



الاتحاد الفلسطيني للهيئات المحلية
Association of Palestinian Local Authorities



Annual Report 2020



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Forward by APLA President

The year 2020 marked a milestone in the history of all mankind, the Corona pandemic came to change the features of the routine life of people and rearrange their priorities and means of daily life. The health impact of the pandemic was not the only one, although it was the most important, but the effects accompanying the pandemic went beyond the health dimension to include economic, social, psychological, environmental, and other dimensions.

And as usual, we always live in Palestine in exceptional situations due to the Israeli occupation and its procedures. At a time when the world was facing Corona, we in Palestine were facing the Corona pandemic and the pandemics of the daily occupation procedures, and the Israeli annexation plan aimed at annexing parts of the territory of the State of Palestine to the occupying Israel. This plan is no less dangerous than the Corona pandemic, as it targets our national project and our constant pursuit of freedom and independence.

In Palestine, local governments, municipalities and village councils, constitute a cornerstone in the process of development, and a major contributor to the process of liberation and building state institutions. As we have been used to since the establishment of the first Palestinian municipality, our local governments have played a major role in facing the various effects of the Corona pandemic, and played a prominent role in supporting and attributing all efforts from various state institutions and agencies, as well as exercising their national role to confront the Israeli plans for annexation and expansion, and announced explicitly through a unified position issued by APLA, its absolute refusal to be consistent with the agenda and plans of the occupation aimed at undermining our national project and our right to establish an independent state.

The world after 2020 will not be the same as before, but as the Association of Palestinian Local Authorities – APLA, municipalities and Palestinian village councils, we will always be, as we are, authentic Palestinian national institutions in their contributions to serve the citizens and build our independent state with Jerusalem as its capital



Musa F. Hadid

President of APLA
Mayor of Ramallah

Foreward by APLA Executive Director

When planning and designing its programs, events and activities for the year 2020, no one would have imagined that a day would come during this year, and the world would stop. What we saw of pictures and events during the year, in various countries of the world, and life completely halted, will constitute a milestone and a separating stage between before 2020 and beyond. Or before and after Corona.

I will not talk here about any of the challenges and difficulties that we have all experienced, individuals and institutions, during this year. Everyone has gone through this experience in all its stages, but we must always remember these difficulties in order to strive to make our future, and the future of our children, better. Despite the difficulties that accompanied the conditions of the Corona pandemic, they were also accompanied by bright aspects, as social solidarity was manifested in bright images, and joint work was strengthened and deepened, and a sense of greater responsibility was present to everyone.

It is true that the world stopped, but the work and effort did not stop, and our Palestinian local governments were, as they have always been, leaders in the face of this pandemic and its consequences. It created and innovated to preserve the level of services provided in its routine form, and went beyond that to assume roles, responsibilities and tasks outside the scope of its responsibilities, to contribute to limiting the effects of this pandemic on the homeland and the citizens.

As an association of local authorities, as other institutions, we had to adjust our programs and plans to adapt to the developments of the pandemic, and the most prominent focus was on supporting the Palestinian local governments in their efforts to confront this epidemic and its consequences, without neglecting our tasks in policy-making and preparing legislation with government institutions, or continuing pressure to empower our local governments, defend their rights, and enhance their powers and roles. We have also strengthened our presence at the level of international representation and active participation in international events and conferences, taking advantage of the trend to hold them online.

In this report, we review the summary of the APLA's activities and work in 2020, and we focus mainly on what the Palestinian local governments have done to confront this pandemic. You will see many pictures of the staff of our local governments in the field, and you will see many pictures of virtual activities, this is how the roles of APLA, and its members can be summarized from municipalities and village councils in Palestine, always present in the field, and continuing to work in the darkest conditions.



Abdallah I. Anati

Executive Director, APLA



Vision

"APLA is the official institution that represents local government units (LGUs), works with and for them to unify, represent, defend and support its members to empower and develop them and achieve their independence, and works according to the principles of good local governance that is based on citizens' participation in local governance.

Mission

APLA is the official 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.

Objectives

1. Represent Local government units (LGUs) locally and at the Arab and international levels.
2. Strengthening relations between the Palestinian Local Government Units (LGUs).
3. Contribute to developing Local government units (LGUs) performance, by facilitating information and experiences exchange among them.
4. Contribute to coordinating LGUs positions towards their relationship with the central authority.
5. Assisting LGUs in areas that contribute to developing the performance of their workers, by providing them with appropriate training in modern administrative and technical fields.
6. Developing the external relations of the members, and positioning APLA and LGUs in their appropriate place among the international associations.
7. Exercising all tools and methods of lobbying and advocacy on central and legislative entities and service-providing companies to ensure equity and assistance for LGUs.

Strategic Objectives

2019 - 2022

1 Strengthen the Institutional and Operational Capacities of APLA

2 Enhance the Capacity of LGUs to Provide Better Services to Citizens

3 Lobby and Advocate for the Interests and Needs of LGUs, Locally and Internationally

Figures

Number of members

 **412 LGUs**

Number of Governorates

 **11 Governorates**

Workshops

 **13 Workshops**

Number of LGUs benefiting from the workshops

202 LGUs

Number of Facebook followers

 **68000**

Fb reach

1,310,633

Website visits

7237

Press Release, Reports, Media Releases, and Media Campaigns

 **53**

Number of Correspondences

 **112**

Fee Payment Rate

%75 Fees Collection from Municipalities

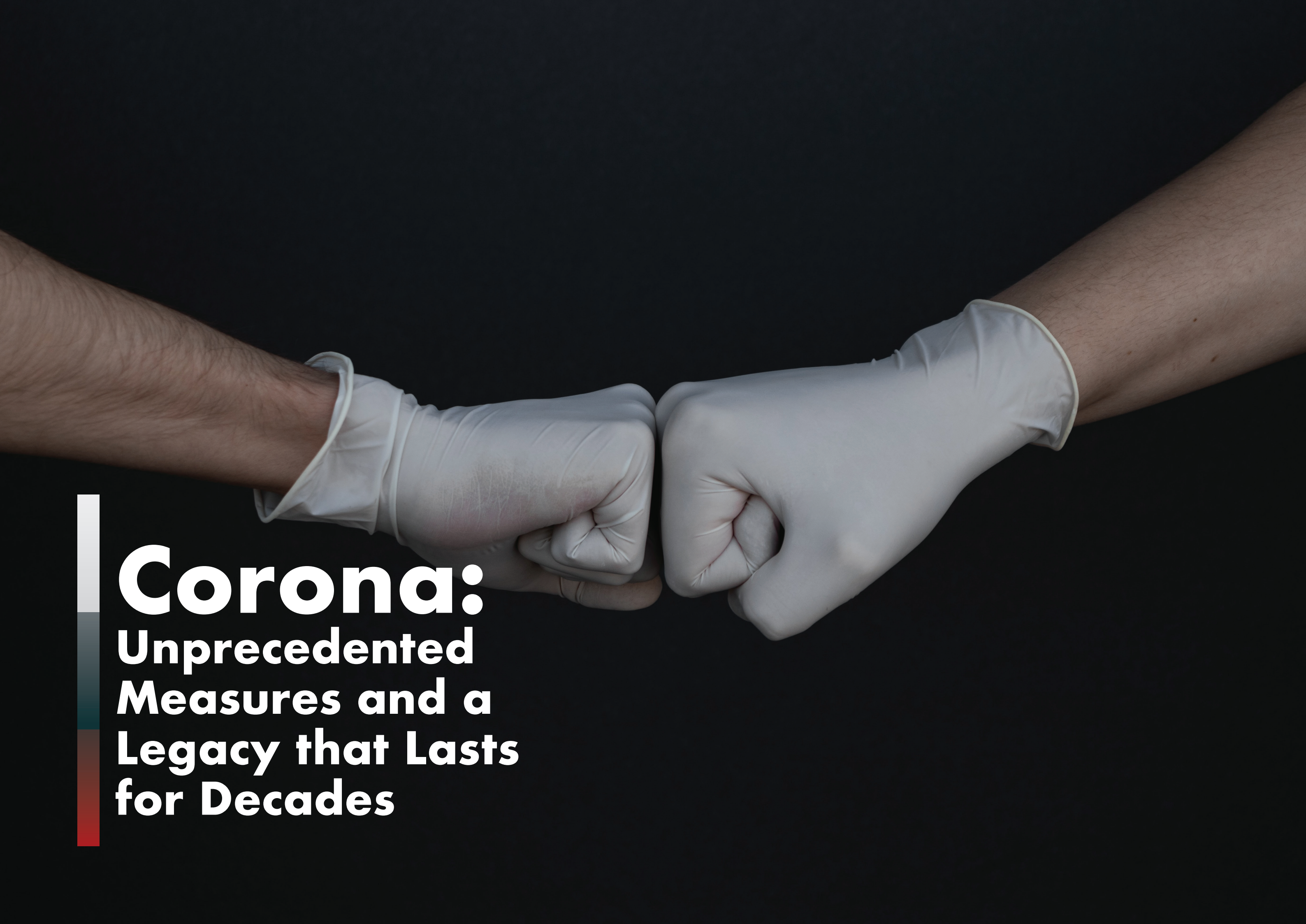
Number of Regulations and Laws that have been Worked on

11

Number of Participations in Local and International Events

55 Participations





Corona:
Unprecedented
Measures and a
Legacy that Lasts
for Decades

Corona: Unprecedented Measures and a Legacy that lasts for Decades

Remote work has been one of the most prominent repercussions of “Corona” pandemic that directed the world towards digital solutions in light of a global health threat and severity of the situation at all health, social, economic and other levels. The outbreak of Covid-19 pandemic highlighted and deepened imbalances at the global, regional, national, and local levels. The whole world had to take unprecedented measures to limit soaring virus infection rates and deaths, by taking preventive and responsive measures to contain its outbreak.

In light of LGUs bearing heavy burdens in efforts to confront this pandemic and since the start of the accompanying state of emergency, APLA has updated its plans, programs and budget. It also reallocated all the resources available at its disposal to meet the enormous needs, by using innovative practices and tools in response for the unprecedented circumstances. It carefully monitored the conditions of LGUs since the beginning of the crisis, and intensified communication with LGUs to provide them with some proposals to organize their working mechanism. APLA continuously coordinated with the government to follow up on the various needs of LGUs. APLA also continued coordination with donors, in seeking to provide what is possible in response to these circumstances.

APLA created new formulas of work under the existing conditions. It launched a support campaign for LGUs via social media, by broadcasting messages to support LGUs, publicizing and highlighting their efforts, and introduced “virtual events” for meetings and conferences, in addition to trainings and workshops that were virtual and in which APLA was keen to represent LGUs’ exceptional initiatives they have done during the emergency period.

LGUs have been at the forefront of immediate response, after declaring the state of emergency and issuing lockdown instructions. They worked with a high degree of readiness with the available capabilities to respond to the “Corona” pandemic, and drafted emergency operational plans to ensure uninterrupted services for the citizens. They also remained in the front lines during the easing of strict government procedures and instructions and the decision to coexist with the epidemiological situation until this moment.



“Corona” Doubled the Tasks of LGUs

1. Sterilization of streets and public spaces since the first infections were announced



2. Tightening the measures taken to maintain the cleanliness of streets and public facilities



3. Continuing providing basic services to citizens, within emergency operational plans and strict preventive measures



4. Forming emergency teams to follow up on citizens' needs and enhance response to them



5. Launching awareness campaigns on social media platforms



6. Providing support and backing to the competent authorities



7. Providing support for medical staff



8. Forming committees to recruit humanitarian and relief aid for the economically affected



9. Launching community initiatives targeting the elderly, people with special needs, and students



10. Announcing exceptional measures to facilitate access to basic services



11. Forming voluntary committees from individuals and institutions to support the efforts made at the national level



12. Assuming responsibility for controlling movement of citizens in the so-called areas "C"



13. Supporting the management of workers' file within the Green Line



14. Creating modern ways to communicate with citizens



15. Development of new sterilization mechanisms



16. Equipping mobile rooms to deal with suspected cases of "Corona" virus.



17. Counting the number of workers returning from areas within the Green Line



18. Setting up tents for the initial examination of workers returning from areas within the Green Line



19. Preparing and equipping quarantine centers



20. Supporting the competent ministries and collecting data of the economically affected people.



21. Announcing exceptional measures and exempting citizens from the rents of the LGUs properties during the period of comprehensive closure.'

22. Tightening precautionary measures and providing families who are bound by home quarantine with sterilization materials and protective equipments



23. Providing public safety supplies such as sterilization materials and protective tools



24. Providing volunteers at the checkpoints with sterilization materials and protective equipment.



25. Launching recreational and educational activities targeting children by telling stories to motivate commitment to public safety measures



26. Providing guidance and awareness support, and providing families, shop owners and drivers with sterilization materials and protective equipment.



