

Content

Subject	Page
Table of Content	1
Foreword	2
Manual Objectives	3
Definitions	4
Methodology	6
Procedures Manual of Partnership with Local Community	
Part One: Local Council Level	
Hearing Sessions	8
Decision Making and Development of Public Policies	9
Decision Making and Development of Public Policies – Zoning Committee Decisions	10
Decision Making and Development of Public Policies - Bids	11
Financial Policies – Identifying Cost of Basic Services	12
Financial Policies – Publicizing Financial Lists	13
Financial Policies – Preparing Annual Budgets	14
Communication with the Public via Facebook	15
Communication with the Public via Radio Interviews	16
Communication with the Public via TV Interviews	17
Networking, partnerships and Twinning with Local and International Institutions (Organizations)	18
Part Two: Community Participation in Providing Municipal Services	
Buildings and Licenses	20
Buildings and Licenses – Dissemination and Publicizing of Licensing Laws	21
Meetings for Constructing Roads	22
Complaints	23
Health and Environmental Services – Awareness campaigns	24
Health and Environmental Services – Voluntary Work	26
Handicrafts and Industries (Dissemination of Licensing Procedures)	27
Handicrafts and Industries – Meetings with the Handicrafts and Industries Sector	28
Infrastructure Services	29
Tourism (Implementation of Programs for Developing Internal Tourism Itineraries)	30
Tourism (Promotion of Handicraft Industries)	31
Culture and Arts	32
Annexes	
Summary Workshops Findings (Five Themes)	34
Satisfaction Assessment Questionnaire	
Proposed Projects	
Sample Including All Sectors	

Foreword

Dear citizens of Beit Sahour ... the city of Shepherds Field ... Your city has always been a model for other cities due to its national sentiment and its citizens' belonging and great affection to their homeland and city in addition to their belief of the necessity to participate in all activities that reflect the best image of their city. Believing, as Beit Sahour Municipal Council, that we will not be able to work alone, we found it necessary to develop this Manual to assist the Municipality's employees, workers and supporting committees in identifying the relationship between the Municipality and different components of the local community.

Jan Paul Sartre says "I need the other to be what I am". Improving local and national performance and highlighting true spirit of adherence and national sentiment comes through community partnership, which is one of the civilization and national awareness manifestations.

The heavy burdens of the environmental, social, political and economic challenges currently encountered by the Palestinian state and municipalities require interventions of all the local community sectors and components to assist in confronting and overcoming these difficulties toward sustainable development. The local councils cannot make decisions alone. They believe in good governance where transparency, accountability, integration of work, strategic dimension and joint planning is the emblem of their work.

Together we can make change and together we make a better tomorrow. Let's consider our partnership as a national project toward building our independent state. Our partnership in establishing our state and maintaining its security and stability and adherence of the Palestinian citizens together make what is impossible.

We, as a municipal council, welcome this partnership with all its different shapes starting from simple partnership with individuals to great partnerships with organizations and societies. Our belief in the necessity of the local community participation has encouraged us to develop this Manual so as to systemize our joint work within a clear framework that achieves principles and foundations of partnership in municipal work and related services on bases of consultation, experience, justice and transparency.

WE hope that this Manual will be another catalyst to achieve our objectives in developing our city and achieving desired sustainable development with your partnership, which we have always been proud of.

With you and by you we derive our strength and desire in continuity

Hani Hayek

Beit Sahour Mayor

Manual Objectives

Beit Sahour Municipality confirms its participation of the Ministry of Local Government vision represented in “good local government capable to achieve sustainable development with active community participation”.

Based on this belief, Beit Sahour Municipality has gone through this experience as a starting point to develop an annual plan founded on an organized methodology and effective methods to involve the local community in planning and decision making.

Unawareness of citizens of the importance of their role in the planning process and unawareness of the local councils of the importance of community participation as well as both parties unawareness of unifying their efforts to achieve sustainable development are considered the main reasons behind weak communication between the municipality and the local community.

Consequently and during this project, Beit Sahour Municipality found it necessary to develop required procedures and methods to make the communication process with the local community and networking with its organizations within an organized and clear mechanism and methodology successful. At the same time, it adopted a multiplicity of effective tools chosen by the public and controlled by clear regulations and instructions known by all citizens of different levels and directions.

Project General Objectives:

- To seek toward good governance based on participation and transparency.
- To increase citizens' trust in their local councils.
- To increase citizen's belonging and feelings of responsibility toward his/her city and its civil organizations.
- To unify efforts so as to provide and develop citizens' services with optimal quantity and quality.
- To invest in the different human resources within the city and to benefit from the experiences of these resources in all areas.
- To encourage individual and collective initiatives, particularly initiatives of the private sector.

Specific Objectives:

- To organize the communication and networking process between the Municipality and the local community.
- To find appropriate means and mechanisms to activate and promote the communication process with feedback from citizens.
- To develop the Municipality's employees capacities to manage workshops related to communication and networking.
- To strengthen relationship between the Municipality and the local community with its organizations.
- To measure citizens' satisfaction about the Municipality's performance and programs.
- To identify citizens' priorities and different needs.

Definitions

Beit Sahour Municipality Support and Follow-up Committee

It is an advisory support committee for the Municipality regardless of changing the municipal council or the committee's members. Formation of this Committee is made by a municipal council decision and it is solved only by a decision made by it and in this event, it should clarify justifications for its decision.

The Committee aims to support the Municipality in developing and promoting communication, interaction and participation between the civil society and the Municipality. It also provides suggestions, recommendations, consultancies and remarks to the municipal council with an aim to improve the services level and enhance Beit Sahour Municipality in all fields of development. Moreover, it cooperates with the municipal council and supports it in its works, implementation and evaluation of projects, as much as it could, in addition to many other relevant tasks. Also, the Committee shall work, through internal regulations developed with the council, on organizing and institutionalizing the Committee's work within a specific organizational and legal framework.

Youth Local Council

It is a group of youth (males and females) elected by the Council's general assembly according to the majority system and in a direct democratic way. This group of youth voluntarily works with the Local Council (municipality or village council). The number of the Youth Local Council members is equivalent to the number of the municipal Local Council members. Through the youth council, the Local Council's objectives meet with the youth needs, in general, and the targeted age group, in particular, in a manner compatible with the community and its organizations aspirations aiming at developing and consolidating this group capacities and providing means and mechanisms to increase youth involvement in civil society service. Accordingly, the idea of the Youth Local Council is fits to be a model for building a youth framework empowered to lead its society in the future, especially in the field of local government, and represent the youth needs and future ambitions as a council parallel to the existing Local Council.

Public Service Center

The public service center seeks to enhance the leadership and organizations of the local government to become more effective, transparent, democratic and more capable to manage services provided to the public by adopting integrated work mechanisms and regulations that seek to decrease time consumed in achieving citizens' services and develop technical and administrative teams' capacities. This will, in turn, facilitate the process of citizens' reception of the service, increase the council's efficiency in providing services and speed in achieving citizens' businesses and transactions in addition to developing performance quality and implementation of tasks using computerized systems by the public services employees who are trained to receive citizens without troubling the citizen with following up with different municipal divisions. This will also improve services provision and promote transparency, fairness and good governance aspects in the different Municipality's department.

Municipality Departments

Administrative Department

It is one of the key Municipality departments taking care of the administrative works related to the personnel issues, monitoring employees' performance and controlling their attendance and vacations through using specific procedures aiming to achieve the following:

1. Organizing relation among employees through the administrative scale and the organizational structure of the Municipality.
2. Organizing the personnel affairs in terms of official attendance, time sheet, vacations and leave sheets, etc.
3. Familiarizing the employees with mechanisms related to their salaries assignment according to the previous Civil Service Law and the existing Local Governments Regulation.
4. Regulating work within the Municipality in line with the applicable Local Governments Law.

