

## Governance

# Local Governance Reform Programme III (LGRP III)

## Background

Palestinian local government units (LGUs) have a long history which predates the establishment of the Palestinian Authority. They are the key institutions for delivering services to citizens at local level. Yet only a small number of LGUs can fulfil all the functions mandated by law.

The multifold effects of Israeli occupation, territorial and social fragmentation, the difficult financial situation, and a very complex, partially inconsistent regulatory framework are key impediments to an effective service delivery of Palestinian LGUs. While the challenges are huge, the sector is undergoing important reforms to redefine the interplay between government levels and institutions and to build bridges between the local authorities and their citizens.

## Objective

In its third commissioning period, the Local Governance Reform Programme III (LGRP III) supports municipalities and Village Councils (VCs) in delivering their public services more inclusively, effectively, and efficiently.

LGRP III is implemented by GIZ in close partnership with the Ministry of Local Government (MoLG), the Municipal Development and Lending Fund (MDLF) and the Association of Palestinian Local Authorities (APLA), in addition to other national bodies such as the Ministry of Finance (MoF), The Palestinian Central Bureau of Statistics (PCBS), the Palestinian Anti-Corruption Commission (PACC), as well as selected LGUs and civil society organisations. LGRP III continues to coordinate closely with other donors to achieve maximum synergies and sustainable effects.

Project name	Local Governance Reform Programme III
Commissioned by	German Federal Ministry for Economic Cooperation and Development (BMZ)
Project region	Palestinian Territories (West Bank, Gaza Strip)
Partners	Ministry of Local Government (MoLG)
Duration	April 2023 – March 2026

## Approach

Against the background of the 2030 Agenda and building upon achievements and results of the previous programme phases, LGRP III addresses key governance processes of LGUs that have a significant impact on the efficiency, effectiveness, and inclusiveness of service delivery: Planning, financial management, accountability, and inclusive and gender-sensitive citizen participation in local decision-making. In this third phase successful tools and approaches are further mainstreamed into work processes of LGUs and relevant institutions, considering the different levels of capacities of municipalities and VCs. Awareness on relevance and tools for improved climate-resilience in citizens-oriented and sustainable local development is promoted. Structures and processes for technical support to LGUs and professional learning and exchange for both LGU officials and staff are further institutionalized.

Special attention is paid to reducing barriers for participation and active involvement of women, marginalized groups, and communities in Area C. Potentials of digital transformation regarding the participation of certain target groups, inter-institutional coordination and decision-making as well as user-oriented and data-driven design of local action are applied.



*Left: Youth in Gaza jointly planning a community space.*

*Right: Social Audits of municipal projects in Gaza.*



Left: Training on institutionalising Social Accountability in the Local Governance sector.

Right: Children beautify a jointly created community space in the village of Abu Khashabeh.

**The programme works in four interrelated interventions areas:**

**(1) Citizen-oriented and data-driven local development and spatial planning:** Effective participation of citizens in local planning contributes to more inclusive and responsive decisions about local service delivery and investments. While the regulatory framework for local development planning is already considerate of participation and integration of climate change and environmental aspects, improved process designs and capacities enable LGUs and other stakeholders to better implement and manage expectations of the public.

Based on the model of the "Master Plan Hub Nablus" piloted in the previous module, institutional capacities for systematic and effective technical support to LGUs are further extended and institutionalized.

The further development of the National Spatial Data Infrastructure initiative, under the overall coordination of MoLG, promotes data interoperability and more effective use of harmonised geospatial data. This is complemented by the development of broader GIS process models for LGUs and awareness raising towards decision-makers on benefits of the SDI and data-driven processes.

**(2) More transparent and efficient local financial management:** Efficient and transparent management of financial resources and enhanced fiscal abilities are key to improved local service provision. Tools and procedures developed under LGRP II for financial management of LGUs and more accurate calculation and monitoring of costs of essential services contribute to a more effective use of revenues. At the national level, MoLG, MoF and other relevant key stakeholders are advised to enhance the regulatory framework for a more transparent and reliable system of local finances including net-lending. Citizen awareness and understanding of fiscal abilities and costs of services are being increased. Other measures aim

at enhancing local government procedures to maximize their potential for own source revenue generation.

**(3) Institutionalised mechanism of accountability, transparency, and inclusive citizen orientation:** Improved integration of successful Social Accountability tools developed in earlier phases into regular LGU work processes and structures promote their further institutionalisation. Standardized Grievance Redressal Mechanisms enable LGUs to act more accountable and responsive. Existing experiences on activating civic engagement of communities, specifically youth, are further developed into replicable approaches. This is complemented by the promotion of solution-based citizen journalism and other measures fostering a constructive dialogue between citizens and local governments. Further interventions aim at strengthening awareness of corruption prevention among municipal staff and decision-makers as well as citizens.

**(4) Local contributions to the 2030 Agenda:** All Sustainable Development Goals (SDGs) have targets that are directly or indirectly related to the local level. LGUs, thus, are important catalysts of change and well-placed to link global and national goals with local communities. LGRP III supports the development and testing of a methodology for the collection of data on LGUs' contributions to relevant national targets. Building on data of a web-based local SDG portal, capacity building and local action is facilitated. Awareness is raised amongst local decision-makers and the public on qualitatively and quantitatively improved data. Improved involvement of the population and the private sector activates potentials at all parts of the society for transformative and sustainable local development.

Across all areas, knowledge exchange, horizontal learning and continued professional education and training is promoted through further strengthening of existing platforms and concepts, both standardized and needs based.



Published by Deutsche Gesellschaft für Internationale Zusammenarbeit (GIZ) GmbH  
Registered offices Bonn and Eschborn, Germany

Jehad Shakhshir | Head of Programme  
VIP 3, Al Bireh, Palestine  
LGRP\_Palestine@giz.de  
<https://www.giz.de/en/worldwide/18104.html>

Photo credits LHA (2021), PCDCR (2021), GIZ (2022)

Text GIZ / LGRP Programme

GIZ is responsible for the content of this publication.

On behalf of German Federal Ministry for Economic Cooperation and Development (BMZ)

As of March, 2024