






الاتحاد الفلسطيني للهيئات المحلية
Association of Palestinian Local Authorities

Annual Report 2024



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APLA President

The year 2024 unfolds under the weight of one of the harshest chapters in modern Palestinian history. The war on Gaza is no longer a passing event—it has become a defining moment that reshaped our priorities as an Association and reaffirmed that local governance is not merely an administrative function, but a sovereign pillar in the equation of resilience and survival.

Despite scarce resources, local government units rose to responsibilities that far exceeded their traditional mandates, becoming the first line of defense in the face of humanitarian and service collapses caused by the ongoing Israeli aggression. In this context, APLA's role in 2024 was not supplementary—it was a strategic necessity to reposition local governance as a central instrument in preserving daily life under occupation and fostering community cohesion.

We continued to realign our work with the demands of this critical period. We expanded our emergency response interventions and harnessed our political and diplomatic tools to expose Israeli violations and defend the right of local government units to perform their duties freely, as essential extensions of society and pillars of national structure.

This report is not simply a record of activities. It is a clear indicator of APLA's capacity to reassert the position of local government in the national struggle—at a time when many international norms and standards have collapsed. Our work in 2024 was a conscious act of redefining the political role of local governance beyond its conventional scope, affirming its presence as a dynamic actor in the open battle for rights, resources, and representation.

As we reposition ourselves within an increasingly complex and shifting landscape, we remain steadfast in our commitment to elevating local governance as a primary pathway toward restoring national balance. We do so by protecting local authorities' mandates, advancing policy and legislative reform, and expanding influence to ensure international accountability that goes beyond condemnation and drives real change.

Our deepest gratitude goes to our member municipalities, partners in Palestine and abroad, and APLA's executive team—who, despite all obstacles, remain the bedrock of our collective work and shared resolve.

Abdul Karim Al Zubaidi
APLA President



APLA Executive Director

The year 2024 marked a continuation of complex phases of work in an environment shaped by mounting challenges that demand thoughtful, balanced, and responsive action. Our mission was not a matter of choice—it was a direct responsibility, driven by our mandate to strengthen local governance and to chart pathways that uphold the role and effectiveness of local government units (LGUs) within the national landscape.

Guided by this conviction, APLA adopted a clear methodology—one that strategically links institutional work with the political and professional representation of LGUs, ensuring their elevated status across all levels. Throughout the year, we worked to transform constraints into opportunities for reform and to use these challenges as momentum to develop tools and mechanisms that are both responsive to current realities and proactive in anticipating future needs.

Our work in 2024 was grounded in a strategic plan focused on three core tracks: enhancing internal performance and governance within the Association, supporting LGUs in delivering inclusive and equitable services, and representing the interests of local government in national, regional, and international forums. These tracks were operationalized through a range of programs and projects rooted in synergy between institutional efforts and robust partnerships.

APLA actively engaged in legislative, administrative, and developmental processes, ensuring its presence in national policy arenas—consistently defending the mandates of local government and steering public discourse toward recognizing them as indispensable actors in development, reconstruction, and the localization of the Sustainable Development Goals.

This report serves as both a reference document that summarizes key accomplishments and as a tool for evaluation and forward planning. The results presented are the cumulative outcome of disciplined institutional work, strong partnerships, and a deep internal commitment to governance and transparency—principles we continue to nurture and advance.

In this spirit, I extend my sincere appreciation to our member LGUs, to our partners in civil society and international cooperation, and to our colleagues across the world. I also thank my teammates at APLA's executive team. May this dark chapter soon come to an end, and may our people finally achieve the freedom and independence they so justly deserve.

Eng. Abdallah I. Anati
APLA Executive Director

The Association of Palestinian Local Authorities (APLA) is an independent institution that brings together all local government units (LGUs). APLA is mandated with representing the collective interests of LGUs, providing lobbying and advocacy in support of LGU capacities, and facilitating the exchange of information and best practices among LGUs. APLA further serves as a channel of dialogue between the central government and LGUs across Palestine with a view to enabling them to provide better services to Palestinian citizens. To this avail, APLA defends the rights of and represents LGUs at all national, regional, and international levels. APLA was established under a presidential decree.

APLA fosters a strategic and complementary relationship with various components of the local government sector. At the fore of these are member LGUs, Ministry of Local Government (MoLG), Municipal Development and Lending Fund (MDLF), as well as local and international partners supporting the sector. This relationship is grounded in institutional partnership and constructive coordination, recognizing that these parties together constitute an integrated structure of local government in Palestine. Through this close cooperation, APLA seeks to contribute actively to formulating public policies, upgrading legal and regulatory frameworks, and developing technical and financial instruments that enhance LGU independence and efficiency. APLA also conveys the voice of municipalities to decision-making platforms and represent their aspirations and needs within national development programmes.

As part of its Strategic Plan 2023-2027, APLA is leading transformation, reflecting its vision of empowered LGUs that are capable of providing comprehensive and sustainable services within an enabling environment and good local government framework. This path is premised on strengthening the position of LGUs as an active component of the national system by developing capacities, expanding independence, consolidating principles of transparency and accountability, and invigorating tools of community participation within LGUs. APLA also supports and facilitates experience sharing, represents LGUs at all levels, promotes the integration of the roles of sector actors, pushes for a more just, inclusive and sustainable local government sector, and responds to mounting national challenges.



Vision

Local government units (LGUs) are capable of providing inclusive and sustainable services within an enabling environment and good local governance.

Mission

APLA is the official elected national umbrella that strives to represent and support the Palestinian LGUs, and advocates for their interests and rights to develop and reach their independence in line with the National Policy Agenda and in accordance with good governance principles and contributes to achieving a greater level of justice, inclusion and sustainability.

APLA's Objectives

1. Represent LGUs at the local, Arab and international levels.
2. Promote ties and relationships among the Palestinian LGUs.
3. Contribute to developing the LGU performance by facilitating the exchange of information and experience among them.
4. Contribute to coordinating LGU position towards their working relationship with the central government.
5. Assist LGUs in fields that contribute to developing staff performance by providing appropriate training in modern administrative and technical areas.
6. Develop members' external relations and set APLA and LGUs at the appropriate position among international associations.
7. Use all lobbying and advocacy tools and techniques with the central government, legislative authority, and service providers to redress and assist LGUs.



APLA Strategic Goals and Objectives 2023-2027



Goal 1: Promote Governance and Performance at APLA

Strategic objectives:

- Strategic objective 1: Develop APLA's institutional performance
- Strategic objective 2: Promote APLA's financial sustainability



Goal 2: Contribute to Enabling LGUs to Provide Equitable and Inclusive Services to Citizens

Strategic objectives

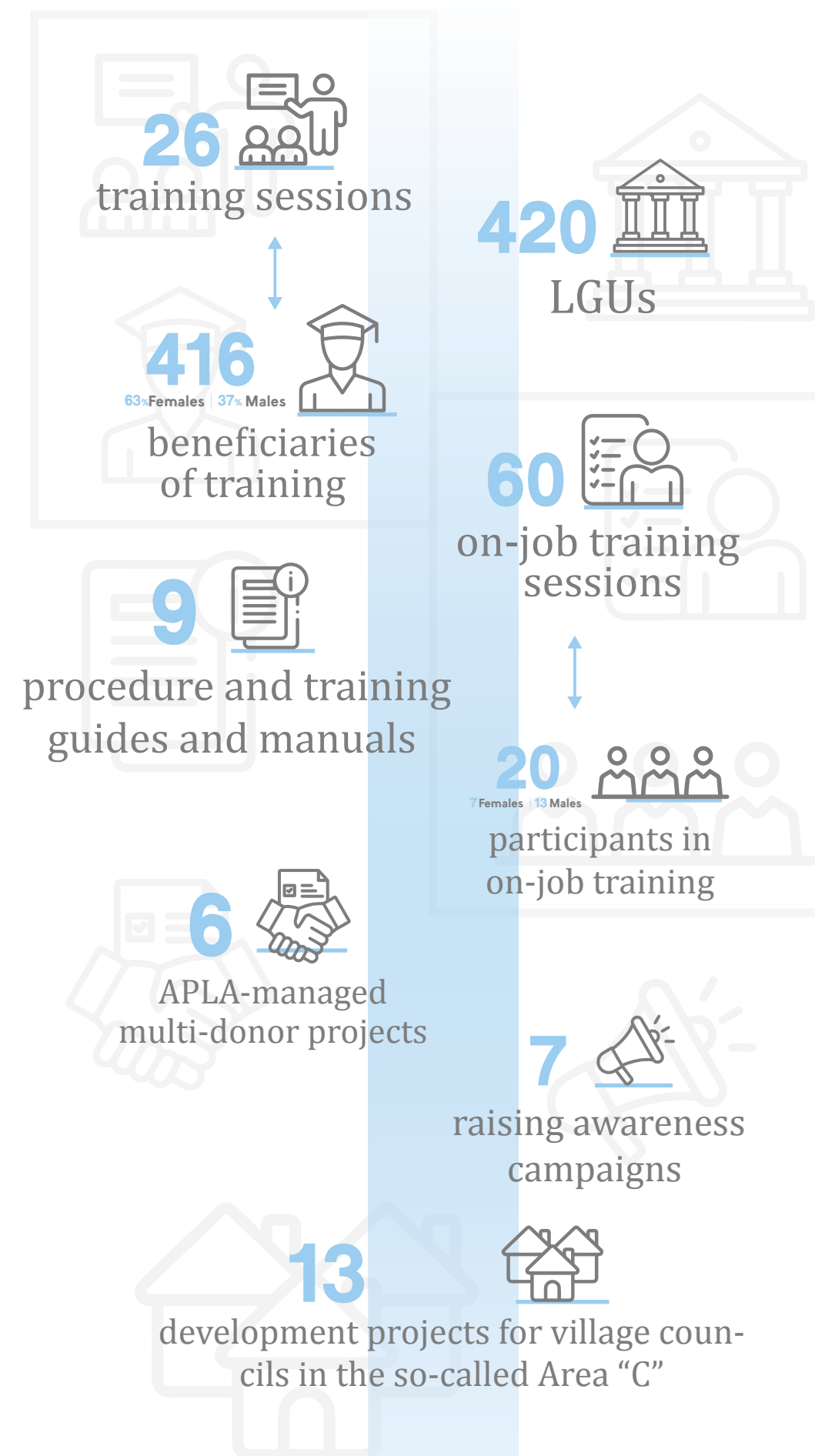
- Strategic objective 3: Contribute to improving LGU performance to provide equitable and inclusive services
- Strategic objective 4: Contribute to strengthening LGU financial stability
- Strategic objective 5: Increase citizens' engagement in LGU functions
- Strategic objective 6: Contribute to strengthening the capacities of LGUs in the so-called Area C
- Strategic objective 7: Support preparedness for SDGs localization in LGUs
- Strategic objective 8: Support recovery and reconstruction efforts of LGUs in the Gaza Strip



Goal 3: Represent and Defend LGU Interests and Issues at All National, Regional and International Levels

Strategic objectives

- Strategic objective 9: Take part in developing the policy and legal framework in the local government sector
- Strategic objective 10: Participate in representing Palestine and voicing national priorities at international forums
- Strategic objective 11: Develop partnerships among LGUs, both locally and internationally
- Strategic objective 12: Develop and apply mechanisms to influence and advocate for LGUs issues eng





Since 7 October 2023, the Palestinian people have been subjected to one of the most violent attacks in contemporary history. The war is not limited to the Gaza Strip but extends to the West Bank in various forms. It involves a systematic Israeli attempt to reshape the geography, undermine national structure, and fully dismantle the Palestinian local administrative system.

📌 Gaza: Total Destruction Targeting Institutional and Social structures

Across the Gaza Strip, attacks have taken on an existential dimension. The Israeli occupying forces (IOF) have not only killed civilians and destroyed homes and infrastructure but also targeted LGUs directly in an attempt to undermine the backbone of civil services. Municipal offices have been completely destroyed, mayors killed, machinery and generators damaged, and municipalities' ability to provide any basic services has declined. The World Bank and United Nations estimate that total damage amounted to \$18.5 billion as of January 2024. More than 75% of the population have been displaced.

Despite this massive destruction, LGUs have not given up. Although resources are lacking, LGUs have taken the initiative to rehabilitate water and sanitation lines pipelines, organized the removal of rubble, and provided minimum requirements for living to internally displaced people (IDPs) in shelters.



West Bank: Creeping Destruction Undermining The pillars of Local Government

While the world was turning its gaze toward Gaza, the West Bank, including northern West Bank in particular, saw a serious escalation of another kind: Setter attacks under the IOF protection army, deliberate demolition of LGU offices, arrest of municipal employees, destruction of infrastructure, and restrictions on the movement of persons and goods. More than 1,700 facilities have been destroyed. As of October 7, 2024, over 700 Palestinians have been killed. The municipalities have been affected by financial paralysis as clearance revenues are withheld and workers denied access to their workplaces.

In 2024, APLA role was not only limited to the humanitarian or solidarity dimension in the Gaza Strip. It was informed by an institutional framework and consistent with APLA long-term strategic directions. APLA has prioritized support to LGUs in Gaza. In its Strategic Plan 2023-2027, APLA allocates a programme of action that contributes effectively to recovery and reconstruction efforts by:

- Rebuilding operational capacity of municipalities and empowering municipal staff to continue to provide basic services.
- Providing necessary financial and technical resources by facilitating access to donors and support programmes.
- Strengthening advocacy and media tools to highlight the community suffering and exercise pressure for protection and support.

Based on its representative and national role, APLA has collected data and documented violations since the early days of the aggression. It has also launched a series of international advocacy campaigns to shed light on the suffering of municipalities in Gaza. Additionally, APLA has coordinated with international partners and the Palestinian government to help design an emergency relief programme as well as a comprehensive recovery strategy at the municipal level.

To this avail, APLA has increased its international visibility as a political force and advocate for Palestinian rights. At international forums, it has spearheaded campaigns, most notably the call for recognition of the State of Palestine before more than 50 delegations at the United Cities and Local Governments (UCLG) World Council meeting. As the Committee president, it has led meetings of the UCLG Middle East and West Asia Section (MEWA) Committee on City Diplomacy and Local Governance meetings. APLA has been a key focal point with international organizations to ensure solidarity with and provide material and technical support to LGUs. It has further managed to build long-term alliances.



GOAL 1

Promote Governance
and Performance
at APLA

We write ...





Key Highlights:

- Developed APLA’s services manual
- Launching reports.apla.ps
- Advanced Capacity-Building Programs for APLA Staff Implemented
- Six Multi-Donor Funded Projects in Progress

Governance Report

APLA’s Committees

General Assembly

The APLA General Assembly comprises all working members, who pay annual subscription fees. According to the APLA Bylaws, membership on the General Assembly includes all existing LGUs in Palestine as well as those that will be formed in the future.

Administrative Committee

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

1. Seventeen (17) permanent members, representing major LGUs of cities in the centres of Palestinian governorates; and
2. Thirty (30) non-permanent members elected by the General Assembly for two years, each in their respective area.

Executive Committee

APLA is managed by an Executive Committee of 25 members:

- Seventeen (17) members representing municipalities in the centres of the governorates;
- Two members from the Southern Governorates; and
- Six members from the Northern Governorates (two members from the centre, two from the north, and two from the south).





Executive Committee meetings and outcomes, 2024

In 2024, APLA Executive Committee played an active leading role in addressing the cumulative challenges, particularly in light of the ongoing Israeli aggression against the West Bank and Gaza Strip and consequent direct threat to LGU ability to continue to provide basic services. The Committee held regular meetings to follow up on developments, examine the most pressing issues, and discuss critical legislative and financial files, most notably: Professional tax, property tax, Draft Tourism Law, Regulation on Municipal Police, LGU courts, joint service councils, financial relationship between the government and municipalities, and challenges associated with the Public Procurement Law.

Driven by its representative responsibility, APLA has intensified its coordination meetings with the MoLG and other ministries, offered insights into and submitted notes on legislative and financial amendments, including a proposal on the VAT Law and ways to facilitate implementation of self-funded projects.

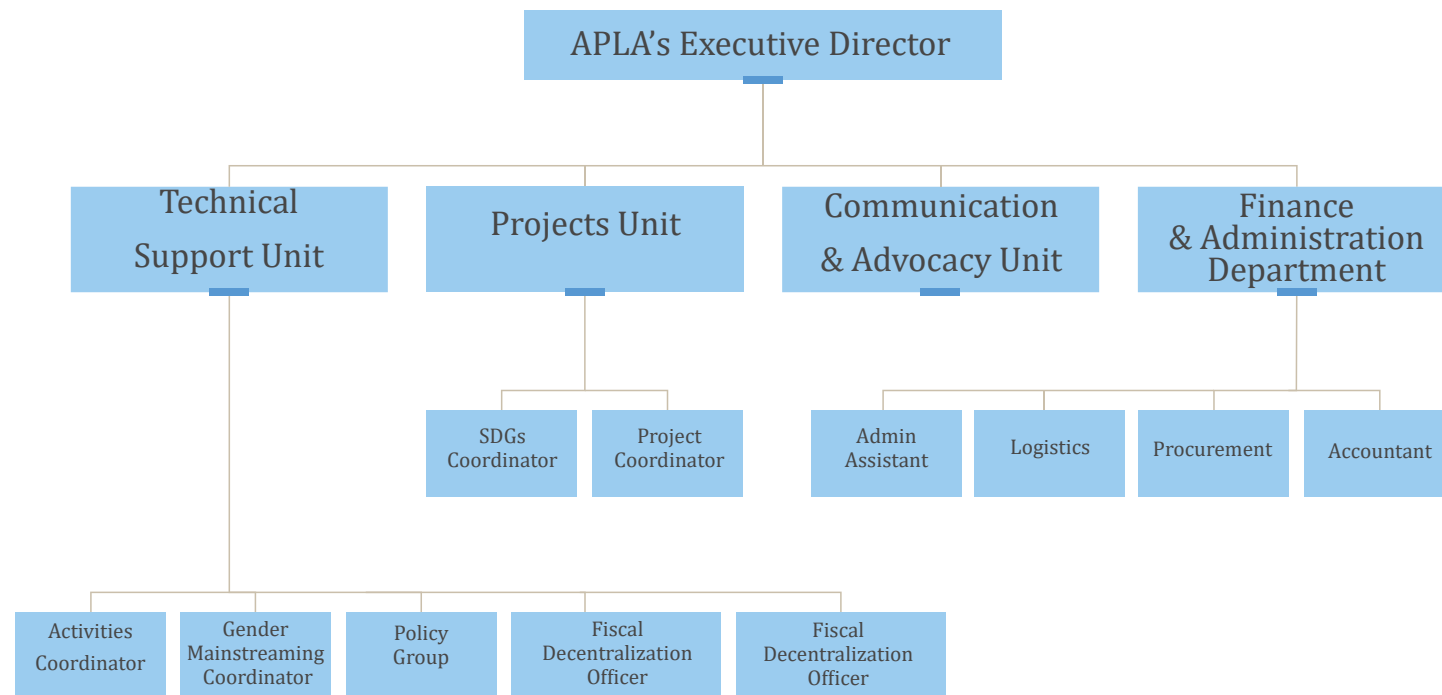
In light of the deteriorating humanitarian and financial situation, the Executive Committee called on the government to bear its responsibilities toward municipalities and provide immediate financial solutions, including rescheduling arrears and providing urgent assistance to ensure the continuity of municipal functions and protect community safety.

