PWDs in the municipal health centre.
  6. Faqqu'a village council: Built a ramp and rehabilitated some facilities, serving PWDs.



## L.A.N.D Project: Local Authorities Network for Sustainable Development

Project durations: 36 months, January 2021-November 2024

### Partners:

- Association of Palestinian Local Authorities - APLA.
- Association of Italian Local Authorities - ANCI Umbria.
- Unione dei Comuni del Trasimeno.
- Unione di Comuni Terre dell 'Olio and Sagrantino.
- Assisi Municipality.
- Trasimeno Environmental Services-TSA.
- Umbrian Waste and Water Authority - AURI.
- FELCOS Umbria: The Local Authorities for Decentralized Cooperation and Sustainable Human Development.

**Project Budget:** Euro 489601.21.

### Funded By: AICS

The LGU Network for Sustainable Development aims to support the role of Palestinian LGUs to set up comprehensive and sustainable local development strategies and policies, Particularly concentrating on environmental protection, restoration and evaluation, thus considering the Palestinian context, which is yet extremely weak, fragmented and with great economic and social inequalities within it, because of the difficult geopolitical situation, the territorial fragmentation due to the presence of Israeli settlements. It transfers the experiences and good practices between Palestinian LGUs and their counterparts in the Umbria Region - Italy, which will mark the beginning of an institutional cooperation between them.

The project has two specific objectives:

- Strengthening the capacity of Palestinian LGUs to plan and manage in joint environmental services to reduce waste, regenerate green spaces and support for circular economy initiatives.
- Promoting awareness-raising and participation of the local communities involved in support of local and national strategies for environmental sustainability.

### Methodology:

21 LGUs were selected to be targeted within this project, through the formation of clusters for joint action on environmental issues, it's purpose to transfer the experiences and good practices of the Italian local authorities and other technical and institutional partners to the targeted Palestinian LGUs which is located in areas mostly classified as the so called "Area C", in the field of inter-municipal planning and management of environmental services, on the assumption that, precisely in the most marginalized contexts, pool the forces and strategically plan in a participatory way is the most effective strategy to launch a real process of development from the bottom up and improve public service delivery.

### Targeted Clusters

- West Ramallah cluster - Bait Liqya and Nil'in (14 LGUs)

Bait Liqya Municipality; Nileen Municipality; AL-Midya Village Council; Bait Sira Village Council; Budrus Village Council; Dier Qadis Village Council; Kharbatha Bani Harith Village Council; Qibya Village Council; Shuqba Village Council; Shibtin Village Council; Saffa Village Council; Kharbatha al-Misbah Village Council; Al-Tira Village Council; Bait Ur al-Fuqa Village Council

- South Nablus cluster - Beita & Howwara (7 LGUs)

Beita Municipality; Huwwara Municipality; Awarta Village Council; Burin Village Council; Odala Village Council; Osarin Village Council; Yatma Village Council

#### **Results, Interventions and Activities:**

**Result 01: LGUs involved are better able to plan and implement processes of participatory governance, planning and inter-municipal management of environmental services.**

**Main Objective: Strengthening the ability of LGUs to manage environmental and sanitation services in the clusters.**

#### **Interventions and Activities:**

1. Analyze LGU institutional and operational framework, training needs, and relations between LGUs in every community.
2. Carry out an in-depth analysis of proposed interventions and legislative framework of environmental services and urban health.
  - Compile a report on institutional structures in Palestine to Analyze legislative frameworks of local government in Palestine, as well as those of targeted LGUs.
  - Develop an assessment report on the legislative framework of solid waste management and waste management systems in Palestine. This will be provided basis of main guidelines of the joint environmental plan of LGUs targeted by the project.
3. Implement institutional building activities, which aim at promoting LGU planning capacities through training experience sharing between Palestinian LGUs and counterparts in Umbria.
  - Conduct a visit to Umbria to share experiences between Italian and Palestinian LGUs.
4. Create two LGU clusters to achieve common goals in targeted areas.
  - Develop a "joint action agreement" to be signed by targeted LGUs and set the most appropriate legal formula to institutionalize the working relationship between these LGUs.

**Result 02: Initiatives to reduce solid waste, rehabilitate public spaces and experiment circular economy (e.g., waste recycling) have been implemented.**

**Main Objective: Implement Intermunicipal Environmental Plans and Circular Economy Actions for the improvement of services provided by LGUs.**

**Result 03: Citizens, especially young people, are aware of and more involved in environmental issues and in the initiatives promoted by LGUs in the areas involved.**

**Main Objective 3.1 Raise public awareness and promote voluntary work to improve the level of urban hygiene.**

#### **Interventions and Activities:**

- Develop a plan on environmental awareness activities, targeting schools in targeted LGUs
- Prepare (8) schools nominated for Phase 1 of awareness-raising activities by the four major municipal technical teams
- Develop "training needs assessment form" to be distributed to school teachers to implement awareness-raising activities among students at targeted schools.

### Main Objective 3.2 Raise awareness of project activities and results

#### Interventions and Activities:

1. Design the project logo.

Within the West Ramallah cluster, the Beit Liqya municipality launched a competition between 9, 10, and 11 graders to develop and design a logo, which reflects the project idea.

2. Eight students participated in the competition.
3. Winning designs were selected. The final logo design was inspired by submitted logos.
4. The logo mirrors the project main components (sustainability, partnership and environment).
  - Design and adopt a heading for all project documents.
  - Design a small brochure for the project.
5. Prepare designs for all publications of project activities.



### UNDP Grant: Transparency and Accountability Programme

**Project Budget: US\$ 45000**

#### Objectives:

- Enhance efficiency, financial sustainability, and administrative procedures concerning Palestinian LGU revenues and expenditures through a specific study of a number of LGUs.
- Measure LGU satisfaction with APLA roles and services through particular IT solutions for a select number of LGUs.
- Support and promote APLA's roles in LGU service.
- Promote transparency and accountability in APLA and LGU functions.
- Strengthen cooperation and engagement between the APLA and UNDP in supporting Palestinian LGUs.

#### Main Activities:

- Conduce a study on LGU revenue and expenditure based on financial benchmarks and lists in LGU budgets to strengthen financial sustainability and maintain optimal revenues and expenses among LGUs.
- Launch the first phase of a pilot project, involving a select number of LGUs, to build an electronic system to provide a measurement of LGU satisfaction with APLA services.
- Support promote APLA's role in serving LGUs with transparency, evidence, and accountability.

# CAPACITY DEVELOPMENT ACTIVITIES & PROGRAMMES



## Municipal Technical Exchange Hubs Project

Municipal Technical Exchange Hubs are tailored to strengthen development and reform processes in planning administrative and financial aspects as well as accountability of LGUs in Palestine, increase the experience and knowledge of a maximum number of LGU staff on new and important technical issues, and increase communication and networking between LGU staff in Palestine.

APLA coordinates and organizes activities of Municipal Technical Exchange Hubs in partnership with the GIZ Local Government Reform Programme with funding from BMZ.

Five exchange hubs: (Public Relations, Engineering and Planning, Financial Management, Creativity and Innovation, and Village Councils).