Engineering Department

This department carries out all works related to zoning, building and implementation of various projects in the city. It monitors the licensing and building process and the violations related to them in addition to developing the structure plan and working according to it and implementation of the infrastructure projects of the city including sanitation, streets, sidewalks and public facilities. This department includes a number of divisions: Maintenance Division, which implements all types of maintenance works; Survey division, which is in charge of the survey works

for the Engineering Department, Projects Department and Public Relations Department; and the Lighting Maintenance Division.

Health and Environment Department

This department is in charge of all works related to the public health management in the city and monitoring the environmental conditions required in the residential and commercial buildings and extent of their compatibility with the public health standards. Moreover, this Department monitors processes of solid wastes management in the city and supervises implementation of environmental works, raises environmental awareness and combat epidemics by using insecticides and other works to maintain the health and environment sector.

Finance Department

This department manages the Municipality finance, revenues and expenditures as well as monitoring spending works according to the relevant financial rules and procedures. It also prepares developmental and operational budgets and implementing them according to applicable regulations and laws approved by the Ministry of Local Government and Ministry of Finance.

Projects and Public Relations Department

This department implements and monitors all the developmental projects of the Municipality within its strategic plan in addition to conducting studies and designs of projects and submitting them to the concerned parties and donors so as to obtain funds for projects and follow up with them and with contractors and area citizens. Other works of this Department include capacity building of its staff.

Work Methodology

To achieve sustainable development with effective community participation, Beit Sahour Municipality has undergone this experience ...

To prepare the Procedures Manual for Partnership with Local Community, it has been agreed to hold a number of meetings with the different sectors in the city. These meetings aimed to identify a number of key themes to develop the relations between the Municipality and citizens, increase people participation in the Municipality's activities and programs and provide best solutions and visions to deal with these issues and problems. Therefore, these tasks have been implemented through the following methodology:

- Contracting with local consultant to assist in developing the Manual and facilitate holding specialized workshops.
- Training the Municipality staff and the local community representatives on subjects related to community partnership.
- Training of trainers from the Municipality teams and representatives of the Support Committee to manage the workshops on developing the Manual.
- Developing a questionnaire for measuring performance of the trained staff.
- Dividing the local community sectors into seven key sectors, which include:

- | |
|--|
| <ol style="list-style-type: none">1. Women of different age groups2. Young people of different age groups3. Tourism and private sectors and handcrafts sector4. Media people, academics and intellectuals5. Administrators working with young people in schools and clubs6. Health sector and people with special needs7. Religion and political sector and housing cooperatives |
|--|

- The trained team in cooperation with a consulting firm held specialized workshops for each sector. The workshops discussed the following:
 - Concept of community partnership.
 - Identification of strengths and weaknesses in communicating with the targeted sector.
 - Writing down citizens' feedback regarding the best techniques to develop partnership with the local community.
 - Assessment of citizens' satisfaction.
 - Identification of priorities.

During meetings and workshops the following questions were asked and discussed with the participants:

- What are the problems that each of the sectors confront in Beit Sahour?
- How do you expect that the Municipality contribute to solving these problems?
- In your opinion, what is the optimal way to communicate with the Municipality so as to support coordination and joint work between the Municipality and your organization or institution?
- What is currently required from organizations and organizations (sector) to continue playing its pioneer role?
- What is the best way for communication and networking between the Municipality and organizations to provide the best services for the city and citizens?
- After completing the workshops, the answers of participants from all sectors have been collected in groups according to the question theme.

After processing the findings of the workshops, work procedures have been developed in this Manual by holding a number of workshops with the Municipal Council, Youth Local Council, Support Committee and heads of the Municipality Departments to institutionalize the partnership process with the local community, as shown in the following figure:

Note: This text should be put in boxes as in Arabic

Figure 1: A chart showing methodology for preparing the Manual

Preparation Phase

- **Building capacities of employees and representatives of the Support Committee**
- **Preparing a methodology for holding sectoral workshops**

Consultancy phase with local community

- **Holding seven workshops with the targeted seven sectors**

Manual preparation phase

- **Holding internal workshops in the Municipality at the level of the Municipal council and the heads of Departments (based on the sectoral workshops outputs)**

Holding a workshop with Municipal council and the heads of Departments to discuss the primary edition of the Manual

Final workshop

Holding a final workshop to present the Manual and give remarks

Printing, publication and dissemination

Part One: Local Council Level

Procedure # 1.1

Hearing Sessions	
Participation Level:	
<input type="checkbox"/> Media	<input type="checkbox"/> Consultancy <input type="checkbox"/> Partnership
Participation Mechanisms	
❖ Objective: To promote the communication process with citizens by holding public meetings	
Responsible Party	
Municipality	Local Council Public Relations Department (PR Department)
Local Community	Citizens Municipality Support and Follow-up Committee Youth Local Council
Responsibilities / Tasks (of all parties)	
<ul style="list-style-type: none"> ❖ Local Council (in coordination with PR Department) <ul style="list-style-type: none"> - Preparing meetings plan and their schedules - Preparing meetings agendas - Identifying the Local Council’s members and employees delegated to participate in the meetings - Supervising meetings implementation - Following up meetings outputs with stakeholders ❖ Municipality Support and Follow-up Committee <ul style="list-style-type: none"> - Holding regular meetings with the Local Council to develop the meetings plan and identifying its objectives - Participating in meetings implementation ❖ Youth Local Council <ul style="list-style-type: none"> - Participating with the Local council in implementing the meetings plan - Supervising the formation of support youth committees to facilitate holding of meetings - Organizing meetings and assisting in their implementation - Calling the local community to effectively participate in meetings ❖ Citizens <ul style="list-style-type: none"> - Effective participation in the hearing sessions - Presenting their priorities / opinions to the participating parties (Municipality) 	
Steps to Activate Participation Mechanisms	
<ul style="list-style-type: none"> ❖ Local Council (in coordination with PR Department) <ul style="list-style-type: none"> - Preparing the detailed plan of meetings including (schedules, content, participants, implementation mode) - Formation of required committees - Announcing meetings schedules through different media - Providing all needs and equipment related to holding of meetings - Documenting minutes of meetings - Posting hearing meetings outputs on Municipality website and via media - Disseminating and publicizing decisions made by the Municipality as results of the hearing sessions on citizens via different media 	
Remarks:	
Procedure Cycle: Twice a year	