In an institutional context, the Executive Committee approved the 2024 budget and adopted a series of organizational and administrative tools, including: The Financial Performance Report, Procurement Manual, Advocacy Strategy, and Annual Report 2023. It also monitored the progress of programme and initiative implementation, most notably the Sub-grants Initiative for Village Councils in the so-called Area “C”.



Key Highlights:

- Prepared the Guidance Manual for LGU Service Provision
- Developed the Institutional Risk Assessment Framework
- Upgraded digital infrastructure and promoted technological transformation



Putting in Place Regulatory Tools to Enhance Institutional Effectiveness

Strengthening the Administrative Structure and Institutional Procedures

For more efficient internal performance and sustainable operations, APLA enhanced its institutional readiness in line with modern administrative and technological variables. These efforts included developing the organizational structure, modernising administrative, financial and technical procedures, and focusing on human capacity development as a key pillar to improve the quality of services and promote efficient institutional response.

Activating the Service Delivery Guide

APLA developed the Service Delivery Guide as a reference tool regulate the relationship between APLA and members LGUs and provide systematic, clear and easy access to services. The guide accurately identifies the categories of available services, application procedures, and shared responsibilities, strengthening institutional coordination and developing a more efficient service system that is responsive to LGU needs.

Developing an Institutional Risk Assessment Framework

In line with its drive to enhance institutional sustainability and readiness to face challenges, APLA developed the Risk Assessment Framework as a strategic tool to monitor and analyze potential risks that may affect work progress. The framework is designed to enhance APLA's flexibility and institutional stability. It integrates a risk management methodology into planning and operational processes, ensuring proactive response and timely action to reduce the impact of crises and unforeseen circumstances.



Upgrading Digital Infrastructure and Promoting Technological Transformation

Out of its concern to keep abreast of digital transformation and strengthen its institutional presence, in 2024, APLA developed digital infrastructure and expanded interactive tools, ensuring better quality of services, facilitating access to knowledge and scaling up communication with LGUs. These efforts were reflected in a series of integrated digital initiatives, most notably:

Institutional Digital Policy Framework

APLA developed a Technical Policy Guide to standardize digital procedures, ensure data protection, and enhance digital infrastructure readiness in line with global best practices. Covering multiple themes such as data protection policies, access control, IT architecture and digital security protocols, the guide aims to build a secure and stable digital environment that supports the digital transformation of both APLA and its services.

Technical and Legal Support Unit Portal

APLA completed the development of the Technical and Legal Support Unit Portal, which serves as a central hub that enables LGUs to submit requests for support, track responses, and participate in focused governance and local development discussions. A comprehensive user manual was finalized to facilitate interaction with the platform. Meantime, practical training sessions targeted APLA staff and LGU representatives to ensure optimal use of the portal services.



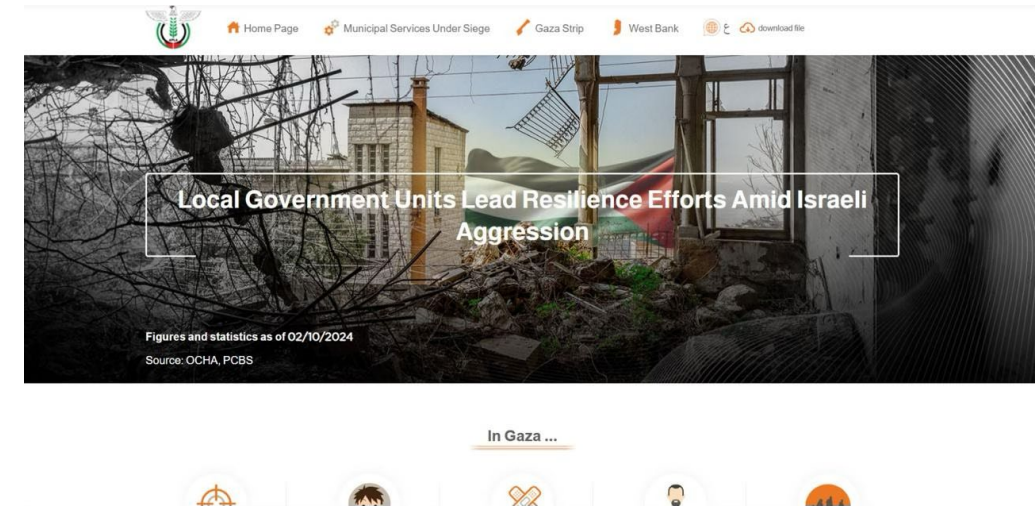
Opinion Poll and Survey Platform

In 2024, APLA launched an online platform dedicated for opinion polls, serving as an interactive tool to measure LGU satisfaction with APLA performance and services. The hub is a qualitative step to enhance transparency and accountability as well as to activate regular and continuous feedback. Allowing APLA to make decisions based on real data, it improves APLA's role in responding to LGU needs.



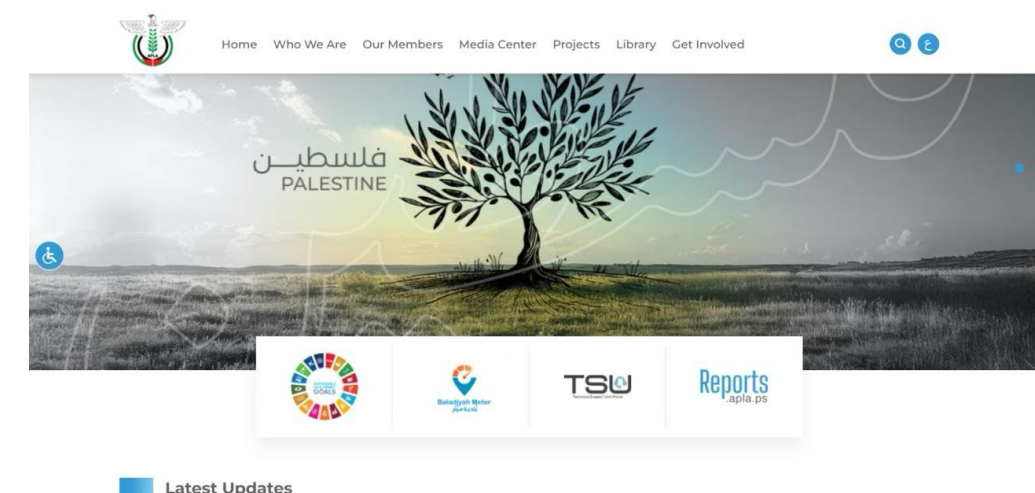
Launching Reports Portal (reports.apla.ps)

APLA launched the Digital Reports Portal (reports.apla.ps) as a specialized electronic platform to release various APLA publications and knowledge content on local government. The platform is an open knowledge tool that allows LGUs, partners and stakeholders to access reliable and up-to-date content that reflects developments in APLA and local government operations in Palestine. It contributes to promoting institutional documentation and knowledge exchange at national and international levels.



Upgrading APLA Website

In response to APLA's need for a more modern and effective digital interface, APLA initiated a full-scale revamp of its official website. This included improving the visual design, streamlining user experience, and organizing content in a way that enables visitors to have seamless access to information, services, and activities. The upgrade reflects APLA's drive to improve institutional communication tools and strengthen its digital presence both locally and internationally.



SDGs Platform

APLA continued to operate and update the SDGs platform as an interactive digital tool to monitor progress towards implementing the 2030 Agenda and promote community awareness of the SDGs at the national and local levels. The update included rolling out available indicators in a simplified manner and enabling users to track data on the LGU performance. It further incorporated innovative educational content, such as awareness games that target the youth and students to enhance their understanding of the role of local government in achieving sustainable development.



Professional Training and Capacity-Building of The Executive Staff

APLA recognizes that the efficiency of an institution stems from its efficient staff. In this sense, APLA continuously invests in developing and enhancing staff skills and knowledge in various fields with relevance to APLA operations as well as their professional specializations.

In 2024, consistent with the institutional work requirements, a series of training programmes and workshops were delivered to meet staff needs with a view to enhancing staff readiness to deal with rapid professional developments and challenges.



Artificial Intelligence: New Trends and Uses

Participants: APLA staff - from different departments

Session themes:

- Introduction to AI
- Review key AI applications in marketing, content, planning, project management, translation, audiovisual production, and reporting
- Present over 50 AI tools with practical applications
- Highlight the importance of AI at the institutional level and improvement of operational quality



Executive Team's Role in Integrating the SDGs into APLA's Work Environment

Participants: Executive staff

Training themes:

- Present and stress significance of SDGs
- Connect concepts to daily operations and enhance efficiency



Technical and Legal Support Unit Portal Management

Participants: Executive staff of the Technical and Legal Support Unit

Training themes:

- Understand key components of the portal and its structural design.
- Determine how to enable LGUs to access and use the portal effectively.
- Create discussion and interaction rooms

Reflecting SDGs in LGU activities

Participants: Abdul Mu'min Afana, Technical and Legal Affair Support Unit Director, and Abeer Hussein Gender Mainstreaming Coordinator

Organized by: UCLG-MEWA

Training themes:

- Promote sustainability and flexibility in local development.
- Strengthen social justice and equality
- Enhance governance and local financing.

SDG-based planning - Module II.

Participant: Nadine Nakhleh, Communication and Advocacy Officer

Organised by: UCLG Learning in collaboration with UN-Habitat, at the World Urban Forum (WUF12)

Training themes:

- SDG-based local planning methodologies
- Module II tools within the Localization Programme
- Analyse successful international case studies and experiences
- Provide practical application through an interactive tool (15-minute neighbourhood)
- Integrate SDGs into local strategies and action plans



Executive Team Engagement in LGU-Focused Training Programs

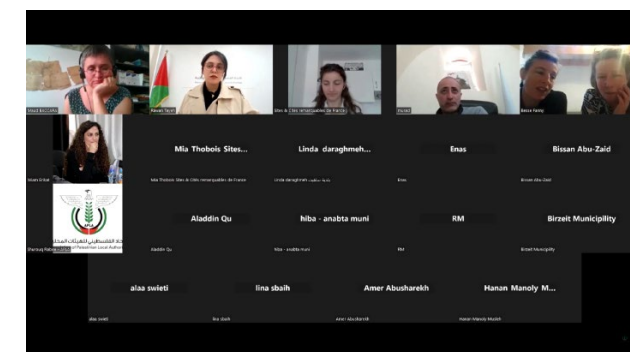
In addition to training sessions tailored to develop APLA executive staff, a number of APLA staff members took part in trainings implemented in the context of broader programmes, mainly targeting LGUs. This participation was part of APLA's efforts to extend the advantages of training opportunities and strengthen in-house institutional knowledge.

Key trainings included:

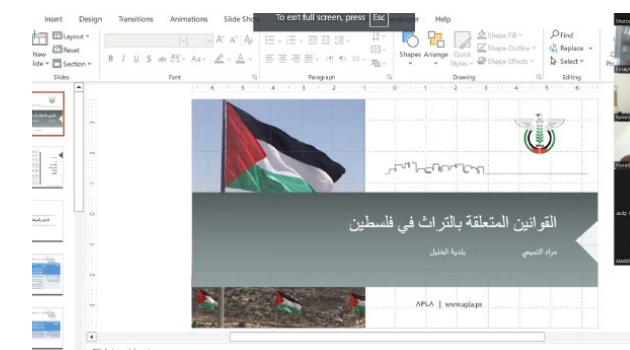
- Introduction to SDGs Localization



- Using AI tools in day-to-day operations



- Community engagement in heritage conservation
- Heritage conservation



For more details on these trainings, please see relevant sections of the Report on LGU Capacity Building Activities.



APLA Multiannual Action Plan 2021-2025 (MAAP):

Strategic objectives

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

Project target groups and beneficiaries

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

Project budget and contributions of APLA and financing partners

- The European Union.
- Belgian Development Agency (ENABEL)
- GIZ
- Swiss Agency for Development and Cooperation (SDC)

Project duration : (42 months, 2021- 2025)

Overall objective

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

Specific objectives and interventions:

1. Strengthened APLA institutional and operational capacities

- Promoted APLA human resources and completed staffing requirements.
- Compiled the SDG Training Manual.

2. Enhanced LGU capacity to provide better services to citizens.

- Organized 11 workshops and training sessions on several topics, including public relations, engineering and planning, financial management, creativity and innovation, village councils and gender, in the context of the Municipal Technical Exchange Hubs.
- Launched the SDG Taskforce and implement 4 training sessions on SDGs.
- Implemented 6 awareness raising and advocacy campaigns on social media sites
- Completed the first, and launch the second, phase of the Sub-grants Initiative for Village

Councils in the so-called Area “C” to implement development, community and economic initiatives and projects.

- Delivered a field training programme to promote financial and administrative sustainability at village councils.

3. Mobilized, advocated for and defend LGU interests and needs at the local and international levels:

- Signed 4 cooperation and partnership agreements between Palestinian and international LGUs.
- Participation in the WUF12, 2024
- Participated in 11 events jointly with UCLG
- Submitted the annual report on APLA SDG localization efforts to UCLG
- Contributed to and participated in upgrading and drafting laws and regulations on LGU operations and responsibilities



LAND Project: Local Authorities Network for Sustainable Development

Project duration: 2021- 2024

Partners:

- ANCI UMBRIA
- Trasimeno Servizi Ambientali
- Unione dei Comuni Terre dell'Olio e del Sagrantino
- Assisi Municipality
- Autorità Igienico-sanitaria dell'Umbria
- Water and Integrated Water Authority in Umbria
- FELCOS Umbria ANCI UMBRIA



Funded by: Italian Agency for Development Cooperation (AICS)

This project 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 and international isolation. The project aims to transfer 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:

- Strengthen the capacity of Palestinian LGUs to plan and manage joint environmental services with the aim of reducing waste, regenerating green spaces, and supporting circular economy initiatives.
- Promote awareness-raising and participation of the local communities involved in supporting local and national strategies for environmental sustainability.

Target clusters

■ Western Ramallah cluster – Beit Liqya and Ni'lin (14 LGUs)

Bait Liqya municipality; Ni'lin municipality; Al-Midya village council; Beit Sira village council; Budrus village council; Dier Qaddis village council; Kharbatha Bani Harith village council; Qibya village council; Saffa village council; Shabtin village council; Shuqba village council;

Kharbatha al-Misbah village council; At-Tira village council; and Beit Ur at-Foqa village council.

■ Southern Nablus cluster – Beita and Huwwara (seven LGUs)

Beita municipality; Huwwara municipality; Awarta village council; Burin village council; Odala village council; Osarin village council; and Yatma village council.

Results, interventions and activities:

Result 01: LGUs are better able to plan and implement processes of participatory governance and intermunicipal management of environmental services

Main objective 1.1: Strengthen the ability of LGUs to manage environmental and sanitation services in the clusters

- Intervention 1: Organized orientation and training sessions for LGUs in the Southern Nablus cluster to provide capacity development in organic waste management.

Main objective 1.2: Inter-cluster participatory environmental planning

Interventions and activities:

- Intervention 1: Held engagement sessions with the heads of targeted LGUs to promote participatory planning and develop first drafts of inter-cluster environmental plans.
- Intervention 2: Revised the first draft of the inter-cluster environmental plan and compile project proposals for implementation in 2025.

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

Main objective: Implemented intermunicipal environmental plans and circular economy actions to improve LGU service delivery

Interventions and activities:

- Intervention 1: Conducted a study on organic waste management and develop the compost facility in the Southern Nablus cluster.
- Intervention 2: Developed project proposals for organic waste management in the Southern Nablus cluster as well as interventions in support of circular economy in the Western Ramallah cluster, including a tyre recycling facility for implementation in 2025.
- Intervention 3: Developed project proposals for the rehabilitation of open green spaces in both clusters.
- Intervention 4: Developed proposals for interventions to support improving the urban environment and scaling up environmental service provision by targeted LGUs through formulating proposals for the procurement of containers for organic waste separation as a pilot model in some cluster neighbourhoods and schools. Engaging communities, plans



were also devised for voluntary activities to increase the vegetation cover and promote cleanliness of open public spaces.

Result 03: Raised awareness of, and increased public participation of citizens, especially among young people, in environmental issues and initiatives promoted by LGUs in target areas.

Main objective 3.1: Increase public awareness and encourage voluntary work to improve hygiene

Interventions and activities:

- Intervention 1: Implemented environmental awareness raising activities among the youth in eight target schools in eight partner LGUs. In addition to establishing eight environmental clubs, 94 students were targeted. Activities included cleaning campaigns, tree planting, recycling, and sensitisation shows to raise environmental awareness, improve the school environment, and strengthen community engagement.

Main objective 3.2: Increase awareness of project activities and results

Interventions and activities:

- Intervention 1: Launched a social media campaign to share the experience of awareness activities at schools.
- Intervention 2: Produced a promotional video on the project, objectives and activities.



Enhanced Accountability and Transparency of Palestinian LGUs

Duration: 2023 - 2024

Funded by: UNDP Transparency, Evidence and Accountability (TEA) Programme

Objectives

- Promote transparency and community accountability for LGUs functions by directing, documenting, arranging, and holding public hearing sessions, which focus on main planning issues.
- Strengthen monitoring and evaluation of LGUs plans, activities, and achievements by developing an electronic monitoring mechanism (Municipality Meter).
- Assess the current situation and future vision of the local government sector in Palestine by establishing the Mayors Forum, making recommendations, and developing policy papers.
- Prepare a sample of the digital budget.

Interventions:

1. Prepared and developed the Baladiyah Meter online website to enhance monitoring and evaluation (ME) of LGU plans and activities

- Created, upgraded and developed the platform, as well as entered the data of 5 LGUs
- Provided capacity building to LGU technical staff to use the Baladiyah Meter Platform
- Organized a study tour to Turkey for mayors to view the Turkish experience in transparency, accountability, and electronic monitoring of LGU plans.