### Public Relations Hub

#### Draft Media Messages on LGU Functions



Type of activity: **Training.**

Trainer: **Ali Nassr Ubeidat.**

Number of LGUs: **34.**

Number of participants: **47 participants.**



12 Females



35 Males

Key Themes:

1. Concept and factors contributing to setting media messages.
2. Types and contents of media messages.
3. Drafting media messages - Identify groups targeted by and factors contributing to delivering media messages.
4. Impact of media messages on the target audience.

## PROTOCOL RULES FOR PUBLIC RELATION OFFICERS

Type of Activity:  
**Experience Sharing**

Trainer:  
**Sa'id Teetan**

Number of LGUs:  
**35**

Number of Participants:  
**50 Participants**

23 Females

27 Males

### Key Themes:

1. History of protocol rules
2. Protocol manager (attributes and skills)
3. Precedence rules and applications
4. Official receptions
5. Hand-shaking rules
6. National flags
7. Official outfit
8. Formal and office visits
9. Official meetings and banquets
10. Active participation in meetings and conferences
11. Various cultural traditions and values
12. Signing of agreements
13. Taking official photos



## COORDINATION AND MANAGEMENT OF OFFICIAL OCCASIONS AND EVENTS

Type of Activity:  
**Experience Sharing**

Trainer:  
**Sa'id Teetan**

Number of LGUs:  
**30**

Number of Participants:  
**39 Participants**

16 Females

23 Males

### Key Themes:

1. Official working and office visit protocols, accommodation attributes
2. Visit programme requirements
3. Reception and seating protocols
4. Official and public visits
5. Signing of agreements protocol
6. Media protocol when signing agreements
7. Preparation of international visit programme
8. Opening ceremony and official occasion protocol - Space preparation and guest reception
9. Speech and ceremony programme
10. Conference organization



## Engineering and Planning Hub

### MANAGE LGU ENGINEERING CONTRACTS

Type of Activity:  
**Experience Sharing**

Speakers:  
Eng. Maryam Abu Atwan - Dura municipality,  
Marwa Abu Heikal - Hebron municipality,  
Saed Ubeid - Bani Zeid municipality,  
Sameer Antar - Nablus municipality

Number of LGUs:  
**32**

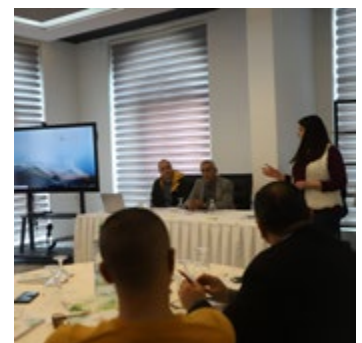
Number of Participants:  
**51 Participants**

14 Females

37 Males

### Key Themes:

1. Supervision contracts and administrative project implementation - Dura municipality.
2. Technical setting for project implementation - Hebron municipality.
3. Supervision through partnership and clusters - Bani Zeid municipality.
4. Nablus municipality's experience and legal framework.



## DISASTER RISK MANAGEMENT

Type of Activity:  
**Experience Sharing**

Number of LGUs:  
**22**

Number of Participants:  
**45 Participants**

11 Females

34 Males

### Key Themes:

1. Introduce PALDRM
2. Concept of disaster risk management in Palestine
3. Hebron municipality's experience in disaster management
4. Planning requirements for disaster management
5. Managing the crisis of Dura Hospital operation

Speakers:

Eng. Amer Jaradata, and Eng. Shatha Qasrawi, National Centre for Disaster Risk Management (PALDRM)  
Eng. Abdul Hakeem al-Johari, Palestinian Engineers Union  
Nabil Talahmeh - Hebron municipality  
Dr. Amal Hudhud - Nablus municipality,  
Dr. Hazem Amr - Dura municipality



## LGU ROLE IN HERITAGE CONSERVATION

Type of Activity:  
**Experience Sharing**

Number of LGUs:  
**40**

Number of Participants:  
**82 Participants**

35 Females

47 Males

### Key Themes:

1. Present the detailed planning booklet
2. Present group work methodology
3. Work in small groups to develop a design proposal or alternatives for the detailed planning project
4. Present mechanisms for assessing design alternative of detailed plans
5. Legal and institutional framework of detailed plans
6. Present contents of the Manual for Urban Planning Criteria

Trainer:  
**Usamah Saleh**

Speakers:

Eng. Usamah Saleh,  
Dr. Fida' Yaseen,  
Eng. Nadia Habash,  
Dr. Elyas Du'eiq,  
Muntasser al-Hayari



## Financial Management Hub

Type of Activity:  
**Experience Sharing**

Number of LGUs:  
**27**

Number of Participants:  
**39 Participants**

13 Females

26 Males

### Key Themes:

1. Economic principle of revenue maximisation
2. Public commodities in the market system
3. Maximise current LGU revenues
4. Inspirational ideas for maximising LGU revenues - Local experiences
5. A sample of services and enhanced revenues

Speakers:

Dr. Bakr Ishtayyeh - Chair of the Economy Department, An-Najah National University,  
Rif'at Qneibi, Financial Manager, Hebron municipality





## Creativity and Innovation Hub

### MANAGE AND SHARE CADASTRAL DATA

Type of Activity:  
**Experience Sharing**

Number of LGUs:  
**17**

Number of Participants:  
**30 Participants**

Speakers:  
Eng. Hussein Abu Sa'dah, Spatial Data Infrastructure (SDI) Project Coordinator, MoLG;  
Saed Id'eis, Survey Director General, Palestine Land Authority (PLA);  
Eng. Rawan Abu Eisheh, Coordinator of GIS Hub, Hebron municipality

8 Females

22 Males

#### Key Themes:

1. Profile of the SDI project
2. Present land transaction and data
3. Develop GIS at Hebron municipality to receive and integrate information from PLA and present tools and proposals for LGUs.



## Village COUNCILS' Hub

### LGU RELATIONSHIP WITH SERVICE PROVIDERS - CENTRAL WEST BANK

Type of Activity:  
**Experience Sharing**

Number of LGUs:  
**32**

Number of Participants:  
**37 Participants**

Speakers:  
Dr. Azzam al-Hujouj, Local Government Director General, Ramallah and El-Bireh governorate,  
Ziyad al-Taweel, APLA

3 Females

34 Males

#### Key Themes:

1. Present the relation between LGUs and electricity, water, and telecom providers
2. Review this problematic relation and explore strategic solutions for all problems, ensuring that the legal framework is amended to do justice to LGUs



### Discuss Revenues and Enhance Performance of Village Councils - Southern West Bank

Type of Activity:  
**Experience Sharing**

Number of LGUs:  
**10**

Number of Participants:  
**20 Participants**

Speakers:  
Ziyad al-Tweel, APLA

8 Females

12 Males

#### Key Themes:

1. (Maximize, develop and sustain) revenues
2. Significance of joint councils for financial and service sustainability



## Discuss Revenues and Enhance Performance of Village Councils - Northern West Bank

Type of Activity:

**Experience sharing**

Number of LGUs: **27**

Number of Participants:

**32 Participants**

Speakers:

**Ziyad al-Tweel, APLA**

7 Females

25 Males

**Key Themes:**

1. (Maximise, develop and sustain) revenues
2. Significance of joint councils for financial and service sustainability.



