



SERVICE AGENCY 
COMMUNITIES IN ONE WORLD



MATERIAL

BUILDING BRIDGES

REPORT OF THE FOURTH GERMAN-PALESTINIAN
MUNICIPAL PARTNERSHIP CONFERENCE

24 to 27 September 2019 in Brühl, Germany | No. 106

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Published as issue 106 of the Service Agency's 'Material' series

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Bonn, March 2020

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CONTENTS

1.	Introduction	4
2.	Goals, challenges and benefits of municipal partnerships	6
3.	Better together – benefiting from municipal associations	10
4.	Strategies, technical frameworks and tools for municipal cooperation	14
	4.1. Mandate of municipal associations and inter-municipal cooperation	15
	4.2. Effective communication in project partnerships	15
	4.3. Localising the Sustainable Development Goals	16
	4.4. Energy efficiency: the example of LED lighting	18
5.	Examples of good practice	19
	5.1. The role of civil society in the Neuwied – Surif partnership	19
	5.2. The Joint Service Council for Tourism Development (JSCTD) in Bethlehem Governorate	19
6.	Practitioners’ perspectives and funding instruments	21
	6.1. Inclusion and gender – models of participation at the local level	21
	6.2. Implementing the SDGs at the local level	22
	6.3. Funding schemes for partnership projects	22
7.	From idea to project	24
	Nuremberg – Nablus: perseverance paid off	24
	Lauenburg – Al-Ubeidiyeh: a perfect match	25
8.	Outlook	27
9.	Annex	28
	9.1. Programme	28
	9.2. List of participants	31

1. INTRODUCTION

4

More than 80 representatives from all 18 existing and currently forming German-Palestinian municipal partnerships attended the fourth German-Palestinian Municipal Partnership Conference in Brühl, Germany, from 24th to 27th September 2019. It built on previous conferences in Ramallah and Bethlehem in 2014, Jena in 2015 and Jericho in 2017 and on national networking meetings in 2018.

The conference fostered German-Palestinian municipal partnerships, provided a forum to discuss successes, challenges and prospects for future cooperation, promoted networking, facilitated know-how transfer and enabled partners to develop future partnership projects.

Listening to speeches and contributing to discussions in the plenary and working groups, participants had the opportunity to reflect on their partnerships' specific needs and to plan the next steps in their projects. They also heard about other cities' experiences and learned about funding opportunities and examples of good practice.

The conference was hosted by the Service Agency Communities in One World (SKEW) of Engagement Global on behalf of the Federal Ministry for Economic Cooperation and Development (BMZ) in cooperation with the Deutsche Gesellschaft für Internationale Zusammenarbeit (GIZ) and the City of Brühl. It was moderated by Middle East expert Ebba Augustin and Jihad Shakhshir, Deputy Head of GIZ's Local Governance Reform Programme in the Palestinian territories.



Moderators Ebba Augustin (left) and Jihad Shakhshir (right) welcome the audience at the opening event.



Mohammad Haj Awad from Qabatiya takes a closer look at the partnership map with Konstanze Klein and Frank Hoche from Stendal.

The German-Palestinian Municipal Partnerships project

On behalf of the Federal Ministry for Economic Cooperation and Development (BMZ), SKEW has supported German-Palestinian municipal partnerships since 2015. The number of partnerships has grown rapidly from six in 2015 to 16 in 2019. More partnerships are being initiated.

In view of the political situation in the Palestinian territories, which has its origins in the unresolved Israeli-Palestinian conflict, municipalities here face major economic and social challenges. Partnerships with German municipalities can help improve living conditions, build the capacities of the local authorities and contribute to prospects for peaceful co-existence in the region.

SKEW supports the partners in various ways. It

- advises them on developing their partnerships, on planning and implementing specific projects and on funding opportunities,
- provides information and training on intercultural sensitisation and country studies,
- hosts networking meetings and conferences, and
- provides funding for partnership activities such as the deployment of experts.

In delivering these services, SKEW cooperates with GIZ's Local Governance Reform Programme (LGRP) in the Palestinian territories and with the Association of German Cities.

GIZ's Local Governance Reform Programme (LGRP)

The programme, which is co-funded by the Swiss Agency for Development and Cooperation, implements five projects in the Palestinian territories, with a particular focus on local democracy. Specifically, it

1. supports local authorities in modernising their administrations, introducing transparent financial management and improving the quality of their service provision,
2. trains elected local officials and staff of civil society organisations to contribute to policy planning and decision-making and to carry out joint initiatives. It thus supports local reform programmes and strengthens civic participation in political processes,
3. establishes a conducive environment for local authorities at the national level. The main focus is on shaping the relationships between the central government, regions and local communities. This primarily involves establishing a funding base for cities, towns and communities, facilitating transparent budget planning and strengthening accountability mechanisms.

2. GOALS, CHALLENGES AND BENEFITS OF MUNICIPAL PARTNERSHIPS

6



Mayor Dieter Freytag gives the participants a warm welcome in the Rhineland city of Brühl.

The conference was officially opened by Dieter Freytag, Mayor of the host city Brühl, Dr Khouloud Daibes, Ambassador and Head of the Palestinian Mission in Germany, Nicole A. Hofmann from the German Federal Ministry for Economic Cooperation and Development, Dr Jens Kreuter, Managing Director of Engagement Global, and Musa Hadid, President of the Association of Palestinian Local Authorities (APLA). They provided some political and historical background to German-Palestinian municipal partnerships and outlined goals, challenges, achievements and benefits.

German-Palestinian municipal partnerships strengthen the Palestinian territories and initiate a dialogue which can contribute to the peaceful co-existence of people and cultures in the region. The Mayor of Brühl, **Dieter Freytag**, made it clear that Germany bears a special responsibility and should therefore make every effort to build bridges between countries, regions and municipalities in Europe and the Middle East. German municipalities can bring this to life with their project partnerships with Palestinian municipalities.

The Palestinian Ambassador to Germany, **Dr Khouloud Daibes**, was impressed by the



Head of the Palestinian Mission and Ambassador to Germany, Dr Khouloud Daibes, encourages Germans and Palestinians to work together more closely.

dynamic development of German-Palestinian municipal partnerships and their achievements in areas such as tourism, water infrastructure and adaptation to climate change. The partnerships are one component of a web of connections, she said, which have shaped German-Palestinian relations over many years. She expressed Palestine's gratitude for Germany's support, which sends an important signal to the Palestinian people and gives them courage in a highly challenging conflict situation.

Nicole A. Hofmann, who is a BMZ policy specialist for cooperation joint ventures with federal states and local authorities in Africa, Latin America and Asia, pointed out that 860 German municipalities are currently engaged in 370 development partnerships and projects with countries in the Global South. The Ministry aims to increase the number of globally active municipalities to 1,000 by the end of 2021. It is committed to supporting municipal exchange programmes and has therefore increased funding for them from 5 million euros in 2013 to 27 million euros in 2019.



Mrs Nicole A. Hofmann attended on behalf of the German Federal Ministry for Economic Cooperation and Development.

Germany is the biggest donor country in the Palestinian territories. Its focus is on building strong institutions and infrastructure and strengthening agents for peace, said Mrs Hofmann. The BMZ has already approved six projects in the Palestinian territories under the Partnership Projects for Sustainable Local Development (Nakopa) programme and further applications are currently being reviewed.



Managing Director of Engagement Global, Dr Jens Kreuter, during his welcome address at the opening event.

From a local development cooperation perspective, **Dr Jens Kreuter**, Managing Director of Engagement Global, pointed to the advantages of municipal engagement. One key pillar of municipal partnerships is the opportunity to learn from each other in a global world. This kind of cooperation is a matter of give and take, not one-way development aid, he said.



President of APLA and Mayor of Ramallah, Musa Hadid, greets the audience on behalf of the Palestinian participants.