2. Established the LGU Mayors Forum:

- Held 6 virtual meetings
- Organized 5 face-to-face meetings in northern, central and southern West Bank
- Held 2 expert sessions at APLA offices
- Developed 3 research papers
- Compiled 3 policy position studies

3. Public hearing sessions

- Held 5 public hearings on the licensing of large buildings, such as commercial centres, at the local level
- Developed a guidance manual for future directions



4. Evaluated and updated LGU procurement plans

- Selected Asira ash-Shamaliya and Ramallah municipalities as pilot sites implement the procurement plan
- Conducted preliminary consultations and preparations with municipal staff to launch training and implementation
- Set a standard model for the municipal procurement plan
- Delivered detailed training to municipal staff to ensure proper implementation of procurement plans
- Held interactive sessions with citizens to ensure engagement in annual procurement planning and promote transparency and accountability.



Baladiyah Meter
بلدية ميتر

Mobilizing of Palestinian (LGUs) Competences in Knowledge Exchange and SDGs Adaptation

Funded by: Local Governance Reform Program - GIZ

Druation: 2024-2026

Overall objective: Realise the social potential to implement the 2030 Agenda for Sustainable Development (2030 Agenda) throughout Palestinian LGUs.



Key activities and interventions in 2024:

I. Mobilized local potential to implement the 2030 Agenda:

- Developed the SDG Localization Training Manual
- Established SDG Taskforce
- Upgraded and developed the SDGs platform as a monitoring and awareness tool by rolling existing SDGs indicators at the national and local levels adding educational games
- Upgraded and developed APLA website



II. Improved and upgraded services of the Technical and Legal Support Unit

- Implemented activities of the Municipal Technical Exchange Hubs in the following training themes and workshops:
 - » Gender Taskforce:
 1. Maintained LGU sustainability by providing comprehensive and responsive services during times of crisis, particularly in the current situation.
 2. LGU role in promoting sustainable and comprehensive support for female heads of household.
 3. Gender-responsive budgets
 - » Financial Taskforce
 - Key reforms needed to finance municipalities
 - Workshop on the analytical study, Revenues and Expenditures of Palestinian Local Government Units
 - » Municipal Technical Exchange Hubs:
 - How to use AI tools
 - Green planning: Manual for Tree Selection and Irrigation Systems in Palestinian Cities
 - Training workshop on the use of AI tools by public relations staff
 - Improved services of the Technical and Legal Support Unit by developing a training programme for the Technical and Legal Support Unit Portal
 - Produced three training manuals that show how the Technical and Legal Support Unit Portal is used in a practical and clear way.



Empowering Palestinian Community to Utilize Sustainable Development Opportunities

Funded by: Belgian Development Agency (ENABEL)

Duration: 2024 – 2025

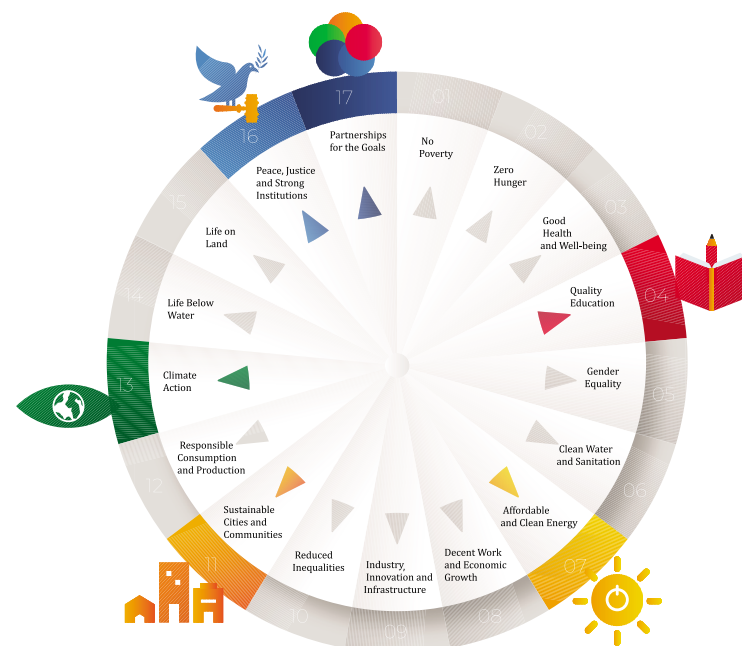
Specific objectives

- Strengthen the capacity of LGUs and APLA staff by providing needed knowledge and skills to address climate change and environmental challenges
- Raise awareness and engage LGUs and local communities in SDGs
- Enhance APLA service provision to members

Overall objectives: Empower Palestinian communities to capture opportunities for sustainable development.

Main interventions in 2024:

- **Provided technical capacity building in sustainability and climate change** by delivering focused training to LGU and APLA staff on the concepts of SDGs localization, multi-level governance, municipal financing, and voluntary reports.
- **Promoted awareness and community engagement** by developing an integrated programme for community engagement in the 2030 Agenda.
- **Improved the quality of APLA institutional service provision to members** by developing the Technical and Legal Support Unit Service Manual, ensuring that the LGU needs are met more professionally and effectively.



Empowering LGUs through Local Economic Development Grants

Funded by: French Ministry of Foreign Affairs through the French general Consulate in Jerusalem

Duration: 2024 - 2027

Target groups

- Direct beneficiaries: Local government units (LGUs)
- Final beneficiaries: Community members, with a focus on women, youths, and marginalized groups.

General Objective

Promote Palestinian LGUs capacity to drive sustainable development, contribute to community welfare, and improve the quality of public service provision, promoting Palestinian community resilience and ability to face challenges.



Strategic objectives

1. Support LGUs in Implementing Local Socio-Economic Development (LSED) Projects.
2. Capacity Building for LGUs in project management, and financial planning.
3. Empowering APLA's advocacy and representation capabilities to enhance policy influence and secure resources for Palestinian LGUs.

Key activities and interventions in 2024:

- Signed the project implementation agreement
- Finalized preparations to launch the first phase of sub-grants, including the development of the needed manuals, forms and documents such as the application form, terms of reference and evaluation criteria.





GOAL 2

Contribute to Enabling
LGUs to Provide
Equitable and Inclusive
Services to Citizens

Amid constant interruption ...





Key Highlights:

- Implemented 13 development projects within the Sub-grants Initiative for Villages Councils in the so-called Area “C”
- Launched the 2nd phase of the Sub-grants Initiative to implement development projects in the so-called Area “C”
- Initiated the pilot phase of the Baladiyah Meter Platform

Subgrants

Out of its commitment to strengthening the role of local government, APLA supports member LGUs to increase readiness and improve capacity to provide more equitable and inclusive services to local communities. These efforts are part of APLA’s vision of building a sustainable local environment based on the principles of transparency, community engagement and responsibility.

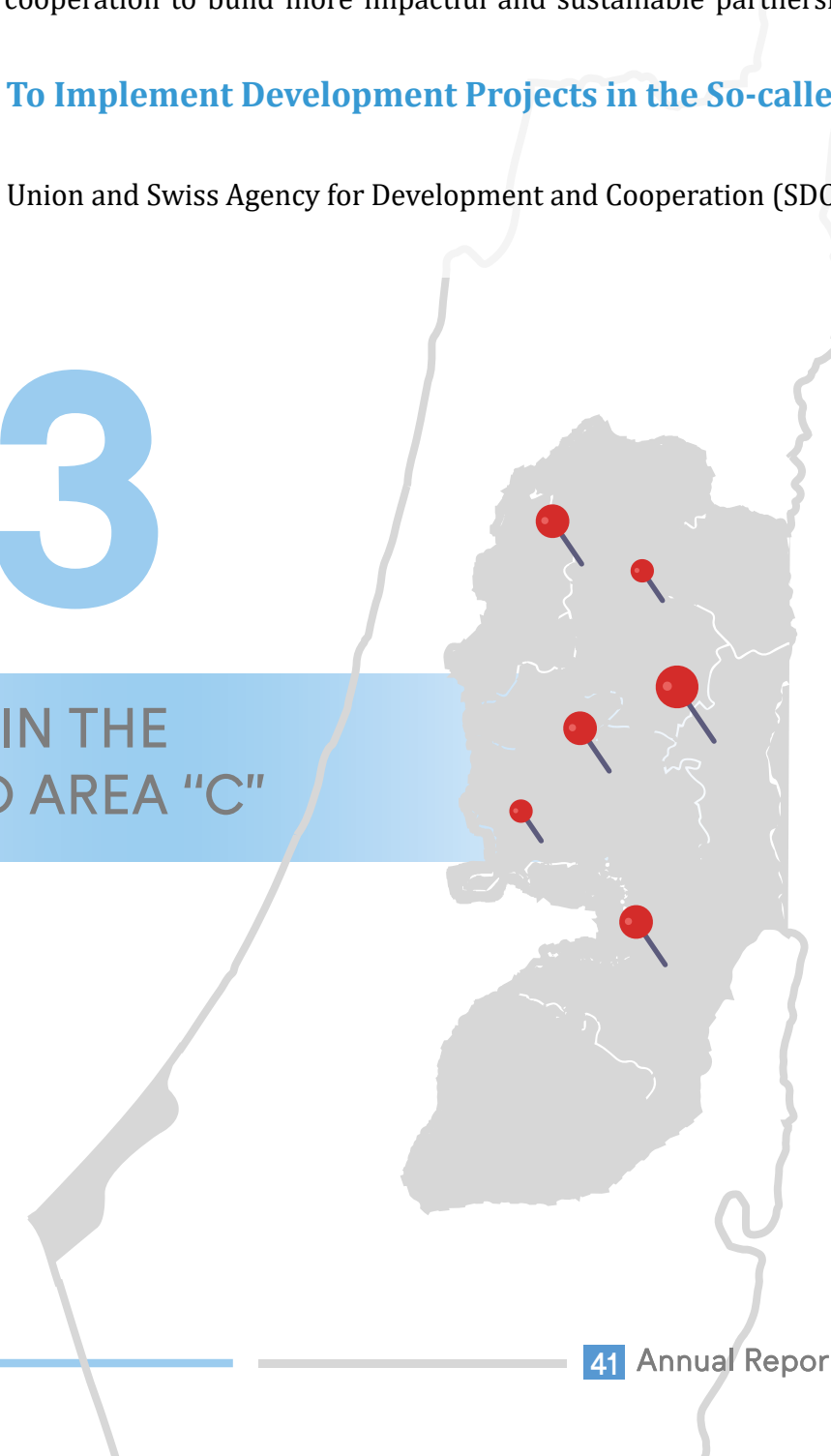
In 2024, APLA interventions focused on strengthening LGU technical and administrative capacities, providing hubs for knowledge and experience sharing, supporting local development initiatives, especially in marginalized areas, and implementing focused sustainable development, inclusion and environmental activities. APLA contributed to supporting LGU in integrating the 2030 Agenda into local strategies and plans. It also broadened decentralized cooperation to build more impactful and sustainable partnerships.

Sub-grants Initiative To Implement Development Projects in the So-called Area “C”

Funded by: The European Union and Swiss Agency for Development and Cooperation (SDC)


13

PROJECTS IN THE
SO-CALLED AREA “C”





Children's Park Project - Dab'a Village Council

Number of beneficiaries: 550 

Area C population 100% 

Marginalized groups: +68% 

Project impact:

- Established public spaces with an area of 300 square meters, games facilities and services.
- Increased domestic revenue by 9%.
- Created 12 job opportunities.
- Effective community engagement (The project was selected by a community committee comprising over 25% of marginalized groups, 7 volunteering days).
- Formed a permanent volunteer team to support sustainability.



Ein 'Anza Site Rehabilitation & Landscaping Project - 'Anza village Council

Number of beneficiaries: 1900 

Area C population 10% 

Marginalized groups: +60% 

Project impact:


- Restored Ein 'Anza archaeological well and rehabilitated the site landscape.
- Improved access to the site for all groups, including people with disabilities.
- Rehabilitated 120 square meters of public spaces for social activities.
- Implemented awareness raising activities targeting young people and children to highlight significance of the site.
- Made 30% increase in the Village Council's revenues thanks to project implementation.
- Created new employment opportunities.
- Carried out 10 days of voluntary work.
- Recruited 3 permanent volunteers from the local community to maintain the site sustainability.



Increasing Tourist Influx to the Ein Salman Archaeological Site Project - Beit Duqqu Village Council

Number of beneficiaries: 2,300 

Area C population 13% 

Marginalized groups: +43% 

Project impact:

- Installed a clean and sustainable power supply to extend working hours by an additional 4 afternoon shifts.
- Developed 5 new tourist routes to increase the number of inbound tourists.
- 100% increase in site visitors compared to pre-project implementation.
- ILS 10,000 increase in the Council's annual revenues thanks to working hours extension.
- Created 15 new employment opportunities.
- Increased the Council budget to 1.5 times the budget allocated for 2024.
- 45% of the project selection committee were from among marginalized groups (women and youth).
- Implemented 100 volunteer days on the site, including guided tourist tours and awareness-raising of the site.



Deir Abu Da'if Public Park Rehabilitation project - Deir Abu Da'if Village Council

Number of beneficiaries: 8,000 

Area C population 25% 

Marginalised groups: Over 40% 

Project impact:

- Rehabilitated social spaces with an area of 3,000 square meters for community activities.
- Established Park facilities, including seating and public services.
- 14% increase in the Council's revenue in 2024.
- Euro 2,000 annual increase in the Council's revenues thanks to a guarantee contract with the private sector for the site management.
- Created 30 new employment opportunities.
- Formed a group of 15 permanent volunteers from among community members to manage and sustain the project.
- Organized 5 days of volunteer work on the site.



Subgrants

Spring Water Collection Well Construction project - Ein 'Arik Village Council

Number of beneficiaries: 2,000 


Area C population 60% 

Marginalized groups: +40% 

Project impact:

- Collected 200 cubic metres per day of spring water.
- Saved 40% of spring water losses.
- Provided a sustainable water source for all community groups.
- Increased the number of farmers benefiting from water by 10%.
- 20% increase in the Council 2024 budget after the project was implemented.
- Created seven new employment opportunities.
- The project was selected by a community committee, with 30% representation from marginalized groups (women and youth).
- 10 days of volunteer work on the site.

Faqqu'a Public Park Development project - Faqqu'a Village Council

Number of beneficiaries: 5,500 

Area C population 35% 

Marginalized groups: +60% 

Project impact:


- Rehabilitated 3,800 square metres of spaces for social activities.
- Established facilities, including an outdoor theatre and seating areas.
- 10% increase in the Council's revenue in 2024.
- Euro 1,000 annual increase in the Council's revenues thanks to a guarantee contract with the private sector for the site management.
- Created 32 new employment opportunities.
- Appointed 5 permanent volunteers to help manage and sustain the project.
- Organized 3 days of volunteer work on the site.



Far'un Recreational Park Development project - Far'un Village Council

Number of beneficiaries: 4,600 

Area C population 50% 

Marginalized groups: +47% 

Project impact:

- Constructed social spaces with an area of 360 square meters.
- Provided children's facilities and public services.
- 50 visitors, including women and children, every day.
- Created 28 new employment opportunities.
- 15% increase in the Council's 2024 budget.
- Organized 10 days of volunteer work on the site.
- Established a permanent volunteer team from among community members.

Photovoltaic Power Plant Construction project - Ijnisinya Village Council

Number of beneficiaries: 1,500 

Area C population 25% 

Marginalized groups: +50% 

Project impact:


- Installed 50 kW photovoltaic cells.
- Produced 8,000 kilowatts of clean energy per month.
- 20% increase in the Council 2024 budget.
- Created 12 new employment opportunities.
- 20% savings in the LGU electricity cost.
- Appointed 5 permanent volunteers to help manage and sustain the project.
- Organized 20 days of volunteer work on site.



Subgrants

Rehabilitation and Expansion of the Kharbatha Bani Harith Village Council Park - Kharbatha Bani Harith Village Council

Number of beneficiaries: 4,061 

Area C population 45% 

Marginalized groups: 49% 

Project impact:

- Rehabilitated 240 square metres of spaces for social activities.
- Maintained Park facilities, including children's games and services.
- 20% increase in the number of visitors following the project implementation.
- Euro 3,400 annual increase in the Council's revenue.
- Created 30 new employment opportunities.
- Increased the Council budget to 1.5 times in 2024.
- Carried out 30 days of volunteer work on the site.

Wadi Hamad Rehabilitation & Reconstruction project, "The Land is Ours." - Kafr Ni'ma Village Council

Number of beneficiaries: 5,700 

Area C population 5% 

Marginalized groups: +50% 

Project impact:

- Built a bridge and pathways around the valley.
- Rehabilitated 400 square metres of spaces for the community.
- Served as a tourist attraction and rejuvenated small profit enterprises.
- 15% increase in the Council 2024 budget.
- Created 16 new employment opportunities.
- Organized 120 days of volunteer work on the site.
- Recruited 10 volunteers to manage the project.



Al-Hafira Tourist Site Rehabilitation project - Rummana Village Council

Number of beneficiaries: 4,000 

Area C population 85% 

Marginalized groups: +50% 

Project impact:


- Developed 3 new tourist routes.
- Restored the historic Al-Hafira well and cleaned Wadi al-Hafira.
- Seven-fold increase in visitors from inside and outside the village.
- Five -fold increase in the number of farmers benefiting from the well water.
- 18% rise in the Council 2024 budget.
- Created 19 new employment opportunities.
- Organized 49 days of volunteer work on the site.
- Recruited 3 volunteers to manage the project.



Construction of Central Solar Panels project - Sanniriya Village Council

Number of beneficiaries: 4,000 

Area C population 45% 

Marginalized groups: 55% 

Project impact:

- Installed 50 kW photovoltaic cells.
- Produced 7,650 kilowatts of clean energy per month.
- 18% savings in electricity costs.
- 13% increase in the Council 2024 budget.
- Created 20 new employment opportunities.
- Organized 20 days of volunteer work on the site.



Construction of a 50 KW Solar Power Station project - Tayasir Village Council

Number of beneficiaries: 3,249 

Area C population 16% 

Marginalized groups: +50% 

Project impact:

- Installed a 50-kW photovoltaic power plant.
- Produced 6,650 kilowatts of clean energy per month.
- 10% savings in electricity consumption in the village.
- Created 12 new employment opportunities.
- 2% rise in the Council 2024 budget.
- Euro 1,000 per month in revenue for generated power sales.