## Training on the Manual for the Inclusion of Disability in LGUs

Type of Activity:

**Experience Sharing**

Number of LGUs: **27**

Trainer:

**Mu'ayyad Afaneh**

Number of Participants:



| Day 1           | Day 2           | Day 3           | Day 4           | Day 5           | Day 6           |
|-----------------|-----------------|-----------------|-----------------|-----------------|-----------------|
| 38 participants | 20 participants | 30 participants | 12 participants | 20 participants | 40 participants |
| 15 males        | 5 males         | 13 males        | 6 males         | 13 males        | 16 males        |
| 23 females      | 15 females      | 17 females      | 6 females       | 7 females       | 24 females      |

**Key Themes:**

- Groups targeted by the manual
- Manual development methodology and areas of use
- Training on the manual for the inclusion of disability in LGUs
- Institutionalize the inclusion of disability in LGU management and good governance operations
- Develop a social inclusion unit in every LGU
- Build a database for PWDs
- Include disability and engage PWDs in LGU planning processes
- LGU-based complaint handling systems, taking account of PWD needs
- Align facilities of LGUs and public institutions to PWD needs
- Provide digital alignment and include disability in establishment and planning stages
- Create a community culture to include and integrate PWDs in society
- Design social activities and events, ensuring the inclusion of PWDs

## Training on Integrated Water Resources Management (IWRM) in LGUs

### Participants

Water and wastewater heads of departments in LGUs

### Organized by:

UCLG-MEWA

### Training duration:

Two days

### Training venue:

Jordan

### Participants

Water and wastewater heads of departments in LGUs

**17 participants from Palestine and Jordan - 8 from Palestine**

### Themes:

- Introduce key concepts and principles of IWRM
- Develop strategies and action plans to address water issues
- Design integrated action plans with a focus on technical, environmental, economic and social dimension
- Field visits to water companies and facilities in Jordan



### Translate Publications of the International City/County Management Association (ICMA)

APLA finalized translating ICMA documents and publication according to the MoU, which entitles APLA to access the ICMA library, which is considered to be one of the biggest libraries worldwide with its rich content related to local government and city management.

Following a visit to Palestine in early 2020, ICMA member Christopher Ghery completed the final project draft, which APLA revised and aligned to the Palestinian context. In line with its vision of this project, APLA aspires to achieve broader knowledge sharing by publishing and circulating translated versions to LGUs and academic institutions in other Arab countries.

### UNDRR Making Cities Resilient Programme

#### 22 Palestinian Municipalities Apply to this Programme

UNDRR launched the Making Cities Resilient Programme 2010, and since its launching 4,360 cities around the world joined it (including Palestinian cities). The programme aims to enhance cities' understanding of risks and guaranteeing their adherence to the Risk Mitigation Plans and Local Resilience, enhancing cities capacity for developing local strategies/plans for enhancing their resilience, in addition to supporting cities in implementing local strategies/plans to enhance their resilience through the following:

- Provide evidence-based information in order to enhance the cities' perception of local risks.
- Enhance self-assessment skills through providing training and tools related to strategic planning for disaster risk mitigation.
- Obtain funding to support the implementation of local strategies and plans for enhancing resilience.
- Enhance LGUs' capacity for infrastructure planning and using nature-based solutions.

APLA played an organizational role for the participation of Palestinian LGUs in the programme and nominated a number of LGUs for engagement in activities to improve disaster management self-assessment skills and enhance capacities to develop plans and strategies to promote resilience. To this avail, a diagnosis assesses LGU disaster management capacity. Based on the diagnosis results, plans are developed to reduce risks.



**Our commitment  
to 2030 Sustainable  
Development  
Agenda**

In all its plans and programmes, APLA is informed by the 2030 Agenda. It is convinced that SDG Localization is of paramount importance to ensure prosperity, achieve long-term development, and adopt responsive and inclusive policies. APLA looks for placing SDGs in the heart of local development by strengthening local ownership and promoting LGU role in SDG implementation, achievement, policy-making, and interventions, while at the same time ensuring visibility as a key component in achieving development. To this avail, APLA advocates multi-level governance and provides integrated cross-cutting capacities with different stakeholders.

Since 2017, APLA has been committed to responding to the UCLG to fill in a survey on the progress made by local and regional government units to implement the 2030 Agenda on the subnational level. This is included in UCLG reports on the UN high-level policy forum on the role of these units in the SDG Localization process.

## Plans and Manuals

### SDG Localization Plan

The 2030 SDG Localization Plan provides a roadmap for LGUs in Palestine towards achieving the 2030 Agenda at the local level in line with a clear methodology, catalyst environment, and full definition of roles and responsibilities, taking account of subnational contexts in setting goals, objectives, and means of implementation. While using indicators to measure and monitor progress, local strategies are used to implement and monitor global, national, and subnational SDGs and SDG targets.

The plan is also an advanced step in APLA's work towards supporting and strengthening LGU capacities to contribute to Palestine's international commitments to the 2030 Agenda.

The SDG Localization Plan was informed by the **following questions**:

Q1. How can the SDGs framework be localized through an integrated approach to sustainability management in Palestine?

Q2. What challenges can be identified when having an integrated approach in municipal SDGs implementation in Palestine?

Q3. What challenges can be identified when having an integrated approach in municipal SDGs implementation in Palestine?

## Main Components

- The institutional framework for the SDGs localization in Palestine.
- The expected contribution of the local government units (LGUs) in the SDGs localization plan in Palestine.
- Local SDGs coordination mechanisms, implementation of strategies and LGUs themes of participation.
- A framework on the localization and development of appropriate SDGs indicators for the Palestinian LGUs
- Institutional frameworks for coordination, monitoring and evaluation mechanisms required to assess the progress of the implementation of the plan.
- A comprehensive roadmap/action plan for the localization of the SDGs in Palestine.
- Mapping stakeholders in the SDG Localization process in Palestine, together with their roles and responsibilities.

The SDG Localization Plan was developed in APLA's MAAP with support from ENABEL LGRDP II+ and in consultation with all stakeholders and relevant parties, including the Prime Minister's Office, MoLG, UN Habitat, Palestinian Central Bureau of Statistics (PCBS), and LGUs.

## Gender Mainstreaming Framework

APLA developed the Gender Mainstreaming Plan 2023-2025 given the importance of developing and empowering communities to achieve social justice and maintain a decent living standard, particularly among the most disadvantaged groups. This involves access to resources, opportunities, and participation in social, economic, and political life.

The action plan shows key interventions to be implemented by APLA to mainstream gender in line with SDGs, particularly SDG 5: "Achieve gender equality and empower all women and girls". These interventions seek to:

- Strengthen APLA's institutional and operational capacities for gender mainstreaming in its administrative and employment regulations, programmes, projects, budgets, and plans, while at the same time providing needed tools.
- Promote capacities and raise awareness of LGUs to mainstream gender in respective action plans and budgets. LGUs are ideally placed to identify marginalized groups in their communities, channel resources for assistance, and facilitate access to services for all.

## Manual for the Inclusion of Disability in Palestinian LGUs

APLA developed a guidance manual on the inclusion and integration of disability in LGU plans, programmes, and policies. In addition to promoting social justice and eliminating disability-based discrimination in Palestinian society, the manual aims at providing a clear vision to LGU staff on the LGU role in PWD empowerment and integration.

It presents a set of proposed commitments and guidance that would improve LGU readiness to receive and target PWDs and ensure that they are fully and effectively engaged in all four development areas of LGUs, namely, management and good governance, environment and infrastructure, economic development, and social development.