Local authorities are the main providers of services to Palestinians. However, they face immense challenges in delivering these services to their citizens. **Musa Hadid**, President of the Association of Palestinian Local Authorities (APLA), explained some limiting factors. A lack of funds and the need to obtain central government's consent to budgetary plans limit the scope available to Palestinian local authorities. Municipalities need sufficient funds and leverage to induce local change processes, aimed, for example, at achieving the Sustainable Development Goals (SDGs). Therefore, international networking is crucial, enabling cities to learn from each other, to develop new ideas and to access financial and technical support, particularly in conflict zones.

Partnerships bring people closer together at a personal, cultural and professional level. They can foster small-scale development processes and contribute to state-level cooperation, said **Kurt-Michael Baudach**, Head of Engagement Global's Department for Country- and Region-Specific Partnerships. He emphasised that municipal partnership projects should always have a strong practical focus. Partner municipalities start by discussing their most urgent needs and their potential for assistance and then jointly implement projects to strengthen the local level and improve living conditions. German cities are increasingly partnering with cities in the Palestinian territories with that aim in mind.

Based on experience with GIZ's LGRP programme, **Yvonne Müller**, who heads the programme, encouraged municipalities to share views and experiences and engage in networking. This builds their capacities to perform their function as the main providers of public services and act as a catalyst for economic growth and well-being. GIZ strengthens municipalities with technical hubs, where mayors, municipal staff and other stakeholders develop innovative solutions and exchange ideas to improve various public services.

History teaches the importance of building bridges

'Due to our history, we bear a special responsibility. This very insight and experience motivate us to build bridges to all countries and regions, cities and municipalities in Europe and particularly in the Middle East. I think it is great not only to commit to this notion but to bring it to life with project-partnerships between Palestinian and German municipalities. Thus, we as municipalities receive the opportunity to help building bridges by which deep divides and high walls can be overcome.'

Dieter Freytag, Mayor of Brühl

Improving living conditions under difficult circumstances

'German-Palestinian municipal partnerships have developed dynamically in recent years, with the 23-year-old partnership between Cologne and Bethlehem being the oldest town twinning link. All German-Palestinian municipal partnership projects help improve living conditions in Palestine and support peaceful co-existence.'

Dr Khoulood Daibes, Ambassador and Head of the Palestinian Mission in Germany

Germany's commitment to the Palestinian territories

'We want to assist in building Palestinian institutions and public infrastructure – also in municipalities – and strengthen peace-oriented governance and civil society. Palestinian municipalities are of particular importance in this regard. They are among the main providers of public services and an entry point for their citizens.'

Nicole A. Hofmann, Federal Ministry for Economic Cooperation and Development

Never give up on the vision of sustainable development

'More and more German cities are partnering with cities in the Palestinian territories and these partnerships help fulfil the German Government's commitment to sustainable development. We all know that the broader conditions for this are extremely difficult, but that makes it even more important not to give up on this vision.'

Dr Jens Kreuter, Managing Director, Engagement Global

Talking about quality as well as quantity

'With 17 municipal partnerships at present, I think the time is ripe to evaluate our efforts to facilitate these links. On that basis, we can define how we can support these partnerships even more effectively in future. However, we should talk not only about quantity but also about quality. We are here at this conference not only to exchange experience and knowledge, we are here to share the immense challenges we face. We can only benefit from partnerships if both sides are firmly committed to cooperation on equal terms.'

Musa Hadid, President of the Association of Palestinian Local Authorities (APLA)

From small visions to ambitious targets

'Municipal partnerships induce change on a small scale by setting ambitious targets for themselves.'

Kurt-Michael Baudach, Head of Department Country- and Region-Specific Partnerships, SKEW, Engagement Global

Local action for global goals

'For achieving the 2030 Agenda's Sustainable Development Goals, municipalities are key actors.'

Yvonne Müller, Head of Local Governance Reform Programme, Deutsche Gesellschaft für Internationale Zusammenarbeit (GIZ)



Kurt-Michael Baudach, Head of the Department Country- and Region-Specific Municipal Partnerships at Engagement Global's Service Agency Communities in One World, comments on the benefits of municipal cooperation.



Yvonne Müller, Head of the GIZ Palestine Local Governance Reform Programme, at the first official day of the conference.

3. BETTER TOGETHER – BENEFITING FROM MUNICIPAL ASSOCIATIONS



With the aim to work „Better together“, the panel discussed the benefits of municipal associations.



Dr Mokarram Abbas from Nablus joins the interactive discussion.

In a panel discussion, six municipal leaders debated the added value and major benefits of municipal associations. The panellists were Mr Musa Hadid, President of APLA; Mrs Lina Furch, Head of Department Europe/ International Affairs and Head of Brussels Office, Association of German Cities; Mr Frieder Wolf, Head of the Office for European and International Affairs, Cologne; Mr Salem Ghrouf, Mayor of Jericho; Mr Robert Saß, Deputy Mayor of Brühl; and Mr Jehad Kheir, Mayor of Beit Sahour. Their most important insights were:

Municipal associations bring local authorities together. They are service providers for the municipalities, offering them forums to discuss solutions to local problems in depth, disseminating information and pointing to topics of relevance to municipalities, such as legal debates and important political developments.

One key task for municipal associations is to act as intermediary agents between municipalities and central government, enabling municipalities to exercise their rights and implement joint decisions of their members.

The associations have the power to make the municipalities’ voices heard and lobby for their interests, which small municipalities cannot achieve on their own. In the Palestinian territories, where the political situation obstructs the delivery of essential public services, streamlining the delivery of public services is a key task for APLA.

Municipalities can learn a lot from each other by sharing their own and their transnational partners’ wealth of experience. By providing advice, capacity development and networking opportunities, municipal associations help establish municipal partnerships on a solid foundation. Vis-à-vis the central government, they can help clear obstacles, which all partnerships are confronted with.



Dr Albrecht Schröter comments on the panel discussion.

Quotes from the panel

'No matter whether cities are large or small, they all face similar challenges. In every community, citizens have an equal right to public services, such as clean water. Municipal associations can cluster the municipalities' needs and develop their own strategies on this basis. [...] My presence at this conference is a clear message that we have surmounted barriers between the Palestinian territories and Germany – thanks to APLA and our German friends.'

Salem Ghrouf, Mayor of Jericho

'In order to support further cooperation with cities in Europe, the Association of German Cities introduces the concept of German-Palestinian partnerships to European networks, for example into the Council of European Municipalities and Regions (CEMR). This also opens up the possibility to find new partners from other European countries for potential trilateral partnerships.'

Lina Furch, Head of Department Europe/International Affairs and Head of Brussels Office, Association of German Cities (DST)

'It was important that APLA listened to the municipalities when drafting its Strategic Plan, that their views and needs were incorporated into the plan and that they endorsed the final version.'

Jehad Kheir, Mayor of Beit Sahour

'Cologne – Germany's fourth largest city – has undertaken many of the tasks needed to make its partnership with Bethlehem a success. However, like all other German-Palestinian partnerships, it would not be where it is today without the support of the municipal associations and SKEW and the financial contributions from BMZ and the federal states (Bundesländer).'

Frieder Wolf, Head of the Office for European and International Affairs, Cologne



The audience sits listening carefully.

'Smaller cities depend particularly on municipal associations to share information and advocate on their behalf. The associations' support for cooperation is not only vital in international relations. Brühl, for example, partners with its neighbouring cities in the areas of public transport, housing, education and road infrastructure. We are involved in joint initiatives in areas which we cannot handle by ourselves.'

Robert Saß, Deputy Mayor of Brühl

'It is a give and take between APLA and the local authorities. APLA provides them with services such as information and capacity development, while the local authorities are key stakeholders in the association – which is not a government institution – that represents them. [...] Our position towards the government is based on negotiation, not on conflict.'