27. Providing institutions with disinfection materials and protective equipment



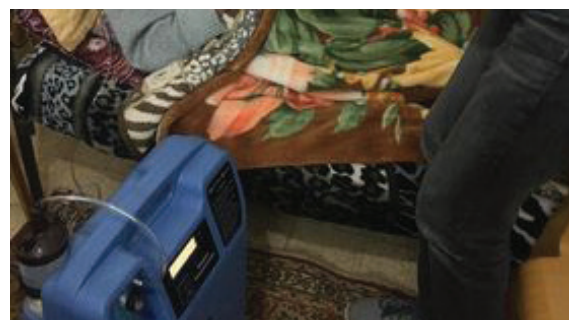
28. Recruiting aid to provide quarantine centers with respirators



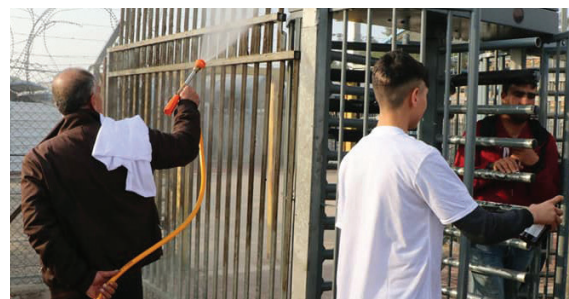
29. Providing high school students with disinfection materials and protective equipment



30. Contribute to the purchasing respirators and medical equipment



31. Controlling the border areas and the areas near the checkpoints and the apartheid wall



32. Sterilizing and preparing schools before holding the high school exam



33. Distributing protective clothing to the emergency committees of some councils



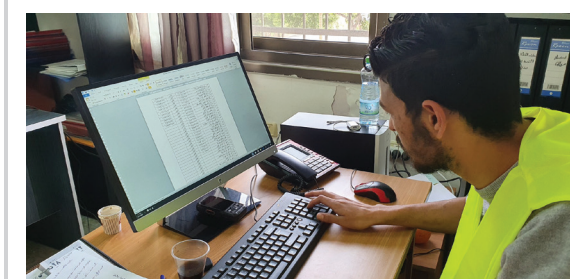
34. While following strict preventive measures: Follow up on the needs of citizens who are obligated to home quarantine



35. Distributing seedlings to citizens, as part of the home gardens initiative



36. Conducting a social survey during the emergency period to follow up on the needs of families and citizens



37. Supporting the surrounding villages and towns and providing aid to the affected families



38. Securing the reception and transfer of liberated prisoners from the checkpoints to the quarantine centers



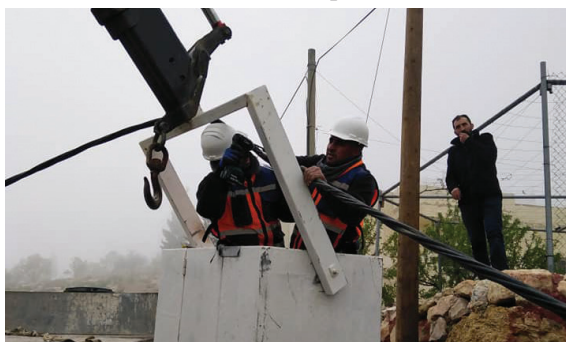
39. Distribution of Eid clothes to children from affected families



40. Securing chronic disease medicines for patients from affected families



41. Exceptional measures to support citizens and allocate part of the power plant revenues to those economically affected



42. Providing educational materials to support university students in the e-learning process



43. Building roads for farmers in the so called area "C" and rehabilitating streets



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44. Allocating containers for medical waste to preserve the safety of citizens



45. Setting up tents for emergency teams at the entrances to cities and towns



46. Equipping halls for university students to facilitate the e-learning process



47. Creating special educational groups for high school students



48. Preparing a reserve stock of food to ensure the continuity of assistance to needy families



49. Employing a category of economically disadvantaged workers



50. Providing water service for special security barriers to control movement



51. Providing ambulances around the clock



52. Holding educational meetings on the return of workers from areas inside the Green Line and how to deal with them



53. Holding electronic meetings with counterpart municipalities around the world to exchange information, expertise and experiences on dealing with the "Corona" crisis.



54. Preparing reports on the names of patients with chronic diseases and creating a database



55. Allocating cars for local authorities to transport the elderly



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56. Fumigating the camps adjacent to cities and towns and providing them with sterile materials and rodenticides



57. Fumigating some sites outside the city limits and supporting other municipalities and village councils



58. Sending messages of support and solidarity from Palestinian cities to counterpart and friendly cities



59. Decorating neighborhoods and streets to celebrate the holy month of Ramadan



60. Preparing the necessary electrical installations for preventive medicine tents to confront the Corona epidemic



61. Preparing primary medical examination clinics to conduct a preliminary diagnosis of disease states



62. Equipping mobile rooms to deal with suspected cases



63. Providing logistical support to institutions and integrating with them to face the repercussions of the "Corona" crisis.



64. Psychological and social support within the social responsibility initiative to confront the Corona virus



65. Announcing exceptional measures and exempting citizens of 50% of the rent value of municipal property

66. Contribution to the treatment costs of patients from economically disadvantaged families

67. Tightening precautionary measures at ATMs and providing sterilizers and protective equipment

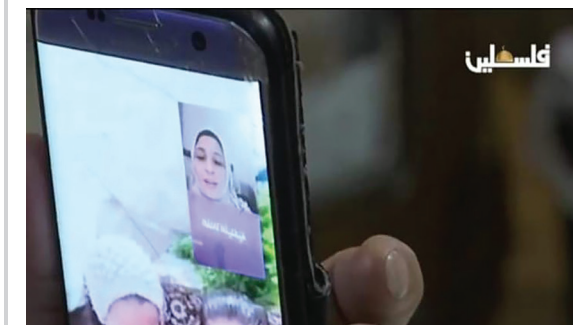


68. Organizing Easter celebration activities to ensure that citizens stay in their homes



69. Communicate with the Agricultural Relief Committees to buy the quantities available to livestock farmers because they are unable to market agricultural products

70. Show stories and activities for children through social networking pages



71. Broadcasting entertainment segments for citizens through social networking sites



Beyond Inclusive Services... Integrated, Just and Secure Societies

Local government units (LGUs) dealt with the utmost levels of national responsibility and commitment towards their citizens, and they did not fail to provide all their capabilities and resources to support the relevant ministries, governors, medical staff and emergency committees. LGUs have prepared emergency operational plans to ensure uninterrupted service provision for citizens.

So called Area "C"

In areas controlled by the occupation, out of the Palestinian control, LGUs faced more comprehensive work and complex responsibilities. These were not limited to sustaining basic service provision, or services developed in response to the outbreak of the Corona virus, but rather they have the responsibility of responding to the exceptional needs in these areas. Such needs included assuming the responsibilities of regulating movement, controlling the border areas, and supporting the management of the issue of workers in areas within the Green Line, or the responsibility of providing health and preventive services.

Refugee Camps

As separation is almost impossible in the refugee camps, LGUs mobilized the available resources to support the Palestinian refugee camps that are the most vulnerable to the outbreak of the "Corona" virus, which is due to overcrowding and population density. LGUs allocated part of their employees, vehicles and equipments to support the efforts of the emergency committees in these camps in collecting solid waste, and sterilizing public places constantly, assisting in the implementation of safety and prevention measures and ensuring that people have access to various basic services and necessary health care.

Relief for the Economically Affected

LGUs role in these circumstances was not limited to service provision, but rather they had a leading role in providing support and assistance to citizens at various levels. Social responsibility was within the work mandate of LGUs in these emergency circumstances, so they formed committees specialized in mobilizing humanitarian and relief aid for those affected and in need to support them in overcoming this crisis.



Children, Women and the Elderly

Local government units (LGUs) have given exceptional attention to children, women and the elderly during the emergency period. They also launched assistance for university students, and some recreational and educational activities for children. On the other hand, LGUs formed special committees for women to activate the role of women in supporting all efforts exerted during the emergency period. These committees implemented some support activities for people with special needs and support for the elderly through conducting inspection tours and periodic reviews.

Israeli Practices Affect the Right of Palestinians to Provide a Healthy Environment

Local government units (LGUs) in Palestine operate under difficult complicated conditions due to the continuous occupation measures. As the whole world is struggling to address the Corona pandemic, Israel did not cease the continuous violations and harassment against LGUs, but rather persisted so much it ordered restricting the performance of the working crews, especially in light of the sensitive health conditions.

The Israeli practices do not begin or end with the confiscation of equipment of LGUs, detention of field crews, destruction of some facilities and seizing of equipment and supplies. These practices also include destruction of facilities at the site of the Covid health center project, which was supposed to be in Hebron. The Israeli occupation committed that destruction under false pretexts.



APLA Provides its Supportive Role



The increase in spending to confront the Corona virus, and large financial and human burdens that Local Government Units (LGUs) incurred, had a negative impact on their ability to carry out their responsibilities to provide basic services. APLA procedures were exceptional in its handling and response to the state of emergency in order to provide support and backing to LGUs to organize their work and unleash their full potential to ensure the continuation of providing basic services to citizens. Thus, it drew from the presence of its members in all regions to present evidence-based visions. This is done by sharing the experiences of LGUs among each other and studying what is happening on the ground. APLA also provided them with several proposals regarding organizing working mechanism to ensure the safety of the field staff and to respond to basic and emerging needs.

APLA has formed a working team in order to follow up on LGUs' needs, provide support for them and to circulate and disseminate the efforts of its working staff based on careful follow-up of matters. APLA prepared a position paper about the effects of this crisis on LGUs and outline the interventions and procedures required to enable LGUs to respond to this stage with minimal damage, and prepare for its aftermath, by taking urgent responses based on a comprehensive approach that does not leave anyone behind.

Position Paper: Paving the Way to Sustainable Recovery

The Association of Palestinian Local Authorities (APLA) issued a position paper in the wake of the outbreak of the "Corona" virus pandemic in Palestine and the repercussions it caused that resulted in great losses for many sectors, especially LGUs that were among the few institutions that remained functional despite the scarcity of resources and growing needs. This position paper provided monitoring of the LGUs' efforts, in responding to the needs of the Palestinian public, since the start of the "Corona" crisis. It conducted a quick survey of the needs of the LGUs to prepare for gradual recovery, and conducted detailed studies of all the effects resulting from this pandemic, and outlined the mechanisms and procedures that must be adopted to deal with these effects.

According to the position paper issued in late May 2020, this crisis has negatively affected Local Government Units (LGUs). It has led to a severe shortage by no less than 50% in revenues on the one hand and an increase in expenses on the other hand. This requires implementation of emergency interventions to enable LGUs to continue performing their tasks and get out of this crisis with minimal damage. The paper listed the most pressing interventions needed to be done, summarized as follows:

1. Accelerate the development and activation of the transferal mechanism between the government and the local authorities
2. Provide emergency operational budgets as a result of the decline in local economic activities and available revenues
3. Allocate part of the public budget to local authorities in Palestine.
4. Address problems associated to the debt accumulation of local authorities "net lending"
5. Provide support to Local Government Units, especially in the field of disaster management and response
6. Strengthen the Capacities of Local Government Units to deliver better services to citizens
7. Strive to find creative solutions to solve the solid waste problems.
8. Continue to amend the laws and legislations system that regulate the local government sector
9. To direct funding towards local economic development projects and partnership projects between the private sector and the local authorities
10. Develop the dependence on technological means in the provision of services and communication between citizens and local authorities
11. Launch community outreach programs and awareness campaigns targeting key and priority issues related to the work of local authorities

Providing LGUs with Protective Equipments and Materials

As part of its efforts to provide the best conditions and precautionary measures to combat "Corona" virus outbreak by providing part of the needs of LGUs for cleaning, disinfectant and protective supplies, APLA completed the process of distributing protective equipments and materials to municipalities and village councils. These supplies came from the German Federal Ministry for Economic Cooperation and Development BMZ and the Swiss Agency for Development and Cooperation SDC. The German Cooperation GIZ also supported provision of these supplies, where some tools and materials were to assist LGUs in their preventive measures to ensure continuity of service provision for citizens and maintain safety of LGUs' employees.



408 Beneficiary LGUs

Protective materials and equipment distributed:

Protective clothing:
2456 pieces



Automatic spraying machines: 945 machines



Masks: 60,400 masks



Sterile materials "chlorine": 6040 kg



Gloves: 4,905 boxes



Funded by:

- The German Federal Ministry for Economic Cooperation and Development (BMZ)
- The Swiss Agency for Development and Cooperation (SDC)

Supported by:

- The Local Governance Reform Program implemented by GIZ

Distribution mechanism:

The materials were distributed through 19 local authorities in different governorates, which in turn formed central distribution points to ensure easy receipt of the materials allocated to each LGU through the nearest point.

Distribution points:

Hebron Municipality, Dura Municipality, Yatta Municipality, Bethlehem Municipality, Beit Sahour Municipality, Al-Eizariya Municipality, Beit Anan Municipality, Jericho Municipality, Ramallah Municipality, Beitunia Municipality, Birzeit Municipality, Salfit Municipality, Tubas Municipality, Nablus Municipality, Asira Ash Shamaliah Municipality, Tulkarm Municipality, Qalqilya Municipality, Jenin Municipality, and Arraba Municipality

Coordination of Efforts to Support Local Government Units (LGUs)

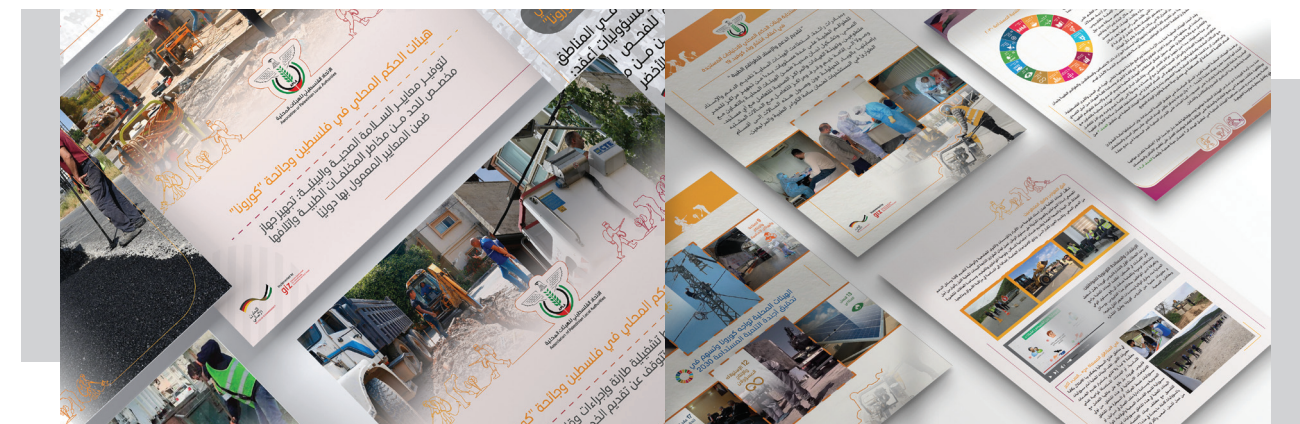
APLA attached utmost importance to coordinate the efforts to support its members, and to exert pressure for the interest of LGUs, especially after the inflation of issues that plagued the work of LGUs as a result of the significant decrease in their revenues and the accompanying increase in spending to confront the "Corona" virus.