The manual provides a set of instructions that would enhance LGU design and planning processes, programmes, and services. To the maximum extent possible, it includes disability in regulations, policies, measures, procedures, and communications with a view to delivering programmes and services, which accommodate tenets of inclusion and equitable access for all community groups.

The manual development process was informed by a participatory approach in terms of content and form, taking account of all stakeholders' directions and priorities. It was drafted along the lines of a human rights- and development-based approach to disability, enshrined in the UN Convention on the Rights of Persons with Disabilities, 2030 Agenda, National Development Plan 2021-2023, and sector and cross-cutting strategies 2021-2023.



## Policy Paper on Solar Cells

This policy paper puts in place a regulatory framework for requirements to install solar power systems based on relevant LGU operations, namely, licensing, safety, regulation, etc. Proceeding from the increasing interest in Palestine in building solar systems for power generation, enterprises of various sizes have been, or are being, developed in Palestinian cities and towns without reference to LGU and relevant regulatory frameworks.

## SDGs Portal [www.sdgs.ps](http://www.sdgs.ps)

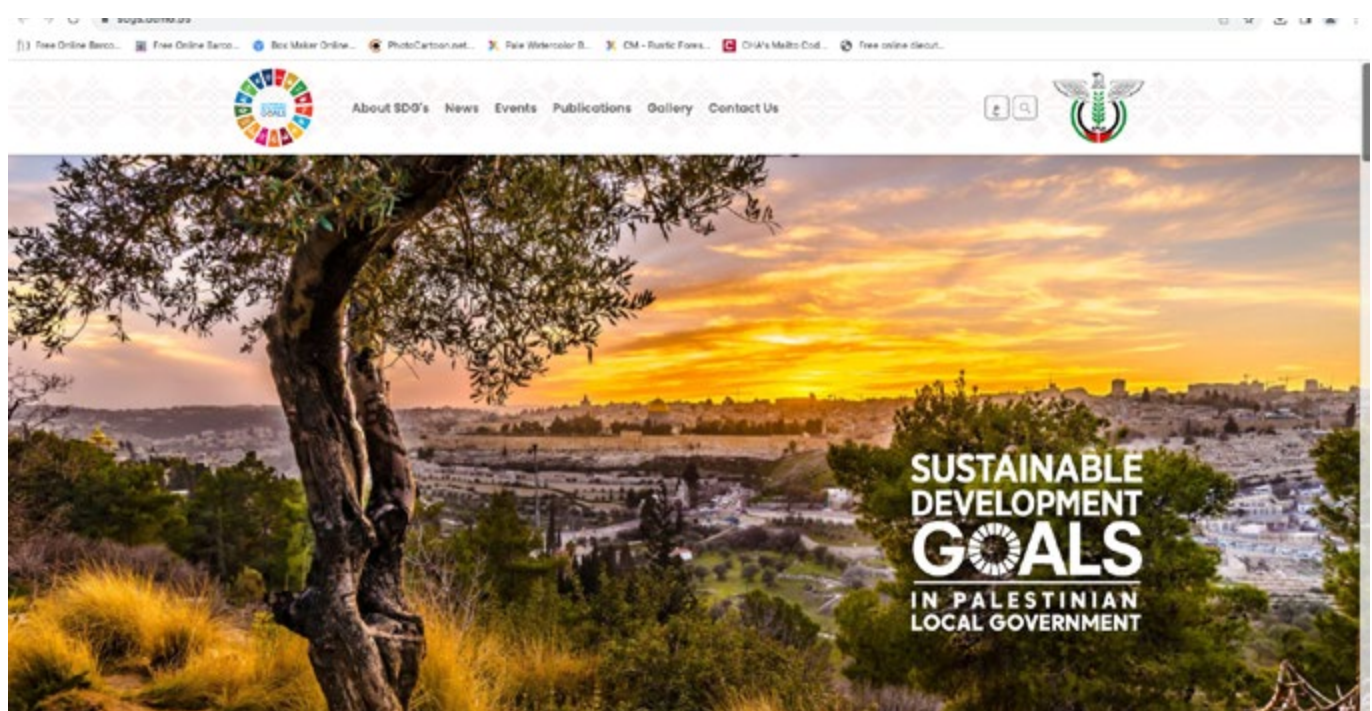
APLA has started to establish the Palestinian SDGs web platform as a tool for monitoring and reporting over the SDGs in the LGUs level in Palestine, and in order to achieve the following:

1. Maintain local actors' actions (LGUs) to take measures towards achieving sustainable development goals – SDGs.
2. Reflect the actions and activities which take place locally and the contributions towards achieving the SDGs as it will be a reference for public visitors to view the public allowed data that must be shared among, and a local web community platform that will manage the local SDGs practices along with their key performance indicators and statistics.
3. Identify appropriate indicators including collecting, evaluating, and indicators selection criteria for the sub-goals and intermediate goals of the 17 SDGs that are relevant at the municipal level in Palestine. This should result in the creation of a set of indicators for mapping all SDGs at the municipal level in Palestine and provide information about the LGUs contribution based on an advanced reporting system.

The SDGs platform has two major components:

The **Palestinian SDGs Web Platform** aims at promoting all 17 SDGs and stressing the need for development and investment in LGUs for achievement of SDGs. It also consolidates public and LGU ownership of SDGs, provides information and news about local procedures and contributions to achieving SDGs, and posts news and information on APLA's SDG Localization effort and practice.

**Data Management System (DMS)** The DMS serves as a hub of all data on sustainable strategies implemented by LGUs based on key performance indicators and statistics.





### Taskforce for the Inclusion of Disability in Palestinian LGUs

APLA established this taskforce as one of its support teams, comprised of female and male LGU staff. It is tasked with introducing perceptions and concepts of integration and inclusion, exchanging experiences relevant to issues of integration and inclusion of marginalized groups in LGUs. The taskforce will also create a new hub to mainstream gender on Municipal Technical Exchange Hubs.

APLA seeks, through forming the Integration and Inclusion Taskforce, to realize a perception of APLA's role in unifying efforts, exchanging experiences, and formalizing a joint and comprehensive vision between APLA and LGU representatives. Moving forward, plans will be devised by all parties for the integration and inclusion of the marginalized groups at the local level.

The taskforce will be responsible for identifying the framework towards the underprivileged groups in the local communities, and reaching out to them to identify the priorities, devise solutions and interventions that might be adopted by LGUs within their policies and strategic plans, in a way that guarantees responding to the needs and inclusion of all and avoids discrimination on the basis of any individual traits or differences between citizens in Palestine.



### Awareness-Raising of SDGs

#### Trainings

318 Beneficiaries - 11 Workshops

APLA held workshops that targeted LGU members of Municipal Technical Exchange Hubs to increase their awareness of SDGs in respective lines of activity.

#### Training Themes:

1. Integrated urban planning - strategic and construction-oriented
2. SDG Localization and integration into operations of engineering and planning departments
3. Climate change - workshop on green procedures for engineering and planning departments
4. SDG Localization and integration into operations of public relations departments
5. Disaster management
6. Four workshops on: PWD inclusion in LGU functions
7. Social integration
8. LGU role in heritage conservation

## Media Campaigns

APLA launched a large-scale campaign on social media platforms to raise public awareness of the importance of SDGs and increasing citizens' engagement in achieving these goals in day-to-day practices. The campaign also aims to enhance LGU commitment to the 2030 Agenda.