Signing agreements for implementation of the 2nd phase of Sub-grants Initiatives to implement development projects in the so-called Area “C”

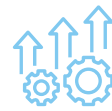


Target groups:

- Direct beneficiaries: 15 village council
- Final beneficiaries: Community members

Overall objective: Implement 13 development projects in the so-called Areas C, including:

- Construction of solar power plants
- Rehabilitation and development of public parks and children’s gardens
- Establishment of youth service facilities near football stadiums
- Rehabilitation of public spaces
- Implementation of projects to improve basic services



On-the-Job Training Programme

60
sessions



20
staff



7 Females | 13 Males

21
LGUs



5
chartered
accountants



Programme objectives:

1. Enable village councils to prepare comprehensive budgets for the fiscal year 2024 in line with the MoLG requirements.
2. Develop the financial capabilities of village council staff through practical and direct training.
3. Promote financial and administrative efficiency in public resource management at the local level.

Training themes:

1. Financial capacity building:

- Train staff to use the official forms approved by the MoLG.
- Operate financial software efficiently.

2. Financial resources management:

- Monitor financial receipts and payments to suppliers.
- Follow up on financial liabilities and develop collection or payment plans.
- Prepare the trial balance on a monthly basis and upload it to the Portal.
- Develop financial statements and reports of village councils

3. Budget preparation:

- Prepare comprehensive 2024 budgets in tandem with the MoLG requirements.
- Enter budgets on the Palestinian LGU Budget Portal.
- Receive and process feedback from the MoLG until final approval is obtained.

4. Optimizing fiscal performance:

- Make recommendations to increase revenues and reduce expenses.
- Organize and record daily financial transactions both manually and electronically.
- Set the document workflow and distribute powers properly.
- Execute monthly bank reconciliations

Achieved deliverables:

- Number of prepared 2024 trial balances: 12
- Number of 2024 budgets prepared: 13
- Number of 2025 budgets prepared: 21
- Municipal Technical Exchange Hubs





Municipal Technical Exchange Hubs

As part of APLA’s ongoing efforts to enhance the efficiency of local governance and improve technical and administrative performance, the “technical Exchange hubs” program was launched as an institutional mechanism aimed at strengthening the capacities of local government staff, promoting professional interaction, and fostering the exchange of specialized knowledge and expertise. This initiative seeks to:




- Support the development of planning, financial management, and accountability systems within local government units.
- Enhance the technical expertise of a broader range of local government employees.
- Promote a culture of participatory work and encourage the exchange of experiences among different LGUs.

Technical Exchange Hubs:



In parallel with these Hubs, APLA has established specialized taskforces focusing on priority areas within the local governance sector. These taskforces contribute to developing practice-based policies and serve as effective tools to improve the professional environment within local government units. They also help establish a structured national knowledge base that supports continuous improvement and systematic experience-sharing.

Specialized Taskforces:

Financial Management Taskforce		SDGs Localization Taskforce		Inclusion and Gender Taskforce	
6		6		13	
LGUs	members representing	LGUs	members representing	LGUs	members representing

Financial Management Hub

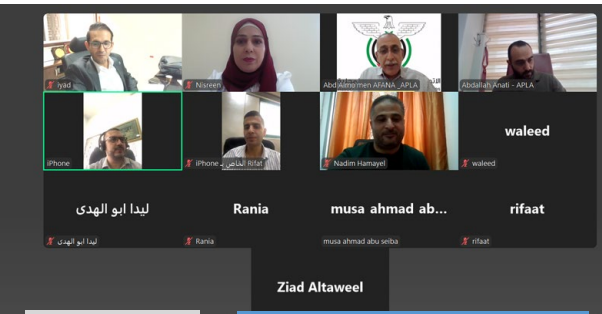
Discussion and evaluation session on the LGU Revenues and Expenditures study



Number of targets LGUs: 18
Number of Participants: 19 (11 males, 8 females)

FINANCIAL MANAGEMENT Taskforce

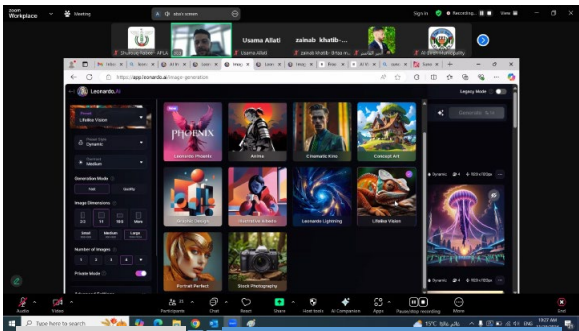
Discussion and evaluation on the LGU Revenues and Expenditures study:



Number of targets LGUs: 6
Number of Participants: 5 (3 males, 2 females)

Public Relations Hub

3 training workshops on AI use in LGU public relations



Number of targets LGUs: 54
Number of participants: 91 (41 males, 50 females)

Discussion and diagnosis session on key reforms for the LGU financial crisis

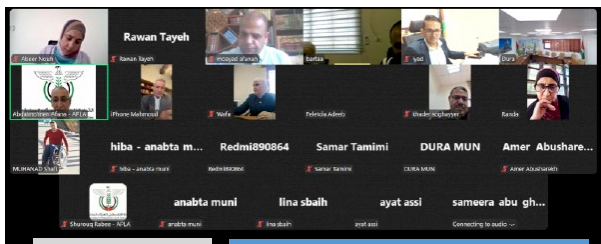
Number of targets LGUs: 6
Number of participants: 8 (5 males, 3 females)

Discussion and assessment session on the current context and developing a future vision of the local government sector:

Number of targets LGUs: 6
Number of participants: 11 (8 males, 3 females)

Inclusion and Gender Taskforce

Discussion session and review of the implementation gender mainstreaming and inclusion plans within LGUs in 2024



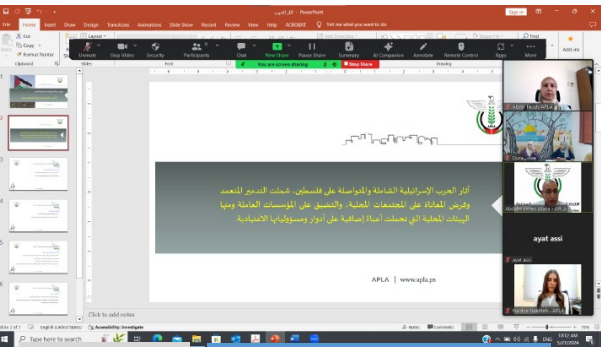
- Speakers:
- Zainab al-Khatib, Public Relations Officer, Municipality of Barta'a ash-Sharqiyah.
 - Hiba Mustafa, Public Relations Officer, Municipality of 'Anabta.
 - Eng. Lina Subeih, Planning and Project Manager, Adh-Dhahiriya, Municipality.
 - Randa Qadri, Social Worker, Nablus Municipality.
 - Muneer Barakat, Head of the Financial and Administrative Department at Faqu'a Village Council.

Number of targets LGUs: 8
Number of participants: 10 (3 males, 7 females)

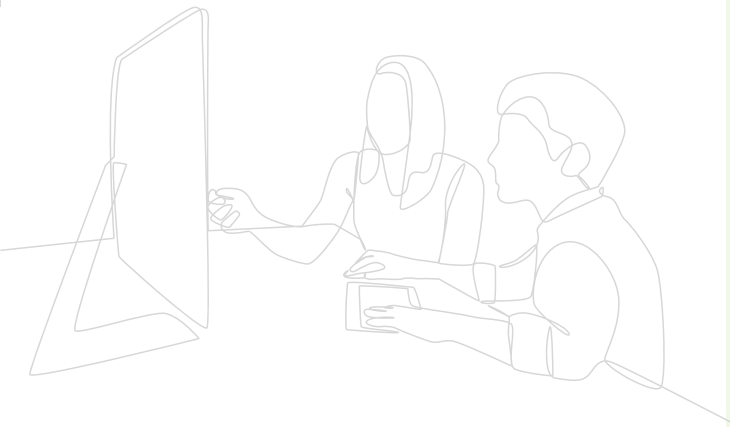
Awareness session on LGU sustainability in providing inclusive services in times of crisis, particularly in the shadow of the current Israeli war.

Speakers: Mu'ayyad Afaneh, External Advisor
Number of targets LGUs: 13
Number of participants: 29 (9 males, 20 females)

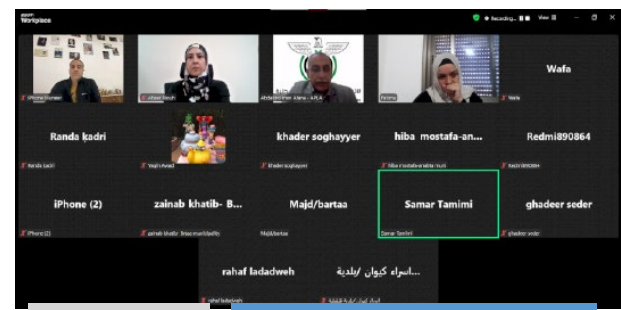
Discussion session and review of the recent Israeli war impact on LGUs in the West Bank and LGU responses.



- Speakers:
- Zainab al-Khatib, Public Relations Officer, Municipality of Barta'a ash-Sharqiyah.
 - Ayat Assi, Administrative Assistant and Activity Coordinator, Municipality of Beit Liqya.
 - Dr. Ahmed William, Director of Public Relations, Salfit Municipality.
 - Wafa' Dawood, Community Rehabilitation, Qalqilya Municipality.
- Number of targets LGUs: 13
Number of participants: 17 (6 males, 11 females)

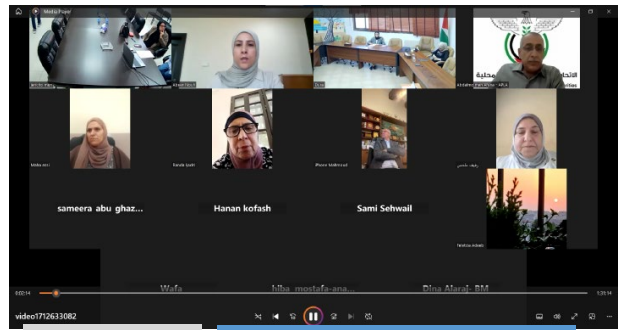


Awareness Session on Gender-Responsive Budgets.



Speakers: Fatima Butmeh, Gender-Responsive Budgeting Expert
Number of targets LGUs: 13
Number of participants: 26 (7 males, 19 females)

Discussion session and review LGU role in promoting sustainable support for female heads of household.



Speakers: Irene Sa'adeh, Head of the Sustainable Development Unit, Ramallah Municipality
Number of targets LGUs: 13
Number of participants: 19 (2 males, 17 females)

SDGs Localization Taskforce 6 training sessions on SDG localization



Trainer/speaker: Marwan Durzi, Consultant
Number of targets LGUs: 13
Number of participants: 18 (7 males, 11 females)

Engineering and Planning Hub Workshop on Green Planning (Manual for Tree Selection and Irrigation Systems in Palestinian Cities)



Speaker: Eng. Raed Ya'ish, Chair of the Parks and City Beautification Department at the Nablus Municipality
Number of targets LGUs: 24
Number of participants: 24 (14 males, 10 females)



In partnership with Sites & Cités Remarquables de France [French National Association of Remarkable Sites and Cities]

Strategic objectives:

- Upgrade the legal framework for heritage protection in Palestine.
- Promote local strategies, means and mechanisms on local policies for heritage conservation.
- Strengthen LGU capacity in heritage conservation.

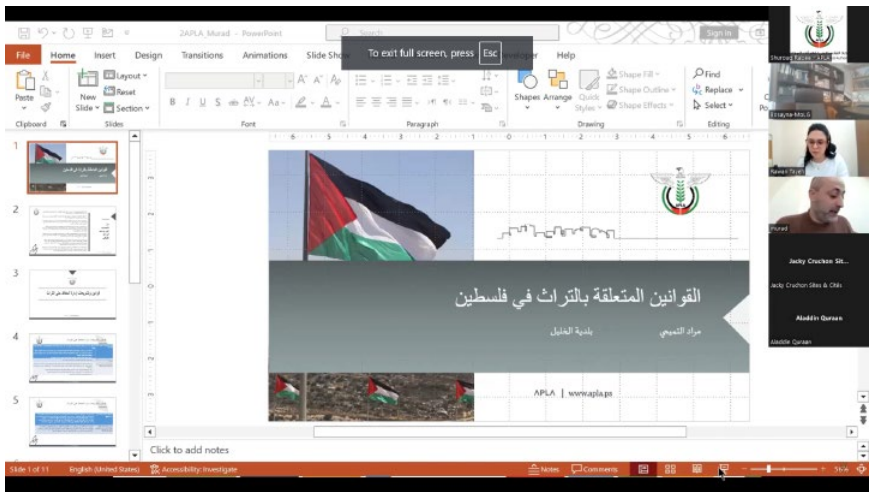
Training on Urban Legislation as Tools for Heritage Protection: A Comparison of the French and Palestinian Experiences

Speakers:

1. Murad Tamimi, Hebron Municipality
2. Busayna Abu Eisheh, MoLG
3. Jacky Cruchon, Sites & Cités remarquables de France

Number of targets LGUs: 13

Number of participants: 23 (6 males, 17 females)



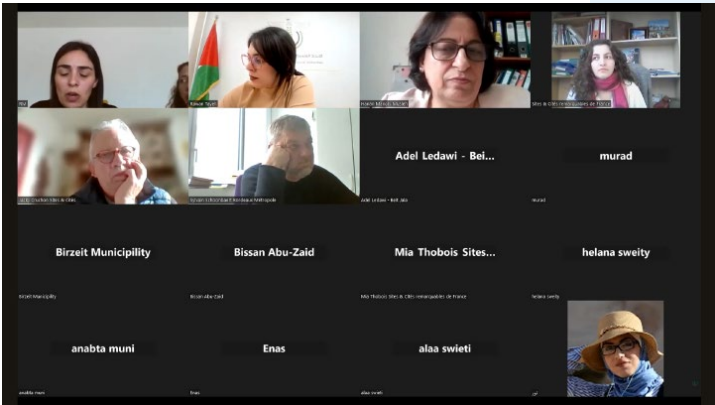
Training on the Role of the Inventory form in Developing Regulations for Heritage Protection and Management

Speakers:

- Dima Mashaqi and Sally Abu Bakr, Ramallah Municipality
- Inas Marzouqah, Bethlehem Municipality.
- Sylvian Chonbart, Municipality of Bordeaux, France
- Jacky Cruchon, Sites & Cités remarquables de France

Number of targets LGUs: 10

Number of participants: 20 (4 males, 16 females)



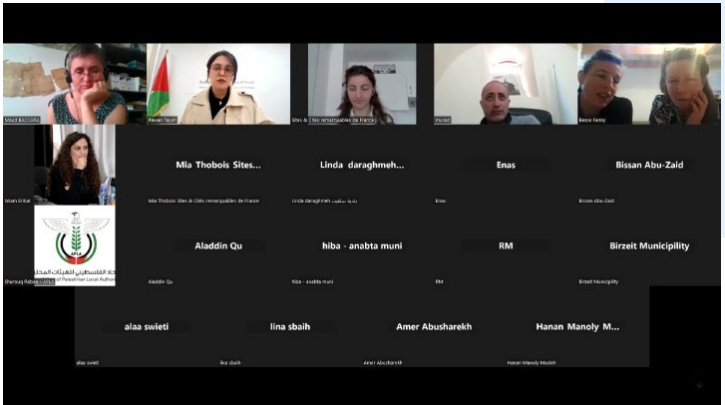
Training on Promoting Community Awareness and Stakeholders' Role in Cultural Heritage Protection and Preservation

Speakers:

- Murad Tamimi, Hebron Municipality
- Maud Baccara – Municipality of Rouen, France
- Bessie Fén, LeBron Foundation for Environmental Construction, France

Number of targets LGUs: 13

Number of participants: 24 (6 males, 18 females)



Preserving Local Heritage

Training on the Role of Multilateral Partnerships in Cultural Heritage Protection and Management

Speakers:

- Issam Juha - Foundation for Heritage Conservation
- Philippe Lamy, Lyon Municipality, France

Number of targets LGUs: 6

Number of participants: 12 (5 males, 7 females)



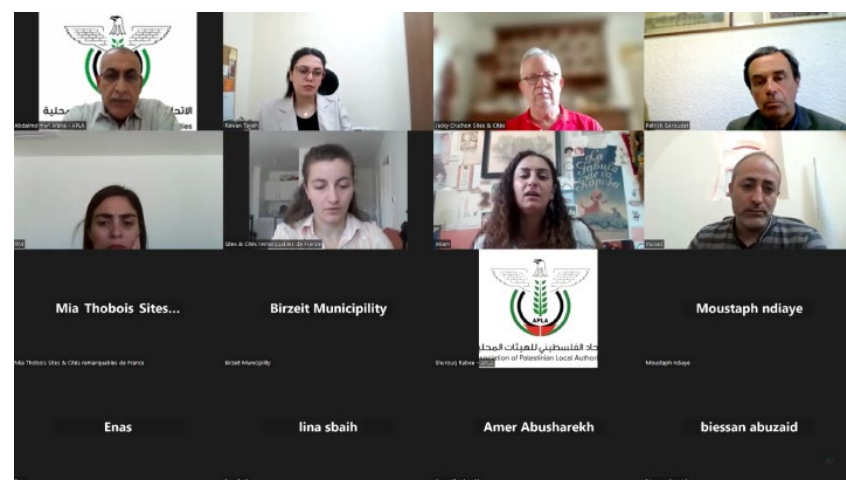
Training on Access to and Development of Archaeological and Heritage Sites: Between Protection and Sustainable Employment

Speakers:

- Murad Tamimi, Hebron Municipality
- We'am Eriqat, Jericho Municipality
- Patrick Gerodet, Chartres Municipality, France

Number of targets LGUs: 7

Number of participants: 17, (5 males, 12 females)



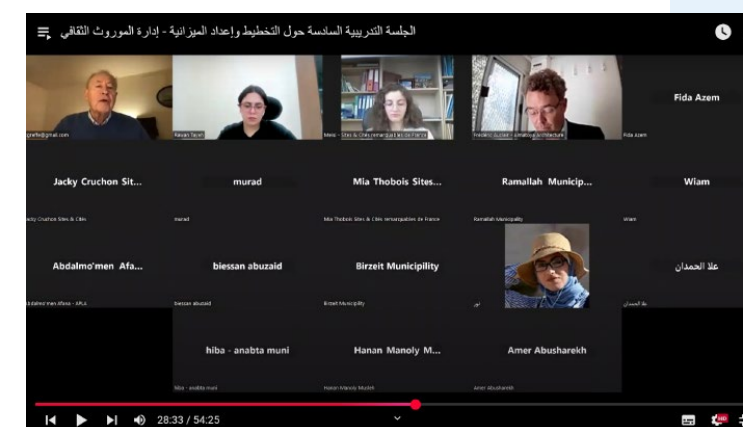
Training on Planning and Budget Management for Cultural Heritage Protection and Conservation

Speakers:

- Griffé Xavier, Cultural Heritage without Borders, France
- Frédéric Auclair, Almatoya Architecture, France
- Jacky Cruchon, Sites & Cités remarquables de France

Number of targets LGUs: 11

Number of participants: 21, (7 males, 14 females)



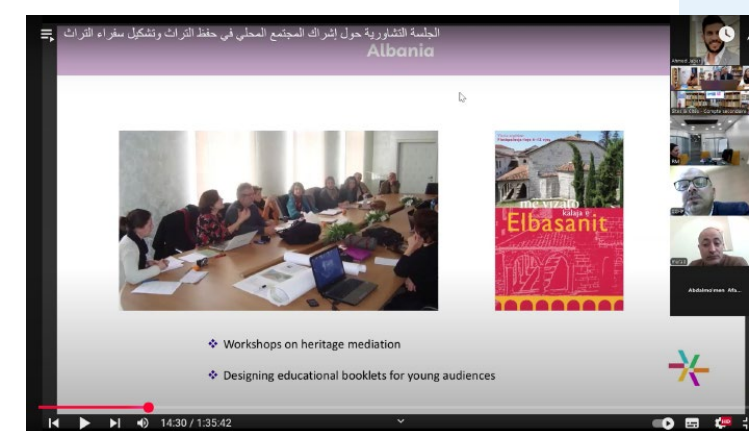
Workshop on Local Community Engagement in Heritage Conservation and Appointment of Cultural Heritage Ambassadors

Speakers:

- Dima Mashaqi - Ramallah Municipality
- Murad Tamimi, Hebron Municipality
- Issam Juha - Foundation for Heritage Conservation
- Marylise Ortiz, Sites & Cités remarquables de France

Number of targets LGUs: 13

Number of participants: 22 (6 males, 16 females)



Supported by: United Nations Development Program (UNDP) Transparency, Evidence and Accountability (TEA3) Programme.