Part One: Local Council Level

Procedure # 1.2

Making Decision and Development of Public Policies	
Participation Level:	
<input type="checkbox"/> Media	<input type="checkbox"/> Consultancy
<input type="checkbox"/> Partnership	
Participation Mechanisms	
❖ Objective: To prepare the Strategic Development Plan according to the Strategic Development and Investment Planning (SDIP) approved by the Ministry of Local Government	
Responsible Party	
Municipality	Local Council SDIP Committee Members of SDIP from Municipality employees Institutional Development Committee
Local Community	SDIP members from the local community Municipality Support and Follow-up Committee Youth Local Council
Responsibilities / Tasks (of all parties)	
<ul style="list-style-type: none"> ❖ Local Council (in coordination with PR Department) <ul style="list-style-type: none"> - Identifying the SDIP Committee from the Local Council - Identifying the Institutional Development Committee members - Approving the Strategic Development Plan - Approving the executive plan and adopting it in the developmental budget - Monitoring the plan implementation according to the required priorities ❖ SDIP Committee <ul style="list-style-type: none"> - Monitoring the works of the SDIP team and providing feedback - Posting the Strategic Development Plan on the Municipality website ❖ Institutional Development Committee <ul style="list-style-type: none"> - Participating in assessing the Municipality conditions and preparing the Institutional Development Plan - Posting the Institutional Development Plan on the Municipality website ❖ SDIP Team <ul style="list-style-type: none"> - Preparing the Strategic Development Plan - Preparing work plan and schedules ❖ Municipality Support and Monitoring Committee <ul style="list-style-type: none"> - Participating with the SDIP in preparing the plan - Organizing the communication mechanism between the Municipality and local community - Monitoring the implementation of the plan items and evaluating progress 	
Steps to Activate Participation Mechanisms	
<ul style="list-style-type: none"> ❖ Local Council <ul style="list-style-type: none"> - Disseminating decisions made by the Local Council - Formation of required committees (as in the SDIP Manual – Ministry of Local Government) - Giving instruction to post the plan on the website - Providing venue and required equipment for meetings ❖ Local Community <ul style="list-style-type: none"> - Commitment to regular meetings and giving feedback - Raising community awareness 	
Remarks:	
❖ Procedure Cycle: The plan shall be developed every 4 years and annually reviewed. Meetings are periodical, as needed	

Part One: Local Council Level

Procedure # 1.3

Making Decision and Development of Public Policies – Zoning Committee Decisions		
Participation Level:		
<input type="checkbox"/> Media	<input type="checkbox"/> Consultancy	<input type="checkbox"/> Partnership
Participation Mechanisms		
❖ Objective: To disseminate the Local Council meetings results especially those related to the Zoning Committee meetings		
Responsible Party		
Municipality	Local Council Zoning and Building Committee	
Responsibilities / Tasks (of all parties)		
<ul style="list-style-type: none"> ❖ Local Council <ul style="list-style-type: none"> - Assigning the Administrative Department to review and monitor Council’s meetings reports - Giving instructions to concerned parties to disseminate the Council’s meetings and the Zoning committees reports ❖ Building and Zoning Committee <ul style="list-style-type: none"> - Reviewing reports related to zoning and preparing them for dissemination - Sending the reports to the Local Council to be reviewed and giving instructions for dissemination 		
Steps to Activate Participation Mechanisms		
<ul style="list-style-type: none"> ❖ Local Council <ul style="list-style-type: none"> - Posting decisions issued by the Local Council on the Municipality website - Following-up remarks and feedback received on the reports and responding to them - Media coverage of the dissemination process via different media 		
Remarks:		
❖ Procedure Cycle: Once every three months		

Part One: Local Council Level

Procedure # 1.4

Decision Making and Development of Public Policies - Bids		
Participation Level:		
<input type="checkbox"/> Media	<input type="checkbox"/> Consultancy	<input type="checkbox"/> Partnership
Participation Mechanisms		
❖ Objective: To open and evaluate different bids		
Responsible Party		
Municipality	Local Council Related Department	
Local Community	Municipality Support and Monitoring Committee	
Responsibilities / Tasks (of all parties)		
❖ Local Council		
- Formation of a special committee for bids		
- Advertising the bids through various media within the period specified by law		
- Confirming the legal procedures and transparency standards during opening and evaluating the bids		
- Supervising the opening process of bids documents		
- Supervising the process of awarding the bids		
❖ Municipality Support and Monitoring Committee		
- Attending meetings for opening bids and participating in their evaluation		
Steps to Activate Participation Mechanisms		
❖ Local Council		
- Supervising preparation of the bids documents		
- Advertising bids and specified time for applying within specific period		
- Supervising the bids opening process and evaluating bids according to specific criteria		
- Informing parties chosen and signing contracts with them		
- Sending apology letters to rejected parties and giving them time to challenge the decision made		
Remarks:		
❖ Procedure Cycle: As needed		

Part One: Local Council Level

Procedure # 2.1

Financial Policies – Identifying Costs of Basic Services		
Participation Level:		
<input type="checkbox"/> Media	<input type="checkbox"/> Consultancy	<input type="checkbox"/> Partnership
Participation Mechanisms		
❖ Awareness programs to improve collection level		
Responsible Party		
Municipality	Local Council Finance Department Public Service Center PR Department	
Local Community	Municipality Support and Monitoring Committee Local Consultants	
Responsibilities / Tasks (of all parties)		
<ul style="list-style-type: none"> ❖ Local Council <ul style="list-style-type: none"> - Attending regular meetings related to awareness - Instructing the Finance Department to prepare reports on various services costs - Providing appropriate venue for holding regular meetings - Approving the suggested awareness plan ❖ Finance Department <ul style="list-style-type: none"> - Preparing required reports to be used in the awareness programs - Involving some persons from the local community in identifying services costs ❖ Public service Center <ul style="list-style-type: none"> - Suggesting the awareness plan - Suggesting an incentives system to encourage those committed to payment - Preparing monthly reports reflecting collection level ❖ PR Department <ul style="list-style-type: none"> - Coordinating the regular meetings on awareness ❖ Municipality Support and Monitoring Committee <ul style="list-style-type: none"> - Participating in the regular meetings - Giving appropriate interventions to improve and raise awareness 		
Steps to Activate Participation Mechanisms		
<ul style="list-style-type: none"> ❖ Local Council <ul style="list-style-type: none"> - Commitment to reductions approved by the Palestinian Authority - Approving an incentives system for those committed to payment ❖ Public service Center <ul style="list-style-type: none"> - Preparing lists of those committed to payment - Commitment to the incentives system implementation ❖ PR Department <ul style="list-style-type: none"> - Posting annual reports that clarify percentage of collection on the Municipality website - Using various media to raise awareness ❖ Municipality Support and Monitoring Committee <ul style="list-style-type: none"> - Attending the awareness meetings - Participating in the awareness campaigns via media 		
Remarks:		
❖ Procedure Cycle: Annually		

Part One: Local Council Level

Procedure # 2.2

Financial Policies – Publicizing Financial Lists		
Participation Level:		
<input type="checkbox"/> Media	<input type="checkbox"/> Consultancy	<input type="checkbox"/> Partnership
Participation Mechanisms		
❖ Objective: To post financial lists (auditor report) on the Municipality website		
Responsible Party		
Municipality	Local Council Finance Department PR Department	
Responsibilities / Tasks (of all parties)		
<ul style="list-style-type: none"> ❖ Local Council <ul style="list-style-type: none"> - Reviewing and approving the financial report and the audit report - Giving instructions for posting the financial report on the Municipality website ❖ Finance Director <ul style="list-style-type: none"> - Preparing the financial report to be presented to the Local Council and to be disseminated ❖ PR Department <ul style="list-style-type: none"> - Posting the report on the website 		
Steps to Activate Participation Mechanisms		
<ul style="list-style-type: none"> ❖ Local Council <ul style="list-style-type: none"> - Assigning the finance director to prepare the report - Approving and adopting the financial report - Agreeing on posting reports on the website - Monitoring the feedback of the financial Committee on the report and responding to it ❖ Finance Director <ul style="list-style-type: none"> - Participating with the Local Council in appointing a legal audit - Giving instructions to the PR Department to post the report 		
Remarks:		
❖ Procedure Cycle: January every year		