After several meetings and discussions on ways to confront obstacles facing LGUs, APLA reached an agreement with the central government to form a joint committee between the Ministry of Local Government, Ministry of Finance and APLA to study the debts for LGUs and to agree on scheduling these debts according to binding principles for all parties.

During the entire emergency period, contacts with the central government and partner institutions continued through all official and unofficial channels. APLA intensified advocacy for LGUs, warning of the situation in these LGUs and the danger of having to scale down their services, calling for strengthening decentralization of the work of LGUs to expand their mandate, develop their services, and strengthen national partnership with the government and its institutions to enable them to respond to the upcoming requirements.

Forming a Task Force Tasked with Rapid Production of Pandemic-related Content

Since the beginning of the crisis, APLA has formed a working team to follow up and monitor the news of LGUs to follow up on their needs and provide support to them whenever necessary. In addition, APLA was keen to circulate and disseminate the LGUs efforts to highlight the achievements and efforts through large-scale campaigns across all its media platforms.



At the National Level: the Deal of the Century and the Announcement of Annexation Plan



The critical political situation that resulted from Israel's announcement of the plan to annex and impose sovereignty on parts of the Palestinian territories in line with outgoing US President Donald Trump's plan known as the "Deal of the Century", had a negative impact on Palestinian Local Government Units (LGUs). In response,

APLA drafted a plan considering the Palestinian leadership decisions, proposing guiding mechanisms for LGUs to deal with the annexation plan, APLA emphasized the full commitment of the LGUs not to engage with any Israeli entity, or any initiatives and/or political and/or economic solutions seeking to undermine the role of the Palestinian Authority or its powers.

APLA announced its rejection of the annexation plan, and issued a press release explaining the position of the Palestinian LGUs against any Israeli attempts to communicate directly with them. It stressed that the LGUs will not be a tool for passing plans aimed at undermining the aspirations of the Palestinian people for freedom, independence, and the establishment of its independent state, with Jerusalem as its capital.

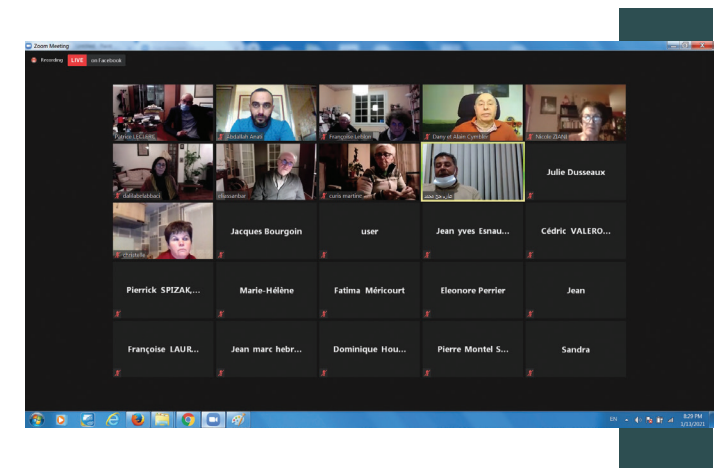
APLA formed a special committee from its executive committee members to develop a plan for a mechanism for LGUs to deal with the expected Israeli measures in many issues and topics. These could include water, electricity, local economy, maintaining civil peace and social fabric, exposing the crimes and practices of the occupation, responsibilities and powers, the financial situation of LGUs and any other issues, based on four Key principles:

1. The full commitment of APLA and Local Government units (LGUs) not to have any direct contact with the occupation.
2. APLA constitutes the unified address of Palestinian Local Government units (LGUs).
3. Maintaining the level of services provided to citizens.
4. Having a direct and permanent channel of communication between the local level represented by APLA and the political level.

APLA launched a broad international campaign with all partners and friends around the world, by directing media messages of various content to all sister institutions and cities. Local Government Units (LGUs) enjoy a large international relations network, through partnership and twinning relations between Palestinian cities and their counterparts from the countries of the world. Thus, APLA circulated a message in 3 languages "Arabic, English and French" for LGUs to send them to their partners around the world. This was to expose the plans of the occupation to annex parts of the Palestinian territories and impose coercive sovereignty therein, in clear contradiction with all international laws and the human rights that the occupying power is violating, and the systematic killings, land confiscation, house demolitions, evictions of residents and daily arrests.

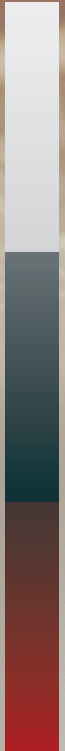
Launching a Technical Cooperation Project between Palestinian and French Local Authorities to Strengthen Palestinian Steadfastness

Following Israel's announcement of the annexation plan to annex and forcibly impose sovereignty over parts of the Palestinian territories, 17 French LGUs responded to the APLA's request, in APLA President Eng. Musa Hadid's official letter addressed to the partner and friendly LGUs to expose the occupation plans and violations that contradict all international laws. The letter called for supporting the steadfastness of Palestinian LGUs and raising their voice before their governments around the world.



The French LGUs announced their desire to establish partnership relations and technical cooperation with the Palestinian counterparts, located in the Jordan Valley, as 95% of land of this area is under occupation control in the so-called "C" areas. They emphasised commitment of the French LGUs to support the steadfastness of Palestinian citizens by improving living conditions and emphasizing the commitment to establishing their independent state.

The Palestinian LGUs and their French counterparts, with the participation of APLA's Executive Director, Eng. Abdallah Anati held three virtual conferences, via Zoom, before the establishment of the partnerships. This aimed at mobilizing public opinion to support the steadfastness of Palestinian LGUs on the one hand, and to establish multi-partnership for technical cooperation to meet basic services for Palestinian citizens in the Jordan Valley area on the other hand. Palestinian LGUs gave priority to supporting the health sector in their areas through training and capacity building programs targeting those areas.



Communication with Members

Communication with Members

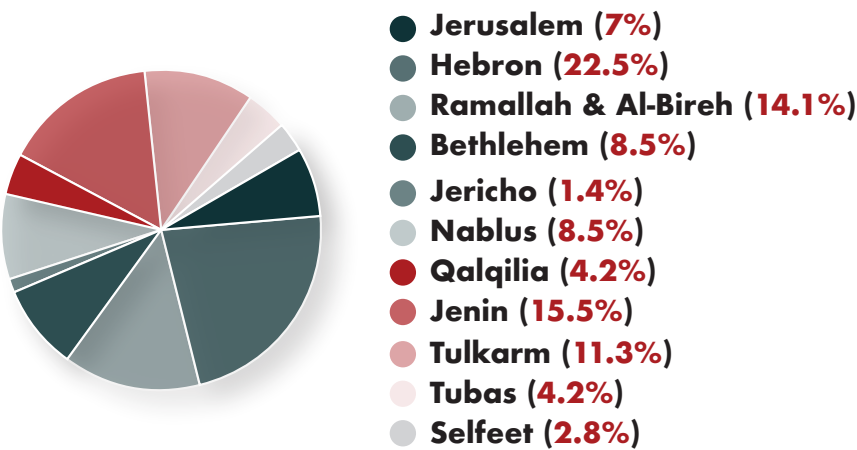
APLA recognizes the importance of future planning based on studying the reality of LGUs, and drafting plans, consistent with the needs of the local government sector in Palestine and APLA's needs to enhance its ability to communicate with its members and partners. Thus, APLA contacted the Communications Officer at The Association of Netherlands Municipalities, Mr. Ruud Koerts to prepare APLA Guidelines for Communication.



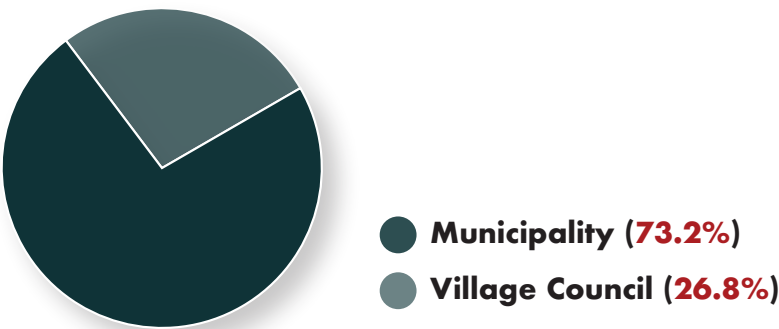
APLA conducted a survey for LGUs to study the existing situation and to consult APLA's members about their ideas and vision of the methodologies, mechanisms, and tools that APLA should adopt in its communication processes with the aim of enhancing confidence in APLA. This was with the aim of organizing a series of public relations campaigns targeting Local Government Units and partners. Primarily by employing social media to communicate with both APLA members and partners.

Questionnaire Results:

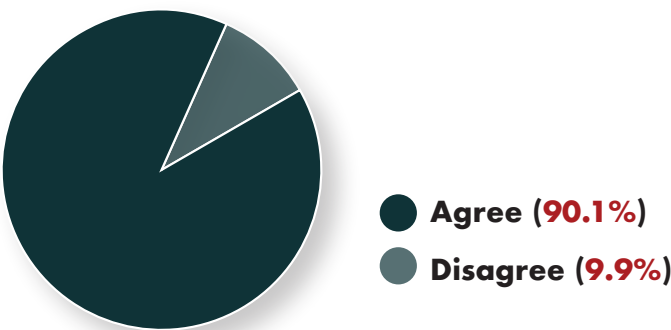
Governorate:



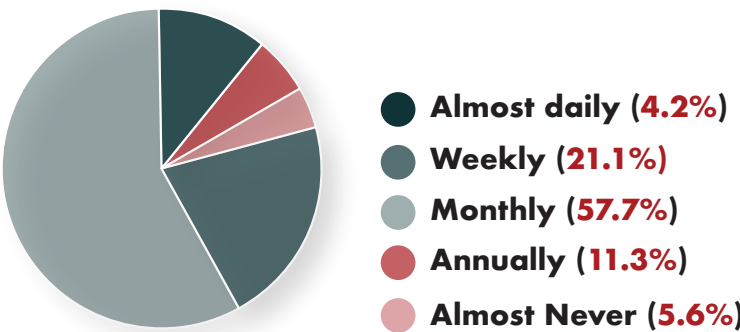
Local Authority Classification:



Would you agree or disagree with the following statement? "The information APLA offers me adds value to my membership"



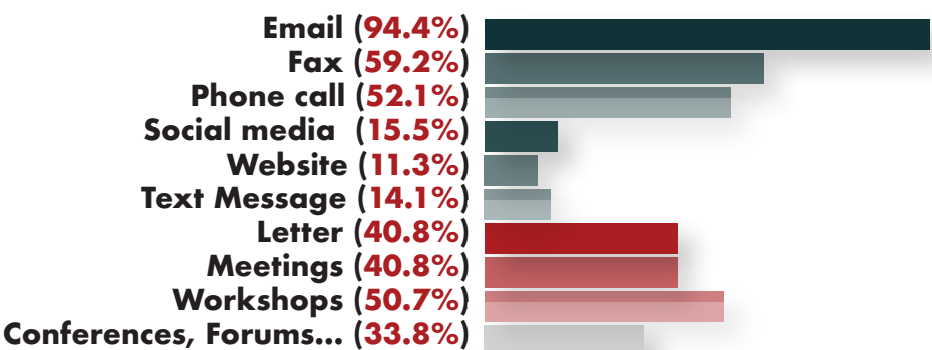
How often do you receive a communication from APLA?



How would you rate your satisfaction level with APLA's various Communications?



Please mark any of the following methods of communication that you have received information from APLA in the past year:



According to the results' analysis and taking into account all the changes that have occurred in the general situation, due to the epidemiological and political crises, APLA continued consolidating communication with its members. It did so by maintaining the permanence of direct and periodic communication with them. APLA communicated with its members based on following up their needs and evaluating the existing situation in order to provide support and backing to them in their priority needs.