As part of its efforts to support good governance and promote transparency and accountability in municipal functions, APLA developed a set of focused procedure manuals. These are tailored to enable LGUs to put in place more effective and inclusive administrative and institutional practices, responding to the actual community needs.

These manuals were compiled through a participatory approach, including consultations and meetings with municipalities, to ensure that the content is aligned with the practical context of LGU operations and actual needs as well as to draw on field experience and know-how.

Manuals included:

Public Hearing Manual

Sets the mechanism for holding public sessions at LGUs, especially with regard to planning and zoning issues that have a bearing on citizens, e.g., licences for major projects. In addition to outlining guidelines for holding sessions and engaging the private sector, the manual makes clear documentation mechanisms and response to various community groups.

Manual for Participatory Procurement Planning

Provides a practical framework for engaging citizens in developing annual procurement plans within LGUs, ensuring that community priorities are aligned with available budgets. The manual focuses on planning stages, legal procedures, and community role in safeguarding public spending transparency and efficiency.

These manuals are practical tools that help LGUs develop respective administrative and technical systems in line with professional standards and participatory and transparent practices. They contribute to building a more efficient, responsive and relevant model of local government.

Guide For Procedures That Require MolG Endorsement/Approval

As part of APLA efforts to consolidate transparency and improve the efficiency of LGU functions, in 2024, a comprehensive reference guide for procedures and activities that require endorsement or approval by the MoLG or relevant authorities was developed on grounds of the laws and policies in effect.

This was in response to LGUs' urgent need to lay out approved administrative tracks, facilitate communication and coordination with central government bodies, and provide a clear legal cover for applicable procedures. It was also part of APLA's efforts to alleviate administrative burdens and standardize procedural practices, promoting good governance as well as the principles of integrity and transparency in municipal operations.

Enables more effective task performance by LGUs, the guide is a practical reference tool that helps improve planning and implementation. It contributes to providing more efficient and higher quality services to citizens, enhancing community resilience and capability of meeting development challenges.

Funded by: UNDP through the TEA3 Programme

To achieve Goal 2 of APLA Strategic Plan "Contribute to enabling LGUs to provide equitable and inclusive services to citizens", APLA launched the pilot phase of the Baladiyah Meter portal, which serves, as an innovative digital tool to support LGUs in developing transparent management practices and scale up interaction between LGUs and citizens.

Objective: Enhance transparency and accountability by providing accurate and up-to-date information on LGU activities, plans and achievements, enabling effective public monitoring and engagement.

Target group: Citizens, civil society groups, and LGUs

Number of municipalities participating in the pilot phase: 5

Activities:

- Developed the pilot phase of the platform
- Tested the platform functions in 5 municipalities
- Collected user feedback to improve the platform
- Provided training to participating municipalities on the use of the platform
- Launched the platform

Future vision: Extend the platform to all LGUs in Palestine after the pilot phase is completed and the system upgraded on the basis of feedback and field experiences. This should ensure that the platform is readily operational at the national level as a standard tool to enhance transparency and accountability.





Key Highlights:

- Upgraded and developed the SDGs Platform
- Compiled the Training Manual for SDG Localization
- Established SDGs Taskforce



APLA is firmly committed to implementing the 2030 Agenda by empowering LGUs as the actors closest to citizens and most capable of effecting real change at the community level. This approach is premised on APLA's belief in the pivotal role of LGUs in realizing comprehensive development by integrating economic, social and environmental dimensions into the local government sector. Despite the complex political and financial challenges facing Palestine, APLA continues its efforts to ensure the integration of SDGs into local policies with a view to strengthening community resilience and consolidating the principle of development based on responding to the real needs of citizens.

Follow-up on The SDGs Localization Plan Implementation at The Level of LGUs

In 2024, APLA took the SDGs Localisation Plan to a more advanced level of practical implementation. To this end, it expanded interventions and deepened working relationships with LGUs within a clear institutional framework governed by measurable goals. Efforts focused on developing tools, activating channels of engagement, and providing capacity building to LGUs to ensure that SDGs are integrated with local priorities.

- Promote awareness of the 2030 Agenda through targeted digital campaigns and activate community interaction across various media platforms.
- Expand the user base of the SDGs platform(sdgs.ps) and invigorate its role as a reference tool to document LGU efforts and follow up on the progress made.
- Select and nominate Localization Ambassadors through the dedicated SDG Taskforce to represent and support local SDG localization efforts.
- Implement specialized training programmes to build LGU capacity in SDG planning, implementation, and monitoring.
- Develop an effective ME system that links local indicators to respective national counterparts, ensuring systematic documentation and ongoing analysis of progress towards implementing SDGs.

Develop and Upgrade SDGs Platform (www.sdgs.ps)

Representing a paradigm shift in its technical architecture and knowledge content, the SDGs platform underwent full-scale development, reinforce its status as a strategic national tool in documenting LGU contributions to achieving the 2030 Agenda, enhancing transparency, facilitating access to knowledge, and supporting data-driven decision-making.

- In addition to upgrading technical infrastructure, available indicators and data were integrated into the platform so that it can receive and collect additional indicators.
- An integrated database of relevant indicators was built in coordination with the Palestinian Central Bureau of Statistics (PCBC) to enhance integration of the ME system in line a unified national methodology.



- While user experience was improved, interactive interfaces were developed to facilitate data entry by LGUs and enhance accessibility to relevant information.
- Interactive educational tools, including digital games for young people, were included to raise awareness of sustainable development concepts and encourage community participation of different age groups.



Submit the Annual Report to UCLG

APLA is committed to developing and submitting a comprehensive annual report to UCLG. The report documents national efforts localize SDGs at the level of LGUs in Palestine. It sheds light on APLA-led interventions and initiatives in multiple areas, including sustainable urban planning, environmental management and community engagement, within an integrated vision to promote sustainable development locally.

It also addresses key challenges and opportunities associated with the Palestinian political and economic context and provides qualitative data and analysis on the progress made towards adopting and implementing local policies in line with the 2030 Agenda. Through this report, APLA highlights success stories and best practices with a view to strengthening the presence of the Palestinian experience at the international level and emphasising LGU role as a key pillar to realize sustainable development.



Training Manual for SDGs Localization

APLA developed a comprehensive training manual, serving as a practical and professional point of reference to support LGUs in the SDG localization process and enable the integration of SDGs into LGU development plans and programmes. Using a participatory approach, the manual was informed by national and international experiences, technical contributions from APLA, and training materials approved by the UCLG. The content was adapted to fit the Palestinian context.

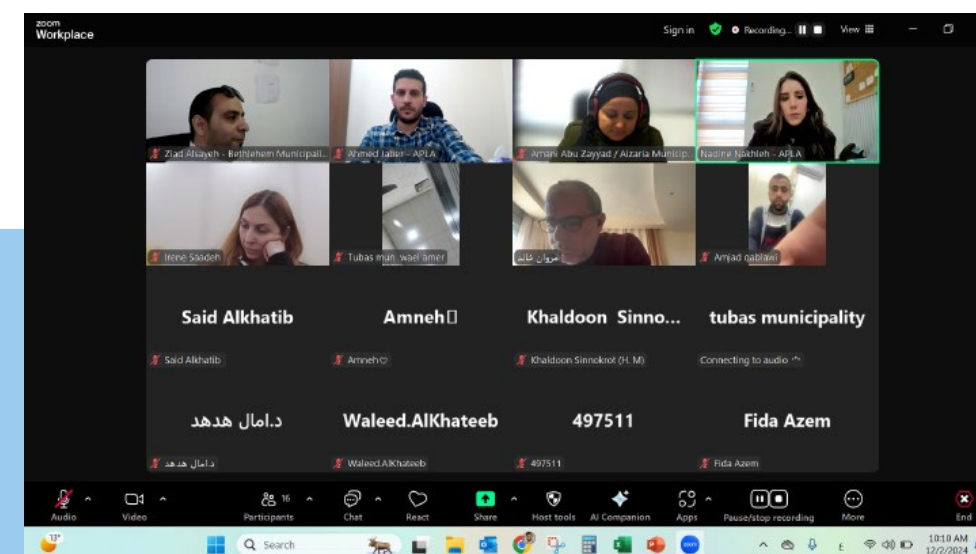
The manual comprises 6 main chapters, each addressing a strategic theme, including:

- Introduction to SDGs
- Multi-level governance
- SDG integration into local development planning
- Decentralized cooperation
- Municipal funding
- Monitoring and reporting tools



The manual also features practical tools for assessment and planning, indicative steps for implementation and monitoring, case studies, real-life examples, and interactive exercises to enhance effective training and support application at the level of LGUs.

Establish the SDGs Taskforce



As part of its commitment to localizing the 2030 Agenda, APLA launched the SDG Taskforce as a specialized institutional platform for coordinating efforts and guiding sustainable development initiatives at the local level. The taskforce is a technical focal point that combines expertise, resources and know-how to effectively respond to development challenges, develop sustainable local projects, and promote experience sharing among LGUs by:

- Contributing to designing and implementing sustainable development initiatives in response to local community priorities, enhancing the impact of localization.
- Addressing challenges associated with the SDGs localization by providing practical solutions and proposals based on field experiences and expertise.
- Enabling LGUs to set relevant priority issues in a participatory and systematic manner, ensuring that local plans are aligned with the 2030 Agenda.
- Building technical and training capacity. In this vein, taskforce members took part in focused training programmes which qualified them to work as facilitators and trainers in multiple SDGs areas.
- Promoting experience and knowledge sharing between LGUs and providing easy access to necessary localization resources and tools.

Capacity Building by Training the SDGs Taskforce

As part of its efforts to activate the role and enhance technical readiness of the SDG Taskforce, APLA delivered a focused training programme to increase the taskforce efficiency to spearhead and implement the SDGs localization process at the local level.

Number of training sessions: 4 intensive sessions. **Trainer:** Consultant Marwan Durzi.
Number of participating LGUs: 13. **Number of participants:** 18 (7 males, 11 females).

Training Themes:

- Systematic introduction of the concept and practical applications of SDGs localization.
- Review of multi-level governance models and coordination mechanisms among actors.
- Systematic and measurable SDGs integration into local planning.
- Activation decentralized cooperation tools and exchange of experiences between municipalities.
- Production of local voluntary reports (VLRs) in tandem with international standards.
- Review of sustainable municipal financing tools to support implementation of the 2030 Agenda.



Inclusion and Gender Taskforce

In the context of APLA's commitment to promoting the principle of *Leaving no one behind* and efforts to integrate the concepts of inclusion and equality in the SDG localization, APLA continued to support the Inclusion and Gender Taskforce, which brings together 13 representatives from 13 LGUs. This taskforce provides an interactive space for experience sharing and joint work to develop more equitable and inclusive local policies.

Through the SDG Taskforce, in 2024, APLA held 5 focused sessions on gender mainstreaming into LGU plans, humanitarian responses in times of crisis, and mechanisms to support the most vulnerable groups. These sessions saw wide participation of LGU representatives and experts, promoting practical understanding of and connecting inclusion issues to development and humanitarian responses at the local level.

Promoting Environmental Awareness Among the Youth Campaign

Project: LAND Project

Objective: Promote environmental awareness among Palestinian youth by involving them in environmental activities at schools and in communities.

- Environmental Clubs: 7 environmental clubs at seven schools in western Ramallah and southern Nablus communities.
- Engaged students: 126.

Activities:

- Planted more than 500 trees (fruit-bearing and ornamental) in school gardens.
- Implemented recycling activities.
- Organized six voluntary cleaning campaigns at targeted schools.
- Produced 4 awareness plays, highlighting the importance of environmental conservation and pollution control.
- Painted 5 murals in schools to increase environmental awareness among students.
- Engaged over 100 parents in environmental activities, with 4 LGUs collaborating in activity implementation.
- Converted 3 un-reclaimed areas into green spaces by planting fruit-bearing trees and aromatic plants.





GOAL 3

Represent and Defend
LGUs Interests and Issues
at All National, Regional
and International Levels

For life 



Defending LGUs and strengthening their position and powers is a key driver for incorporating APLA, which was launched as an umbrella national institution to represent all Palestinian LGUs, spearheading the responsibility for unifying positions, representing interests and defending rights of LGUs. APLA is not only a coordinating platform, but a representative body that plays strategic roles in influencing public policies, promoting transparency and accountability, and facilitating exchange of knowledge and best practices. APLA also plays a vital intermediary role between the central government and LGUs, ensuring decentralization and placing citizens' needs at the heart of policies and decisions.

APLA follows a clear vision, namely, local governance is the real entry point to sustainable development, and decentralization is not a technical requirement but a national need. Along this vein, APLA scaled up lobbying and advocacy efforts and led informed strategic interventions. These included the development of comprehensive policy documents, holding of national dialogues, active participation in relevant ministerial and technical committees, and submission of concrete recommendations to address financial and legislative crises facing LGUs, such as net lending, budgets, collection and regulation and administration laws.

Last year, advocacy was of a holistic and institutionalized nature. Not only did it involve rhetoric and claims, but it derived from an accurate database, realistic diagnosis of challenges, and direct interaction with decision makers, boosting APLA's position as a trusted partner in public policy-making.

This intensive policy and institutional presence of APLA was not merely in response to emergency crises, but a normal extension of its role in creating an enabling environment for local government, on grounds of expanded powers, strengthened financial and administrative independence, and a fair legislative system. APLA has made sure that the voice of LGUs is heard and considered in all approved policies and regulations.

Participation in Relevant National Committees

- Local Government Sectoral Working Group
- Decentralization Taskforce
- Ministerial Committee for Amending the Regulation on Buildings and Zoning in LGUs
- Ministerial Committee on the Draft Law on Tourism
- National Committee for Preparing a Regulation on Complaints at LGUs
- Preparatory Committee for the Traffic Safety Strategic Plan
- Technical committees for specifications and standards.
- National Taskforce for Developing a Policy for Public (Open) Places in LGUs
- National Taskforce for Cross-cutting Environmental and Climate Change Planning
- National Taskforce for the Achievement of SDG 11 in the State of Palestine
- National Taskforce for the Documentation of Environmental Violations and Abuses
- Working group for the Local Government Sector Digitization Strategy

Key Highlights:

- Developed a comprehensive policy document to develop the local government sector and promote decentralization
- Led broad national dialogue with the central government on the service sustainability and LGU powers
- Took an active part in national committees to upgrade policies and regulation on local government
- Launched a series of dialogue consultations through the LGU Mayors Forum to create a collective vision for reform
- Institutionalized the advocacy strategy as a permanent operational framework of APLA

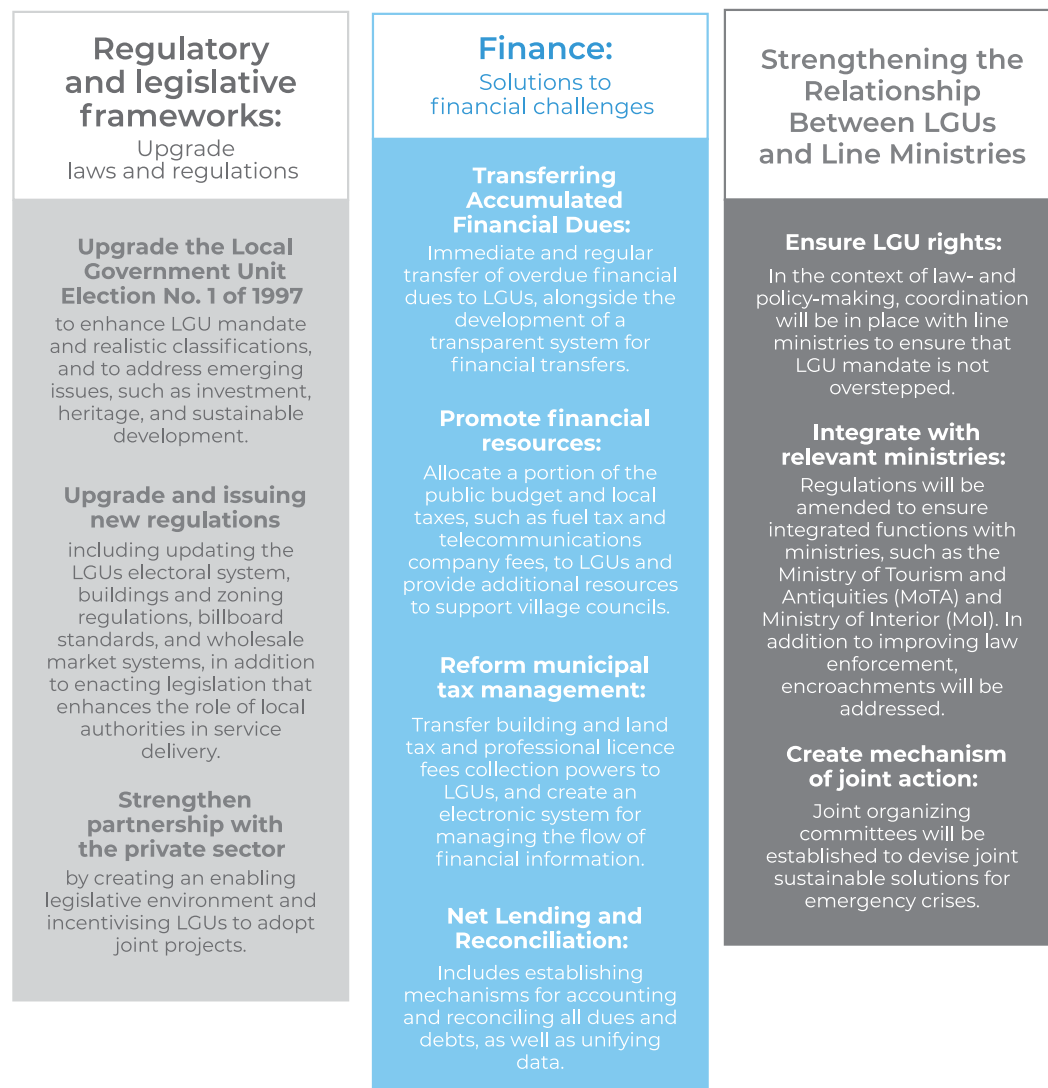
- National Taskforce for Achievement of SDG 11 in the State of Palestine
- National Taskforce for Developing a Policy for Public Places in LGUs
- Steering Committee on the Voluntary Local Review Report (VLR) for Ramallah City
- Preparatory Committee for the *Conference on Green Buildings: Resilient Cities*
- Technical Taskforce for the Local Government Sector Reform and Development
- National Taskforce for Gender Units
- Evaluation Committee on the Competition for Small-scale Climate-responsive Pilot Projects in LGUs

Crisis Response and Enhanced Decentralization to Ensure Sustainable Local Government Sector

APLA Presents a Comprehensive Vision for Developing the Local Governance Sector

APLA has prepared a comprehensive proposal document that includes detailed demands and recommendations aimed at developing the local governance sector and advancing further decentralization. These proposals aim to:

1. Empower the LGUs to fulfil their responsibilities effectively.
2. Expand financial and administrative decentralization to enhance their independence.
3. Ensure sustainable resources for fair and efficient service delivery.