Musa Hadid, President of APLA

The Association of Palestinian Local Authorities (APLA)

The Association of Palestinian Local Authorities (APLA) represents local authorities in the Palestinian territories, based on the principles of good governance and citizen participation. Originally founded in 1997, APLA entered a new era after the local government elections in 2017. In line with its Strategic Plan 2019-2022, APLA supports Palestinian municipalities in dealing with their daily challenges and represents their interests vis-à-vis central government and at the regional and international levels. It empowers local authorities to carry out their mandate properly and improve people's lives under the challenging political conditions. APLA's key fields of action are therefore sharing expertise and building capacities. In order to be able to fulfil this role, APLA is also committed to strengthening its own institutional and operational capacities.

The Association of German Cities (Deutscher Städtetag/DST)

The Association of German Cities is one of three umbrella organisations for German municipalities. It represents the interests of its members vis-à-vis the federal government, federal states (Bundesländer), the European Union and governmental and non-governmental organisations. It advocates for local self-government and strengthens its members' financial base. It has 14 technical committees, which work on a range of topics, including education, integration and investment.

Its main tasks are to

- influence law-making by stating its position on draft legislation, by holding discussions with the German parliament (Bundestag) and the government and engaging in public relations work,
- promote modern public administration that is responsive to citizens' needs, and
- collaborate with cities and towns to develop potential solutions to new challenges in local politics.



Frieder Wolf explains how the Cologne-Bethlehem partnership benefitted from working with a municipal association.



Jehad Kheir, Mayor of Beit Sahour, approves of the cooperation between the Association of Palestinian Local Authorities and Palestinian municipalities.



Musa Hadid elaborates on the ability of associations to negotiate on behalf of municipalities.



Lina Furch of the Association of German Cities outlines the global networking opportunities provided by municipal associations.



During the panel discussion, conference host Brühl is represented by deputy mayor Robert Saß.



Attended the conference to send a clear message: Salem Ghrouf, Mayor of Jericho, supports APLA and German-Palestinian municipal cooperation.

4. STRATEGIES, TECHNICAL FRAMEWORKS AND TOOLS FOR MUNICIPAL COOPERATION



The conference offered a variety of workshops on strategies, tools and effective communication for all sorts of project partnerships.



Face to face communication remains an invaluable feature to the municipal partnership conferences.

Which strategies, technical frameworks and tools are needed to ensure that municipal cooperation is sustainable? Conference participants discussed this question in four working groups, each with a specific focus: the mandate of municipal associations, effective communication, localisation of the 2030 Agenda, and LED lighting as an example of a partnership project on energy efficiency.

Municipal partnerships must be established on a broad and solid foundation to be sustainable. One cornerstone is the inclusion of other stakeholders, such as civil society organisations, universities and the private sector. This makes partnerships more resilient to disruptions such as staff changes and political restructuring.

Another strategically valuable step is to have the partnerships officially endorsed by the city council. This provides powerful validation for municipal partnerships, for example when a new mayor takes office. This endorsement safeguards ongoing support for the partnership regardless of the new incumbent's personal opinion. Albrecht

Schröter, former Mayor of Jena, reported that Jena invited members of the city council to join visits by delegations to Beit Jala, the advantage being that they could then report back to the city council and underline the importance of the partnership.

A more complex, yet stable basis for long-term partnerships is trilateral cooperation, as several participants pointed out. An agreement between a German, a Palestinian and a third-party municipality can enable each partner to learn about others' experiences, strengthen their relations and implement projects with shared resources and capacities. A good starting point for trilateral partnerships is to identify a network of cities already twinned with Palestinian municipalities, which can establish contact and create synergies. According to Frieder Wolf, Head of Cologne's Office for European and International Affairs, there is no need to formalise trilateral cooperation, as this would simply add to the administrative burden. Temporary project-based cooperation would be absolutely sufficient to achieve the envisaged synergies and results.

4.1. Mandate of municipal associations and inter-municipal cooperation

The working group mentioned the following key roles and responsibilities of municipal associations:



In the creative setting of an art studio, innovative ideas are forged and discussed by the working group.

In order to avoid unrealistic expectations, it is important that all stakeholders have a clear vision of the mandate of the municipal associations and their role in inter-municipal cooperation. This is particularly relevant for APLA, which became fully operational again in 2017 after a long phase of reduced activity.

It is imperative that municipal associations are aware of their members' priorities. It is not always possible to meet the demands of each municipality, so managing expectations is vital. Decisions can be adopted by a majority vote: the rules governing these associations do not usually require unanimity.

As municipal associations deal with a variety of topics, technical committees are appointed to work on specific issues and make recommendations to the executive board.

Due to financial constraints, associations rely on membership fees as their main source of income. In the case of APLA, all members pay the same amount, whereas other associations operate a sliding scale depending on the municipality's size. Additional financial resources are provided by international donors or can be secured to implement specific projects.

'Municipal associations can develop strategies for municipal partnerships together with the local authorities and provide information about funding opportunities.'

Abdallah Anati, Executive Director, APLA



Abdallah Anati, Executive Director of the Association of Palestinian Local Authorities, introduces APLA's 2019-2022 Strategic Plan.

4.2. Effective communication in project partnerships

Effective communication is essential for every municipal partnership. Communication is the basis for building relationships and for jointly planning and implementing projects. However, many obstacles such as language barriers, different communication cultures and tools can hamper smooth communication and can even result in frustration. The working group identified the following aspects as particularly important:

Day-to-day communication is necessary to plan, implement and follow up on activities. All stakeholders should agree on a preferred method of communication – such as instant messaging, email, or video conferences – and identify contact persons for specific roles. While English is commonly used to communicate, potential language barriers should be considered.

Note: Most official documents such as project proposals have to be submitted to SKEW in German. Proposals written in English must be translated into German, and as translators often lack technical expertise in relevant areas, processes run the risk of being prolonged.

Communicating with civil society both in Germany and in the Palestinian territories about partnerships and their projects is important in order to gain their support and encourage them to get involved.

Face-to-face communication is needed to build a partnership and keep it alive. Getting to know each other directly is the safest route to avoid and manage misunderstandings and understand the partner's perspective. It is useful to meet in person as often as possible.

'Meeting face to face instead of communicating virtually makes a big difference in establishing a true partnership based on trust and mutual understanding.'

Thérèse Tabbone, Municipal Development Policy Coordinator, Jena

4.3. Localising the Sustainable Development Goals



Stefanie Miller presents Mannheim's Approach to localising the 2030 Agenda's Sustainable Development Goals.

The 2030 Agenda, adopted by the United Nations in 2015, encompasses 17 Sustainable Development Goals (SDGs), which cover the economic, environmental and social dimensions of sustainability. This global agenda is not only designed for developing countries; it also requires industrialised countries to contribute to a sustainable future.

Municipalities play a key role in localising the SDGs, most of which are operationalised at the local level. The working group focused on the practical example of Mannheim, a pioneer in localising the 2030 Agenda:

In a participatory approach, Mannheim worked with more than 2,500 citizens, the private sector, civil society, universities, self-help groups and other stakeholders to develop numerous proposals and recommendations for the Mannheim 2030 Mission Statement. It describes how the 17 SDGs can be implemented locally and what life in Mannheim should be like in 2030. This inclusive yet time-consuming process required municipal staff to understand how the 2030 Agenda affects key areas of public service delivery and why it is relevant to local people's lives and work.



The Sustainable Development Goals (SDGs)

The 2030 Agenda places the Mannheim 2030 Mission Statement in an internationally recognised framework, which means its goals are validated by the international community. This acknowledgement fosters sustainability. The statement was adopted by the city council and is binding until 2030.