Official Corrospondences: 112officialcorrospondences

APLA communicates with all its members via e-mail and fax, in addition to direct communications that take place in both directions, whether they are phone calls, official correspondence, or meetings and events organized "remotely" due to the existing circumstances. The topics that of communication with members usually fall within one the following issues:

Organizing the Participation of LGUS in Local and International Events

- An invitation to participate in the second Palestine International Water Forum
- Prize for Cities on Inclusive Cities for Climate Change
- Teacher Creativity Initiative
- Local government units (LGUs) participate in interviews on climate change measures - UCLG-MEWA
- Apply for project in partnership with the Federation of Trasimeno Municipalities - Sustainable Development
- Teacher Creativity Center Meeting - Back to School Scenarios
- UNDP Program on Local Government Units (LGUs) Partnerships with the Private Sector
- International City/County Management Association ICMA Annual Conference
- Seminar on "Enabling Local Government Units (LGUs) to Deal with the Effects of the Response to "Covid 19" - UNDP
- Training program on City diplomacy

Updates Follow Up

- Attacks on Local government units (LGUs)
- Update LGUs' contact details in the different governorates
- Establishing new LGUs
- Provide APLA with any available reports on the operation of LGUs during the emergency period
- Attacks by the occupation forces on LGUs
- Notes for a set of regulations and laws
- Publish the LGUs' activities on APLA's social media accounts

Announcing Grants and Development Programs - In Coordination with Partner Institutions

Leverage the activities of the Local Government Reform Program to improve the inclusion of marginalized groups

Supplying LGUs with protective equipment and materials

A Project in partnership with the Association of Trasimeno Municipalities - Sustainable Development

Financing project for setting up solar plants

Projects funded by European Union

Instructional Messages

Applicability of emergency period provisions related to mothers working in LGUs

Division of work teams in LGUs during the emergency period

Circular regarding cost rationalization

Addressing friendly cities around the world about Israeli annexation plans

Informational Correspondence About the Most Prominent Activities, Position Papers and APLA Decisions

Position paper regarding the impact of Corona on LGUs

APLA's position on dealing directly with the occupation

Outcomes of the meeting with the Minister of Local Government

Outcomes of the meeting with the Prime Minister

APLA's plan to deal with the Israeli Annexation Plan.

Outcomes of APLA's meeting with the High Judicial Council

Outcomes of the APLA meeting with the Minister of Communications

A workshop on complaints and response systems in municipalities

A workshop on "Localization of SDGs"

Presentation of the experiences of Italian municipalities in social and economic development

Governorates' Meetings

In early 2020, APLA administration organized regular meetings for all governorates, in the context of informing LGUs about APLA's activities and plans, and their status and needs, in addition to the role expected of APLA in this regard. The first of these was an official visit to the Tulkarm and Qalqilya governorates to meet with LGUs, in both governorates in the presence of APLA President Eng. Musa Hadid, APLA Treasurer Eng. Mohammed Yaqoub, member of the Executive Committee and Qalqilya Mayor Dr. Hashem al-Masry. They also included a member of the Executive Committee, Anabta Mayor Hamdallah Hamdallah, a member of the Administrative Committee, Hazem Yassin, the mayor of Asira al-Shamaliya, and APLA Executive Director Eng. Abdallah Anati, in addition to the APLA executive staff.



However, due to the Covid-19, APLA administration was unable to complete holding the meetings, thus, had to suspend the visit program as part of the precautionary measures in light of the critical health situation since the emergence of the Corona pandemic. APLA resumed the program during the last quarter of the year, two meetings, one with LGUs' Mayors in Qalqilya Governorate, and another in Halhoul Municipality with the mayors of LGUs in the North Hebron region. The meeting had the attendance of APLA President Eng. Musa Hadid and APLA Vice President Tayseer Abu Sneineh, the Mayor of Halhoul, Mr. Hijazi Mereeb, several members and employees of the municipality, APLA Executive Director Eng. Abdallah Anati, and LGUs' Mayors north of Hebron. During the meeting, they discussed many issues of concern for the region.



Faqqu'a Village Council present for APLA, a plaque of the "Iris Faqoua" plant, which is part of the Palestinian national identity that the Israeli occupation is trying to obliterate by changing the names of the plants in an attempt to steal our heritage and our natural and cultural history.

Social Media, Media Publications and Productions

Regular update of the website

68,000 followers on Facebook

400 posts on APLA's Facebook page

APLA's YouTube channel has been updated with videos, some interviews and news reports prepared by local media.

Launching a wide campaign called "Local Authorities in Palestine and the Corona Pandemic"

Launching a campaign targeting Local government units (LGUs) in the so-called Area C

Launching a campaign about the "Technical and Legal Support Unit"

5 flyers

29 press releases

Annual report for the years 2018/2019

A campaign about the LGUs' efforts during the Corona pandemic

Campaign for Local Government Units (LGUs) located in the so-called Area C

50 posters about the efforts of Local Government Units (LGUs) in the Corona pandemic

10 Banners on general APLA-related topics

2 Videos in the Emergency Period (Stay Home, Local Government Units (LGUs) efforts)

Video about APLA in English

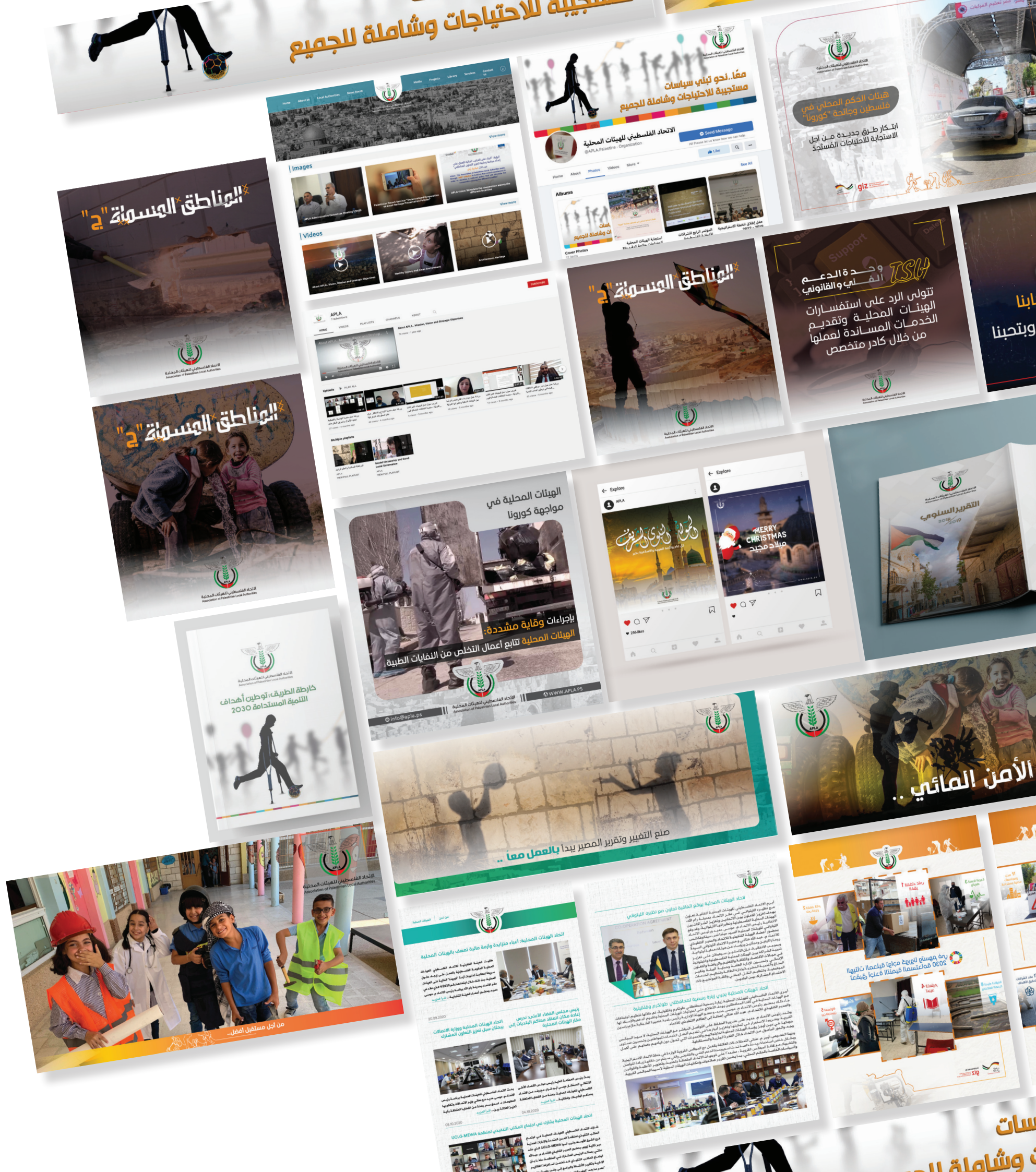
10 bulletins on Local government units (LGUs) and the Corona pandemic

A campaign for the technical and legal support unit

A brochure entitled "Road Map: Localizing the 2030 Agenda for Sustainable Development"

4 media reports

38





**Capacity
Building
and
Facilitating
Exchange of
Experiences**

Capacity Building and Facilitating Exchange of Experiences

Municipal Technical Exchange Hubs Project for Local Authorities

Technical HUBS aims to enhance development and reform processes in planning the administrative, financial, and accountability aspects of local authorities in Palestine. It also aims to increase the experience and knowledge of the largest possible number of local government units (LGUs) employees in new and important technical issues, in addition to increasing communication and networking between workers and employees in local government units in Palestine.

APLA undertakes the task of coordinating and organizing the activities of HUBS in partnership with the Local Governance Reform Program at the GIZ and with funding from the German Federal Ministry for Economic Cooperation and Development BMZ.

Public Relations Hub



The public relations hub targets communication and public relations officials in LGUs. The hub's activities are set in cooperation and coordination with the Public Relations Department of the Ministry of Local Government in a way that ensures support for networking, exchange, and communication between LGUs.

The public relations Hub was launched in the presence of 55 representatives from different municipalities who identified priority topics to be exchanged experiences through the platform's activities:

Item:

1. Capacity building: includes protocols, proposal writing, public discourse, social media, digital content, project media review, and event management.
2. Networking: city and town marketing; communication with other Local Government Units; communication with donors and supporting organizations.
3. Communication between Local government units (LGUs) and citizens
4. Internal & External communication strategies
5. Media and Sustainable Development Goals "SDGs"

Engineering and Planning Hub

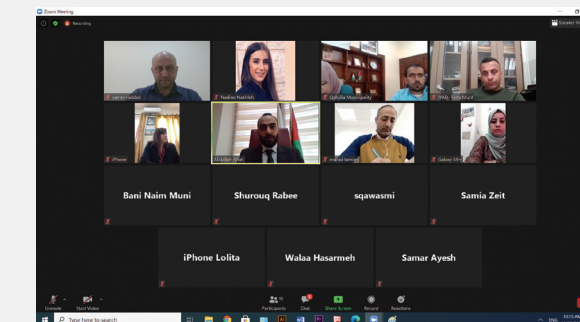
The engineering and planning hub targets engineering and planning departments in LGUs. The hub aims to develop the capabilities of its members and enhance their performance in engineering and planning issues by presenting local experiences and expertise. The hub is already functioning, with the focus on the following topics:



Item:

1. Project management
2. GIS
3. Planning and re-parcellation in so called Areas C
4. Construction Bylaws
5. Sustainable Development Goals "SDGs", Goal 11 - Sustainable Cities

The Engineering and Planning Hub Held a Workshop on "Localizing the Global Goals for Sustainable Development"



Number of participants: 30

Topics:

- Introduction to the global agenda for sustainable development 2030
- The National Framework for SDGs in Palestine: Ohoud Inaya, a representative of the Ministry of Local Government
- Alignment of "SDGs" in city planning.
- The role of APLA in supporting LGUs to adopt the SDGs.
- Presentation of the municipalities' experiences in SDGs localization process: Amal Hodhud, representative of Nablus - Municipality, Samar Al-Tamimi, representative of Jericho Municipality
- SDGs and the local development strategic plan SDIP
- Interactive exercise: Localizing SDGs in the Palestinian City: Challenges and Solutions

Village Council Hub

This hub mainly targets village councils throughout the West Bank in order to support them, develop their capabilities, and enhance their relationship with citizens. A mechanism has been identified to work with these councils based on regions (North, Central, and South) to facilitate access to the largest possible number of participants.

Village Councils Hub - North Region:



Participants in this Hub in Nablus prioritized the following topics:

Item:

1. Improving the financial revenues of village councils
2. Improving relations with citizens
3. Project planing and feasibility study
4. Construction building challenges, and land use
5. solid waste management

Village Councils Hub - Central Region



Based on the launch of the Hub in Ramallah, the participants prioritized the following topics:

Item:

1. Improving the financial revenues of village councils
2. Improving relations with citizens
3. Construction building challenges, and land use
4. Operating in the so-called areas C
5. solid waste management

Village Councils Hub - South Region



Based on the launch of the Hub in Hebron, the participants agreed on the following priority themes:

Item:

1. Improving relations with citizens and community awareness
2. Readable budgets
3. Improving the financial revenues & capacities of the village councils
4. Developing the relationship between the village councils
5. Awareness on APLA and LG policies
6. Operating in the so-called areas C

Financial Management Hub

This Hub targets the financial managers of municipalities and allows them to share experiences and knowledge in order to overcome the challenges they face.

The financial management Hub was launched with the participation of 40 financial managers, and it was agreed to exchange experiences on the following topics:



Item:

1. Identifying new sources of revenues
2. Financial analysis and cost center
3. Budgets: preparing and controlling them, increasing their efficiency, and improve the approval mechanisms
4. Strengthening anti-corruption measures and raising awareness of Local government units (LGUs) on this subject
5. Public Private Partnership and the potential to enhance municipal revenues.

Innovation Hub

The aim of launching this Hub is to share innovative ideas and projects implemented by Local Government Units (LGUs) with the aim of spreading benefit about the experiences of these units in introducing new tools, ways and methods that increase the efficiency of their work. The first topic that was raised in this regard was "Open-Source Geographic Information Systems".