APLA and the Government Discuss Strategic Solutions to Ensure Service Continuity



In response to APLA's recurrent appeals and warnings of risks to the continuity of services due to financial and regulatory challenges that face LGUs, a strategic workshop was held jointly by the government and APLA. The session brought together ministers, LGU Mayors, and representatives of the Ministry of Local Government (MoLG), MoI, Ministry of Planning and International Cooperation, MoTA and MoF, members of APLA Executive Committee, and ministry and APLA staff. To enhance public service delivery, participants discussed challenges to LGUs, proposed appropriate solutions, developed a common vision for the future of local government, and set mechanisms for further decentralization and increasing LGU powers.

APLA submitted a detailed document that includes its demands, recommendations, and proposals, addressing the following key areas in depth: maintaining the quality of services provided by local authorities, resolving the financial relationship between the government and local authorities, organizing the relationship between local authorities and line ministries, and addressing issues of net lending and debt settlement.

Main themes and challenges to LGUs

1. Finance

APLA called for the immediate transfer of LGUs' financial dues, the development of a transparent financial transfer system, and the allocation of a percentage of revenue from fees and taxes, such as fuel taxes and telecommunications license revenues, to LGUs. APLA also stressed the importance of upgrading LGU fee and tax collection system and transferring collection powers to LGUs.

2. Regulatory and legislative framework

APLA reviewed challenges posed by outdated LGU laws. It proposed that laws, such as the 1997 Local Government Unit Election Law and 2014 Public Procurement Law, be revisited to

fit LGU functions. APLA demanded that new regulations be passed to promote LGU powers and cover new areas, including investment and sustainable development.

3. Working relationship with government bodies

The institutional relationship between LGUs and ministries was discussed, emphasizing the need for clear boundaries of authority and avoiding overlaps in responsibilities. Participants recommended enhancing coordination with relevant ministries during the drafting of legislation and policies.

4. Emergency and crises

In view of the LGU role in emergency and crisis management, APLA demanded that financial and technical resources be provided to support LGUs and strengthen partnerships between LGUs and relevant government entities.

5. Environment and public health

Highlighting environmental challenges associated with sanitation and solid waste, APLA called for developing an integrated, multi-party national plan to devise radical solutions for these problems.

Recommendations and decisions

01

MoF commitment to monthly transfers

Within available financial resources, the agreed monthly amount of ILS 15 million will be transferred, prioritizing an incremental increase of this commitment in line with growing government revenues.

02

Professional Tax

Professional tax revenues will be earmarked to LGUs. A clear mechanism will be in place to transfer these revenues.

03

Public Procurement Procedures for Self-Funded Projects:

A decision was made to give LGUs greater flexibility in public procurements for self-funded projects. Current procedures will be revised to facilitate implementation.

04

APLA coordination with the Net Lending Unit:

It was decided that APLA coordinate and cooperate with the Net Lending Unit to facilitate debt settlement and clearance procedures.

05

Developing a system on government transfers

A new system on government transfers to LGUs will be developed, with funding from the Municipal Development and Lending Fund (MDLF) and in cooperation with the MoLG and APLA. The system will be submitted to the Council of Ministers for approval.

06

Reviewing regulations and instructions:

amending regulations and instructions on the working relationship with LGUs, including:
a.Regulation on LGU classification,
b.Regulation on LGU staff,
c.Procedures for the Minister's approval of LGU decisions,
d.Issuing clear instructions on the dissolution and conditions of elected LGUs
e.Revoking any circulars or procedures that contradict the law or violate LGU mandate.

07

Collecting building & land (property) tax:

While relevant decisions are reviewed, the transfer of property tax collection powers to LGU is scheduled to continue. Under effective laws, the statutory tax rate remitted to the government will not exceed 10%. Accordingly, the current 16% rate is illegal and unacceptable. To ensure justice and transparency, the transfer of valuation powers to LGUs will also be considered.

08

Promoting cooperation with the Police:

A decision was made to enhance cooperation between LGUs and the Police to expedite implementation of legal procedures and removal of encroachments on public rights.

التحديات التي تواجه الهيئات المحلية وال حلول المقترحة



APLA's Efforts to Tackle the Financial Crisis

In 2024, the financial crisis has worsened sharply, putting at risk LGUs' ability to provide basic services to relevant communities. The crisis has its roots in the build-up of substantial unpaid liabilities, which have not been regularly transferred to LGUs for years. These include municipal tax and free revenues, which have been suspended owing to the lack of transparency and inadequate information by the Ministry of Finance (MoF). As a result, LGU plans and resource management have been disrupted. Whilst economic and political challenges have persisted since 2020 and Israeli occupying authorities withheld clearance revenues since 2021, the 2023 war on Palestine has significantly worsened the situation, putting further strain on limited local resources.

In this difficult context, APLA has intensified efforts to address the financial crisis by:

- Documenting and highlighting the crisis: APLA produced accurate reports, making clear the impact of the crisis on local services and communities and serving as a basis for advocacy activities.
- Engage in intensive dialogue: APLA led negotiations with the Palestinian government to address key issues, including debt settlement and creation of transparent financial systems.
- Devising sustainable solutions: APLA called for developing a new system to ensure regular transfer of liabilities and allocating revenues from sectors, including fuel and telecommunications, to support LGUs.
- Promoting LGU role: APLA demanded that LGU financial and administrative powers be increased, allowing LGUs to improve resource efficiency and provide better services.
- Handling economic challenges: APLA focused on the importance of strengthening partnerships with the private sector and international organizations to finance development projects in support of local communities.



Regulatory and Legislative Frameworks: Upgrade Laws and Regulations

As part of its role as a representative that seeks to promote the status, and realize interests, of LGUs, APLA works continuously to upgrade and review laws and regulations that impact LGU performance and community service capability. This report presents APLA's most notable achievements in legislative advocacy throughout 2024, including upgrading operative laws and regulations, taking part in the drafting and consultations on new draft laws, and mobilizing support to suspend or amend some regulations, which negatively affect LGU functions.

Delegating building and land (property) tax collection power to LGUs: Now totalling 39, 24 LGUs were authorized to collect property tax. Work is underway to extend authorization to further LGUs to promote financial independence and increase local revenues.

Manual for job descriptions at LGUs: This new manual was adopted following APLA's active role in consultations. Tailored to enhance institutional performance and employment standardization, the manual contributes to developing capacities and promoting efficiency of LGUs.

Strategic plan of the Palestinian Anti-Corruption Commission (PACC): APLA participated in consultations on PACC strategic planning and made constructive contributions to ensure consistency with LGU needs and promote transparent and accountable LGU functions.

Instructions of the Palestine Monetary Authority (PMA) Governor on cash deposits: Thanks to APLA efforts and mobilizing support of the Minister of Local Government, cash deposits from LGUs were accepted following recurrent applications. This achievement contributed to reducing financial challenges to LGUs.

Regulation on billboards and advertising signs in LGU areas: To maintain LGU rights and promote financial revenues, MoLG recommendation to exempt advertising companies from a portion of billboard and advertising sign fees was turned down.

Regulation on health hazards in LGUs: APLA refused the MoLG recommendation to extend the period of waste fee discounts for hotels to maintain equitable financial distribution and ensure LGU rights.

Budget approval conditioned on debt scheduling: APLA requested that the Minister of Local Government facilitate requirements for budget approval conditioned on debt scheduling to enhance financial and administrative work progress.

LGU courts started functions, supporting and enabling LGUs to rapidly carry out legally prescribed powers and duties. In these courts, any violations are examined by a judge specializing in LGU cases.

A research paper on LGU revenues and expenditures: APLA produced a comprehensive diagnostic and analytical research paper on LGU revenues and expenditures to provide a clear vision of their financial position and promote good governance.

Develop an Analytical Study to Promote Financial Sustainability and Good Governance

In line with its commitment to promoting LGU financial sustainability and good governance, APLA, in collaboration with the Palestine Economic Policy Research Institute (MAS), developed an analytical study on Revenues and Expenditures of Palestinian Local Government Units, in the context of the UNDP-funded TEA3 Programme.

This study provides a diagnosis of LGUs' financial position, identifies legislative and administrative gaps that obstruct financial efficiency, and proposes innovative solutions to enhance financial stability and develop financial management systems in line with international standards. To consolidate LGU resources management powers, the study stresses



the need to upgrade the legal framework that regulates LGU functions, particularly the Law on Local Government Unit Election No. 1 of 1997.

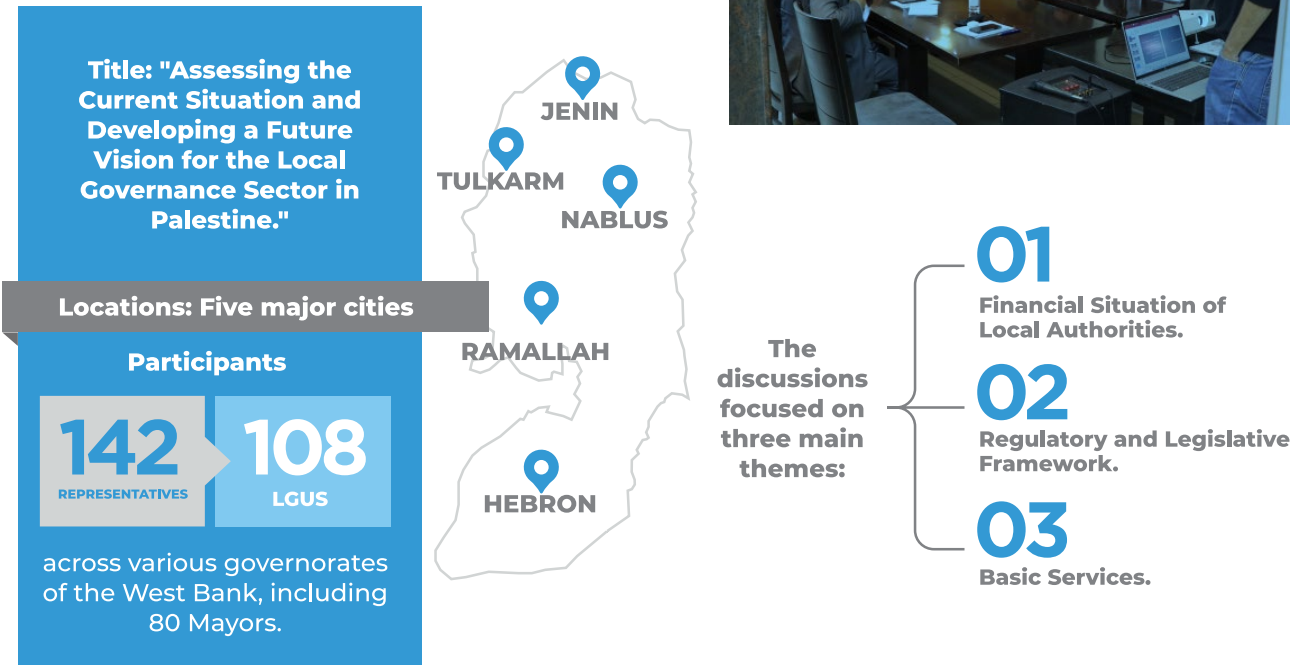
Findings were presented in a workshop held by Mas with the participation of experts, academics and donor partners. APLA Executive Director highlighted the importance of the study in embedding sustainable financial management. In implementation of APLA's strategic objectives 2023-2027, consolidated laws and policies need to be made to improve LGUs' financial and administrative performance.



Launching the MAYOR'S Forum

As part of its efforts to promote the status and leading role of LGUs in development policy-making and spearheading reform, APLA launched the Mayors Forum. To serve as a strategic platform for consultations, exchange of experience and ideas and innovative insights, the forum will promote the role and efficiency of the local government sector; empower it to address current challenges, and achieve sustainable development that fulfils Palestinian community aspirations and supports the sustainability of municipal functions.

Vision: Establishing a strategic platform for consultations, exchanging experiences and ideas, and shaping innovative visions aimed at enhancing the role and efficiency of the local governance sector.



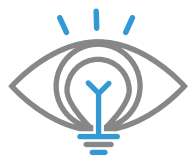
The Mayors Forum launching represents a strategic step within APLA's vision to strengthen the role of LGUs as a cornerstone of development and governance in Palestine. The forum was established as part of the activities of the "Enhancing Accountability and Transparency of Local Governance Bodies" project, funded by the United Nations Development Programme (UNDP) under the Transparency, Evidence, and Accountability Program (TEA3).

Lobbying and Advocacy Strategies

APLA's Advocacy Strategy

APLA operates in extremely complex circumstances. The political, social and economic context is uncertain. As conditions are more variable than constant, management of represented LGUs has been more crisis-oriented, rather than development-based. The battle for survival is a priority against the background of poor prospects and scarce resources. In this vein, APLA relentlessly seeks to develop its tools and means of advocacy whenever possible. With growing awareness of the importance of local and international advocacy in influencing and leading change, APLA works towards promoting its role as a representative lobbying body, combining the characteristics of a professional union and a policy network.

Accordingly, APLA has developed an Advocacy Strategy as a comprehensive framework to establish its role as a representative and advocacy body. The Advocacy Strategy aims to institutionalize advocacy processes within the Association, recognizing that strategies cannot materialize or succeed without governance of administrative operations at all levels. This includes adopting the concept of total quality management, ensuring efficiency and effectiveness, and embracing modern concepts of administrative leadership to achieve accurate and planned outcomes aligned with the intended objectives.



Vision

Strengthening APLA's role as a representative and advocacy body that combines the characteristics of unions and political networks, capable of influencing locally and internationally to drive change and achieve sustainable development.



Objective:

Developing APLA's tools and institutionalizing advocacy processes to create tangible impacts on local and international policies, ensuring the sustainability of municipal work and comprehensive development.

Scope of Priorities and Issues:

- **Policies and Legislation:** Representing LGUs in government committees and developing national systems and policies.
- **Empowering LGUs:** Activating their powers and promoting decentralization in alignment with the Palestinian context.
- **Financial Reform:** Improving public financial management, enhancing budget efficiency, and creating new revenue sources.
- **International Partnerships:** Building specialized partnerships and leveraging international relations to turn advocacy into actionable projects.
- **International Communication:** Strengthening coordination with associations of local authorities to support Palestinian causes and counter harmful relationships.

Cooperation at the Local Level

Coalition for Integrity and Accountability (AMAN)

As part of collaboration between APLA and the Coalition for Integrity and Accountability (AMAN), an integrated discussion addresses financial transparency and promotion of integrity in LGU operations. Collaboration involved engagement in sessions to discuss a draft research paper on *Areas of Spending Cuts and Revenue Increase to Address the Current Financial Crisis* and draft report on *Transparency Measure in the Operations of Joint Services Councils in the West Bank in 2024*. Deliberations aimed at developing performance assessment tools and promoting good principles in public resources management.

Anti-Corruption Commission

In the context of ongoing cooperation with the Palestinian Anti-Corruption Commission (PACC), APLA participated in the meetings on the development of the Action Plan for the National Cross-cutting Strategy for Governance and Fight against Corruption. APLA shared LGUs' perspectives and needs. APLA also took part in discussions of the National Strategy on Governance and Fight against Corruption, stressing the importance of integrating the local sector within the national efforts to enhance transparency and accountability in line with APLA's role as a representative of Palestinian LGUs.

Partnership with The Ministry of Women's Affairs

To promote cross-cutting integration and expand areas of cooperation with government bodies, APLA managed to strengthen the working relationship with the Ministry of Women's Affairs (MoWA) in an effort to mainstream gender into local policies and services. With this in mind, APLA joined the National Taskforce for Gender Units, supervised by the MoWA, reflecting a step towards coordinating institutional efforts to ensure equitable and inclusive service delivery.

It was also agreed to develop a joint cooperation programme to build LGU capacity in gender mainstreaming at planning and service levels. Meantime, the MoWA is committed to providing specialized trainers in areas relevant to APLA.