Part One: Local Council Level

Procedure # 2.3

Financial Policies – Publicizing the Annual Budget	
Participation Level:	
<input type="checkbox"/> Media	<input type="checkbox"/> Consultancy
<input type="checkbox"/> Partnership	
Participation Mechanisms	
❖ Objective: To prepare the annual budget and posting it on the Municipality website	
Responsible Party	
Municipality	Local Council Finance Department PR Department
Responsibilities / Tasks (of all parties)	
<ul style="list-style-type: none"> ❖ Local Council <ul style="list-style-type: none"> - Reviewing and approving the annual budget - Giving instructions for posting the budget on the Municipality website ❖ Finance Department <ul style="list-style-type: none"> - Preparing the annual budget to be presented to the Local Council and disseminated ❖ PR Department <ul style="list-style-type: none"> - Posting the budget on the website 	
Steps to Activate Participation Mechanisms	
<ul style="list-style-type: none"> ❖ Local Council <ul style="list-style-type: none"> - Asking the Finance Department to prepare the budget - Asking the Financial Department to review the budget and give remarks, as necessary - Agreeing on posting the budget on the website - Taking into consideration the Local Government opinion on the budget before publicizing it ❖ Finance Director <ul style="list-style-type: none"> - Giving instructions to the person in charge of the website to post the report 	
Remarks:	
❖ Procedure Cycle: Annually	

Part One: Local Council Level

Procedure # 2.4

Communication with the Public via Facebook		
Participation Level:		
<input type="checkbox"/> Media	<input type="checkbox"/> Consultancy	<input type="checkbox"/> Partnership
Participation Mechanisms		
❖ Objective: To construct a social communication page on Facebook and communicate with the local community via it		
Responsible Party		
Municipality	Local Council PR Department Information Technology Division	
Local Community	Youth Local Council	
Responsibilities / Tasks (of all parties)		
<ul style="list-style-type: none"> ❖ Local Council <ul style="list-style-type: none"> - Assigning the Information Technology Department to construct a Facebook page - Providing a monthly report on the most important remarks mentioned on the Facebook ❖ Information Technology Division <ul style="list-style-type: none"> - Constructing the Facebook page - Using big screens in residential clusters to transfer information ❖ Public Relations Department <ul style="list-style-type: none"> - Monitoring the construction of Facebook page - Assisting in the promotion of Facebook page via various media ❖ Youth Local Council <ul style="list-style-type: none"> - Promoting Facebook page 		
Steps to Activate Participation Mechanisms		
<ul style="list-style-type: none"> ❖ Local Council <ul style="list-style-type: none"> - Following up remarks and feedback coming from citizens on Facebook - Consulting specialized department to respond, as required ❖ Public Relations Department <ul style="list-style-type: none"> - Providing the Local Council with regular reports on content of Facebook page as well as the most important remarks - Posting all responses coming from the Local Council on the website 		
Remarks:		
❖ Procedure Cycle: Continuous updating		

Part One: Local Council Level

Procedure # 2.5

Communication with the Public on Radio	
Participation Level:	
<input type="checkbox"/> Media	<input type="checkbox"/> Consultancy <input type="checkbox"/> Partnership
Participation Mechanisms	
❖ Objective: To organize radio interviews with citizens	
Responsible Party	
Municipality	Local Council head and members PR Department Public Service Center
Local Community	Support and Monitoring Committee and the Coordination Committee with Organizations
Responsibilities / Tasks (of all parties)	
<ul style="list-style-type: none"> ❖ Local Council head and members <ul style="list-style-type: none"> - Participating in the local radio interviews ❖ PR Department <ul style="list-style-type: none"> - Preparing the suggested radio interviews plan - Coordinating with local radios regarding the interviews ❖ Support and Monitoring Committee and the Coordination Committee with Organizations <ul style="list-style-type: none"> - Participating in the radio interviews ❖ Public Service Center <ul style="list-style-type: none"> - Participating in the radio interviews 	
Steps to Activate Participation Mechanisms	
<ul style="list-style-type: none"> ❖ Head of the Local Council <ul style="list-style-type: none"> - Approving the interviews plan and schedules - Following up remarks and feedback of citizens given during interviews ❖ PR Department <ul style="list-style-type: none"> - Documenting the conducted radio interviews - Media coverage of the radio interviews contents via various media - Posting interviews reports on the website 	
Remarks:	
❖ Procedure Cycle: Monthly	

Part One: Local Council Level

Procedure # 2.6

Communication with the Public via TV Interviews	
Participation Level:	
<input type="checkbox"/> Media	<input type="checkbox"/> Consultancy <input type="checkbox"/> Partnership
Participation Mechanisms	
❖ Objective: To organize TV interviews with citizens	
Responsible Party	
Municipality	Local Council head and members PR Department Public Service Center
Local Community	Support and Monitoring Committee and the Coordination Committee with Organizations
Responsibilities / Tasks (of all parties)	
<ul style="list-style-type: none"> ❖ Local Council head and members <ul style="list-style-type: none"> - Participating in the TV interviews ❖ PR Department <ul style="list-style-type: none"> - Preparing the suggested TV interviews plan - Coordinating with local TV regarding the interviews ❖ Support and Monitoring Committee and the Coordination Committee with Organizations <ul style="list-style-type: none"> - Participating in the TV interviews 	
Steps to Activate Participation Mechanisms	
<ul style="list-style-type: none"> ❖ Head of the Local Council <ul style="list-style-type: none"> - Approving the interviews plan and schedules - Following up remarks and feedback of citizens given during interviews ❖ PR Department <ul style="list-style-type: none"> - Documenting the conducted TV interviews - Media coverage of the TV interviews contents via various media - Posting interviews reports on the website - Inviting the Support and Monitoring Committee and the Coordination Committee to participate, as necessary 	
Remarks:	
Procedure Cycle: 2-4 times annually	

Part One: Local Council Level

Procedure # 3

Networking, Partnership and Twinning with Local and International Organizations	
Participation Level:	
<input type="checkbox"/> Media	<input type="checkbox"/> Consultancy
<input type="checkbox"/> Partnership	
Participation Mechanisms	
❖ Objective: To hold meetings for continuous communication, coordination and cooperation with local and international institutions (organizations) through the Support Committee	
Responsible Party	
Municipality	Local Council PR Division
Local Community	Support and Monitoring Committee Coordination Committee among Organizations (as a member of the Support and Monitoring Committee)
Responsibilities / Tasks (of all parties)	
<ul style="list-style-type: none"> ❖ Local Council <ul style="list-style-type: none"> - Approving the meetings plan and schedules - Assigning relevant committees for monitoring and implementation - Supervising holding of meetings through the PR Department - Following up the meetings outputs with stakeholders - Providing appropriate venue for holding meetings - Supporting employees (General secretary, PR) ❖ PR Division <ul style="list-style-type: none"> - Conducting continuous coordination between local and municipal committees - Coordinating between local and international institutions (organizations) - Coordinating with the expatriates community from Beit Sahour living abroad - Providing logistics for meetings - Documentation and media coverage ❖ Support and Monitoring Committee <ul style="list-style-type: none"> - Supporting the Municipality through organizing regular meetings - Contributing to holding meetings and coordinating required events - Contributing to advertising the meeting and inviting organizations for participation ❖ Coordination Committee among Organizations <ul style="list-style-type: none"> - Coordinating joint events of organizations of common objectives - Providing technical and administrative support for the local organizations - Following up with international organizations of common objectives 	
Steps to Activate Participation Mechanisms	
<ul style="list-style-type: none"> ❖ Local Council <ul style="list-style-type: none"> - Providing technical and administrative support for different committees - Providing appropriate venue for holding meetings - Developing an incentives system for organizations (institutions) of excellence - Effective participation in the organizations activities ❖ PR Division <ul style="list-style-type: none"> - Preparing the detailed plan of meetings, including (schedules, content, participants, mode of implementation) - Advertising meetings schedules via different media - Providing all needs and equipments required for holding meetings - Documenting and covering achievements via the Municipality website - Introducing related organizations via Municipality website 	