During the launch of the open-source GIS Hub, the participants decided to discuss the following topics:

Item:

1. How to establish a GIS in municipalities
2. GIS for municipal use and applications
3. Managing cadastral data in spatial databases

Gaza Strip Hub

A new Hub was created in the Gaza Strip to work on many topics specialized in specific fields. It was launched with the participation of 25 municipalities, and it was agreed to work within four main axes, and then define technical topics for each axis:

1. Public relations
2. Engineering and planning
3. Financial management
4. Creativity and innovation

Area "C" Resilience Development Initiative (ARD) / 2018-2020

Implemented by:

- Association of Palestinian Local Authorities (APLA)
- The Association of Netherlands Municipalities

Co-financed by:

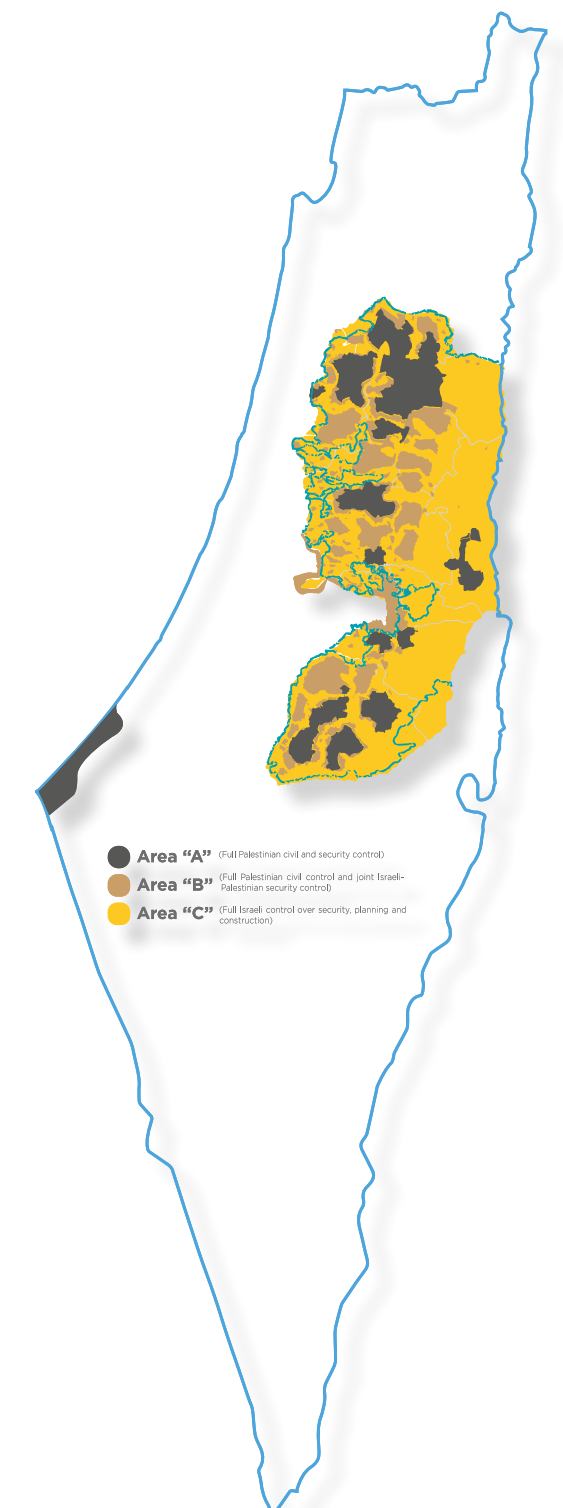
- European Union/European Development Fund Contribution
- The Dutch Ministry of Foreign Affairs
- Belgium Development Agency

Overall Objective:

To enhance the contribution of Palestinian Local Government Units (LGUs) in governance and development processes in the so-called area "C", as a prerequisite for a more equitable, open, and democratic society.

Special objectives:

1. Strengthening APLA's institutional and operational capacities.
2. Empower APLA to play its role in lobbying and advocating on issues relating to the so-called areas "C" on behalf of its member LGUs.
3. Improving the capabilities of the Khallet Al Maiyeh cluster in providing services, promoting local development, and contributing to regional integration.



Target groups:

APLA's project mainly aimed at strengthening and developing its capacity to support and defend Local Government Units (LGUs). It also targets the Khallet al-Maiyeh community, which consists of seven marginalized communities located in the area called "C" northeast of Yatta in Hebron Governorate.

Final beneficiaries:

The final beneficiaries of the project are APLA members, who are all Palestinian Local Government units (LGUs) - 413 local authorities, in addition to the approximately 7,500 citizens living in the seven communities affiliated with the Khallet al-Mayyeh cluster.

Initiative activities during 2020:

- Developing APLA's communication strategy
- Drafting the Governance Manual
- Preparing an APLA plan to work on gender mainstreaming
- Signing an MoU with the Association of Lithuanian Municipalities
- An awareness campaign about the challenges that LGUs encounter in Area C
- 3 flyers
- Campaign about APLA's technical and legal support unit

Activities over the project years:

- Preparing APLA's strategic plan 2019-2022
- Launching ceremony of APLA's strategic plan
- Establishment of a technical and legal support unit for APLA
- Development of APLA's website
- Developing the skills of APLA's officials
- Promote APLA visibility on social media
- Supporting APLA's participation in international events
- Issuing newsletters and awareness campaigns
- Specialized workshop entitled "Promoting territorial Cooperation"
- Workshop "Training for City Managers on the ICMA Code of Ethics"
- Conducting field visits to follow up the work of the partner communities in the "ARD" laboratory.
- Preparing a plan for establishing a technical and legal support unit within APLA

ARD lab:**Six Clusters:**

- The Joint Services Council for Planning and Development – East Bethlehem
- Barta'a.
- Bani Zeid Al-Gharbiya
- Beit Liqia Joint Services Council
- The First Joint Services Council Jorat Amra
- Khalit Al Maiyeh Cluster

These clusters hold periodic meetings in order to exchange experiences; discuss and share knowledge and expertise gained by each cluster since the launch of the work of the ARD Laboratory, with the support of the Local Governance Development and Reform Program at the Belgian Development Agency. APLA plays its role in lobbying and advocacy issues, improving the capacities of the clusters in providing services, promoting local development and contributing to territorial integration.

Policy papers prepared within the ARD Lab:

- A policy paper on the creation of a joint action unit - Barta'a municipality
- A policy paper on the Khallet Al Maiyeh cluster



A Workshop on Complaints and Response Systems

Target:

Evaluating Complaint's procedures, submitting the necessary suggestions and amendments, and develop a unified system of work in the management of complaints in accordance with best practices in line with the public interest.

Partners: GIZ – Local governance reform program

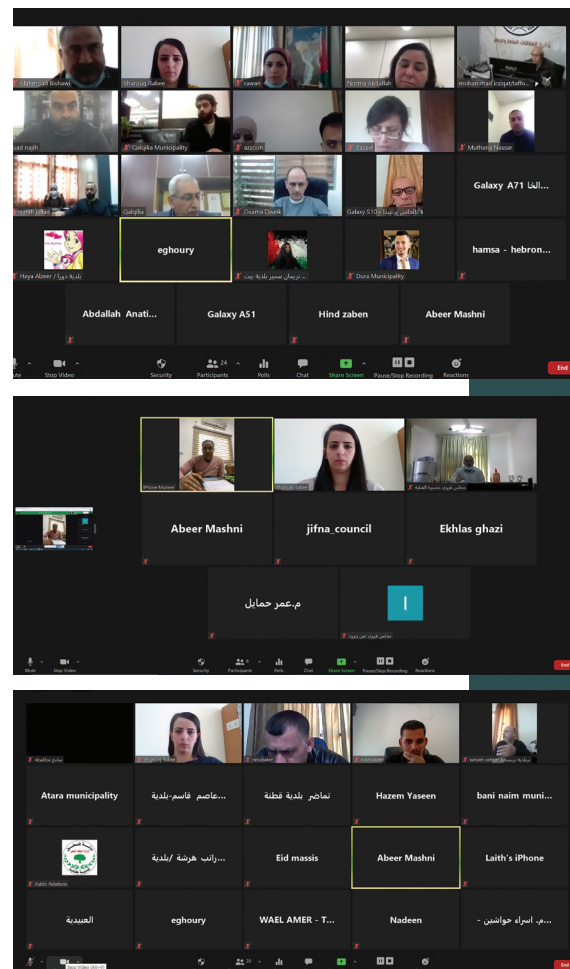
Areas:

- Complaint's system applicable to Local government units (LGUs)
- Complaint response mechanisms in Local government units (LGUs)
- Difficulties faced by Local government units (LGUs) in responding to complaints

Number of participants: 45

Recommendations:

- Establish a clear and detailed complaints procedures system
- Implementation of awareness campaigns and workshops targeting the local community regarding complaints
- Create a complaint indicator
- Establishment of an internal audit department to ensure resolution of complaints issues
- Establishing a liaison and communication committee between Local government units (LGUs) and student parliaments in schools to raise awareness of the environment and their role in society as active members
- Redirect and archive complaints that are not part of their speciality to the right direction
- Develop a framework for working with the private sector, such as electricity companies and schools
- Outline a time frame for responding to complaints.



Translating Publications of the International City Managers Association

APLA launched a project to translate documents and publications of the International City Managers Association - ICMA under the affiliation agreement that grants APLA access to the organization's library, which is one of the largest global libraries because of its references, books and studies related to local government in general, and to city administrations in particular.

APLA hosted Mr. Christopher Gerry, a member of ICMA, in Palestine, as the first practical step of the project. During this visit, field visits were organized to some municipalities in order to understand the reality of Palestinian LGUs. Among the mentioned municipalities were Qalqilya Municipality, Ramallah Municipality, Beit Sahour Municipality, Nablus Municipality, Bethlehem Municipality, and Beit Jala Municipality.

Mr. Gerry's meetings with APLA, LGUs' managers - members of the Palestinian City Managers Network - and the staff of the master's Program in Government and Local Governance at Birzeit University provided an opportunity for him to get a closer look at the reality of LGUs in Palestine. They also helped him to understand the challenges and opportunities of the provision of public services, in order to choose the versions most compatible with the reality of the sector, and thus provide references and translated studies for workers in the sector on the one hand, and for students and academics on the other hand.

Mr. Gerry completed the first draft of the project after his visit to Palestine, and submitted it to APLA - APLA Management and the PCMN - and its partners - the master's Program in Government and Local Governance at Birzeit University. This was to begin

reviewing and aligning it with the Palestinian reality, knowing that APLA's vision for this project aspires to achieve a broader knowledge exchange through publishing translated versions and sharing them with local government institutions and academic institutions in other Arab countries.



Training on LGUS' Partnerships with the Private Sector

Partners:

- United Cities and Local Government Middle East and West Asia – UCLG-MEWA
- UNDP
- Istanbul International Center for the Private Sector in Development
- Kipar Turkish Company

Training topics:

- The Palestinian Local Government Units (LGUs) experience in partnership with the private sector
- The most prominent challenges facing LGUs around the world in urban development and the localization of SDGs.
- How to address the challenges of managing cities in an inclusive manner
- Involving the private sector in comprehensive urbanization
- Establishing municipal partnerships
- Investment effect
- Risk management

Training duration: two days

Number of participants: 11



The Role of LGUs in Social and Economic Development

Partners: Felcos of Italy

Program themes:

- **The roles of Local government units (LGUs) in supporting and promoting the honey production sector**

Number of participants: 19

Mayor of Faqoua Village Council/ Barakat Al-Omari gave a presentation on the role of the village council in supporting and developing the beekeeping sector, its continuity, and the quality of honey

- **The roles of local government units (LGUs) in supporting the olive oil production sector and the role of APLA in providing support**

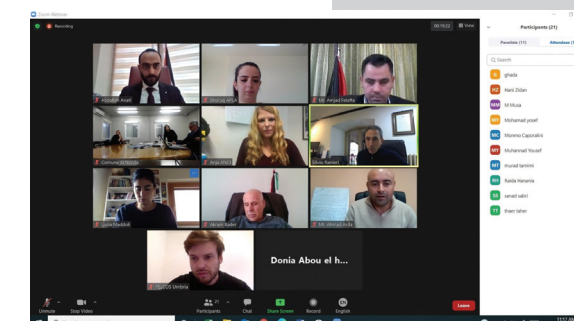
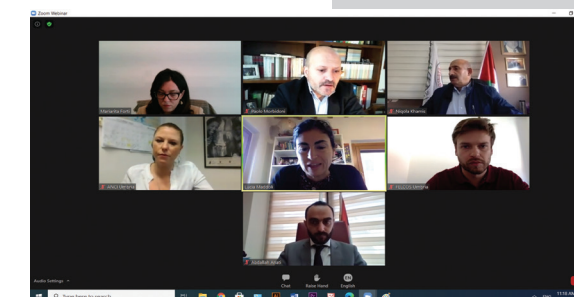
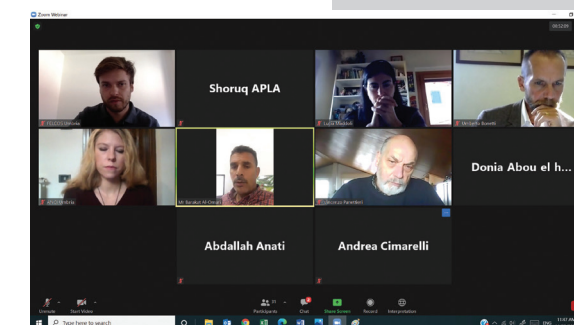
Number of participants: 13

Mayor of Beit Jala / Nicola Khamis: He reviewed the activities and initiatives launched by the municipality in order to develop olive oil production and to promote Beit Jala and its connection with the production sector

- **Supporting local products as a mean to develop, protect and revitalize land**

Number of participants: 16

Mayor of Arraba / Ahmed Arda: The municipality's projects support local economic and social development and create job opportunities in the agricultural sector