In fulfilment of SDG 17 (Partnerships for the goals), Mannheim presented its Mission Statement in Hebron in order to spark new project ideas. Since 2017, the partnership has been working on the Hebron-Mannheim Co-Working Lab, Mannheim's largest development project to date, which receives approximately 210,000 euros in funding from SKEW's Nakopa programme. The project, which was proposed by the partners in Hebron, aims to create collaborative working spaces for young entrepreneurs and to build an international start-up hub. Capacity development and knowledge transfer between Mannheim and Hebron form part of the project, with training on co-working centre management, start-up ecosystems and the provision of internships for university students from Hebron with start-ups in Mannheim.

To ensure long-lasting effects, Mannheim and Hebron developed sustainability indicators to measure progress. One of them defines the project's reach. When the number of 100 start-ups to be reached proved too ambitious, it was reduced to 20.

'Thorough preparation of the project proposal was crucial to the project's success. We had to go through the application documents and ask ourselves: What do we want? How can we put these ideas into practice? Effective communication was a key success factor in this phase.'

Stefanie Miller, Office for European and International Affairs and Global Sustainability, Mannheim

4.4. Energy efficiency: the example of LED lighting

Energy efficiency, particularly LED lighting, is a key topic in some of the German-Palestinian municipal partnership projects. This working group focused on administrative and technical processes and discussed the lessons learned from the cooperation between Bergisch Gladbach and Beit Jala in this field.



Beit Jala and Bergisch Gladbach are pioneering the transformation to LED street lighting in Palestinian municipalities.

In 2016, Bergisch Gladbach started to replace all its 10,000 street lights with new LED technology, which reduces energy consumption by around 75 per cent and substantially decreases repair and maintenance costs. This may also be a good way to increase energy efficiency in Palestinian municipalities, five of which, including Beit Jala, recently submitted Nakopa applications for LED lighting together with their German partners. Nakopa can provide a maximum of 250,000 euros for LED lighting projects.

There are good reasons for Palestinian municipalities to switch to LED lighting. Electricity costs are currently very high, while the energy supply is unreliable and unevenly distributed across cities. Fully replacing street lamps is a costly undertaking. Joint projects between municipalities could therefore facilitate pooling and sharing of knowledge and resources.

Bergisch Gladbach plans on sharing its experience with LED lighting by deploying experts to Beit Jala. Some LED lamps available on the Palestinian market are poor-quality, which is problematic as they break more easily and increase the costs of maintenance and repair. Palestinian and German experts therefore work together to draft tenders with precise specifications to ensure that good-quality project applications are submitted.

'Although conditions in Bergisch Gladbach and Beit Jala differ considerably, Germany's experience helps us to plan the LED street lighting and avoid making mistakes.'

Issa Juha, Head of Projects Department, Beit Jala

'I am always impressed at how well things work in Beit Jala despite the challenges posed by the political situation.'

Stephan Dekker, Head of the Mayor's Office, Bergisch Gladbach

5. EXAMPLES OF GOOD PRACTICE

Every municipal partnership tackles different issues and involves different actors, depending on the specific local situation and needs. This does not mean, however, that they cannot learn from each other. What about involving more civil society stakeholders in partnership activities to establish them on a broader basis? Two partnerships – Neuwied with Surif, and the cities of Bethlehem Governorate with their various German partners – shared their experiences with the conference participants.



The conference allows for direct exchanges and detailed looks into individual matters.

5.1. The role of civil society in the Neuwied – Surif partnership

Civil society plays a key role in municipal cooperation as non-governmental organisations can carry a partnership through difficult times, for example when staff changes within a municipal administration threaten to halt a project.

Professor Sami Adwan from Hebron University/Surif and Professor Josef Freise, Coordinator of the Local Agenda 21 initiative in Neuwied, had initiated the idea of a partnership between Surif and Neuwied. Despite the municipalities' many economic and cultural differences, their trustful friendship enabled them to regard their differences as assets.

The lessons learned from their year-long friendship and cooperation are as follows:

- Partnerships should always generate win-win situations for the community as a whole and everyone within it. They must therefore balance priorities and sometimes reduce expectations. This approach can create a culture of mutual support and grassroots empowerment.
- Palestinians in Germany or Germans in the Palestinian territories are living “between two cultures”: they can become bridge builders and can help with intercultural exchange.
- Personal visits are essential to build a trustful relationship. When a delegation from Neuwied visited Surif in early 2019, members of Neuwied's German-Israeli Friends Association also participated, greatly benefiting the partnership.

‘Our relationship with Surif should not be a problem for German-Israeli relations. It may be a way to deal with issues such as xenophobia.’

Professor Josef Freise, Local Agenda 21, Neuwied

5.2. The Joint Service Council for Tourism Development (JSCTD) in Bethlehem Governorate

The Joint Services Council for Tourism Development (JSCTD) brings together the municipalities of Bethlehem, Beit Sahour, Beit Jala, Battir, Al-Ubeidyeh, Al Khader and Al Doha, which form the Governorate of Bethlehem, with some of their German twin cities – Cologne, Bergisch Gladbach, Jena and Xanten. The JSCTD was established to promote sustainable tourism in the governorate through networking, marketing, capacity development, awareness-raising and public participation.

Tourists usually visit Bethlehem for a few hours only and then return to Jerusalem. The JSCTD encourages them to stay overnight,

enjoy a meal with a Palestinian family or visit the local market to get to know the city better rather than hurrying past the main tourist attractions. A joint website was launched to support this process. Enjoybethlehem.com is available in three languages and consolidates information on all tourist activities in the Greater Bethlehem area. Although still a work in progress, it will soon include a calendar of events and additional language versions.

The JSCTD makes the following recommendations for German-Palestinian partnerships:

- A clear idea of the field of operation, with a vision and a strategy is needed.
- German and Palestinian partners should plan project activities together, preferably face-to-face.
- Effective communication of roles and terms of reference for stakeholders is essential.
- Administrative and funding arrangements should be set out in writing and continuously reviewed.
- Partners should encourage community involvement and engage in awareness-raising to keep the partnership alive and create ownership.

'Our joint marketing also targets trade fairs such as ITB Berlin. Organising a presence at a major trade show like this is no easy task. Our twin cities also promote tourism to Bethlehem by organising trips to their Palestinian partner cities – participants spread the word afterwards.'

Charlie Zeidan, Executive Director, Joint Services Council for Tourism Development in Bethlehem Governorate

6. PRACTITIONERS' PERSPECTIVES AND FUNDING INSTRUMENTS



Set on formulating project ideas, Palestinians and Germans exchange challenges they face on the local level and seek solutions to address them.

Mutual learning, shared learning and developing new ideas for partnership projects were the focus of the conference's three info spaces, which dealt with social participation, sustainability and funding opportunities.

6.1. Inclusion and gender – models of participation at the local level

Social participation is a popular issue for municipal partnership projects. Vulnerable groups such as women and people with disabilities should be given priority in every community. The partnerships between Neuwied and Surif and between Nuremberg and Nablus shared their insights on addressing social participation.

A centre for people with disabilities in Surif

The German city of Neuwied is well-known for its expertise in working with children with special needs, while Surif – around 20 kilometres north-west of Hebron – is keen to increase its support for its 300 citizens who are living with disabilities. Around 80 percent of them have been disabled since before the age of ten.

The cities' cooperation is currently based mainly on civil society engagement. The possibility of an official municipal partnership in addition to the project-based cooperation may be discussed in the future.

Hadeel Hih, a social worker in Surif, explained that the city is planning to establish a regional centre for people with disabilities, not only from Surif but also from nearby towns such as Beit Ummar, Kharas, Nuba and Al-Jaba. However, Surif first has to renovate and furnish a disused clinic for this purpose, train its future staff and acquire a minibus or van for transportation.

Gender awareness in Nablus

Anna-Maria Rufer, a member of the Nablus Initiative (INNA), presented the networking model with which this civil society organisation promotes gender sensitivity and empowers Palestinian women.