### 1. 170 Daily Actions to Transform Our World.

APLA carried out the campaign over 17 weeks, during which it published 158 posts inspired by the "170 Daily Actions to Transform Our World". These posts include some 10 daily suggestions for each goal, demonstrating how persons of all age groups can make a difference and contribute to achieving SDGs.

### 2. Electoral campaign.

To encourage citizens to increase participation in the Palestinian local elections of late March 2022, APLA launch a media campaign, which involved:

- Designing and printing out selected themes on billboards of different sizes at various sites in major cities across the West Bank.
  - Launching an online information campaign on social media platforms. Also, design, produce, publish and promote a variety of bulletins, photos, Facebook posts and videos.
  - Producing a video to promote participation in local elections.
- ### 3. Producing and circulating awareness raising videos on selected SDG-related topics.
- Challenges to LGUs in the Jordan Valley.
  - Protecting the environment for the future of our children.
  - Decentralized cooperation.
  - Inspiring stories of women in the local government sector.
  - Building global partnerships for sustainable development: APLA's partnerships.





# FROM LOCAL TO NATIONAL: LOBBYING AND ADVOCACY STRATEGIES

APLA uses a variety of strategies and policies designed to promote effective lobbying and advocacy of LGU interests and needs in Palestine. Along this perspective, APLA exerts influence on policy- and decision-making processes, ensuring that LGU needs are a top priority in national strategies and policies. LGU contribution to governance and development will, thus, be promoted as an Essential for more just, open, and democratic society.

To ensure effective lobbying and advocacy, APLA developed a set of policies and procedures to guide relevant action. APLA's lobbying policies highlight the importance of building strong ties with decision makers and other stakeholders, identifying main issues and work opportunities, and creating convincing messages and materials. APLA worked closely with LGUs to support messages with needed information and resources for active engagement in lobbying efforts at the local level, including all issues of relevance to local government, public services, infrastructure, and inclusive local and economic development.

Within APLA, advocacy is an ongoing process that is grounded in consultation, communication, and dialogue with many stakeholders, associations, and levels to devise change, adjust, and align cases and positions and create strong, effective, and responsive local government in Palestine.

### **Policies and strategies (e.g., participation in relevant national committees)**

- National Committee for Urban Policy Making.
- National Disaster Management Taskforce.
- National Taskforce of Public Places Policy.
- Panits and Varnish Standards Committee.
- Preparatory Committee for Traffic Safety Strategic Plan.
- National Taskforce of the Palestinian Third Urban Conference.
- National Taskforce for Heritage Sites Revival Policy.
- National Taskforce for the Achievement of SDG 11 in the State of Palestine.
- Preparatory Committee for the National Day of Local Economic Development .
- A committee for amending the Reulation on Buildings and Zoning No. 6 of 2011.
- Legal Committee for Reviewing the Decision on LGU Courts.
- Local Government Sector Committee.
- Steering Committee of the E-Government Programme (INDIGO).
- Steering Committee of the GIZ Local Government Reform Programme.

## Law and Regulations

### Finalized Regulations and Procedures:

- Law No. 46 of 2022 on Local Government Courts.
- Regulation No. 27 of 2022 on Partnership between Local Government Units and Private Sector.
- Instructions No. 1 of 2022 Amending Instructions No. 1 of 2020 on Local Government Unit Staff.
- Regulation No. 7 of 2022 on Electric Vehicle Charging Stations.
- Income tax levied on profit enterprises of LGUs.
- Demands of the LGU Staff Union.
- Policy paper on Municipal Police, contributing to a decision on establishing a police force for LGUs.
- Published a first draft of the manual for the inclusion of disability in LGUs (22 December 2022).

### Regulations Under Discussion:

- Draft Tourism Law.
- Draft amendment of the Regulation on Buildings and Zoning.
- Draft amendment of the Regulation on Commercial Signs.
- Draft Manual for Solid Waste Tariff Calculation.
- Draft amendment of the Regulation of LGU Staff (LGU Staff Union demands).
- Draft Regulation on Hotels, Hostels and Hotel Apartments.
- Draft Code of Conduct for LGU Staff.
- Draft Law on Promotion of Waste Reduction, Reuse and Recycling.
- Draft Regulation on Construction and Demolition Waste Management.
- Policy paper on LGU role in solar power project regulation.

## Cooperation with Local Institutions

### National Centre for Disaster Risk Management

APLA discussed new horizons and means of joint cooperation with PALDRM in a meeting to review respective roles and cooperation venues. The meeting also explored the possibility of signing a MoU between APLA and PALDRM, institutionalizing the relationship between both parties.

APLA cooperated with PALDRM to collect documents, plans, and statements made by LGUs to reduce disaster risks. These would be integrated into the mid-term evaluation of the Sendai Framework 2015-2030 of the State of Palestine. This is a UN evaluation to reduce disaster risks, which reviews best practices, gaps, and challenges and allows room for the State of Palestine to benefit from relevant programmes and projects.



### Palestinian Capital Market Authority (PCMA)

In partnership with the Palestine Exchange and in the context of the IOSCO 2022 initiative, the PCMA launched the Global Investor Week 2022 under the theme Resilient Investment and Promotion of Sustainable Development.

Bringing together the PCMA and Palestinian Environment Quality Authority (PEQA), APLA participated in a symposium that highlighted key LGU projects, promising opportunities, and local success stories in green energy. The event also covered PEQA's achievements, educational role, environmental education, contributions to sustainable development, future aspirations, and obstacles to sustainable development.



### Participation in the Fourth International Anti-Corruption Conference 2022

In his participation in the Fourth International Anti-Corruption Conference 2022, Eng. Abdallah Anati, APLA Executive Director, presented a paper on "LGU role in the fight against corruption and structural reform". The paper addressed good governance, APLA in-house processes, how APLA contributes to promoting good governance, requirements for materializing good governance, 2030 Agenda, and future aspirations.





# OUR PROGRESS IN INTERNATIONAL COOPERATION

Over the past year, APLA made a significant progress towards international cooperation, expanding its network of contacts and promoting international partnerships with associations and local government units around the worlds. Active participation in international events and conferences allowed further opportunities for APLA to share knowledge, expertise, best practice, and access to new resources, which enabled more impactful and effective achievement of sustainable development. APLA also managed to advocate policies and initiatives that addressed challenges to Palestinian communities.

APLA plays a key role in representing LGUs at national, regional, and international levels, networking LGUs to counterparts worldwide, developing external relations, and placing LGUs where they belong amount international organizations. APLA raises awareness of difficulties and challenges faced by Palestinian LGUs to pass on facts credibly and expose Israeli practices. It mobilizes support and funding to promote LGU capacity to implement development projects, which advance Palestinian cities and towns, enhance the capability of responding to citizens' needs, and face the impact of Israel's occupation, settlements, and restrictions on movement and access to resources.

### United Cities and Local Governments (UCLG)

APLA is an active member of UCLG and its section office in the Middle East and West Asia (UCLG-MEWA), a global organization that represents and links local governments around the world. As a key example of international cooperation, APLA's membership has enabled LGU representation, expanded the base of Palestinian LGU members, and allow solid representation and active roles for APLA over the past years.

#### Representing Palestinan on UCLG Boards and Committees

##### 1. UCLG

- Electing APLA as a member on the UCLG Executive Bureau.
- Electing APLA as a member on the UCLG World Council.
- Palestine's representation:

Executive Bureau: APLA, Hebron municipality

World Council (6): APLA, Hebron, Asira al-Shamaliya, Nablus, Salfit, and Taffuh municipalities.