Remarks:
❖ Procedure Cycle: 1-2 times annually

Part Two: Community Participation in Providing Municipality Services

Procedure # 1.1

Buildings and Licenses – Consultation regarding this Sector	
Participation Level:	
<input type="checkbox"/> Media	<input type="checkbox"/> Consultancy
<input type="checkbox"/> Partnership	
Participation Mechanisms	
❖ Objective: To hold regular meetings with the engineering sector and contracting firms to inform them about policies related to buildings and licensing	
Responsible Party	
Municipality	Zoning and Building Committee Engineering Department Projects Department PR Department
Local Community	Engineering firms, Association of Engineers, Federation of Contractors
Responsibilities / Tasks (of all parties)	
<ul style="list-style-type: none"> ❖ Zoning and Building Committee <ul style="list-style-type: none"> - Preparing meetings plan of the engineering sector - Coordinating with the Engineering Department and Projects Department regarding these meetings - Submitting recommendations to the Local Council to make relevant decisions - Coordinating with the Local Government Directorate to support these meetings ❖ Engineering firms, Association of Engineers, Federation of Contractors <ul style="list-style-type: none"> - Contributing to preparation of meetings agendas ❖ Communicating with members and publicizing relevant laws and terms on concerned parties 	
Steps to Activate Participation Mechanisms	
<ul style="list-style-type: none"> ❖ Zoning and Building Committee <ul style="list-style-type: none"> - Coordinating and communicating with the engineering sector to prepare for meetings - Providing different needs related to meetings - Insisting on imposing sanctions on those who violate the law - Holding regular meetings with Engineering firms, Association of Engineers - Documenting minutes of meetings and submitting them to the Local Council - Disseminating and covering meetings via media - Giving instructions regarding dissemination of reports and minutes of meetings on the Municipality website 	
Remarks:	
❖ Procedure Cycle: 1-2 times annually	

Part Two: Community Participation in Providing Municipality Services

Procedure # 1.2

Buildings and Licenses – Dissemination and Publicizing of Licensing Laws	
Participation Level:	
<input type="checkbox"/> Media	<input type="checkbox"/> Consultancy <input type="checkbox"/> Partnership
Participation Mechanisms	
❖ Objective: To work on disseminating licensing requirements among stakeholders	
Responsible Party	
Municipality	Zoning and Building Committee Engineering Department PR Department Public Service Center
Local Community	Engineering firms, Association of Engineers
Responsibilities / Tasks (of all parties)	
<ul style="list-style-type: none"> ❖ Engineering Department: <ul style="list-style-type: none"> - Preparing the publication and collecting licensing laws and procedures ❖ Zoning and Building Committee <ul style="list-style-type: none"> - Reviewing the publication and making suitable amendments - Presenting the publication to the Local Council for approval and adoption - Applying the law on all citizens without any exceptions and imposing sanctions on law violators. ❖ PR Department <ul style="list-style-type: none"> - Assisting in producing the publication and publicizing it among stakeholders ❖ Public Service Center <ul style="list-style-type: none"> - Distribution of the publication on Engineering firms and the Association of Engineers (Note: the publication can be added to the Public Services Manual when issued) 	
Steps to Activate Participation Mechanisms	
<ul style="list-style-type: none"> ❖ Agreeing on the content of publication including all legal and practical aspects of licensing ❖ Approval of Zoning and Building Committee on the publication content ❖ Approving the publication by the Local Council ❖ Sending the publication to the PR Department to follow up printing it and assisting in its publicizing. ❖ The Public Service Center distributes the publication on relevant and concerned parties. 	
Remarks:	
❖ Procedure Cycle: Once every year with possible updating	

Part Two: Community Participation in Providing Municipality Services

Procedure # 1.3

Buildings and Licenses – Meetings for discussing roads opening and construction		
Participation Level:		
Media	Consultancy	Partnership
Participation Mechanisms		
❖ Objective: To hold special meetings for constructing roads and streets		
Responsible Party		
Municipality	Local Council Engineering Department	
Local Community	Affected citizens	
Responsibilities / Tasks (of all parties)		
<ul style="list-style-type: none"> ❖ Local Council <ul style="list-style-type: none"> - Attending meetings - Following up meetings outputs ❖ Engineering Department <ul style="list-style-type: none"> - Setting up a plan for holding the meeting (workshop) - Inviting citizens and stakeholders - Presenting the project steps and track of future work - Receiving remarks and recommendations from participants - Monitoring the preparation of amending and detailed plans 		
Steps to Activate Participation Mechanisms		
<ul style="list-style-type: none"> ❖ Engineering Department <ul style="list-style-type: none"> - Preparing the detailed plan of meetings including (schedules, content, participants, mode of implementation) - Providing all requirements and equipment related to the meeting - Encouraging citizens and stakeholders to participate using different means for that purpose - Clarifying all the project objectives, steps and phases of implementation for participants - Documenting participants' remarks and recommendations - Disseminating the outputs of the hearing sessions on the Municipality website and via different media - Preparing a report on the meeting results (for the Local Council) 		
Remarks:		
❖ Procedure Cycle: As necessary		

Part Two: Community Participation in Providing Municipality Services

Procedure # 1.4

Complaints		
Participation Level:		
Media	Consultancy	Partnership
Participation Mechanisms		
❖ Objective: To hold regular field visits so as to follow up citizens' complaints		
Responsible Party		
Municipality	Local Council (relevant committees) Public Service Center (receiving complaints) Relevant Departments	
Local Community	Support Committee	
Responsibilities / Tasks (of all parties)		
<ul style="list-style-type: none"> ❖ Public Service Center <ul style="list-style-type: none"> - Receiving citizens' complaints - Coordinating with the Council's relevant committees - Coordinating with specialized departments ❖ Relevant committees <ul style="list-style-type: none"> - Studying complaints - Participating in field visits - Making sure that complaints are followed up and solved ❖ Specialized Departments <ul style="list-style-type: none"> - Providing relevant committees with sufficient information on the problem - Participating in field visits - Following up the complaints ❖ Support Committee <ul style="list-style-type: none"> - Participating in the field visits - Following up the complaints and making sure that solution are found for the problems 		
Steps to Activate Participation Mechanisms		
<ul style="list-style-type: none"> ❖ Public Service Center <ul style="list-style-type: none"> - Receiving citizens' complaints and sending it to specialized and competent departments - Updating the relevant committees about content of complaints to ensure following up - Informing specialized departments on complaints' content to do what is required and conduct field visits ❖ Relevant Committees <ul style="list-style-type: none"> - Receiving complaints from the Public Service Center - Taking required procedures regarding complaints and finding suitable solutions - Making sure that complaints are followed up and solved - Visiting sites, as necessary, to see the reality on ground - Preparing reports to the Local Council on the content of complaints and what has been achieved ❖ Specialized Departments <ul style="list-style-type: none"> - Visiting complaints sites and collecting sufficient information on the problem - Writing field visits reports - Providing relevant Committees with required field information 		
Remarks:		
Procedure Cycle: Monthly		