INNA's work is based on its strategic intermeshing of cross-cutting issues and brings together multiple viewpoints through an international lens. As part of its empowerment work, INNA accompanied an all-female delegation on a visit to Nuremberg and visited a Women's Studies Centre in Nablus. In a joint activity with women from Antalya, Turkey, the visiting delegation and INNA planted trees to strengthen the roots of their movement and discussed key topics such as women's shelters, equality marches, body positivity and support for victims of domestic violence. Anna-Maria Rufer also shared some impressions of gender mainstreaming and equality activities that she had gained from expert visits.

As a means of general awareness-raising, INNA sells products made in Nablus at Christkindlmarkt, Nuremberg's traditional Christmas market. This helps to inform the German public and tourists about the partnership with the Palestinian municipality.

6.2. Implementing the SDGs at the local level

Implementing the SDGs is a major task for municipalities around the world. Two major issues in this regard are climate change mitigation and adaptation at the local level.

In the Palestinian territories, the extent to which local authorities can implement the SDGs largely depends on the Israeli authorities; political circumstances often make planning difficult or even impossible, but even the smallest actions at the local level can support implementation of the 2030 Agenda as a whole. APLA's main argument for local sustainable development is that all the municipal authorities implement some SDGs without realising it. The services they provide include education (SDG 4) and drinking water and they are also responsible for infrastructure (SDG 9). Waste management affects the climate (SDG 13), while providing clean water contributes to SDG 6 (Clean water and sanitation) and SDG 3 (Good health and well-being).

According to Abdallah Anati, Executive Director of APLA, there is still very little knowledge about the 2030 Agenda and the 17 SDGs. That is why APLA is currently designing an awareness-raising project for Palestinian local authorities. There are some very positive developments such as SDG-adaptation and localization initiatives from different municipalities. Ramallah, for example, aims to become more resilient and has therefore joined the worldwide 100 Resilient Cities network.

The SDG Portal (<https://sdg-portal.de/>) provides information on how German local authorities are implementing the 2030 Agenda based on the indicators for each SDG. The SDG portal is supported by the Bertelsmann Foundation, the Federal Institute for Research on Building, Urban Affairs and Spatial Development, the German County Association, the Association of German Cities, the German Association of Towns and Municipalities, the German Institute of Urban Affairs, and Engagement Global with its Service Agency Municipalities in One World.

'Climate change mitigation and adaptation and the localisation of the SDGs are two highly relevant topics for German and Palestinian local authorities. They are also good examples of how municipalities from the Global North and the Global South can learn from each other.'

Sabine Drees, Senior Advisor in International Relations with the German Cities Association

6.3. Funding schemes for partnership projects

Municipal partnerships usually lack the financial resources to implement large-scale partnership projects. Development cooperation is a voluntary task for German cities, so the budgets for these activities are rather limited. However, SKEW and other institutions run various funding schemes. In addition, SKEW supports the deployment of experts in the partner municipality via its Experts for Global Municipal Partnerships programme. The most relevant funding schemes were presented in the conference's Funding Space.

Fund for Small-Scale Municipal Development Cooperation Projects

The fund is designed to boost awareness and engagement for development at the local level and promote stakeholder networking. It also supports inter-municipal dialogue with the Global South.

Grants are available for education, strategic development and training projects and meetings that take place in the context of municipal development cooperation. Grants of between 1,000 and a maximum of 50,000 euros are provided to partially fund projects. Project proposals may be submitted at any time. Projects run for up to a maximum of 12 months in the current financial year.

→ Fund for Small-Scale Municipal Development Cooperation Projects
<https://skew.engagement-global.de/fund-for-small-scale-municipal-development-cooperation-projects.html>

Partnership Projects for Sustainable Local Development (Nakopa)

Nakopa provides up to 90 % funding for development projects that focus on sustainable services of general interest, good local governance or climate change mitigation/adaptation in a partner country. Funding is also available for projects which link the themes of migration and development or fair trade and sustainable procurement in an innovative way.

The size of the grant depends on the nature and scope of the project and usually ranges between 50,000 and 250,000 euros. In exceptional circumstances, a grant of up to 500,000 euros may be awarded if the partners can demonstrate that they have previously worked together intensively in a particular thematic area.

→ Partnership Projects for Sustainable Local Development (Nakopa)
<https://skew.engagement-global.de/funding-from-the-nakopa-programme.html>

Experts for Municipal Partnerships Worldwide (FKPW)

The FKPW programme, run by SKEW in cooperation with the Deutsche Gesellschaft für Internationale Zusammenarbeit (GIZ), places experts in the partner municipality in the Global South within municipal partnerships. These experts support the partners in developing specific solutions to pressing issues such as climate change, municipal finance, sustainable economic development or waste management, and in improving municipal services and local government.

The FKPW team supports the recruitment of experts, arranges their journey abroad and remains available to municipalities to offer advice. The municipalities also receive extensive financial and technical support. Any German local authority or municipal association with a partner in one of Germany's development partner countries may access the FKPW programme's services.

It is suitable both for established partnerships and for partnerships that are still just getting

off the ground or have limited experience in implementing projects.

→ Experts for Municipal Partnerships Worldwide
<https://skew.engagement-global.de/experts-worldwide.html>

Advice Centre for Non-Governmental Organisations (bengo)

bengo advises German private development actors in all phases of their projects and helps them apply for funding. The bengo team, based at Engagement Global, offers training for professional and volunteer NGO staff and advises them on the funding and implementation of development projects.

→ Advice Centre for Non-Governmental Organisations (bengo)
<https://www.engagement-global.de/bengo.html>

7. FROM IDEA TO PROJECT

24

Every partnership between a German and a Palestinian municipality is unique; each has its own history and vision. Some – like Lauenburg – are just in the process of establishing links, while others like Nablus can look back on a longer history. Two partnerships shared their stories with the other conference participants and gave advice on establishing and maintaining fruitful cooperation and friendship.



From idea to project, there is a lot to tell: Two partnerships share their wealth of experience.

Nuremberg – Nablus: perseverance paid off

It took approximately 20 years from the first idea of a partnership between Nuremberg and Nablus until the signing of a partnership agreement in 2015. In 2005, the difficult political situation created by the Israeli-Palestinian conflict and Nuremberg's own controversial history led to negative media coverage; some people felt that partnering with a Palestinian city was inappropriate.

In 2015, the Initiative for Advancing the Relationship between Nuremberg and Nablus was established to strengthen the friendship between residents of the two cities, beyond official municipal contacts. Like most of Nuremberg's other municipal links, this partnership is supported by a civil society association (Partnerschaftsverein). Ideally, these civil society associations should implement

their own projects, as they can also apply for separate funding. They have proven to be an important pillar for municipal partnerships, particularly in cases when the city and local politicians reduce their commitment. Unfortunately, such civil society engagement is largely unknown in Nablus. Instead of associations, individuals are the key non-state actors here. However, they are much more difficult to approach compared to officially registered associations.

Following a visit by a delegation to Nablus, when waste and water management were identified as serious issues, a new field of action for the partnership was opened up and ideas for improving waste management were drafted.



Dr Norbert Schürgers, Director of the Department for International Affairs in Nuremberg, and his partner, International Relations Officer Abdelafu Aker, reminisce about the development of the Nablus-Nuremberg partnership over the years.

When establishing a new partnership, it is important, according to Dr Norbert Schürgers, Director of the City of Nuremberg's Department for International Affairs, to be persistent and convinced of the partnership's added value. Partnerships with the Palestinian territories contribute to peace and show solidarity. Nuremberg's message to its Palestinian partners is 'we stand with you'.

Nuremberg had the following advice for other municipal partnerships in the Palestinian territories:

- Each partnership should define clear objectives based on the cities' individual priorities and needs.
- Developing partnerships and joint activities takes time and strategic thinking.
- All major agreements should be set out in writing.
- Well-known ambassadors for the partnership should convey its narrative to local residents.
- Solutions that are appropriate for Germany cannot necessarily be directly transferred to the Palestinian territories, but have to be adapted to the local context.