Substitute members (7): Al-Zababida, Ramallah, Beit Jala, Qalqiliya, Bani Na'im, Beituniya, and Dura municipalities.





## 2. UCLG-MEWA

- Electing Taysir Abu Sneineh, Hebron mayor, as president.
- Electing Eng. Mousa Hadid, former APLA President, as a special representative of multi-level governance at UCLG-MEWA after he had served as UCLG-MEWA co-president for two consecutive terms.
- Electing APLA as a president of the UCLG-MEWA Committee on City Diplomacy.
- Electing APLA as a member on the UCLG Executive Bureau.
- Electing APLA as a co-president of the UCLG Environment Committee.
- Electing APLA as a co-president of the UCLG Gender Equality Committee.
- 33 members on the UCLG- MEWA Executive Bureau: 8 from Palestine (APLA, Hebron, Nablus, Ramallah, Dura, Salfit, Qalqiliya, and Bani Na'im municipalities).
- 99 members on the UCLG-MEWA Council: 17 from Plesitne (Hebron, Bani Na'im, Beit Jala, Beit Sahur, Dura, Nablus, Ramallah, Salfit, Taffuh, Talkarem, Al-Aziziya, Qalqiliya, Al-Zababida, Beituniya, Sa'ir, and Jericho municipalities).

### Key Activities

1. Complete and submit to UCLG a questionnaire on the role of local and regional government units in SDG Localization.
2. Participate in the UCLG annual conference.

In the first UCLG World Council 2022-2025 session, the APLA made the following statement, denouncing Israeli practices and calling for an end to violence in Palestine:

"Recalling foregoing calls to bring an end to violence in Palestine and avoid further civilian victims, we, representatives of local governments and associations, members of UCLG World Council, convening in Daejeon, South Korea, are deeply concerned about ongoing human rights violations, which have had a devastating impact on Palestinian local communities. We stand by all Palestinian LGUs and communities in the face of the continuous aggression, which deepens humanitarian crises and call on the international community to scale up its solidarity with the Palestinian people and deplore the illegitimate occupation."

- A meeting with VNGI.
  - A meeting with the Hague Academy.
  - A meeting with the South African Local Government Association (SALGA).
  - A meeting with the Union of Municipalities of Turkey (TBB).
  - A meeting with the Daejeon Mayor.
  - A meeting with the Andalusian Fund of Municipalities for International Solidarity (FAMSI).
  - A meeting with Cologne and Bonn Mayor on behalf of the Association of German Cities (DST).
  - A meeting with the Cités unies France (French United Local Governments).
3. Training on integrated water resources management in LGUs.
  4. A training programme on disaster risk reduction and urban resilience of Arab cities: Strengthening local government capacities.
  5. Training of trainers. SDG decentralization through decentralized cooperation.
  6. A working visit to UCLG-MEWA.
  7. Participating in the UCLG-MEWA Executive Bureau meeting.

APLA took part in UCLG-MEWA meetings in Gebze, Turkey, in the presence of Eng. Mousa Hadid, APLA Executive Director Eng. Abdallah Anati, and mayors of Palestinian municipality members on the APLA Executive Office. These included a session of the UCLG-MEWA Executive Bureau, presidential session of the UCLG-MEWA, and a presidential session of the UCLG-MEWA Environment Committee.

8. Chairing the thematic session on the role of smart cities in combating climate change.

## Memorandum of Understanding

### APLA Signs a Cooperation Agreement with ANCI UMBRIA

APLA entered a tripartite cooperation agreement with the Association of Italian Local Authorities in Umbria (ANCI UMBRIA) and the Association of Local Authorities for Decentralized Cooperation and Sustainable Development (FELCOS UMBRIA). Signing this agreement is an extension of APLA's efforts to expand its network of partnerships with counterpart associations around the world, with the aim of utilizing the opportunities provided through such partnerships to enter joint development projects and increase the chance of acquiring funding for the implementation of target projects. It is part of an attempt to formalize partnership, expanding the base of cooperation between Palestinian and Italian LGUs.



As per this agreement, the three parties shall work on implementing decentralized cooperation activities between Palestinian municipalities and their counterparts in Umbria through planning and coordinating technical exchange activities in the fields of sustainable local development and regional cooperation of shared interest. Such include the environmental and climate change challenges, natural resources management, waste management, raising awareness and regional strategic planning, and partnership for development.

### APLA Renews Cooperation Agreement with its Dutch Counterpart

Represented by its President; Eng. Musa Hadid, APLA entered a Cooperation and Partnership Agreement with the Association of Netherlands Municipalities for International Cooperation. Such endeavour affirms the long-term partnership linking the two associations, and the renewal of the partnership agreement emphasises the support of the Association of Netherlands Municipalities to APLA's role in defending the rights of its members. It further seeks to enhance cooperation between the two associations and partnerships between Palestinian LGUs and their Dutch counterparts.



As per this agreement, both associations can work in full partnership to engage in international projects, acquire joint funding for implementing joint plans aiming to enhance and support APLA in lobbying and advocacy process in favour of LGUs, enhance the capacities and competences of LGUs, and supporting them to engage in global programs and develop their international relations.

### APLA Meets with the Italian Consul General in Jerusalem

APLA held a meeting with the Italian Consul General in Jerusalem, Giuseppe Fedele, in order to introduce the "Local Authorities Network for Sustainable Development – L.A.N.D" project, meet with the mayors of LGUs in the communities targeted under the project, and review the needs of these areas, especially in relation to environmental issues.

### APLA Explores the Experience of Sweden and Denmark in the Fields of Digital Governance

APLA Executive Director, Eng. Abdallah Anati participated in an international study tour on "Designing a Human Centred Service and Innovative Participation in Local Governments" in Sweden and Denmark. This was part of the E-Government Program outcomes in Palestine and the MENA Region (INDIGO), attended by Minister of Local Government, Eng. Majdi Al-Salhi, the General Director of MDLF, Mohammad Al-Ramahi, in addition to a group of Mayors of municipalities targeted by the project, and the project team at GIZ. The study tour aimed at learning international best practices in providing digital services and citizen participation in harmony with the Palestinian context.



APLA Executive Director, Eng. Anati explained that it was agreed with the Danish Association of Local Authorities to activate and enhance the joint cooperation in order to exchange expertise and enhance relations that connect Palestinian LGUs to their Danish counterparts. This is based on the belief in the importance of this type of cooperation that contributes to conveying the Palestinian reality on one hand, and exchanging experiences in all joint fields, opening new horizons for Palestinian LGUs to enter partnership or twinning agreements with their international counterparts on the other hand.

### Meeting with Italian Deputy Minister of Foreign Affairs for International Cooperation

APLA held a meeting with Italian Deputy Minister of Foreign Affairs for International Cooperation, Marina Serinni. This was part of a visit to Italy Organized by APLA for mayors of municipality beneficiaries of the activities of the L.A.N.D project.

- APLA emphasised the role Italy could play an advocating role pressuring the member states of the European Union to support the rights of the Palestinian people.
- Deputy Minister stressed, over the past months, the Italian government played a progressive role in the corridors of the EU to guarantee securing European support of the Palestinian National Authority without conditions.
- APLA demanded having a Fund supported by the Ministry of Foreign Affairs and the AICS, dedicated to funding joint initiatives between Palestinian and Italian local authorities on priority issues.