Part Two: Community Participation in Providing Municipality Services

Procedure # 2.1

Health and Environmental Services – Awareness Campaigns		
Participation Level:		
Media	Consultancy	Partnership
Participation Mechanisms		
❖ Objective: To organize environmental awareness campaigns		
Responsible Party		
Municipality	Health and Environment Department PR Department	
Local Community	Schools, relevant civil society organizations (environment groups in city, scout groups, etc), Support and Monitoring Committee	
Responsibilities / Tasks (of all parties)		
<ul style="list-style-type: none"> ❖ Local Council <ul style="list-style-type: none"> - Approving annual plan for environmental development - Monitoring health and environment relevant departments’ performance and assisting them in finding solutions ❖ Health and Environment Department <ul style="list-style-type: none"> - Carrying out environment tasks such as cleaning of streets and management of solid wastes - Coordinating with environment related organizations and ministries (Ministry of health, Environment Quality Ministry, etc) and encouraging networking and communication between them. - Developing awareness programs on environment and disseminating them among citizens. - Implementing projects specialized in improving environment in coordination with concerned organizations operating in the field of environment. - Holding meetings with organizations specialized and working in the field of environment. - Applying laws related to citizens’ health and imposing sanctions on violators. - Monitoring the licensing process to ensure quality environment. ❖ Environment Organizations of the Beit Sahour <ul style="list-style-type: none"> - Implementing events on environmental awareness in coordination with the Municipality - Coordinating voluntary works in cooperation with the Municipality 		
Steps to Activate Participation Mechanisms		
<ul style="list-style-type: none"> ❖ Local Council <ul style="list-style-type: none"> - Approving the environmental annual plan - Agreeing on developing an incentive system to encourage environmental conservation. - Giving instructions to post reports and advertisements on the Municipality website - Attending and having presence in regular meetings and events held for the purpose of improving the surrounding environment ❖ Health and Environment Department <ul style="list-style-type: none"> - Daily monitoring of tasks related to environment - Setting up incentive programs for areas and persons of Excellence in the field of health and environment. - Continuous advertising and using all media means, especially the Municipality website, to raise environmental awareness. - Holding workshops and meetings with different groups and preparing required reports. - Encouraging joint programs with relevant organizations. - Preparing an annual plan including four environment related activities. - Consulting with relevant ministries and organizations on environmental issues. - Designing awareness materials for environment campaigns. - Providing different needs (uniforms food, transportation for volunteers, etc.) 		

❖ **Environment Organizations of the Beit Sahour**

- Signing understanding memos with the Municipality regarding partnerships in environmental events and activities.
- Mainstreaming programs for environment improvement in their projects.
- Focusing on students sector in schools in implementing projects.

Remarks:

- ❖ Procedure Cycle: As necessary

Part Two: Community Participation in Providing Municipality Services

Procedure # 2.2

Health and Environmental Services – Voluntary Work		
Participation Level:		
Media	Consultancy	Partnership
Participation Mechanisms		
❖ Objective: To implement voluntary work campaigns to beautify the city		
Responsible Party		
Municipality	Health and Environment Department PR Department Engineering Department	
Local Community	Schools Relevant civil society organizations (environmental and scouts groups in the city) Support Committee and Youth Local Council Experts (Architects, public gardens and spaces designers)	
Responsibilities / Tasks (of all parties)		
<ul style="list-style-type: none"> ❖ Health and Environment Department <ul style="list-style-type: none"> - Coordinating with organizations working on environment and encouraging networking and communication with them - Implementing projects aiming at improving environment in coordination with concerned organizations - Holding regular meetings with organizations specialized in environment improvement and voluntary work. ❖ Environment Organizations of the Beit Sahour <ul style="list-style-type: none"> - Implementing events on environmental awareness and voluntary work in coordination with the Municipality - Coordinating voluntary works in cooperation with the Municipality ❖ Experts <ul style="list-style-type: none"> - Giving ideas on city beautification - Assisting in the implementation mechanisms 		
Steps to Activate Participation Mechanisms		
<ul style="list-style-type: none"> ❖ Health and Environment Department <ul style="list-style-type: none"> - Preparing an annual plan including four environmental activities and voluntary work. - Consulting with relevant ministries and organizations on environmental issues. - Designing awareness materials for environment campaigns. - Providing different needs (uniforms food, transportation for volunteers, etc.) - Monitoring, following up and maintaining the achieved environmental works ❖ Environment Organizations of the Beit Sahour <ul style="list-style-type: none"> - Signing understanding memos with the Municipality regarding partnerships in environmental events and activities. - Developing programs aiming at improving the environment in their projects and working on their implementation. - Focusing on students sector in schools in implementing projects. ❖ Experts <ul style="list-style-type: none"> - Attending meetings and giving achievable ideas within available resources. 		
Remarks:		
❖ Procedure Cycle: Four activities annually		

Part Two: Community Participation in Providing Municipality Services

Procedure # 3.1

Handicrafts and Industries – Dissemination of Licensing Procedures		
Participation Level:		
Media	Consultancy	Partnership
Participation Mechanisms		
❖ Objective: To work on disseminating licensing procedures of handicrafts and industries		
Responsible Party		
Municipality	Handicrafts and Industries Division PR Division Public Service Center	
Local Community	People working in handicrafts and industries	
Responsibilities / Tasks (of all parties)		
<ul style="list-style-type: none"> ❖ Handicrafts and Industries Division <ul style="list-style-type: none"> - Preparing and updating procedures and requirements, as necessary, for licensing handicrafts, industries and professions - Preparing a unified manual for procedures of licensing handicrafts, industries and professions - Preparing and posting monthly reports related to handicrafts and industries on the Municipality website - Committing to laws of handicrafts and industries and continuous monitoring of factories and shops ❖ PR Division <ul style="list-style-type: none"> - Posting reports and the Procedures Manual on the Municipality website - Posting reports on violations of handicrafts and industries and how to deal with them ❖ Public Service Center <ul style="list-style-type: none"> - Disseminating procedures and requirements (Advertisement board, Public service Manual, ...) 		
Steps to Activate Participation Mechanisms		
<ul style="list-style-type: none"> ❖ Developing a manual clarifying requirement for licensing handicrafts, industries and profession (preferable to be a part of the Public Service Manual) ❖ Encouraging tax payers committed to conditions and disseminating their names on the Municipality website 		
Remarks:		
<ul style="list-style-type: none"> ❖ Procedure Cycle: <ul style="list-style-type: none"> - Reports: monthly - Procedures : Once with possibility for change and amendment 		

Part Two: Community Participation in Providing Municipality Services

Procedure # 3.2

Handicrafts and Industries – Consultative Meetings with the Handicrafts and Industries Sector		
Participation Level:		
Media	Consultancy	Partnership
Participation Mechanisms		
❖ Objective: To hold regular meetings with the handicrafts and industries sector		
Responsible Party		
Municipality	Handicrafts and Industries Division PR Division Public Service Center	
Local Community	A member of the Support Committee Handicrafts and industries sector	
Responsibilities / Tasks (of all parties)		
<ul style="list-style-type: none"> ❖ Handicrafts and Industries Division <ul style="list-style-type: none"> - Preparing a plan for meetings with specific schedules - Holding regular meetings with taxpayers and receiving their feedback ❖ PR Division <ul style="list-style-type: none"> - Coordinating with the Handicrafts and Industries Division regarding holding of meetings - Inviting representatives of the handicrafts and industries sector ❖ Public Service Center <ul style="list-style-type: none"> - Following up complaints received concerning the handicrafts and industries sector ❖ Informing the Handicrafts and Industries Division about the received complaints 		
Steps to Activate Participation Mechanisms		
<ul style="list-style-type: none"> ❖ Handicrafts and Industries Division <ul style="list-style-type: none"> - Preparing detailed plan including schedules, content, participants, mode of implementation, expected results) - Organizing and holding meetings - Documenting meetings content - Following up meetings outputs - Providing the Local Council with different reports ❖ PR Division <ul style="list-style-type: none"> - Coordinating regular meetings with relevant sectors - Media coverage of minutes of meetings on the website and various media means. 		
Remarks:		
Procedure Cycle: Once every year		