'We want to tackle the huge challenges related to waste – and do so together with other municipalities around Nablus, because they all face the same problems. This is a very ambitious project. It goes far beyond what we or Nakopa could do. But together, we can tackle it.'

Dr Norbert Schürgers, Director of the Department for International Affairs, Nuremberg

Lauenburg – Al-Ubeidiyeh: a perfect match

A delegation from Lauenburg participated in a SKEW study trip to the Palestinian territories in 2018 after the mayor had suggested establishing contacts with a Palestinian city. SKEW identified the two cities as a potentially good match and brought representatives together.



Maher Hamdan, Head of Technical Projects and Public Relations in Al-Ubeidiyeh, describes the need for viable solutions to complex challenges and underlines the value of technical cooperation.

The two future partners signed a letter of intent during their first visit. Soon afterwards, a Palestinian delegation was invited to Lauenburg. Civil society was involved from the very beginning. Based on a needs assessment and an analysis of the capacities Lauenburg could offer, it was agreed that the two cities should work on empowering women and people with disabilities and also focus on youth exchanges.

Despite having little experience in development cooperation and no international affairs department with capacity to submit EU funding applications, Lauenburg succeeded in setting up the partnership with Al-Ubeidiyeh and is now strongly supported by SKEW. To Lauenburg municipality, a crucial factor for ensuring the success of the relationship is the high level of motivation and enthusiasm of the partners from Al-Ubeidiyeh. In addition, it helped to have specific contact persons and to determine the partnership's objectives with regard to supporting vulnerable groups, particularly women, young people and people with a disability. It is important to listen to

each other and to clearly identify expectations. Openness is the key to success: It is important to state what each partner can offer.

Other municipal partnerships are advised to

26

- establish a solid foundation for cooperation, with a focus on the city's administration, governance and civil society,
- allow partnerships time to evolve,
- be patient with each other,
- apply for funding and
- avoid overambitious goals.

'We wanted to enter into a partnership because the very challenging conditions here cause immense human suffering and we were looking for partners to share their expertise with us. It was not about looking for funding opportunities.'

Maher Hamdan, Head of Technical Projects and Public Relations, Al-Ubeidiyeh

'From the very beginning, there was a strong feeling of friendship and empathy and we soon started to exchange ideas for potential future cooperation.'

Claudia Vogt-Gohdes, School Coordinator, Lauenburg

8. OUTLOOK

The second phase of SKEW's Municipal Partnerships in the Palestinian territories project will conclude in 2020, with a third phase currently planned. From 2021, SKEW plans to provide municipalities with more opportunities for exchange, focusing on thematic clusters such as waste management and renewable energy. The need for tailored formats for these clusters was repeatedly mentioned in the conference evaluation and will be looked into closely in the future. Additionally, demand for more time for partnership- and topic-specific working phases was voiced. In line with the objective of the SKEW German-Palestinian Municipal Partnerships project, the demand for more in-depth technical discussions points to a more hands-on orientation of the next partnership conference.

The conference provided its participants with new momentum, knowledge, ideas and advice on how to overcome challenges such as financial constraints, language barriers, intercultural misunderstandings and communication problems.

According to the majority of voices captured in the evaluation, spotlight sessions for success stories or examples of good practice proved highly valuable. SKEW is already working towards information flow enhancement and increased mutual learning by designing partnership profiles for all municipal partnerships.

While urgent need for assistance in small-step proposal writing, especially with regard to NAKOPA applications, was voiced, the conference also raised awareness of the importance of small-scale activities. Mutual visits on a basis of friendship help manage expectations and move closer together. As the second project phase focused on building a number of new partnerships, the project's future priority is therefore to enhance the quality of joint activities. The well-received joint work on inter-municipal communication will also remain an important field of activity in the future.

During the conference, APLA pledged to increase its support for municipal partnerships and provide advice and dialogue forums in future. In 2020, SKEW will run a study trip for German municipalities to the Palestinian territories, organise national roundtables in the two countries and support technical visits to municipalities.

The next partnership conference will take place in the Palestinian territories in 2021 and SKEW is looking forward to receiving applications from municipalities interested in hosting this event.

9. ANNEX

9.1. Programme

Tuesday, 24 September 2019	
06:00 pm	Arrival/Check-in hotel Registration of participants
07:00 pm	Welcoming addresses and reception <ul style="list-style-type: none"> • Mr Dieter Freytag, Mayor of Brühl • Dr Khouloud Daibes, Ambassador and Head of the Palestinian Mission in Germany • Mrs Nicole A. Hofmann, Policy Specialist for cooperation joint ventures with federal states and local authorities in Africa, Latin America and Asia, Federal Ministry for Economic Cooperation and Development • Dr Jens Kreuter, Managing Director, Engagement Global • Mr Musa Hadid, President of APLA, on behalf of the Palestinian Delegation Musical Accompaniment by Maria Jonas, Khaled Shomali and Bassem Hawar
07:30 pm	Reception and dinner
Wednesday, 25 September 2019	
09:00 am	Welcome coffee and registration
09:30 am	Musical introduction by Brühl Music Conservatory Welcoming addresses <ul style="list-style-type: none"> • Mr Kurt-Michael Baudach, Head of Department Country- and Region-Specific Partnerships, Service Agency Communities in One World/Engagement Global • Mrs Yvonne Müller, Head of „Local Governance Reform Programme (LGRP)“, Deutsche Gesellschaft für Internationale Zusammenarbeit (GIZ), Palestine Introduction to conference programme
10:30 am	Coffee break
11:00 am	Keynote <ul style="list-style-type: none"> • Association of Palestinian Local Authorities (APLA): Strategic Plan 2019-2022 Mr Abdallah Anati, Executive Director
11:30 am	Panel discussion: Better together - How we benefit from municipal associations <ul style="list-style-type: none"> • Municipal associations: Mr Musa Hadid, President of APLA, and Mrs Lina Furch, Head of Department „Europe/International Affairs“ and Head of Brussels Office • Municipal representatives: Mr Frieder Wolf, Head of the Office for European and International Affairs, Cologne; Mr Salem Ghrouf, Mayor of Jericho; Mr Robert Saß, Deputy Mayor of Brühl; Mr Jihad Kheir, Mayor of Beit Sahour Q&A
01:00 pm	Lunch break
02:00 pm	Meeting in plenary, division of working groups Cooperation: Strategies, technical frameworks and tools (working groups) Galerie am Schloss, City Hall, Fantasie Labor and Max Ernst Geburtshaus Coffee break at WG locations

	<ul style="list-style-type: none"> • WG 1: Mandate of municipal associations and inter-municipal cooperation (moderation: Mr Abdallah Anati, Executive Director, APLA; technical input: Mrs Lina Furch, Director, Department of European and International Affairs and Head of Department „Europe/International Affairs“ and Head of Brussels Office) • WG 2: Effective communication in project partnerships: strategies and tools (oderation: Mrs Samia Zeit, Head of Engineering, Beit Jala; rapporteur: Mrs Thérèse Tabbone, Coordinator for Municipal Development Policy, Jena) • WG 3: Localising the Sustainable Development Goals (moderation: Mrs Vera Strasser, Head of Project „Municipal Partnerships for Sustainability“/SKEW; best practices – Mannheim and Hebron; rapporteur: Mrs Sahar Tamimi, Council Member, Hebron) • WG 4: Energy efficiency and the example of LED lighting – Bergisch Gladbach and Beit Jala (moderation: Mr Stephan Dekker, Head of Mayor’s Office, Bergisch Gladbach; rapporteur: Mr Issa Juha, Municipal Engineer and Partnership Coordinator)
4:00 pm	End of official conference day
4:30 pm	Optional guided city tour through Brühl (3 groups; starting point: Galerie am Schloss, ends at Brühler Wirtshaus)
6:00 pm	Reception at Brühler Wirtshaus Lecture by Dr Bashar Shammout “Art, Resistance and Diaspora – Palestinian Culture between Threat and Future Challenges.” Joint dinner