Mayor of Ya`bad/ Amjad Atatreh: Municipality activities in support of farmers

Deputy Mayor of Battir / Akram Badr: Protecting the Lands, Battir's Green Uprising

Training on City Diplomacy and Local Governance



Partners:

- United Cities and Local Government Middle East and West Asia – UCLG-MEWA
- Turkish Union of Municipalities (TBB)

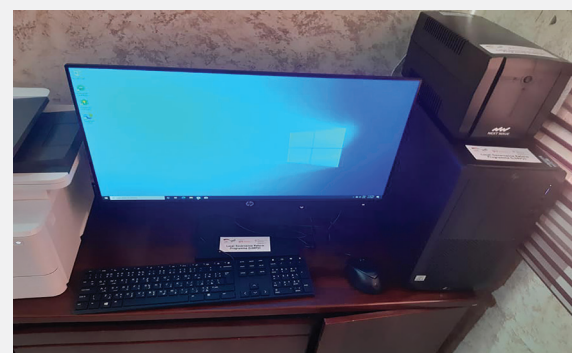
Number of participants: 21

Topics:

- Introduction to city diplomacy
- A guide to diplomatic protocol
- SDGs as leverage to enhance city diplomacy and decentralized cooperation
- Good governance at the local level
- Improving good governance

Announcing Grants and Development Programs - In Coordination with Partner Institutions

The Project: Improving Capacities and the Participation of Marginalized Groups in Village Councils



Funded by:

- The Swiss Development Agency
- The Federal Ministry for Economic Cooperation and Development of the United Republic of Germany

Implementation:

The Local Governance Reform Program of GIZ in cooperation with APLA

Selection Committee:

- Association of Palestinian Local Authorities (APLA)
- Ministry of Local Government
- Swiss development agency
- Giz - Local Governance Reform Program

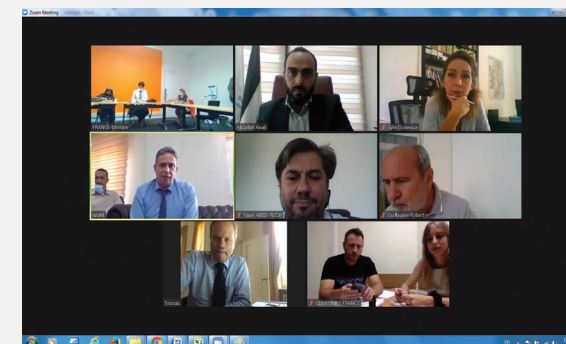
Number of applicant Local government units (LGUs): 66

- Number of selected LGUs: 58

Support areas:

1. Activities to identify the priorities of marginalized groups in the village council's development strategic plan
2. Community accountability activities to improve dialogue mechanisms between the village council and its citizens
3. Activities to improve the financial capacity of the village council
4. Physical planning activities
5. Activities of providing tools and equipments (computers, printers...)

French Palestinian Decentralized Cooperation Projects



Palestinian LGUs, with twinning agreements or partnerships with French LGUs, apply the French Palestinian decentralized cooperation projects with the objective of enhancing experiences in all areas, promoting cooperation and twinning among them.

These projects are funded by:

The Palestinian municipality, the French municipality, the French Ministry of Foreign Affairs and the Ministry of Local Government in Palestine.

Solar Power Plant Construction Project

APLA, in partnership with the United Nations Development Program (UNDP), conducted a questionnaire distributed to LGUs to assess the capabilities available, study the needs for implementing projects "construction of solar power plants", and analyze Information and nomination of LGUs to benefit from related projects and the establishment of partnerships with the private sector and other partners. This helped collecting information about (the availability of land for the implementation of solar plant projects, its distance from the existing electrical network, the status of the existing electricity network, the ability to accommodate the expected production of solar energy, and others).

Number of Local government units (LGUs) that received the questionnaire: 114

Number of Local government units (LGUs) that filled out the questionnaire: 89

Number of Local government units (LGUs) selected in the pilot stage: 3

Number of Local government units (LGUs) to be targeted: 20



Representing Local Government Units

Representing Local Government Units

APLA represents LGUs, their interests and achievements at the local and international levels. It does so by establishing links and strengthening partnerships with ministries, civil society institutions and partner institutions. APLA signs memoranda of understanding dealing with establishing cooperation, exchanging knowledge with them and opening opportunities for Local government units (LGUs) to learn about the expertise and experience of their counterparts locally and internationally. This, in addition to engaging in partnership and twinning relations, finding new channels for Palestinian LGUs to obtain financing for joint projects with their international partners, and participating in local and international events, conferences and forums.

At the Local Level



APLA and the Teacher Creativity Center Agrees to Develop a Strategic Framework Between Them



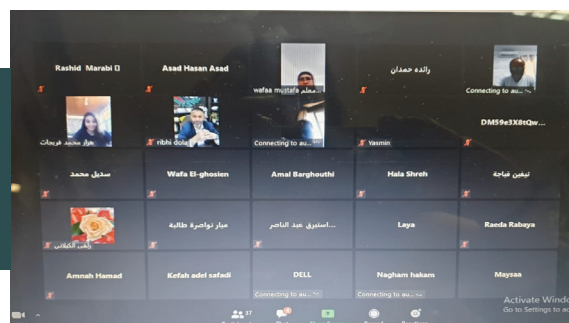
The Teacher Creativity Center Honoring APLA

Dialogue Session: The role of Local Government Units (LGUs) in the emergency phase

Organized by: Teacher Creativity Center

With the participation of: Member of the APLA Executive Committee, Mayor of Beitunia Mr. Ribhi Doleh

In the presence of 65 representatives of teachers and students of integrity clubs, civil society representatives



Dialogue Session: Local government units (LGUs) and their role in back-to-school scenarios



Organized by: The Teacher Creativity Center

With the participation of:

- APLA President, Mayor of Ramallah, Eng. Musa Hadid
- Mayor of Beit Liqia Eng. Areej Assi
- Mayor of Faqo'ua Village Council Mr. Barakat Al-Omari

In the presence of: students, teachers, representatives of community organizations and parents / live broadcast on Saba FM, Nisa FM and 24 FM radio stations.

Dialogue Session: "The social effects of the Corona pandemic in the West Bank and forms of necessary social protection to confront it"

Organized by: MAS Institute

With the participation of:

- APLA Executive Director Eng. Abdallah Anati
- APLA Policy Coordinator Walaa Hassarmeh

Representatives from the governmental, local and private sectors and institutions participated in this session as part of a project to prepare a study on "The Economic and Social Effects and Repercussions of the COVID-19 Pandemic on Palestine."

Dialogue Session: "The importance of responsive and comprehensive governance in the face of the Corona pandemic or any other similar crises"

Organized by: MAS Institute

With the participation of:

- APLA Executive Director Eng. Abdallah Anati
- APLA Policy Coordinator Walaa Hassarmeh

Representatives from the governmental, local and private sectors and institutions participated in this session as part of a project to prepare a study on "The Economic and Social Effects and Repercussions of the COVID-19 Pandemic on Palestine."

A session to discuss the study of "Government Expenditure on E-Learning"

Organized by: The Palestinian Initiative for the Promotion of Global Dialogue and Democracy – MIFTAH

With the participation of: APLA Policy Coordinator Walaa Hassarmeh

In order to discuss the outcomes of the study, which aims to measure government spending on e-learning policies during the "Corona" crisis.

A discussion session on a draft study on "Governance, Integrity, Transparency and Accountability in the Work of Associations and Unions in Palestine"

Organized by: the Coalition for Accountability and Integrity (AMAN)

With the participation of: APLA Executive Director Eng. Abdallah Anati

At the International Level

APLA Signs an Agreement of Affiliation with its Lithuanian Counterpart (ALAL)

APLA has signed a cooperation agreement with its Lithuanian counterpart, with the aim of strengthening cooperation between the two associations. The agreement seeks to strengthen partnerships between Palestinian Local Government units (LGUs) and their Lithuanian counterparts in the fields of economy, culture, education, sports, development cooperation, improvement of public administration, environmental protection, climate change, urban development, Energy, regulating community services, regulating local transportation and all topics of common interest between the two countries.

A workshop to discuss a draft manual for emergency committees' work procedures

Organized by: Coalition for Accountability and Integrity (AMAN)

With the participation of:

- Member of the Executive Committee, Mayor of Beitunia Mr. Ribhi Doleh
- Mayor of Beit Liqia Eng. Areej Asi
- APLA Executive Director Eng. Abdallah Anati



A meeting between APLA and its Turkish counterpart about Local Government Units (LGUs) situations after "Covid-19"



Organized by: Turkish Union of Municipalities TBB

With the participation of:

- APLA President Eng. Musa Hadid
- President of the Turkish Union of Municipalities (TBB) Fatma Sahin
- APLA Executive Director Eng. Abdallah Anati

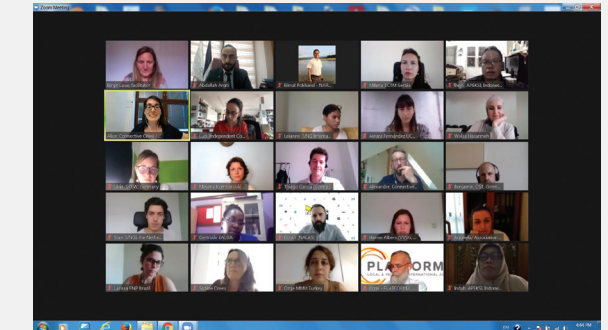
Workshop "Empowering Local Communities for a Comprehensive Recovery from the Coronavirus"

Organized by: United Cities and Local Governments Middle East and West Asia Section (UCLG-MEWA)

With the participation of:

- APLA Executive Director Eng. Abdallah Anati
- APLA Policy Coordinator Walaa Hassarmeh

Conference "Local government units (LGUs) and their roles in localizing the Sustainable Development Goals "SDG's""



Organized by: Municipal Services Agency in One World SKEW/Engagement Global

With the participation of:

- APLA Executive Director Eng. Abdallah Anati
- APLA Policy Coordinator Walaa Hassarmeh

Outputs: Practical frameworks have been developed for the associations to use in their projects

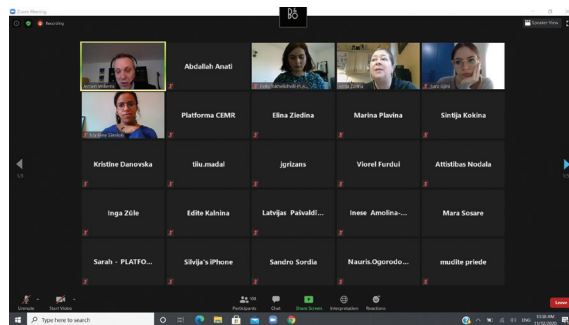
Protecting human rights in a post-coronavirus context



Organized by: The European Hub for Local and Regional Authorities' Development PLATFORMA

With participation: APLA's Executive Director Eng. Abdallah Anati

The second European Union-Eastern Partnership Local Leaders' Forum "Solidarity and Cooperation: How to be stronger together in the coming years"



Organized by: European Union

With the participation of: APLA Executive Director Eng. Abdallah Anati

Annual Conference of the International City Managers Association ICMA

Organized by: ICMA

With the participation of:

- APLA Executive Director Eng. Abdallah Anati
- Municipal Managers in Palestine - Members of International City Managers Association

Conference: "Middle East and North Africa Cities' Response to the Corona Pandemic: Current Challenges and Preparation for the Future"

Organized by: UN HABITAT and UCLG-MEWA

With the participation of APLA Executive Director, Eng. Abdallah Anati

A Conference: "The Post-Covid 19 Era: Building the Future of Cities"

Organized by: UCLG-MEWA

With participation of APLA Executive Director Eng. Abdallah Anati

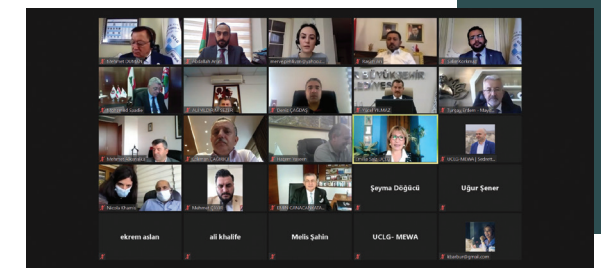
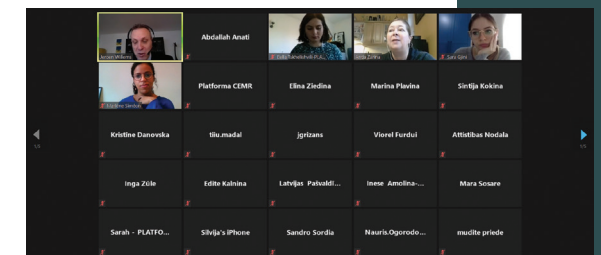
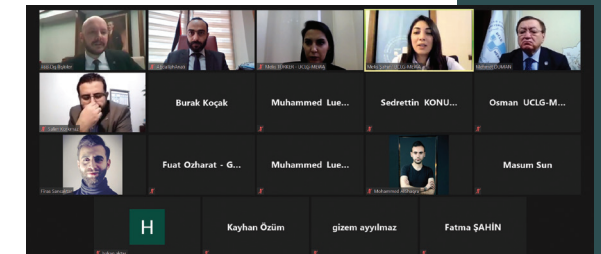
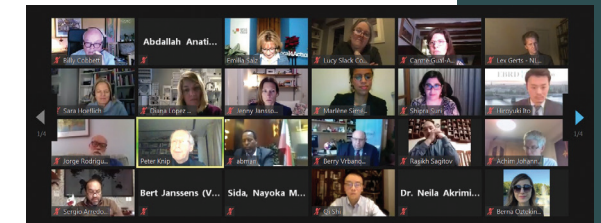
United Cities and Local Governments (UCLG)

The Association of Palestinian Local Authorities (APLA), through its active membership in the United Cities and Local Governments Organization (UCLG), seeks to open horizons for Palestinian LGUs to participate in global initiatives, strengthen international partnerships, form twins, and establish direct lines between Palestinian local authorities and their counterparts from countries around the world. APLA also maintains a continuous presence at the UCLG-MEWA section meetings and conferences in order to represent Palestinian LGUs and expand the member base of Palestinian LGUs in this organization.