Part Two: Community Participation in Providing Municipality Services

Procedure # 4

Infrastructure Services		
Participation Level:		
Media	Consultancy	Partnership
Participation Mechanisms		
❖ Objective: To evaluate performance of services provided		
Responsible Party		
Municipality	Local Council Public service Center	
Local Community	Support and Monitoring Committee	
Responsibilities / Tasks (of all parties)		
<ul style="list-style-type: none"> ❖ Local Council <ul style="list-style-type: none"> - Reviewing the results of the performance evaluation and taking required measures ❖ Public Services Center <ul style="list-style-type: none"> - Developing performance measure mechanisms with the local community - Assessing citizens' satisfaction ❖ Support and Monitoring Committee <ul style="list-style-type: none"> - Participating in developing performance measure mechanisms and tools - Following up results of the performance measure 		
Steps to Activate Participation Mechanisms		
<ul style="list-style-type: none"> ❖ Public Services Center <ul style="list-style-type: none"> - Developing performance measure mechanisms (Citizens' satisfaction assessment) - Publicizing the mechanism and receiving feedback from citizens ❖ Local Council <ul style="list-style-type: none"> - Updated on results of the performance evaluation and taking required measures - Disseminating names of citizens' contributing to achievement of a service and honoring them - Instructing the engineering departments to prepare an emergency plan to rectify remarks coming in the performance measure and develop infrastructure works ❖ PR Department <ul style="list-style-type: none"> - Preparing necessary reports regarding services and level of achievement to be posted on the Municipality website 		
Remarks:		
❖ Procedure Cycle: Annually		

Part Two: Community Participation in Providing Municipality Services

Procedure # 5.1

Tourism – Developing Internal Tourism Itineraries		
Participation Level:		
Media	Consultancy	Partnership
Participation Mechanisms		
❖ Objective: To implement programs for developing internal tourism itineraries		
Responsible Party		
Municipality	Local Council PR Department	
Local Community	Organizations operating in the tourism sector Tourism offices	
Responsibilities / Tasks (of all parties)		
<ul style="list-style-type: none"> ❖ Local Council <ul style="list-style-type: none"> - Supervising in partnership with tourism offices the tourism itineraries programs adjustment - Following up progress reports related to tourism itineraries - Holding regular meetings with tourism offices and organizations - Giving direct interest in the public services building in the tourism itineraries ❖ PR Department <ul style="list-style-type: none"> - Working with tourism offices on developing tourism itineraries for visitors inside the city - Coordinating with institutions and organizations working in tourism - Coordinating with tourism offices working in the city - Committing to regular meetings and providing feedback 		
Steps to Activate Participation Mechanisms		
<ul style="list-style-type: none"> ❖ PR Department <ul style="list-style-type: none"> - Preparing plans and suggestions for developing tourism itineraries - Preparing a work plan targeting tourism offices and institutions - Providing the Municipality with necessary information to post it on its website - Developing promotion materials in cooperation with tourism institutions - Developing the Tourism Manual Map of Beit Sahour city - Encouraging joint tourism programs with institutions specialized in tourism 		
Remarks:		
❖ Procedure Cycle: Annually		

Part Two: Community Participation in Providing Municipality Services

Procedure # 5.2

Tourism – Promotion of Handicrafts Industries		
Participation Level:		
Media	Consultancy	Partnership
Participation Mechanisms		
❖ Objective: To promote handicrafts industries		
Responsible Party		
Municipality	Local Council PR Department Handicrafts and Industries Department	
Local Community	Organizations working in the tourism sector Gifts shops owners	
Responsibilities / Tasks (of all parties)		
<ul style="list-style-type: none"> ❖ Local Council <ul style="list-style-type: none"> - Reviewing Handicrafts and Industries Catalogue - Monitoring and supporting relevant departments ❖ PR Department <ul style="list-style-type: none"> - Coordinating with handicrafts and industries relevant parties - Printing and distributing the Catalogue on related organizations and parties ❖ Handicrafts and Industries Department <ul style="list-style-type: none"> - Preparing in coordination with the PR Department and related parties the Handicrafts and Industries Catalogue ❖ Organizations working in the tourism sector <ul style="list-style-type: none"> - Participating in developing the Tourism Catalogue ❖ Gifts shops owners <ul style="list-style-type: none"> - Cooperating in providing necessary information and feedback to develop a comprehensive database on this sector 		
Steps to Activate Participation Mechanisms		
<ul style="list-style-type: none"> ❖ PR Department <ul style="list-style-type: none"> - Distributing the Handicrafts and Industries Catalogue inside the city - Posting the Catalogue on the Municipality website to assist craftspeople on marketing their handicrafts abroad - Posting the craftspeople database on the Municipality website and continuously updating it - Assisting in obtaining foreign grants to develop this sector - Cooperating with craftspeople on raising awareness on fair trade through the Municipality website to ensure equality among craftspeople 		
Remarks:		
❖ Procedure Cycle: Annually		

Part Two: Community Participation in Providing Municipality Services

Procedure # 6

Culture and Arts		
Participation Level:		
Media	Consultancy	Partnership
Participation Mechanisms		
❖ Objective: - To form a Higher Committee for Cultural and Arts Activities in Beit Sahour - Improve the cultural and artistic level in the city		
Responsible Party		
Municipality	Local Council PR Division	
Local Community	Representatives of the Civil Society Organizations Support and Monitoring Committee for the Municipality Youth Local Council	
Responsibilities / Tasks (of all parties)		
<ul style="list-style-type: none"> ❖ Local Council <ul style="list-style-type: none"> - Formation of the Higher Committee for Cultural and Arts Activities - Reviewing and giving final approval on the annual plan of the cultural and arts events in cooperation with the civil society organizations - Distributing roles and tasks on the respective civil society organizations - Providing financial support for cultural and art events and activities in cooperation with the civil society organizations - Attending the regular meetings assigned for coordination of suggested events - Encouraging organizations to implement the joint events ❖ PR Division <ul style="list-style-type: none"> - Preparing an annual plan for the cultural and arts events in cooperation with the civil society organizations - Coordinating regular meetings - Publicizing and marketing all events and posting achievements on the Municipality website - Preparing joint reports of participating organizations - Documenting and archiving works in a suitable manner ❖ Representatives of the Civil Society Organizations <ul style="list-style-type: none"> - Coordination and distribution of roles and tasks among themselves - Implementing joint events and activities - Preparing periodical reports on achievements - Committing to regular meetings ❖ Support and Monitoring Committee for the Municipality <ul style="list-style-type: none"> - Coordinating among the civil society organizations - Evaluation and feedback - Supervising the Higher Committee for Cultural and Arts formation ❖ Youth Local Council <ul style="list-style-type: none"> - Representing the youth sector in the various joint events - Coordinating between youth organizations and civil society organizations 		
Steps to Activate Participation Mechanisms		
<ul style="list-style-type: none"> ❖ Local Council <ul style="list-style-type: none"> - Approving the formation of the Higher Committee for Cultural and Arts Activities (structure, tasks and roles) - Approving the annual plan of cultural and arts events - Supervising the plan implementation and its events 		

<ul style="list-style-type: none"> - Providing all needs and technical and administrative support ❖ PR Division - Setting up an annual joint plan between the Municipality, operating organizations and the Support Committee to prepare for cultural and artistic events including: <ul style="list-style-type: none"> o Annual cultural and artistic festivals in the city o Annual popular marches o Sports events o Popular dance (Dabkeh) and heritage o The Sahouri Cultural Diwan - Holding regular meetings- every two weeks or as necessary - Funding (role of the Committee - Honoring distinguished organizations <ul style="list-style-type: none"> • Issuing an annual booklet explaining the annual events that take place in the city such as Lighting the Tree, the Virgin’s March, Beit Sahour Nights Festival, Egyptian Cucumber Festival, Peace and Freedom Race, the Cultural Diwan, Dabkeh etc. - Producing a joint TV film on the implemented events
Remarks:
❖ Procedure Cycle: As necessary

Annexes

Summary of workshops Findings:

After writing down the responses of participants on the different questions posed during the workshops, results may be summarized as follows:

Theme one: What are the key problems that confront the different sectors in Beit Sahour?