In the context of promoting participatory governance, APLA became a member of the Ministerial Committee for Dialogue with Civil Society Organizations, consolidating APLA's position as a national representative of LGUs and enhancing its presence in debates on the promotion of social justice and equality in public policies.





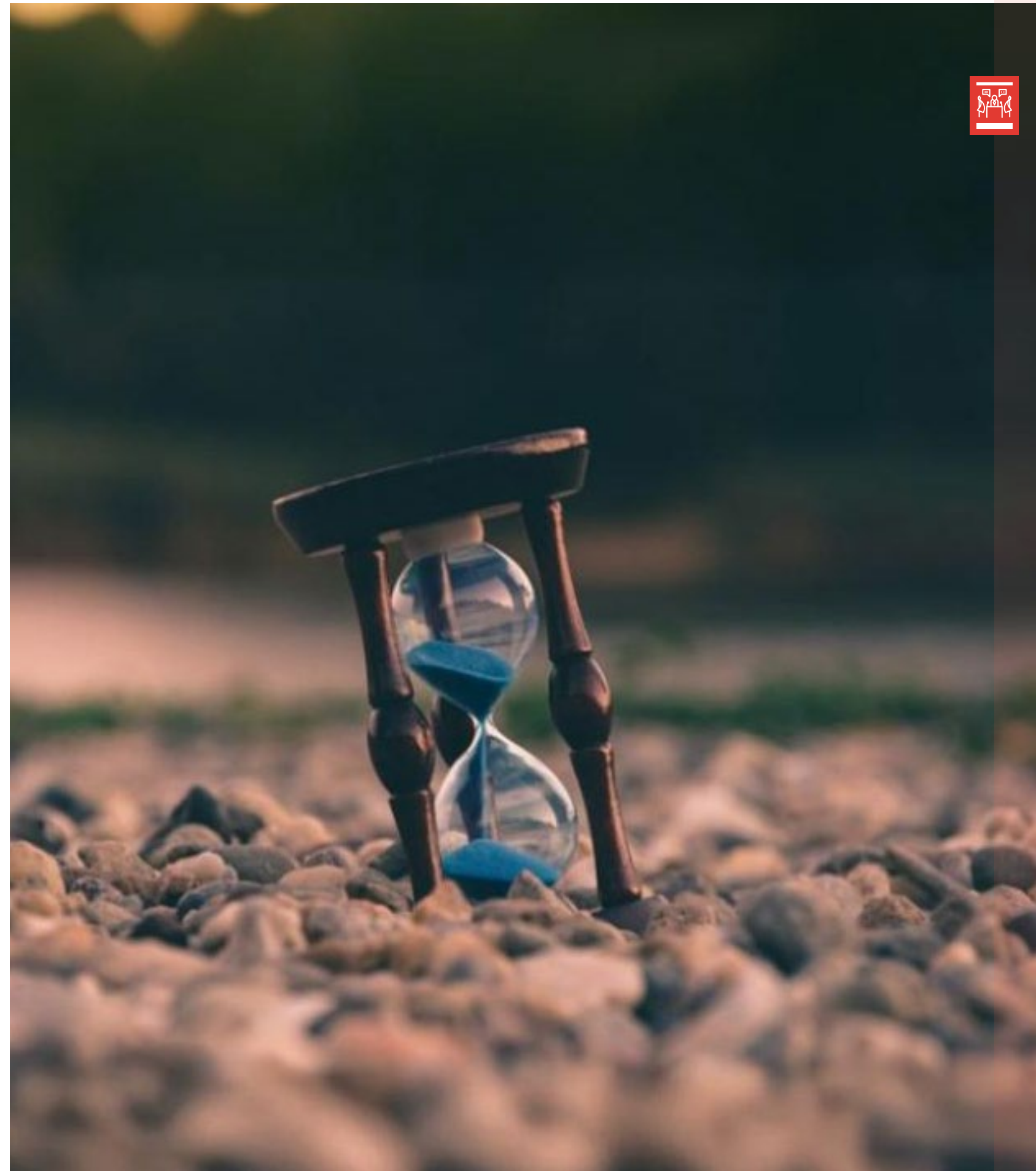
Strengthen Cooperation With Academic Institutions and Provide Training Opportunities

To strengthen ties with local academic institutions and in line with its role in supporting practical education and align theory with local government needs, in 2024, APLA provided practical training to two female students from the Faculty of Engineering at Birzeit University. The training was part of APLA's efforts to enable university students to engage in field work and provide them with applied skills in areas that help develop municipal functions and infrastructure. This cooperation reflects APLA's belief in the role of universities as an active partner in promoting local development and building professional cadres that are capable of meeting the public sector requirements.

In this context, APLA continued to strengthen ties with academic institutions. It contributed to organising a training workshop with the Faculty of Modern Media at the Arab American University on *Public Relations in Local Government Units: Towards Effective Communication with the Public*. Targeting public relations staff at municipalities and LGUs, the training was designed to enhance skills in managing digital content and media communication with citizens.

APLA also participated in a number of academic and professional meetings and workshops, reflecting its commitment to sharing knowledge and promoting cross-cutting coordination. Of these, APLA presented preliminary findings of a study on *Institutional Structure Reform in the State of Palestine* in cooperation with the Ibrahim Abu Lughod Institute for International Studies at Birzeit University. In addition, it took part in a meeting to develop a syllabus of the Urban Studies Programme at Al-Quds University.

These contributions reflect APLA's vision to consolidate the relationship between municipal action and academic research and serves as an effective focal point between educational institutions and LGUs. This will enhance local government response to evolving challenges and support sustainable institutional performance.





In 2024, for APLA, international cooperation was not just a development option, but a strategic tool to defend the Palestinian right to exist, dignity, and justice. In the shadow of ongoing aggression against land, people and institutions, APLA used municipal diplomacy as a platform for pressure, international partnerships as a means to expand solidarity, and representation in global networks as an arena to raise the voice of Palestinian LGUs in the face of exclusion and denial.

During the reporting period, APLA invested in building real, rather than formal, alliances premised on shared values and alignment with humanitarian principles. It sought to transform its presence in international forums into a tool of tangible impact and fair alternatives. In its efforts, APLA did not only represent Palestine, but it also extended Palestinian participation in international local governance structures. It invigorated Palestinian municipalities' roles in global policy dialogues on peace, justice, and sustainability.

By this approach, APLA established itself as a representative and policy-making hub on the international stage, guided by a clear vision: International cooperation is not an end in itself, but a means to promote resilience, achieve justice, and establish Palestine's presence as a key factor in the future of global local government.

UCLG

Membership on the UCLG – the largest global network representing local governments – is a key facet of APLA's international visibility, reflecting its leading role in representing Palestine on the international stage. Active membership on the UCLG-MEWA is part of APLA's efforts and effective action to broaden Palestinian engagement in international forums and defend Palestinian local government issues in multiple contexts.

Thanks to APLA's efforts, the status of Palestinian LGUs has been promoted by ensuring wide and multi-level representation at the various UCLG-MEWA structures, conveying Palestine's voice and claiming the Palestinian LGU rights in global policies.



Representing Palestine on UCLG Councils and Committees:

- UCLG Executive Bureau: APLA, Hebron Municipality.
- UCLG World Council: APLA, Hebron Municipality, Asira ash-Shamaliya Municipality, Nab-lus Municipality, Salfit Municipality, and Taffuh Municipality.
- Alternate members: Zababida Municipality, Ramallah Municipality, Beit Jala Municipality, Qalqiliya Municipality, Bani Na'im, Beituniya Municipality, and Dura Municipality.
- APLA is a member of the UCLG Policy Council, Opportunities for All: Redefining Finance and Economies of Equality.
- APLA is a member of the UCLG Capacity and Institution Building (CIB) Working Group.

Representing Palestine on UCLG-MEWA

- Chairing the UCLG-MEWA: Hebron Mayor, Tayseer Abu Sneineh.
- APLA is President of the UCLG-MEWA Committee on City Diplomacy.
- APLA is a member of the UCLG Executive Bureau.
- APLA is co-president of the UCLG Environment Committee and the Gender Equality Committee.
- Number of Executive Bureau members: 33, including 8 from Palestine.
- Number of members of the UCLG World Council: 99, including 17 Palestinian LGUs.

Most Notable Achievements and Activities in 2024:

- 5 new Palestinian municipalities join the UCLG-MEWA
- Prepared and submitted a report on the LGU role in SDGs localization to the UCLG World Council.
- Participated in the UCLG annual conference
- Chaired the UCLG-MEWA Committee on City Diplomacy meeting.
- Took part in the UCLG-MEWA Executive Bureau meeting
- Participated in the UCLG CIB Working Group annual meeting
- Published a focused paper on Urban Planning and City Diplomacy in the UCLG-MEWA newsletter

APLA President Participates in UCLG-MEWA Executive Bureau Meeting – Konya, Turkey

APLA President Abdul Karim Al Zubaidi participated in the Executive Bureau meeting of the United Cities and Local Governments – Middle East and West Asia Section (UCLG-MEWA), held in Konya, Türkiye. During his participation, Al Zubaidi urged the international community to exert pressure on Israel through all possible means, including boycotts, to stop the genocide against the Palestinian people, in a televised interview with Konya TV.

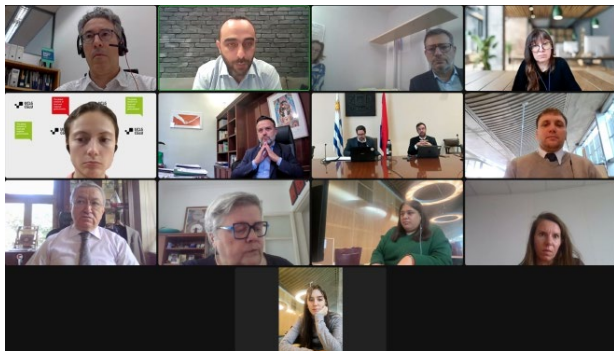
Our progress in international cooperation

He also presented a paper in the “Climate Change” session, addressing the impact of the Israeli occupation on the Palestinian environment, highlighting the environmental genocide resulting from the systematic destruction of infrastructure and green areas. On the sidelines of the meeting, Al Zubaidi met with the President of the Union of Municipalities of Southeastern Anatolia and discussed ways to enhance cooperation with Turkish municipalities to support the resilience of Palestinian local government units..



Meeting of the UCLG Policy Council, Opportunities for All: Redefining Finance and Economies of Equality

In the context of APLA’s participation in the meetings of the UCLG policy councils, APLA Executive Director, Eng. Abdallah Anati, made an intervention at the meeting of the UCLG Policy Council, Opportunities for All: Redefining Finance and Economies of Equality. He stressed that any talk of justice and equal opportunities is meaningless unless it includes the Palestinian people, who have been deprived of their most basic rights for decades under occupation.



Anati called for redefining the concept of “Opportunities for All” to embrace the Palestinian reality, emphasizing that the exclusion of Palestinians from the global frameworks of justice and dignity runs counter to the principle of equity. He highlighted the need to join forces to support the Palestinian rights to freedom, dignity and self-determination as an integral part of any just vision of comprehensive development and equal opportunities.



APLA Participation in The UCLG Worlf Council

Contributing to the UCLG World Council meeting, APLA Executive Director, Abdallah Anati, called LGU representatives and associations from 50 countries to recognize the State of Palestine and its people, who have been living under occupation for decades, and human rights to survive and live-in freedom and dignity on their own land. Anati stressed that “Palestine is not just a political issue, but a humanitarian cause that has to do with peoples’ right to self-determination. Recognition and support of Palestine is a legitimate Palestinian right and a critical step to achieve justice for all and not to leave the Palestinians behind.”

APLA Chaired the UCLG-MEWA Committee on City Diplomacy Meeting

APLA President chaired the Presidency Meeting of the UCLG-MEWA Committee on City Diplomacy and Local Governance, held on the sidelines of the UCLG-MEWA Executive Bureau and Council joint meeting. Deliberating mechanisms for cooperation between cities in times of crisis, APLA stressed the importance of strengthening partnerships and sharing experiences to support resilience and enhance response of Palestinian cities in light of mounting challenges.



APLA Participation in the CIB Working Group Meeting

As part of its membership on the UCLG CIB Working Group, APLA took part in the annual meeting. In its intervention, APLA cast light on the disastrous effects of Israel’s aggression against Palestinian municipal operations, including destruction of infrastructure, targeting LGUs and staff, and environmental and economic consequences. APLA stressed the importance of developing partnerships based on solidarity and practical support with a view to strengthening municipal capacity to maintain service provision in times of crisis.



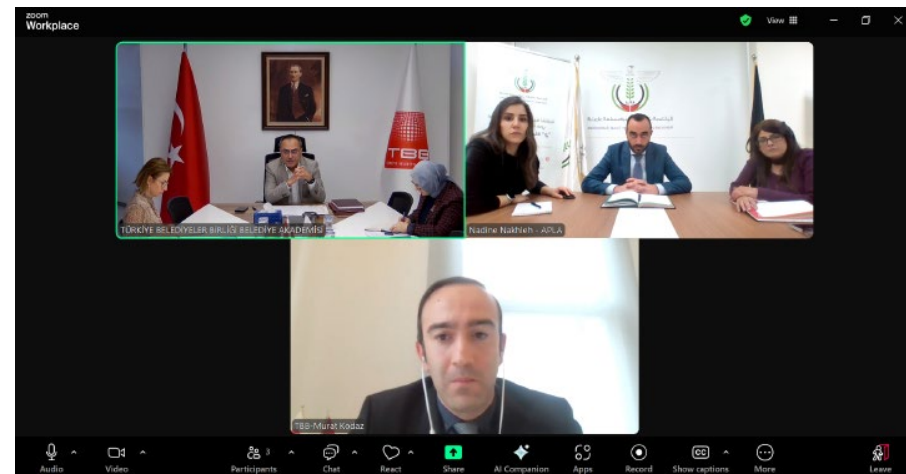
Our Progress in International Cooperation

Strengthening Bilateral Partnerships and Expanding International Alliances

In 2024, APLA took concrete steps to expand its international partnership network by launching new strategic dialogues and formalizing its relations with several regional and international municipal associations through official Memorandums of Understanding. These efforts reflect APLA's commitment to building development-oriented and long-term strategic partnerships

Union of Municipalities of Turkey (TBB)

APLA and (TBB) finalized the final version of a MoU to be officially signed in early 2025. The MoU paves the way for a strategic partnership focused on cooperation in local development, knowledge and experience sharing, and capacity building. It also provides for joint initiatives in support of improved governance, more efficient public services, and boosted readiness of Palestinian municipalities to respond in crisis-affected environments.



Association of Flemish Cities and Municipalities (VVSG)

Bilateral meetings with the Association of Flemish Cities and Municipalities (VVSG) resulted in a preliminary agreement to sign an official MoU that would frame institutional cooperation between both parties. The partnership covers SDGs localization, exchange of experiences in good governance, capacity building, and development of local planning tools responsive to the Palestinian current context.

In addition to discussing the mechanisms for active twinning between Palestinian and Belgian municipalities, meetings explored building on the supportive political position in Belgium towards the



Palestinian cause.

International City/County Management Association (ICMA)

Based on APLA's strategic partnership with the International City/County Management Association (ICMA) between 2019 and 2023, both parties are in the process of renewing the institutional cooperation agreement for signing in early 2025. This will renew and expand the professional and operational framework of partnership.

The forthcoming memo addresses critical themes, including strengthening local leadership, supporting gender balance in decision-making positions, developing training and career guidance programmes, and exploring external funding opportunities in support of Palestinian LGUs. The renewal reflects APLA's commitment to building effective partnerships that contribute to advancing local government on a professional and sustainable basis.

Diplomatic Meetings to Promote International Partnerships

Meeting with TBB, Istanbul

APLA President met with his counterpart, TBB President, Mr. Ekrem İmamoğlu, and discussed prospects of cooperation and experience sharing between Palestinian and Turkish municipalities. The meeting highlighted challenges posed by Israel's policies on the Palestinian local government sector.



Meeting with the Turkish Cooperation and Coordination Agency (TİKA), Ankara

In a meeting with Serkan Kayalar, President of the Turkish Cooperation and Coordination Agency (TİKA), Az-Zubeidi discussed ways to support Palestinian communities by implementing development projects, stressing the importance of directing cooperation to serve public resilience in the current circumstances.



Meeting with the Consul General of Italy in Jerusalem

In a meeting with the Consul General of Italy, Domenico Pilato, As-Zubeidi presented a review of the consequences of Israel's aggression against LGU performance. Beside enhancing cooperation with Italian municipalities, both discussed prospects for expanding partnerships within the LAND project.



Our Progress in International Cooperation



Official visit to Paris, France

APLA President held a series of meetings with officials from the French Senate, Ministry of Foreign Affairs, Sites & Cités remarquables de France, and Embassy of Palestine in France. During the meeting, Az-Zubeidi stressed the need for international pressure to stop the aggression against Palestinians and called for providing emergency financial support to LGUs. He further commended the prominent French role in supporting Palestinian rights as well as the history of partnership with APLA.



International participations

World Urban Forum (WUF12), Cairo

Participants:

- Abdul Karim az-Zubeidi, APLA President
- Abdallah Anati, APLA Executive Director
- Nadine Nakhleh, Communication and Advocacy Officer

Main contributions and results:

- APLA President took part in an official session, in which he called for international support to highlight suffering of Palestinian cities under occupation.
- APLA Executive Director made a presentation at a session on SDG Localization through Partnerships.
- APLA Communication and Advocacy Officer led a training workshop on *Human-centred Design in Inclusive Urban Planning*.
- APLA participated in the UCLG trainings on *Change Planning Using SDG-related Tools*.
- Bilateral meetings were held with international partners, including VVSG, Clima-Med, UCLG Learning and Gap Fund. These addressed opportunities for technical cooperation, partnership building, and experience sharing.
- In addition to integrating Clima-Med programmes into APLA work on climate adaptation, APLA discussed activating cooperation with the Gap Fund to support Palestinian municipalities.



Arab MAYORS' Academy

Participant: Abdul Karim az-Zubeidi, APLA President

Main contributions and results:

- APLA President took part in the First Edition of the Arab Mayors Academy. Tailored to the priorities of local leaders, the event brought together 13 mayors and governors from various Arab countries.
- Held in partnership with the United Nations Office for Disaster Risk Reduction, the workshop focused on pressing issues, including urban development, risk reduction, and climate challenges.
- In his intervention, Az-Zubeidi highlighted the importance of experience sharing to support Palestinian cities under occupation and siege. He pointed out the need to engage Palestinian LGUs in such programme capacity enhancement with a view to benefiting from regional experiences.