Thursday, 26 September 2019

09:00 am	Welcome coffee and registration
09:15 am	Reporting back from the working groups of previous days (rapporteurs)
10:15 am	Keynotes and best practices <ul style="list-style-type: none"> • Keynote 1: The role of civil society in decentralised cooperation Professor Sami Adwan, Hebron University/Surif, and Professor Josef Freise, Coordinator „Lokale Agenda 21“, Neuwied • Keynote 2: The role of the Joint Service Council For Tourism Development (JSCTD) as a main stakeholder in developing tourism in Bethlehem Governorate Mr Charlie Zeidan, Executive Director
11:00 am	Practitioners’ perspectives and funding instruments (info spaces) Galerie am Schloss, City Hall, Fantasie Labor and Max Ernst Geburtshaus Coffee break at each info space location <ol style="list-style-type: none"> 1. Social space: Models of participation at the local level (inclusion and gender) Professor Josef Freise, Coordinator „Lokale Agenda 21“, Neuwied, and Professor Sami Adwan, Hebron University/Surif. With examples of good practice from Neuwied/Surif by Mrs Hadil Hih and from Nuremberg/Nablus by Mrs Anne-Marie Rufer, member of the Nablus Initiative (INNA) 2. Sustainability space: Recent developments at the local level Topic 1) Climate protection and climate change adaptation in German cities Mrs Sabine Drees, Senior Advisor/International Relations, DST Topic 2) Localising SDGs in Palestine Mr Abdallah Anati, APLA Executive Director

	<p>3. Funding space: Financing schemes</p> <p>SKEW funding instruments Nakopa, small-project funds and FKPW</p> <p>NAKOPA: Mrs Britta Milimo, Head of Project, and Mrs Brigitte Eiselt, Project Coordinator; Fund for Small-Scale Projects (KPF): Mrs Nele Oelker, Project Coordinator, and Mrs Eva Zimmermann, Project Assistant</p> <p>Experts for Municipal Partnerships Worldwide (FKPW): Mrs Friederike Burkert, Head of Project (GIZ), and Mrs Nina von Scherenberg, Project Coordinator (SKEW)</p> <p>EU funding instruments</p> <p>Mr Barnim Raspe, Capacity Development Officer, bengo</p>
12:30 am	Lunch break (Galerie am Schloss)
01:30 pm	<p>Open interview (interactive exchange): From an idea to a project</p> <ul style="list-style-type: none"> • Input 1 Nuremberg-Nablu: Dr Norbert Schürgers, Director of the Department for International Affairs, Nuremberg, and Mr Abdelafu S. Aker, International Relations Officer, Nablu • Input 2 Lauenburg-Al-Ubeidiyeh: Mrs Claudia Vogt-Gohdes, School Coordinator, Lauenburg, and Mr Maher Hamdan, Head of Technical Projects and PR, Al-Ubeidiyeh
02:30 pm	Follow-up discussion with plenary
03:00 pm	Coffee break
03:30 pm	<p>Bilateral working groups I – Focus: Contextual needs and strategic development plans at the local level</p> <p>Galerie am Schloss, City Hall, Fantasie Labor and Max Ernst Geburtshaus</p>
05:00 pm	<p>Excursions</p> <p>Group 1 – Ecotourism and land restoration walking tour: ‘Schwindelfrei’ high ropes course and ‘die Ville’ hills and lake plateau</p> <p>Group 2 – Preservation of historical monuments: Brühl Castle park tour</p> <p>Group 3 – Economic development site visit: ‘brüneo’ co-working spaces</p>
07:30 pm	Joint dinner at Restaurant Kaiserbahnhof

Friday, 27 September 2019

09:00 am	Welcome and Coffee
09:15 am	Meeting in plenary
09:30 am	<p>Bilateral working groups II: Project planning and next steps</p> <p>Galerie am Schloss, City Hall, Fantasie Labor and Max Ernst Geburtshaus</p>
11:00 am	Coffee break
11:30 am	<p>Reflection on conference results</p> <p>Galerie am Schloss</p> <p>Farewell remarks</p>
01:00 pm	Lunch, followed by departure (for German participants)
Afternoon	Free afternoon

Saturday, 28 September 2019

01:00 pm	Departure to airport (for Palestinian participants)
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9.2. List of participants

Participants	Municipality	Function
Abbas, Dr Mokar-ram	Nablus	Council member
Abdal Wahab, Alaa	Battir	Municipality member
Abdou, Emil	Jifna	Technical adviser
Abusaada, Dr Eman	Brühl	Member of working group „Arbeitskreis Brühl - Battir“
Abu Zneid, Yasser	Dura	Partnership coordinator „Dura - Dortmund“
Abuziyad, Amani	Aizaria	Director of planning and projects department and public relations officer
Adwan, Prof. Sami	Surrif	Partnership coordinator „Surif - Neuwied“
Aker, Abdelafo	Nablus	Partnership coordinator „Nablus - Nuremberg“
Alkhatib, Said	Hebron	Head of the international relations department
Alrdaydeh, Naji	Al-Ubeidiyeh	Mayor of Al-Ubeidiyeh
Alsayeh, Ziad	Bethlehem	Director of planning and projects department
Anati, Abdallah	APLA	Executive director
Assaf, Belal	Qabatia	Mayor of Qabatia
Awad, Amjad	Jifna	Mayor of Jifna
Bärschneider, Jörg	Bergisch Gladbach	Board member of town twinning association „Bergisch Gladbach - Beit Jala“
Baudach, Kurt-Michael	Engagement Global/SKEW	Head of department „Country- and Region-Specific Partnerships“
Becker, Axel	Bergisch Gladbach	Board member of town twinning association „Bergisch Gladbach - Beit Jala“
Becker, Prof. Dr Dieter	Bielefeld	Chairman of „Bielefeld Initiative for the Near East“
Dagher, Khaled	East Bani Zaid	Mayor of East Bani Zaid
Daibes, Dr Khoulood	Head of the Palestinian Mission to Germany	Ambassador and Head of the Palestinian Mission in Germany
Dauod, Tayseer	East Bani Zaid	Municipality employee
Dekker, Stephan	Bergisch Gladbach	Managing director of the mayor's office
Dola, Ribhi	Beitunia	Mayor of Beitunia
Drees, Sabine	Deutscher Städtetag	Senior Adviser/International Relations
Duaibes, Marwan	Zababdeh	Mayor of Zababdeh
Exeler, Michael	Brühl	Member of working group „Arbeitskreis Brühl - Battir“; poet
Freise, Prof. Dr Josef	Neuwied	Member of „Lokale Agenda 21“
Freytag, Dieter	Brühl	Mayor of Brühl
Froukh, Mamdouh	Ramallah	Municipality Council Member
Furch, Lina	Deutscher Städtetag	Head of Department „Europe/International Affairs“ and Head of Brussels Office
Ghrouf, Salem	Jericho	Mayor of Jericho
Gierlich, Dr Heinz	Brühl	Member of working group „Arbeitskreis Brühl - Battir“
Glesmann, Emilie	Cologne	Adviser on municipal partnerships
Goell, Markus	Bonn	Deputy head of the office for international relations and global sustainability
Groß, Rainer	Xanten	First deputy mayor of Xanten
Hadid, Musa	Ramallah	President of APLA and mayor of Ramallah
Haj Awad, Mo-hammad	Qabatia	Council member and public relations officer
Hamdan, Ing. Maher	Al-Ubeidiyeh	Head of projects and public relations
Haun, Heinz-D.	Bergisch Gladbach	Chairman of town twinning association „Bergisch Gladbach - Beit Jala“
Hih, Hadil	Surrif	Social worker