- President of APLA Eng. Musa Hadid is a member of the World Policy Council "Opportunities for All, Culture, and City Diplomacy: Key to Sustainable Development"
- APLA is a member of World Council and the Executive Bureau of UCLG
- 8 Palestinian members of the UCLG World Council:
- APLA, Asira Ash Shamaliah Municipality, Bani Naim Municipality, Hebron Municipality, Ramallah Municipality, Nablus Municipality, Beit Sahour Municipality, Taffouh Municipality
- APLA Co-President of UCLG-MEWA
- APLA is a co-president of the policy council on Development Cooperation and City Diplomacy

APLA President Eng. Musa Hadid attended the meeting of the Executive Bureau of UCLG-MEWA. The meeting was held via Zoom, in the presence of APLA Executive Director, Eng. Abdallah

Anati in his capacity as co-chair of the organization, where the meeting included a review of management reports and reports of activities and programs.



Localizing the SDGs

APLA is guided by the 2030 Global Agenda for Sustainable Development in all its plans and programs, out of the belief that the localizing these goals is critical to ensuring prosperity and achieving development at the long run, by ensuring the adoption of responsive and inclusive policies.

The role of APLA revolves around localizing the implementation of Sustainable Development Goals "SDGs" by ensuring the active participation of Local government units (LGUs). Taking into consideration APLA's vision that the role of Local Government Units (LGUs) in achieving the 2030 Agenda far exceeds Goal 11 "Make cities and human settlements inclusive, safe, resilient and sustainable".

APLA has prepared a draft project proposal to localize the SDGs, to ensure their achievement in accordance with a clear methodology, a stimulating environment, and a full definition of roles and responsibilities, which was done by defining goals and objectives until defining means of implementation and using indicators to measure and monitor progress.

Strategic Objectives for the Localization of Sustainable Development Goals "SDGs":

Strategic Objective One: Strengthening the capacities of local government units in implementing SDGs at local levels

Second Strategic Objective: Raising Local Government Units' awareness of SDGs and harmonizing them in planning and implementation processes, at the local level

Third Strategic Objective: Improving the legal and political framework to enhance the roles of Local government units (LGUs) in adopting Sustainable Development Goals "SDGs"

APLA looks forward to placing the SDGs at the heart of local development, by strengthening local ownership of these goals. This can consequently result in enhancing the role of Local government units (LGUs) in their implementation and realization, in addition to strengthening their role in policymaking and making their interventions and presence as an essential part in achieving development, by advocating to multi-level governance and provide possibilities to work in an integrated manner across sectors and with different stakeholders.

Major Activities and Initiatives:

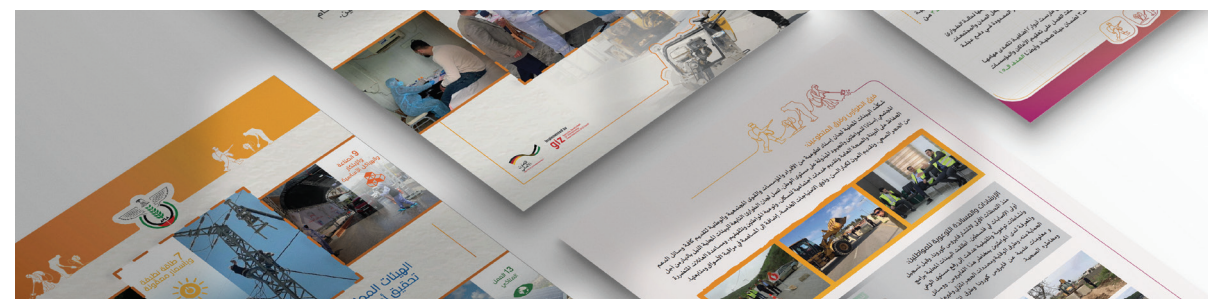
• Integrating SDGs with the SDIPs

A technical committee was formed consisting of APLA, the Ministry of Local Government, the Palestinian Central Bureau of Statistics, and the local government sector reform program and GIZ

• Roadmap Booklet: Localizing Sustainable Development Goals "SDGs"



• Media content: LGUs confronting Corona and contribute to achieving the 2030 Agenda for Sustainable Development



• Participation in conferences and forums on sustainable development

• APLA's membership in the National Team for Sustainable Development Goals "SDGs" 11

• Capacity building for the Local government units' employees:

- » Engineering Hub: Workshop on Localizing Sustainable Development Goals "SDGs"
- » Training on local government units (LGUs) partnerships with the private sector
- » A series of workshops on economic and social development

• Developing the capacities of APLA's employees:

- » Training on the localization of Sustainable Development Goals "SDGs" 2030, organized by UCLG
- » Training on local economic development " Post Covid -9 economic recovery"
- » Local government units (LGUs) and their role in localizing the 2030 Sustainable Development Goals "SDGs"



Project for the Promotion and Mainstreaming of a Gender Perspective, Locally



Within the framework of LGUs' commitment to draft their policies in a manner that is responsive to the different needs and in a way that ensures empowerment of both men and women, APLA has developed its vision for the promotion and mainstreaming of a gender perspective at the local level. It has prepared an action plan that seeks to promote enabling conditions that provide more opportunities for women to access decision-making positions at the local level, on an equal basis with men.

This action plan outlines the most important interventions that APLA will implement regarding

gender issues in line with the strategic objectives included in the APLA Strategic Plan 2019-2022.

The first strategic objective:

Strengthening APLA's institutional and operational capacities in gender:

1. Collecting, classifying and analyzing data from gender perspective.
2. Linking gender strategic priorities with APLA's objectives of the next strategic plan 2023-2026.
3. Preparing the APLA's financial budget in a manner that is gender sensitive.

The second strategic objective:

Upgrading the capabilities of Local Government Units (LGUs) to provide better services to citizens:

1. Drafting strategic plans, projects and budgets for local authorities in a way that responds to gender requirements.
2. Providing services at the local level, in a way that respond to gender requirements.
3. Raising the community participation of both genders in the activities held by Local government units (LGUs).

4. Raising the awareness of citizens of both genders about the importance of participating in local elections.
5. Form a gender hub of representatives of Local government units (LGUs).
6. Enhancing the capacities of the gender hub representatives and their participation through projects, activities and budgets drafted in response to gender requirements.
7. Enhancing the knowledge of municipalities and village councils on the fifth SDG.

The third strategic objective:

Lobbying, advocating and defending the interests and needs of Local Government Units (LGUs) at the local and international levels:

1. Raising awareness of the importance of the women's quota and raising its percentage in local elections.
2. Empowering the capacities of elected women to lead Local government units (LGUs) to ensure their effectiveness in municipal work.
3. Enhancing local political leaders' knowledge of the importance of legal and legislative amendments that ensure gender responsiveness.
4. Exchange of expertise and experience locally and internationally on the localization of the fifth goal of the Sustainable Development Goals "SDGs".
5. Partnerships with academic institutions to conduct policy research on gender.
6. Review and develop bylaws and procedures for gender promotion in Local government units (LGUs).



Lobbying and Advocacy

Lobbying and Advocacy

Local government units (LGUs) are keen to put local priorities at the forefront of national plans and strategies, enhance the role of Local Government Units in policy-making, and enhance the powers granted to them, by providing a voice for Local Government Units in national dialogues and ensure that they are present in all relevant events, meetings and committees.

APLA's membership in the specialized committees in the local sector:

- The National Committee of Sustainable Development Goals "SDGs"
- National Team of "SDG 11"
- Committee for preparing the strategic framework for the transformation into electronic municipalities for (2019-2023)
- The National Team for Local Economic Development
- The Technical Committee for the Evaluation of Entrepreneur Projects in the Field of Local Economic Development
- Local Government Sector Working Group (LGSWG)
- Technical committees of LGSWG
- The national team to prepare the policy of reviving heritage places
- Committees for amending regulations and laws
- Committee for the implementation of the partnership plan between municipalities and the private sector
- The National Team for Institutionalizing Voluntary Work

APLA's role in enabling Local Government Units (LGUs) to continue performing their tasks in all circumstances is an urgent necessity. This is especially in light of the exceptional circumstances that have arisen because of the "Corona" virus and its repercussions, as Local Government Units (LGUs) are in the forefront of service providers that have assumed responsibility for securing and protecting citizens' humanitarian and living needs in light of the effects of the "Corona" virus.

At a time when the government worked to find some solutions for the various sectors, the Local Government Units (LGUs) remained in a crisis resulting from the massive decline or even complete cut in their revenues. The resources of the LGUs are limited, and the specificity of them, as they are neither government institutions nor private sector institutions, made them unable to take advantage of these solutions offered by the government.

Last year, APLA's demands escalated to expand and enhance the powers of Local Government Units (LGUs). This included the effort exerted to put pressure on the relevant authorities to empower Local Government Units (LGUs) to provide services to citizens throughout the State of Palestine. This, in addition to developing the necessary environment for integration between Local government units (LGUs) in neighboring regions, providing the necessary budgets for Local Government Units to provide services on behalf of the central government, providing support and backing by security services, especially the police, to enforce laws, and strengthening national partnership with the government and its institutions.

Advocacy Processes:

Increasing Burdens and a Financial Crisis Afflicting Local Government Units (LGUS)

- During APLA's Executive Committee meeting with the Minister of Local Government: APLA demanded the speedy transfer of the dues of Local Government Units (LGUs) from the government
- Shtayyeh announces the payment of part of the dues to LGUs on monthly basis
- Local government units (LGUs) warn of the danger of having to reduce municipal and village councils' services.
- Local government units (LGUs) demand quick solutions to address the consequences of the Corona crisis
- Deputy Minister of the Ministry of Local Government Dr. Tawfiq Al-Budairi: We started designing a program to empower Local government units (LGUs) by supporting the operating expenses of local authorities, and projects under the title "Labour Intensity".
- During the meeting with the Prime Minister: it was agreed to form a joint committee to settle and treat debts and receivables.

Strengthening National Partnership with the Government and its Institution

APLA's Meeting with the Council of Ministers

- Demanding the amendment of the Local Government Units (LGUs) Law, the municipal Courts Law, and the construction and Building Laws to ensure that Local government units (LGUs) are given greater ability to implement regulations and laws and protect the LGUS with their mayors, members and executive staff from any attempts to break or abuse laws.



APLA's Meeting with the Higher Judicial Council

- President of the Higher Judicial Council: We are considering the return of the municipality courts to the municipalities.
- Agreeing to prepare a letter of APLA's demands and problems facing Local government units with regard to municipal courts to be submit it to the Higher Judicial Council
- Demanding the amendment of the Decree Law No. 32 of 2018, and its amendments by Decree-Law No. 20 of 2019, regarding Municipal Courts.

**APLA's Meeting with the Ministry of Telecommunications and Information Technology**

- Minister of Telecommunications, Dr. Ishaq Sider "Unifying efforts among all sectors accelerates development and progress"
- APLA reviews the most prominent issues related to the rights and roles of Local government units (LGUs) related to the ICT sector
- APLA: Regulating the relationship between LGUs and the telecommunications sector will contribute to preserving the rights of Local government units especially since they possess the infrastructure that enables them to establish partnerships with the private sector to invest their assets and properties.

**Laws and Regulations**

APLA dedicate its efforts and allocate its resources to ensure work on the revision of regulations, laws and public policies, by developing a systematic mechanism to provide feedback on policies and legislation related to the work of Local Government Units.

- Draft Bylaw on Joint Services Councils Staff
- Education tax Bylaw.
- Animal and bird farms bylaw
- Chart of accounts, its manuals, and budgeting gateway.
- Telecommunications draft law
- Profession licenses tax
- Regulation on Local government units' HR bylaw.
- Instructions on the basis and criteria for valuing real estate for the purposes of building tax.
- Water and wastewater tariff bylaw
- Electric Vehicle Charging Stations Licensing draft bylaw
- Ammendment of buildings and constructions bylaw.

Position Papers

- Developing a position paper on "Discrimination and inequality in the Palestinian context".
- Developing a position paper on "sustainable development in light of a fragile Palestinian reality"
- Developing a position paper on "The Role of Local Government Units (LGUs) in Localizing Sustainable Development Goals "SDGs".

Methodology Papers

- Developing a paper explaining APLA's vision in working on gender mainstreaming.
- Participating in building a perception about APLA's vision in local economic development.
- Preparing a proposal about APLA's vision for localizing SDGs.
- Drafting a paper on public-private partnerships.

Governance Report



Governance Report

Governance Guideline

The Association of Palestinian Local Authorities (APLA) has prepared the Governance Guide for its members as a basis for achieving the best standards of good governance. This was to enhance the confidence of APLA members in their association, as this guide is a support tool for the APLA president and members of its executive and administrative committees, and the executive management to carry out their duty in a systematic organized manner on sound professional and administrative bases. In accordance with the spirit of the law regulating the work of APLA and its internal bylaws.