Clima-Med Steering Committee Meeting

Participant: Abdul Karim az-Zubeidi, APLA President

Main contributions and results:

- APLA Joining Clima-Med National Coordination Team and the Covenant of Mayors for the Mediterranean (CoM Med).
- Introducing a plan to enable more than 160 Palestinian LGUs to engage in regional and international climate programmes.
- Presenting challenges to climate action in Palestine, particularly in the Gaza Strip, now experiencing severe environmental collapse. Due to settlement activity, the West Bank also faces heightened environmental threats.



German-Middle East Municipal Partnerships Meeting

Speaker: Nadine Nakhleh, APLA Communication and Advocacy Officer

Main contributions and outputs:

- Reviewed the impact of Israel's war on international partnerships.
- Called for redefining the goals of partnerships to build on the foundations of genuine solidarity and humanitarian support.

Our Progress in International Cooperation

- Proposed a set of priorities, including international pressure to put an end to the aggression, provide humanitarian relief, support international advocacy, engage in boycott efforts, and confront media misinformation.

Palestinian-German Municipal Partnerships meeting

Speaker: Nadine Nakhleh, APLA Communication and Advocacy Officer

Main contributions and outputs:

- Highlighted the scale of destruction of municipal infrastructure in Gaza and threats to LGU staff.
- Presented environmental and health challenges posed by the targeting of vital infrastructure.
- Highlighted impact of the war on local revenues and basic service delivery.
- Called for international partnerships based on solidarity, dignity and justice, moving beyond formality.



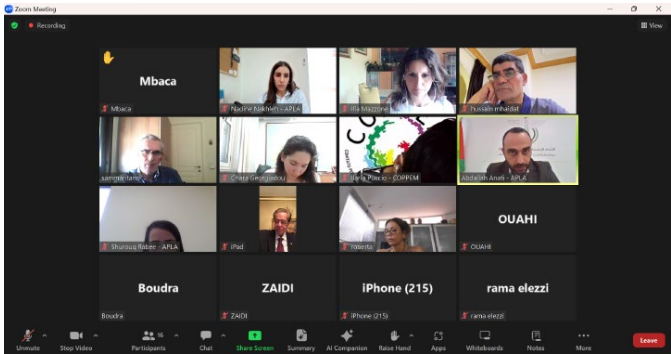
Meeting of the Special Committee on Humanitarian Initiatives in Support of Gaza Citizens, Standing Committee for the Euro-Mediterranean Partnership of Local and Regional Authorities (COPPEM)

Participants:

- Abdallah Anati, APLA Executive Director
- Nadine Nakhleh, APLA Communication & Advocacy Officer

Main contributions and outputs:

- Provided practical proposals to support local structures, including provision of fire trucks, water generators, mobile health facilities, medical personnel, emergency equipment, and employment initiatives.
- Presented a vision for long-term reconstruction plans with engineering and technical support and experience sharing.
- Called for urgent solutions to sanitation and solid waste crises.
- Highlighted Gaza municipalities' efforts to start comprehensive urban planning from scratch and the need for technical support from international partners.
- The committee approved a recommendation to developed of a collective intervention plan, including advocacy campaigns, financial and in-kind support, and expanded partnerships on the short and long runs.



List of Local & International Participations in 2024

List of local and international participations in 2024	
Organisation	Topic
MoLG and VNG	Meeting on launch of the Joint Planning for Southwestern Ramallah and Al-Bireh Governorate project
UCLG-MEWA	Annual meeting of UCLG-MEWA committees
MoLG UN Habitat	Deliberation of legislative amendments to include safe and inclusive public spaces within the regulations and laws at LGUs
MoLG	11.3.2 Planning to measure SDG Indicator
MoLG	Local Government Sector Working Group meeting
UN Habitat, UCLG	Launch of the VLR practical methodology
Arab American University	LGU public relations Effective communication with the public
PACC	National Cross-cutting Strategy for Governance and Fight against Corruption
Ibrahim Abu Lughod Institute of International Studies	Discussion session on the local government sector, reforms and government institutional structure
AMAN	Discussion session on a draft research paper on <i>Areas of Spending Cuts and Revenue Increase to Address the Current Financial Crisis</i> to face the current financial crisis
MoWA	Workshop to discuss the State of Palestine's draft report
Palestinian General Federation (of Trade Unions (PGFTU	Workshop on the Strategic Plan of the PGFTU Women and Gender Department
Palestinian Information Technology Association of (Companies (PITA	Closing meeting - Innovative Citizen Participation project
UCLG	.Annual meeting of the UCLG CIB Working Group
Engagement Global	Current challenges to Palestinian municipalities and the role of municipal partnerships
National Disaster Risk Management Centre	Programme for Disaster Loss Data in Palestine and discussion of the Preliminary Survey of Risks and Tasks
UCLG	Virtual meeting of UCLG Policy Council, Opportunities for All: Redefining Finance and Economies of Equality
UN Habitat, UCLG	Launch of the second module: Planning for Change using SDGs
GIZ, Global engagement	General meeting of the German-Middle East Municipal Partnerships coordinators
Standards Centre, Arab Industrial Development, Standardization and Mining (Organization (AIDSMO	Workshop on the EU Carbon Border Adjustment Mechanism (CBAM) regulations
MoWA	Orientation meeting for Gender Units
This Ability Initiative	Promote website alignment to meet the needs and facilitate access for persons with disabilities
Palestinian NGO Network	Consultation meeting on Proposed Models for Civil Society Representation and Promotion of Accountability and Transparency: Agriculture, Women and Local Government Sectors



List of local and international participations in 2024	
Organisation	Topic
MoLG, Social and Economic Policies Monitor	Workshop on Electoral Reform
MoLG	Workshop on the Procedure Manual for Safe and Inclusive Public Places in Palestinian LGUs
Ibrahim Abu Lughod Institute of International Studies, Birzeit University	Presentation of the preliminary findings of <i>Institutional Structure Reform in the State of Palestine</i>
Higher Coordination Council for the Justice Sector	Mechanisms for decreasing the length of judicial proceedings
PACC	Action Plan for the National Cross-cutting Strategy for Governance and Fight against Corruption
Al-Quds University	Meeting to develop a syllabus of the Urban Studies Programme
Palestinian Environmental NGOs Network	A workshop to discuss the environmental situation in the Ramallah and Al-Bireh governorate
Palestinian Techno Park	Awareness-Raising Technical Day on Smart Cities for Municipalities – Towards Smarter and More Sustainable Municipalities
ICMA	ICMA annual conference
AMAN	Participation in a discussion of the draft report on <i>Transparency Measure in the Operations of Joint Services Councils in the West 2024 Bank in</i>
MoLG	Workshop on LGU empowerment
Network of Business and Professional Women in partnership with the MoWA and Ministry of Jerusalem Affairs	An expanded dialogue to review the effects of Israel's aggression .and ongoing crimes against Palestinian women
Ministry of Labour	A dialogue session on Defining Future Skills for the Palestinian Labour Market
Environment Quality Authority	Launch of the Biodiversity Platform
MoLG	Drafting development guidance on the Joint Strategic Spatial and Investment Plan for Southwestern Ramallah and al-Bireh Governorate
Ministry of Tourism and Antiquities	Presentation on the strategic objectives and national significance of the National Register of Cultural Heritage project
Istanbul Municipality	Meeting of Mayors for Peace and Cooperation in the Middle East and North Africa
UNDP	Participants contributions to the Government Reform Plan, opportunities and obstacles to reform





Awareness-Raising efforts to Make a Change

Based on its vital and ongoing representative role and to promote participatory and transparent local governance, APLA continued to use media and strategic communication as a key tool to support LGU issues, highlight the challenges they face, and strengthen their presence at the national, regional and international levels. Through an integrated management of digital hubs and a series of effective media campaigns, APLA managed to create influential awareness and advocacy platforms, stressing the need to highlight LGU role in change and sustainable development.

In the context of these efforts, APLA employed diverse digital platforms as key channels to transmit messages, allowing outreach to a wide audience of member LGUs, partners, and local communities. These also enabled APLA to interact directly with various stakeholders both nationally and internationally. Platforms contribute to raising awareness, motivating participation, promoting partnerships that benefit LGU issues, and providing capacity building to LGUs to effectively influence local government policies.

APLA's digital platforms

APLA media campaigns launched sought to achieve a set of key objectives, most notably:

- Promote public awareness of APLA role and local government priority issues.
- Support advocacy efforts and influence national policies with relevance to LGUs.
- Document the Palestinian narrative and convey challenges and successes at the local and international levels.
- Support local response in states of emergency and aggression and promote community resilience.
- Expand engagement and interaction with citizens and stakeholders.
- Ensure transparency and provide knowledge content that contributes to sharing experience and know-how.

Collaborate with the Media Outlets to Promote Awareness and Communication

Towards expanding professional communication tools, APLA promoted cooperation with local media outlets to ensure effective media coverage of relevant activities and campaigns. This cooperation provided a key platform to transmit APLA messages and promote LGU issues on a large scale.

Launch a Radio Programme in Partnership with Arab American University Radio

APLA continued to consolidate media partnerships with various media outlets. A radio show on local affairs was launched in partnership with the Arab American University Radio station to provide a neutral media platform and highlight LGU efforts to serve local communities and strengthen LGUs' status as a key partner in sustainable local development.



Awareness-Raising Efforts to Make a Change

Cooperate with the Palestinian Broadcasting Corporation

The Palestinian Broadcasting Corporation (PBC) provided comprehensive coverage of APLA's main activities. Both parties discussed potential production of a special television show to document the APLA-sponsored Sub-grants Initiative launched to support development projects in the so-called Area C. They agreed to produce a show of 26 television episodes, including a review of the current situation of beneficiary villages and impact of supported projects on LGUs and communities in the so-called Area C.



Media Publications and Productions

1 newsletter on advocacy efforts

43 press releases

2 videos

Annual Report 2023

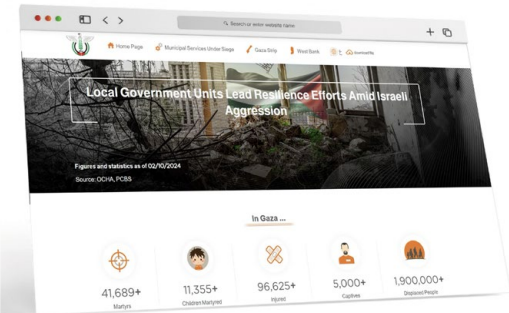
6 press releases

1 online magazine

Online Magazine: Local Government Unit in the Face of Israeli Aggression

What you see in this issue

- **Statistics and figures:** A comprehensive report on casualties and damage to infrastructure in Gaza and the West Bank.
- **Municipal services under siege:** How do municipalities continue to provide basic services despite the bombing and siege?
- **Impact of the war on Gaza municipalities:** Impact of the war on LGUs and vital services.
- **Efforts of West Bank municipalities:** How municipalities contribute to mitigating effects of the aggression and enhancing community resilience.



Raisin-Awareness Campaigns

Empowering Communities Through Sub-grants

This campaign was launched to raise awareness APLA's Sub-grant Initiative to brief LGUs and partners about available grant opportunities and positive impact on local communities. It highlighted success stories from grant-supported projects and called for active engagement by disseminating information and involving communities in the application process, while ensuring transparency in each step of evaluation and implementation.



APLA Roles and Activities

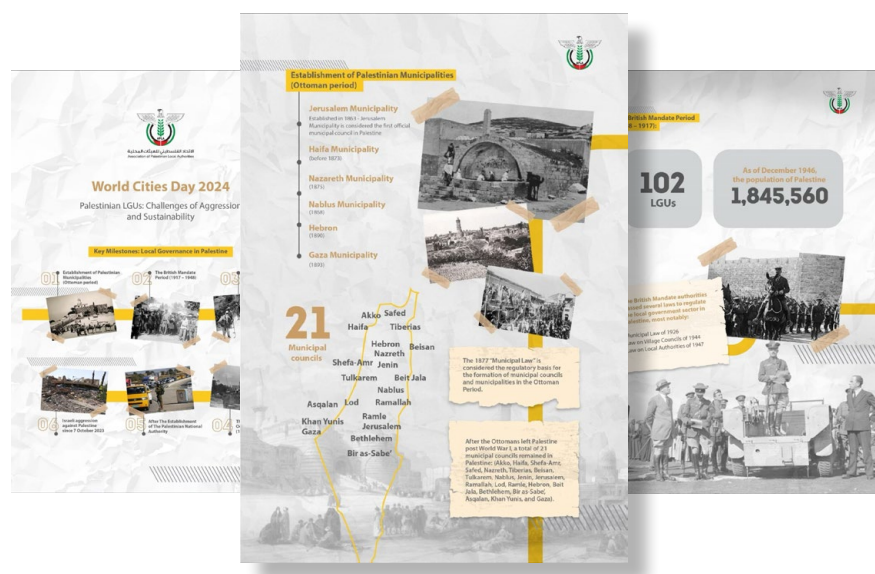
The campaign aimed to raise awareness about APLA role and activities in support of members. It also sought to enhance interaction with local and international members and partners and strengthen APLA's ability to influence local and national policies.



Raisin-Awareness Campaigns

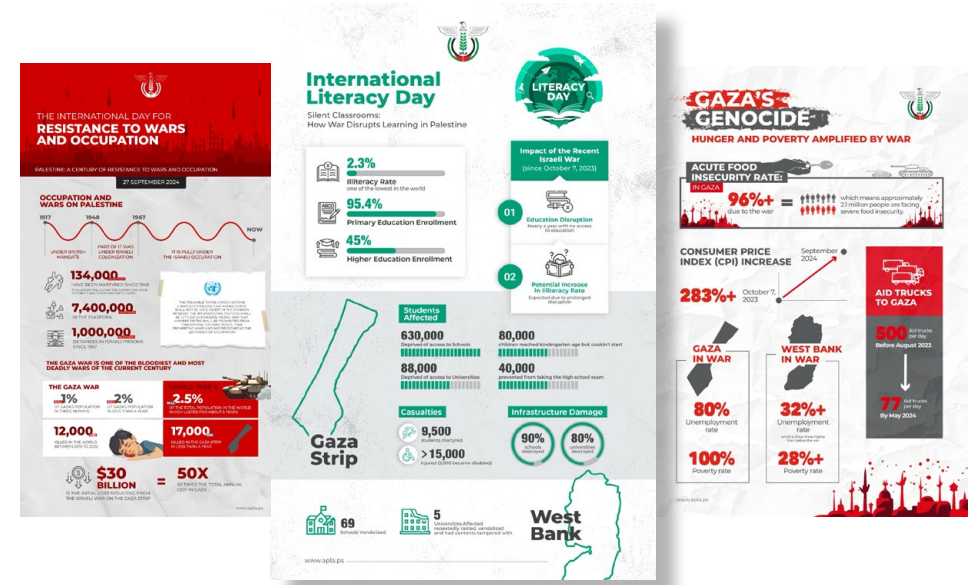
World Cities Day - Palestinian LGUs: Challenges of the aggression and sustainability

This campaign highlighted Palestinian LGU resilience in the face of Israel's aggression and their key role in promoting sustainable development and community services despite political and economic constraints.



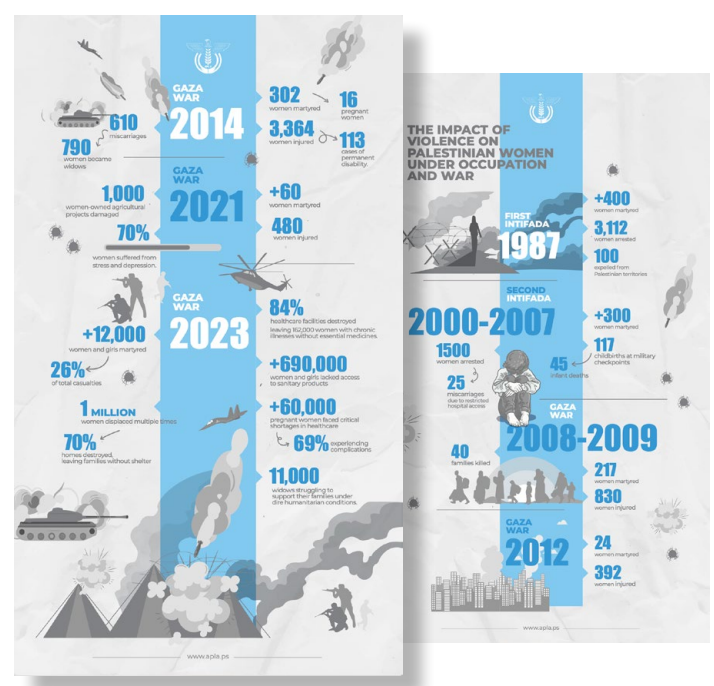
LGUs Lead Resilience Efforts in the Face of Israel's aggression

This campaign was launched to promote contents of the APLA online magazine on LGU active efforts in crisis response, focusing on rapid response measures to face Israel's aggression. It also presented successful experiences in support of local communities in light of significant challenges.



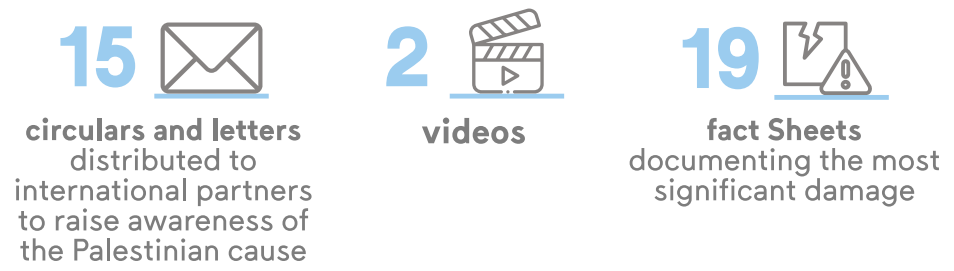
Impact of Violence on Palestinian Women under Occupation and during Wars

As part of its contribution to the United Nations 16 Days Campaign against Gender-based Violence, APLA published a document highlighting ongoing violence against Palestinian women under the Israeli occupation.



Global Solidarity - Exposing Israel's Crimes in Gaza

This campaign was launched to expose the crimes committed by the Israeli occupying forces and provide an international platform to pressure governments and international organizations to intervene urgently and protect Palestinians in Gaza.



Promoting Environmental Awareness among the Youth

This campaign outlined APLA’s environmental activities at schools in the context the LGU Network for Sustainable Development project. In addition to highlighting success stories from schools involved in promoting environmental awareness, it called for active community engagement by involving parents and communities in activity implementation, while at the same time emphasising transparency in the provision of environmental projects.