### APLA Organizes a Field Visit for LGUs Under L.A.N.D Project

APLA concluded a field visit to Italy for LGUs targeted by the L.A.N.D project, with the aim of studying the reality of, exchanging experiences with, and benefiting from Italian municipalities in dealing with environmental issues, as well as launching cooperation between both sides. In addition to Mousa Hadid, APLA President, Abdallah Anati, APLA Executive Director, and Widad al-Qadi, Project Coordinator, the visit included mayors of LGU beneficiaries targeted by the project, namely, Eng. Arij Assi, Mayor of Beit Liqya; Yousef Al-Khawajah, Mayor of Ni'lin; Mu'in Dumeidi, Mayor of Huwwarah; Mahmoud Barham, Mayor of Beita.

Over the 6-day visit, several meetings were held, most notably with the Italian Deputy Minister of Foreign Affairs for International Cooperation, Marina Serinni, Trasimeno Servizi Ambientali, Terre dell'Olio e Sagrantino, Water and integrated water authority in Umbria, and Association of Italian Local Authorities in Umbria (ANCI UMBRIA). On the sidelines of the meeting, a tripartite cooperation agreement was signed with the Association of Local Authorities for Decentralized Cooperation and Sustainable Development (FELCOS UMBRIA).



The programme featured field visits to share the experience of Italian municipalities and ANCI UMBRIA in establishing clusters for joint environmental action and learning from the L.A.N.D project experience. The delegation also visited the Trasimeno Servizi Ambientali, Trasimeno city centre, Assisi municipality, Trevi region, Perugia city centre, Foligno city centre, and Palazzo Trinci region.

### APLA Holds a Preparatory Meeting for the Palestinian-French Decentralized Cooperation Conference

In cooperation with the French Decentralized Cooperation Network for Palestine of the Association of French Cities, APLA held a preparatory meeting for the French-Palestinian Decentralized Cooperation Conference, which is organized periodically every two years with the participation of Palestinian LGUs and their French counterparts.

It is worth noting that the Decentralized Cooperation Conference aims to support cooperation and twinning projects between Palestinian and French LGUs. It also aims to enhance exchange of experiences among them regarding practices, tools and guiding policies in areas of common interest, in addition to providing opportunities for Palestinian LGUs to open up prospects for cooperation with their French counterparts by establishing and creating new partnerships.



### Partnerships with Turkish Municipalities

In the context of cooperation with the Embassy of the State of Palestine in Turkey, APLA launched a process to collect information on the relationship between Palestinian and Turkish LGUs. The aim was to support Palestinian LGUs to activate existing and build new partnerships based on common priorities.

### Accession to Mediterranean CooBEEration Network

In 2022, APLA acceded to the Mediterranean CooBEEration, a network for beekeeping, biodiversity and food security. Engaging FELCOS UMBRIA and ANCI UMBRIA, the network shares the same goals with stakeholders and recognises the primary role of bees and beekeeping in promoting sustainable development, ensuring food security, and protecting biodiversity.

APLA announced it was ready to launch a Bee-friendly Municipalities initiative, which had already been inaugurated in Italy. The initiative aims at engaging municipalities in implementing procedures to protect bees and promote beekeeping, acknowledging the role of apiculture in enhancing sustainable development, maintaining food security, and safeguarding biodiversity.

### Cooperation with the National Association of Remarkable Sites and Cities

APLA discussed with the Sites & Cités remarquables de France [French National Association of Remarkable Sites and Cities] means and mechanisms of cooperation to provide support to LGUs in issues with relevant to archaeological and heritage sites. Bringing together cities and towns with interest in heritage site conservation, the association applies global technical, economic, social, and cultural processes of urban planning.

Current areas of cooperation with Sites & Cités remarquables de France:

- Developing a full report on local heritage in cooperation with APLA.
- Cooperating and engaging Palestinian LGUs in the association's activities and programmes.
- APLA submitted a draft joint action plan to improve Palestinian LGU capacities in heritage issues and search of financing sources for restoration projects.



A professional microphone with a silver mesh grille sits on a dark wooden table. The background is a blurred audience of people in a dimly lit room, with several warm, out-of-focus lights visible. The overall mood is professional and focused on public speaking or performance.

# LIST OF LOCAL & INTERNATIONAL PARTICIPATIONS IN 2022

| Theme   | Organiser                                    |
|---|--|
| Diagnosing priority directions in the National Urban Policy   | MoLG   |
| Series of guidance meetings for LGUs elected in 2022  | MoLG   |
| Signing a joint declaration of principles to strengthen Palestinian-French decentralized cooperation                            | MoLG   |
| A meeting on the LGU role in sustainable and gender responsive rural developmet in most affected areas                          | APLA   |
| Closing ceremony "Municipal Recovery from COVID-19 Pandemic" programme  | Connective Cities                            |
| Reviewing financial requirements of the NAKOPA programmes   | Engegement Global                            |
| Ard Initiative meetings   | ENABEL                                       |
| Meeting on public places management and activation: Means of partnership between civil society organizations and municipalities | UN HABITAT                                   |
| Consultative workshop on the functional "urban and rural" definition  | MoLG/UN HABITAT                              |
| Steering Committee of the "Promote rights of PWDs in Palestine" project   | EducAid                                      |
| Europe Day  | EU   |
| Visit to explores the experience of Sweden and Denmark in the fields of Digital Governance                                      | INDIGO - GIZ                                 |
| Participation in the regular meeting of Palestinian-German municipal partnerships   | GIZ  |
| Italian National Day  | Consulate General of Italy - Jerusalem       |
| Annual partners meeting   | GIZ - INDIGO                                 |
| Palestinian Third Urban Conference  | MoLG/UN HABITAT                              |
| Current 11th session of the Global Urban Forum  | UCLG   |
| Workshop on Ard's Green Projects  | ENABEL                                       |
| Local initiative for climate adaptation   | The Hague Academy                            |
| LGRDP II+ training programme for partner LGUs   | ENABEL                                       |
| Presentation on goal indicators Sendai Framework at the local level   | National Centre for Disaster Risk Management |

| Theme   | Organiser  |
|---|--|
| Seminar on Agile Methodologies and means of application in the public sector  | INDIGO   |
| Experience sharing in climate resilience  | GIZ  |
| Survey of a complaining handling system in LGUs   | GIZ  |
| Hearing session on the water tariff regulation and instructions of 2021   | AMAN   |
| Develop the Public Places Policy for LGUs   | MoLG   |
| Discuss the Draft Law on Waste Reuse and Recycling  | MoLG   |
| Develop the National Strategy of Traffic Safety (inauguration of the Traffic Safety Decade)   | Palestinian National Public Health Institute     |
| Global Investor Week 2022   | PCMA and Palestine Exchange                      |
| Meeting of the Preparatory Committee for the Traffic Safety Strategic Plan  | Palestinian National Public Health Institute     |
| UCLG annual conference  | UCLG   |
| Outputs of the National Urban Policy and SDG 11   | MoLG   |
| Third meeting the technical advisory committee for the Property Tax Collection project  | MoLG   |
| Develop the National Disaster Risk Reduction Strategy: A model of diagnosis, analysis, and identification of issues   | National Centre for Disaster Risk Management     |
| Legal and procedural framework of Palestinian union elections   | AMAN   |
| Political integrity: Subjecting public policies to serve public interest  | AMAN   |
| World Cities Day: Act Local Go Global   | UN HABITAT                                       |
| Workshop in upgrading the environmental and social framework of the Municipal Development Programme - Phase 4   | MDLF   |
| SDG Cities Conference Expedite local implementation of SDGs   | UN HABITAT                                       |
| 5th meeting for the LGRP Steering Committee   | MoLG/GIZ   |
| Steering Committee of the E-Government Programme (INDIGO) meeting   | MoLG/GIZ   |
| Seminar on the best practices of LGUs (municipalities and village councils) to create an enabling environment for the employment of women with disabilities with the framework of the Gender Equality in Economy: Our right is our priority | Democracy and Workers Rights Center in Palestine |
| Seminar on accelerators of the UNDP development impact in Palestine   | INDIGO   |