The guide regulates the work of the various regulatory bodies within APLA; the general Assembly, administrative and executive committees, and other committees emanating from the Executive Committee and the executive APLA management. It is a tool for introducing APLA's members and guiding them with information related to APLA, its tasks, responsibilities, structure and operations, as well as a means to contribute to achieving good governance and effective APLA management.

Principles of Good Governance in APLA:

- 1. Fairness:** Requires equal treatment of all parties involved with APLA by the Executive Committee and Executive Management.
- 2. Transparency:** Requires timely, accurate, clear, and comparable information to share with relevant parties and stakeholders.
- 3. Accountability:** Requires APLA's strategic guidance, the effective oversight of the Executive Committee on the executive management and accountability of the Executive Committee before the General Assembly (GA). In addition, accountability means legitimate and effective use of resources in a manner consistent with APLA's mission, vision, strategy, and agreements with donors to achieve targeted results.
- 4. Responsibility:** Associated with APLA's compliance with the laws and regulations of the State of Palestine aimed at protecting shared societal values. APLA's Governance Principles emphasize that laws represent only a minimum level of compliance, and that true responsible behavior can be achieved only through the voluntarily exceeding standards set forth in the laws.

Achieving Good Governance:

APLA adopts a clear policy and sets all provisions regulating its work to ensure that APLA is not used in business relationships, avoiding conflicts of interest, maintaining confidentiality of information, and providing accurate and reliable information to the media. This, in addition to dealing fairly with all parties, not affecting the behavior of auditors, adhering to the regulatory foundations of policies Accept donations and support, and achieve accountability and transparency.

APLA's Committees:

The General Assembly (GA)

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

The Administrative Committees

47-member governing body that oversees APLA:

1. Permanent members numbering 17, representing the municipalities existing in the centers of the Palestinian governorates.
2. The General Assembly (GA) elects the 30 non-permanent members for a period of two years, by each in their area.

The Executive Committee

An executive body of 25 members manages APLA:

- 17 members representing the governorates' centers municipalities.
- Two members from the southern governorates
- 6 members from the northern governorates (2 Central, 2 North, 2 South)
- Management positions within the Executive Committee: APLA President, Vice President, Secretary, Treasurer

Summary of the Decisions of the Executive and Administrative Committees:

- Discussing and approving periodic financial reports and the reports of the external auditor
- Discussing the plans of programs, projects, activities and their budgets
- Preparing and developing policies and position papers related to various issues
- Discussing the recommendations and decisions of the Finance Committee, the Policy Committee and other committees
- Reviewing and developing draft agreements and MoUs with various local and international institutions
- Discussing and adopting lobbying and advocacy mechanisms and programs to defend the rights of LGUs.
- Approving APLA's budgets
- Taking decisions regarding APLA's position on draft regulations and laws
- Submitting recommendations and observations of draft regulations and laws to the concerned government agencies
- Discussing and approving the reports of the executive management of the association
- Supervise financial issues and bids
- Approval of the APLA's human resources manual.
- Approval of APLA's Financial and Accounting Procedures manual.
- Approving the external auditors' reports and the financial statements of the association
- Review the official participation of APLA members and representatives in local and international committees and conferences
- Issuance of position papers and statements of events related to the work of Local government units (LGUs)
- Discussing the position paper on the impact of Corona on Local government units (LGUs) and approving the most prominent priorities
- Discussing a mechanism to address the financial crisis facing Local government units (LGUs)
- Formation of committees to follow up on priority issues

APLA Committees

APLA shall form permanent or temporary committees to deal with various subjects and issues, which it deems appropriate to refer to committees to undertake, upon decision of the Executive Committee.

Finance Committee:

The Finance Committee is responsible for following up on all issues, financial matters, procurement, and budgets related to the work of the Association

- Eng. Muhammad Yaqoub - Treasurer at APLA and Mayor of Tulkarm
- Dr. Hashem Al-Masry - Mayor of Qalqilya
- Mr. Salem Ghrouf - Mayor of Jericho
- Mr. Rebhi Dowla - Mayor of Beitunia
- Eng. Abdallah Anati - APLA's Executive Director

Policy Committee:

The Policy Committee studies and reviews the regulations and laws related to the local government sector and the observations received from Local government units in this regard.

- Eng. Musa Hadid - President of APLA and Mayor of Ramallah
- Mr. Taysir Abu Sneina - Vice President of APLA and Mayor of Hebron
- Lawyer Anton Salman - Secretary of

APLA and Mayor of Bethlehem

- Dr. Hashem Al-Masry - Mayor of Qalqilya
- Dr. Numan Amro - Representative of the Dura Municipality
- Mr. Naji Radaideh - Mayor of Al-Obaidiya
- Eng. Abdallah Anati - APLA's Executive Director

Local Relations Committee:

This committee is in charge of organizing visits to the various governorates and holding meetings with Local Government Units (LGUs) in the various governorates, with the aim of maintaining continuous communication and follow-up to the needs of Local Government Units (LGUs).

- Eng. Musa Hadid - President of APLA and Mayor of Ramallah
- Dr. Hashem Al-Masry - Mayor of Qalqilya
- Dr. Noaman Amro - Representative of Dura municipality of
- Mr. Hijazi Mereb - Mayor of Halhul
- Eng. Hazem Yassin - Mayor of Asira Al-Shamaliyah
- Eng. Abdallah Anati, APLA's Executive Director



Executive Office

Executive Office:

The Executive Office manages APLA’s daily operation under the supervision and management of APLA’s Executive Director, who in turn prepares detailed monthly reports on APLA’s work and activities for the Executive Committee to discuss and take the necessary decisions in its periodic meetings.

APLA’s Executive Office continues to work within the roadmap set in the 2019-2022 strategic plan. According to the plan, the first strategic objective and its interventions aim to strengthen the institutional and operational capabilities of APLA to raise the level of services it provides to its members.

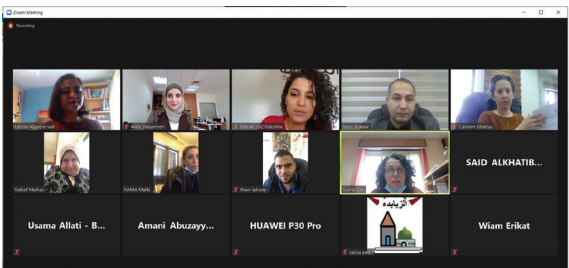
Accomplishing APLA’s Institutionalization:

- Issuing the auditor’s report for the year 2019
- Preparing and approving the financial and the procurement manual
- Preparing financial forms
- Conducting an APLA evaluation and assessment in cooperation with Al-Wafa Company for Financial Consultancy and Accounting Services
- Preparing the Human Resources manual
- Preparing forms for all administrative affairs governing human resources
- Preparing a code of conduct
- Preparing the Governance guide
- Drafting APLA’s communication strategy

Capacity Development of APLA’s Employees

APLA believes that professional development is a continuous process and pursues a policy based on building and enhancing the capabilities of its employees and developing their knowledge, skills and productivity. The process of developing the required qualifications and skills is the responsibility of the employee as much as it is the responsibility of APLA. Therefore, APLA, through its partners, seeks to provide activities, programs and training courses for its employees as needed and according to the specialization.

A Training Program on Integrating Gender Issues in the Work of Local and Municipal Councils in Palestine



With the participation of APLA Policy Coordinator Walaa Hassarmeh

Training topics:

- Understanding the concept of gender and related concepts of justice, equity, equal opportunities, and a decent work environment
- Recognizing the impact of culture and social upbringing in determining gender roles
- Presenting achievements, challenges and ways to address challenges in order to mainstream and include gender issues in the work of the municipality towards becoming more responsive to gender issues in their work

Training Program on Designing and Planning Sustainable and Income-Generating Projects and Activities in Municipalities

Participation of: Policy Coordinator Walaa Hassarmeh

Training topics:

Examining the municipality’s capabilities in designing and managing income-generating projects

- Understanding the conceptual framework of income-generating projects
- Generating ideas for income-generating projects
- Developing an action plan for the development of an income-generating project
- Development and discussion of an income-generating project
- Identifying the elements of an income-generating project
- Developing an income generating project form

Training on LGUs' Partnerships with the Private Sector



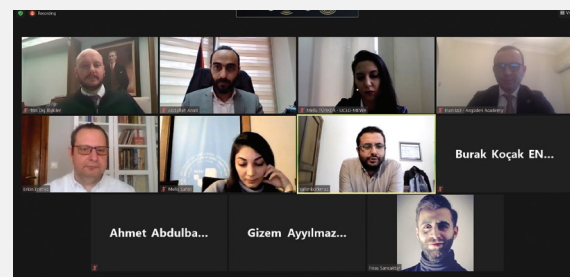
With the participation of:

- APLA Executive Director Eng. Abdallah Anati
- Policy Coordinator Walaa Hassarmeh

Training topics:

- The Palestinian Local Government Units (LGUs) experience in partnership with the private sector
- The most prominent challenges facing LGUs around the world in urban expansion and SDGs localization
- Addressing the challenges of managing cities in an inclusive manner
- Involving the private sector in comprehensive urbanization
- Establishing municipal partnerships
- Investment effects
- Risk management

Training on City Diplomacy and Local Governance



With the participation of:

- APLA Executive Director Eng. Abdallah Anati
- Nadine Nakhleh, Media and Public Relations Coordinator

Training topics:

- Introduction to city diplomacy
- A guide to diplomatic protocol
- SDGs as leverage to enhancing city diplomacy and decentralized cooperation
- Good governance at the local level
- Improving good governance

Training in Local Economic Development "Post Covid-19 Economic Recovery"

With participation:

- APLA's Executive Director Mr. Abdallah Anati

Training topics:

- Partnership for innovation
- Innovation in the economy
- Innovation for local transformation

Training on Heritage Management and Promotion in Lyon, France



With participation of: Media and Public Relations Coordinator Nadine Nakhleh

Training topics:

- Gain field knowledge about the diversity of heritage preservation and promotion practices
- Interview with French organizations and local authorities working in the field of heritage
- Creating networks and exchange experiences on common topics
- Gain an understanding of the link between social cohesion, heritage preservation, and strengthening capacities related to public heritage management

Training on the Localization of Sustainable Development Goals "SDGs" 2030, Organized by UCLG



With participation: Media and Public Relations Coordinator Nadine Nakhleh

Training topics:

- The difference between the Millennium Development Goals and the Sustainable Development Goals "SDGs" 2030
- Defining the SDGs' localization plan.
- The role of Local government units (LGUs) in achieving sustainable development at the local level: the roadmap
- Integrating SDGs into the planning and implementation process
- Evaluation and documentation

Training on Cultural Heritage – Endangered Heritage: The Old City of Hebron as a Case Study



With participation: Media and Public Relations Coordinator Nadine Nakhleh

Training topics:

- Terminology of heritage preservation
- The world heritage and a simple overview of the history of the formation and crystallization of the idea
- UNESCO's Framework for Action for the Protection of World Heritage
- Responsibilities of Member States, the World Heritage Committee and relevant institutions in the process of conservation, registration and control of sites
- The dangers facing the architectural heritage in Palestine
- Roles of public and Local Government Units and the local community to protect cultural property and remove danger from it

Training on Communication Skills Using Digital Communication Platforms - Organized by GIZ



With participation: Media and Public Relations Coordinator Nadine Nakhleh

Training topics:

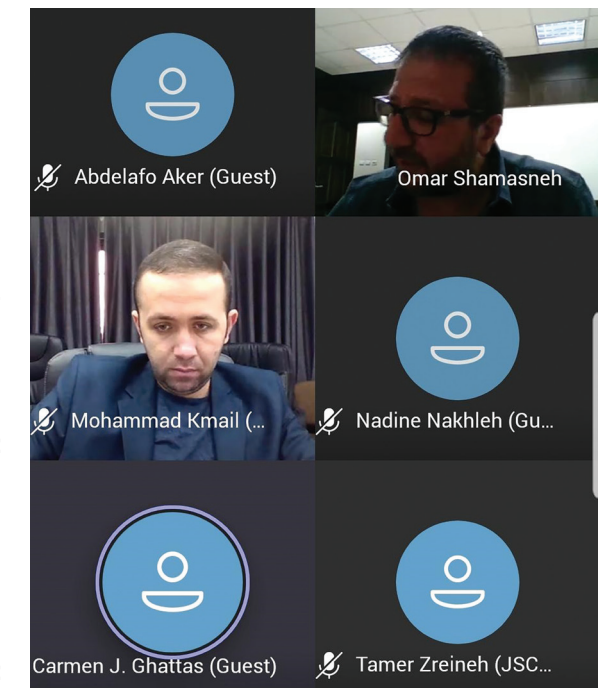
- The concept of media campaigns and the objectives of their use
- Platforms that can be used to disseminate campaigns as widely as possible
- Developing campaign implementation plans
- Steps to prepare content and manage communication with international partners

Training on International Partnership Strategies, Strategic Development Planning, City-Municipality Promotion -Organized by GIZ

With participation: Media and Public Relations Coordinator Nadine Nakhleh

Training topics:

- Introduction to international partnership strategies, strategic development planning and city promotion
- Basics of international partnership strategies and the requirements of managing the international partnership of municipalities
- Considerations for evaluating the concept of international partnership for a project and model memorandum of understanding
- Feasibility study requirements
- Contract management, international communication strategies framework and strategic development planning
- City promotion





الاتحاد الفلسطيني للهيئات المحلية
Association of Palestinian Local Authorities

This Annual Report has been designed and printed with the support of GIZ- Local Governance Reform Programme (LGRP)II on behalf of the German Federal Ministry of Economic development and Cooperation (BMZ) and Co-financed by the Swiss Development Cooperation (SDC)