Women Sector:

- Centralization in decision making within women organizations.
- Weakness of women competencies, which resulted in marginalization of women role in the society.
- Weakness of women organizations infrastructure and their inability to cover their expenditures.
- Lack of coordination among women organizations that have common objectives

Schools and Youth Sector

- Weakness of schools infrastructure especially governmental schools
- Lack of support for scientific researches as well as of an incentive system
- Lack of efforts unification and weak coordination among youth organizations
- Marginalization of youth role by people in charge and decision makers
- Lack in recreational, sports and cultural places for youth.

Health and Persons with Special Needs Sector

- Marginalization of the persons with special needs in Beit Sahour and they are not given job opportunities and underrepresented in governmental institutions and departments.
- The needs of the persons with special needs are not taken into consideration in projects implemented by the Municipality.
- Lack of specialized governmental centers that provide services for the persons with special needs.
- Lack of medical specializations in the area (kidneys and liver diseases)
- Lack of medical services provided in the governmental medical centers.

Religion men and Political Factions People Sector

- Weakness of coordination among various political factions.
- Political faction lack premises to implement activities and meetings.
- Weak response of organizations for calls of the national forces.

Theme Two: What is the expected role of Municipality to solve these problems? What is required from them?

- Developing the civil society organizations capacities especially women and youth organizations.
- Establishing a common venue for organizations and an employee to coordinate among them.
- Involving organizations according to their scope of work in the planning process and in making of the city decisions.
- Continuous communication and networking between civil society organizations and the Municipality.
- Joint coordination between Ministry of Tourism, Municipality, and tourism agencies to organize tourists trips and prices and coordinate with Palestinian from inside the Green Line.
- Developing the tourist trails inside the city and adding the old Municipality to the tourist trail.
- Focusing on youth recreational, cultural and social projects and activities.
- Encouraging the twinning projects and internal and external experience exchange among youth.
- Focusing on awareness programs directed for youth.
- Establishing a saving fund for youth and schools students.
- Allocating a part of the Municipality budget for spending on youth activities.
- Finding an appropriate solution for the cemeteries problems by allotting an adequate place for that purpose.
- Encouraging and supporting projects for building housing units in the city.

- Finding a common venue for the political factions and facilitating between them.
- Involving the national forces in the Municipality activities and works and encouraging collective work.

Theme Three: How can the communication mechanisms between the Municipality and different sectors in city be developed?

- Regular and continuous visits and meetings, within a clear plan, between the Municipality and the different organizations to encourage their works and discuss their needs.
- Formation of a committee to coordinate relations between the Municipality and the organizations.
- Working on developing capacities of civil society organizations.
- Encouraging twinning between the city organizations and relevant external organizations and developing programs for experience exchange.
- Involving the youth and organizations in specialized workshops, as needed.
- Integrating the youth sector in works of the local councils.

Theme Four: How can the organizations develop their capacities in better service of their beneficiaries?

- Liberating the organizations from the dominance of political parties and hegemony of masculinity.
- Establishing projects that ensure fixed monthly salary for the organization.
- Raising awareness of all types according to the need and objectives of the organization.
- Building joint cooperation among organizations and establishing joints projects and activities among organizations and between organizations and the Municipality.
- Targeting the young people by different projects and activities to enhance their capacities and integrate them in a better manner in their community.

Theme Five: What are the best ways of coordination between the Municipality and the civil society organizations?

- Formation of a permanent coordination committee between the Municipality and organizations.
- Encouraging holding of collective events.
- Holding regular meetings and exchanging visits between the Municipality and organizations.
- Developing the Municipality website.
- Developing local organizations' network.
- Preparing medial periodicals and publications.
- Involving organizations in the implementation of activities.
- Using Internet and Facebook as a means of communication.
- Developing a unified communication system to be publicized on all organizations.
- Developing a booklet for introducing and marketing the civil society organizations locally and outside.
- Involving the national forces in the Municipality programs and activities.
- Targeting the youth sector in the Municipality projects and activities.

Municipality responses on the workshops

Regarding the themes that have been discussed in the workshops, the Municipality has previously taken the following procedures:

1. What are the key problems that confront the different sectors in Beit Sahour and what is the expected role of the Municipality?

- The Municipality is in the process to embark on developing its strategic development plan for the years 2011-2016. In this regard, it will consider all problems and suggestions as data to identify needs in its strategic plan.
- The findings of the questionnaire and the proposed projects by citizens are considered as reference to develop strategies and suggest programs and projects (presentation of proposed projects)
- Projects under implementation cover a part of the citizens' needs mentioned during the workshops such as:
 - Schools building projects (Nazareth and Tiberias schools)
 - Building of football playgrounds project

- Osh Al-Ghirab Garden project
- Handicrafts area project
- Recreational and sports area project east of the city
- Closed sports gymnasium
- Infrastructure works

2. To encourage communication between the Municipality and organizations

- Encouraging joint projects with organizations to increase effectiveness of projects outputs.
- Municipality should encourage organizations to develop themselves by providing possible support (providing a land for building Edward Said Institute)
- Formation of a support and participation committee to back up the Municipality and coordinate communication between the Municipality and the civil society organizations. In this regard, this committee has organized a number of events with the local community.
- The support and participation committee coordinates joint events among organizations as it has done on Women Day, Beit Sahour Nights Festival, Egyptian Cucumber Festival, Peace and Freedom Race, etc.
- The support and participation committee participates in the strategic planning process and it was represented by one member in the planning committee, which worked on developing the Municipality strategic plan. Another member also participates in the Bids Committee.
- Formation of a founding committee for coordination among civil society organizations operating in Beit Sahour.
- Equipping an office inside the Municipality building (Dar Abu Sa'dah) to accommodate an employee to coordinate among organizations and submit projects for supporting parties, as necessary.
- Regarding communication with the youth, the Municipality has embarked on that through the Youth Local Council, which partially, so far, represents the youth sector of the city in the Municipality. The Council is represented in the Strategic planning Committee by a member of the Council. The Council has also implemented a number of joint events with the organizations operating in the city.

3. To encourage communication between the Municipality and different sectors:

- The Municipality is currently encouraging this communication by attempting to invest with the various sectors as for example the rehabilitation project of the old town where it will be used by different organizations and sectors after rehabilitation.
- The Municipality is currently focusing on the tourism sector especially in the old town and handicrafts area.
- The Municipality is currently focusing on the youth sector especially in implementing projects for the young persons such as the sports consortium east of the city, which includes a number of utilities for the youth in addition to developing a number of football playgrounds throughout the city, the closed sports gymnasium and the Orthodox Cultural Club building.
- The Municipality admits that there is clear negligence in supporting the women sector.
- The Municipality is finding a solution for the schools problem by maintaining them annually and constructing new buildings. Two schools have been built over the last five years and it will start building an annex for another school next month.