Hoche, Frank	Stendal	Director of Museum Osterburg
Hofmann, Nicole A.	Ministry for Economic Cooperation and Development (BMZ)	Policy specialist for cooperation joint ventures with federal states and local authorities in Africa, Latin America and Asia
Jokisch, Dr Hartmut	Bad Oldesloe	Council member
Juha, Issa	Beit Jala	Head of projects department
Kaiser, Gabriele	Cologne	Adviser on international affairs and municipal partnerships
Kellner, Michael	Cologne	Managing director town twinning association „Cologne - Bethlehem“
Khair, Jehad	Beit Sahour	Mayor of Beit Sahour, board member of APLA
Khamis Larach, Nicola	Beit Jala	Mayor of Beit Jala, board member of APLA
Klein, Konstanze	Stendal	Leader of the special technical unit/ Municipal waste management and soil protection authority
Knaack, Christian	Lauenburg	School social worker
Kozka, Matthias	Dortmund	Head of office administration to the city director
Kreuter, Dr Jens	Engagement Global	Managing Director
Mammar, Mariam	Battir	Partnership coordinator „Battir - Brühl“
Mayer, Dr Wolfgang	Nuremberg	Chairperson (finance department) of „Nablus Initiative (INNA)“
Meinhardt, Dr Markus	Jena	Team leader geo-information
Miller, Stefanie	Mannheim	Office for European and international affairs and global sustainability
Mohlberg, Roland	Brühl	Team leader „BrühlTourismus“, Culture department
Mohtasib, Karam	Dortmund	Project manager
Müller, Yvonne	Deutsche Gesellschaft für Internationale Zusammenarbeit (GIZ)	Head of „Local Governance Reform Programme“ (LGRP)
Nakhleh, Nadine	APLA	Communications coordinator
Nowack, Dr Matthias	Speyer	Head of the culture, marketing and communications department
Obeidi, Hanan	Aizaria	Director of the public services centre
Pamp, Andreas	Krefeld	Head of department „Migration and Integration“
Pluschke, Dr Peter	Nuremberg	Council member, environment and health department
Rishmawi, George	Beit Sahour	Economic development officer
Rudolf, Manfred	Brühl	Member of working group „Arbeitskreis Brühl - Battir“
Rufer, Anna-Maria	Nuremberg	Member of the advisory panel to the executive board of „Nablus Initiative (INNA)“
Samarat, Marwan	Jericho	Officer of public relations and external affairs
Saß, Robert	Brühl	Deputy mayor of Brühl
Schürgers, Dr Norbert	Nuremberg	Director of the international relations department
Selonke, Olaf	Bielefeld	Adviser on international affairs
Schröter, Dr Albrecht	BMZ	Municipal Development Policy Ambassador, former Mayor of Jena
Shaheen, Dawoud	Zababdeh	Partnership coordinator „Zababdeh - Bielefeld“
Shomali, Dipl.-Ing. Khaled	Brühl	Member of working group „Arbeitskreis Brühl - Battir“; poet
Süßer, Paul	Moers	Council member, chairman of town twinning association „Ramla - Moers“
Swaitti, Ahmed	Dura	Mayor of Dura
Tabbone, Thérèse	Jena	Coordinator for municipal development policy
Tamimi, Sahar	Hebron	Council member
Tannous, Olga	Ramallah	Office manager to the city director

Thelen, Sabine	Bonn	Official in charge of the partnership Bonn - Ramallah
Thiede, Andreas	Lauenburg	Mayor of Lauenburg
Vogt-Gohdes, Claudia	Lauenburg	Secondary school coordinator
Wegener, Klaus	Dortmund	President of Auslands-gesellschaft
Wolf, Frieder	Cologne	Head of the office for European and international affairs
Yousef, Dr Tagrid	Krefeld	Commissioner for integration, Department „Migration and Integration“
Yousef, Thaer	Beitunia	Public relations manager and partnership coordinator „Beitunia - Moers“
Yousef Zeit, Samia	Beit Jala	Partnership coordinator „Beit Jala - Bergisch Gladbach“
Zeidan, Charlie	Joint Services Council for Tourism Development in Bethlehem Governorate	Executive director
Zeyadeh, Taysir	Battir	Mayor of Battir municipality
Alkhateeb, Bakir	Deutsche Gesellschaft für Internationale Zusammenarbeit (GIZ) GmbH	Communications consultant „Local Governance Reform Programme“ (LGRP)
Augustin, Ebba		Conference moderator
Baader, Johannes	Engagement Global/SKEW	Student assistant „German-Palestinian Municipal Partnerships“
Florczyk, Fabiana	Engagement Global/SKEW	Intern „German-Palestinian Municipal Partnerships“
Müller, Wencke	Engagement Global/SKEW	Head of project „German-Palestinian Municipal Partnerships“
Nazzal, Maram	Deutsche Gesellschaft für Internationale Zusammenarbeit (GIZ) GmbH	City-to-City Partnerships Advisor „Local Governance Reform Programme“ (LGRP)
Schöning, Petra		Adviser „German-Palestinian Municipal Partnerships“
Shakhshir, Jihad	Deutsche Gesellschaft für Internationale Zusammenarbeit (GIZ) GmbH	Deputy head of „Local Governance Reform Programme“ (LGRP), Conference moderator
Pietzka, Nicole	Engagement Global/SKEW	Project coordinator „German-Palestinian Municipal Partnerships“

PUBLICATIONS OF THE SERVICE AGENCY COMMUNITIES IN ONE WORLD

All publications and information leaflets of the Service Agency Communities in One World can be ordered free of charge (if not yet out of print) or downloaded on its homepage under <https://skew.engagement-global.de/publications-en.html>

Please find below the list of publications available in English.

Dialog Global-Series:

- No. 53: Municipal Climate Partnerships. Documentation of the fifth phase of the project. Bonn, June 2019
- No. 43: Network Meeting Migration and Development at the Local Level. 9-10 November 2015 in Cologne. Report. Bonn, October 2016

Material-Series:

- No. 105: International Kick-off workshop for the seventh phase of the project "Municipal Climate Partnerships". 14 to 16 May 2019 in Bonn. Bonn, March 2020
- No. 98: Third European Network Meeting „Migration and development at the local level: Sharing experiences and creating ideas“. 28 to 29. November 2017 in Cologne. Bonn, September 2018
- No. 96: First conference on municipal partnerships with Eastern Europe. 23 to 25 October 2017 in Esslingen. Bonn, March 2018
- No. 95: Second Conference on Municipal Partnerships with Asia, 19 to 21 June 2017 in Bonn. Bonn, November 2017
- No. 90: Second European Network Meeting Migration & Development at the Local Level: Linking Actors and Policies. 29th -30th November 2016 in Cologne. Report. Bonn, August 2017

- No. 86: International Kick-off Workshop, 5. Phase „50 Municipal Climate Partnerships by 2015“. 12th-14th July 2016 Science City of Munoz, Philippines. Documentation. Bonn, March 2017
- No. 85: Third Conference on Municipal Partnerships with Africa - Sustainable Partnerships on Equal Terms, 19 to 21 October in Erfurt, Documentation. Bonn, March 2017
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- Municipalities for Global Sustainability and the 17 SDGs. The 2030 Agenda for Sustainable Development. Bonn, July 2018

Supporters and cooperating partners - The shareholding structure of the Service Agency

The Service Agency Communities in One World (a department of Engagement Global gGmbH) is funded by the Federal Ministry for Economic Cooperation and Development (BMZ), as well as the federal states of Baden-Württemberg, Bremen, Hamburg, North Rhine-Westphalia and Rhineland-Palatinate. We involve our supporters and cooperating partners in the continued development of the services we offer through our official bodies: the programme advisory board and the programme commission.

The programme advisory board



The programme commission



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Federal Ministry
for Economic Cooperation
and Development