| Theme   | Organiser  |
|---|--|
| Focus group session on the role of decentralisation in Palestine in facing future socioeconomic challenges                                    | MAS  |
| Workshop on digital communication strategies  | EU   |
| PWD inclusion at the local levels   | The Hague Academy  |
| 7th ICMA annual conference  | ICMA Europe  |
| Executive Office meeting  | UCLG-MEWA  |
| Governance assessment in the local government sector  | Global Consulting Group  |
| Workshop in the diagnosis and analysis of the current situation, identification of priority issues, and vision creation                       | National Centre for Disaster Risk Management   |
| Regular meeting of Palestinian-German municipal partnerships  | GIZ  |
| Business Model Canvas: How to apply to your new product and set the right method to successfully achieve and deliver value to beneficiaries   | INDIGO   |
| Experience sharing in climate resilience  | GIZ  |
| Palestinian 10th Justice Conference: Social contract between obligation and risks of violation  | Palestinian Centre for the Independence of the Judiciary and the Legal Profession (Musawa) |
| 4th conference of the Anti-corruption Commission  | Anti-corruption Commission   |
| Experience Exchange Hub: Environmental practices workshops  | ENABEL   |
| Launch and present results and recommendations of the study on media monitoring of 5 Palestinian media institutions from a gender perspective | UN Woman and UNESCO  |
| Multi-level governance of SDG locations   | UN HABITAT   |



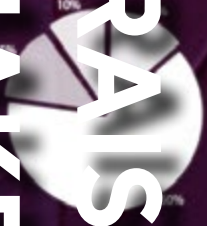


# CONTENT



AWAWARENESS-RAISING

EFFORTS TO MAKE A CHANGE



LGU advocacy and representation can only be complete with significant efforts to raise awareness of local government issues and challenges among decision-makers and the public through targeted communications and educational campaigns to promote solid, effective and responsive local government in Palestine. In this context, APLA seeks to highlight and widely disseminate LGU efforts, initiatives and challenges to promote public trust and improve LGU roles and powers at central government, local, and international institutions.

APLA also implements a set of activities and initiatives to increase awareness about issues of the greatest significance for LGUs. These include advocacy campaigns, workshops, training sessions, local and international networks and alliances, and effective visibility on the international stage. Extensive media communications and awareness-raising uses various communication means, resources, tools, and channels.

### Media publications and productions



**2** Press Releases



**36** News



**4** Media Publications



**3** Awareness-Raising Campaigns



**158** Publications on SDGs



Developing and Designing the APLA Annual Report 2021



**3** Videos

- Inspiring stories of women in the local government sector
- Building global partnerships for sustainable development – APLA's partnerships
- APLA activities

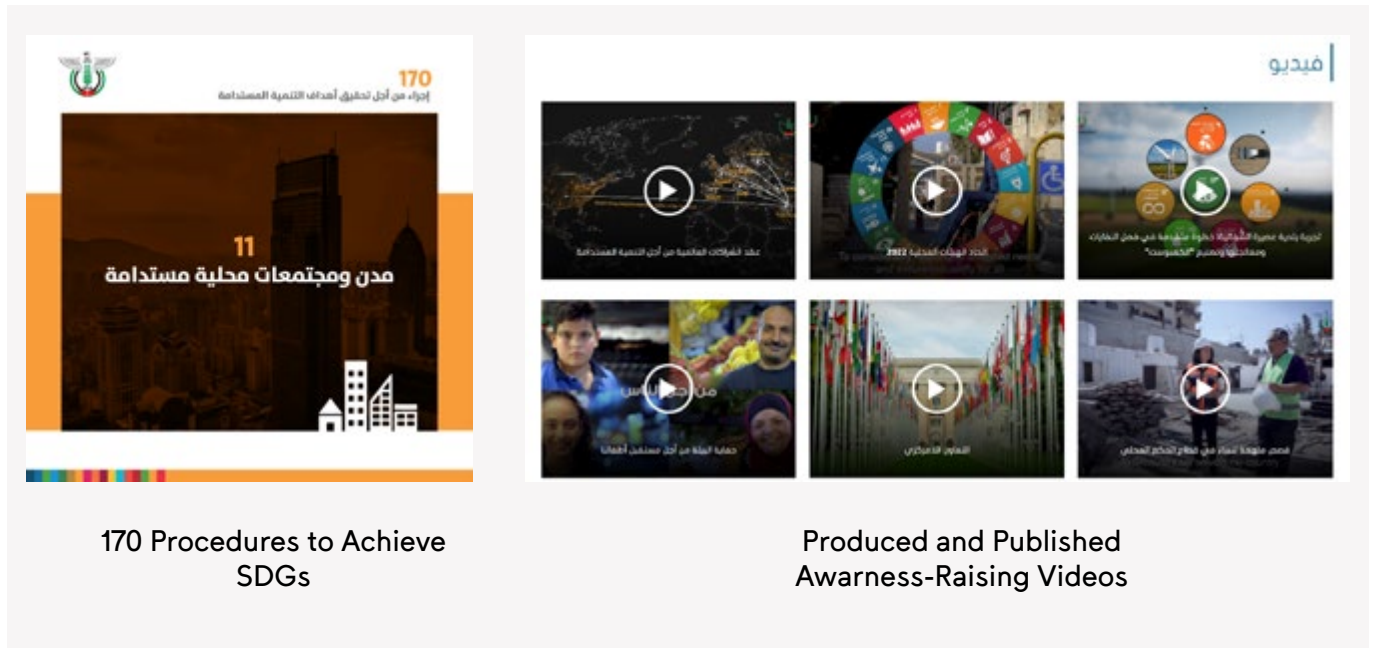


Policy Document: Gender Equality Committee



Designing a Report on Technical Experience Exchange Hubs

## SDGs Awareness-Raising Campaigns



170 Procedures to Achieve  
SDGs

Produced and Published  
Awareness-Raising Videos

## Electoral Campaign

To encourage citizens to increase participation in the Palestinian local elections of late March 2022, APLA launch a media campaign, which involved:

- Designing and printing out selected themes on billboards of different sizes at various sites in major cities across the West Bank.
- Launching an online raising awareness campaign on social media platforms. Also, design, produce, publish and promote a variety of bulletins, photos, Facebook posts and videos.
- Producing a video to promote participation in local elections.

## APLA Work Priorities

- Publishing and promoting a video on APLA activities in 2022.
- Designing posters on APLA functions.

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