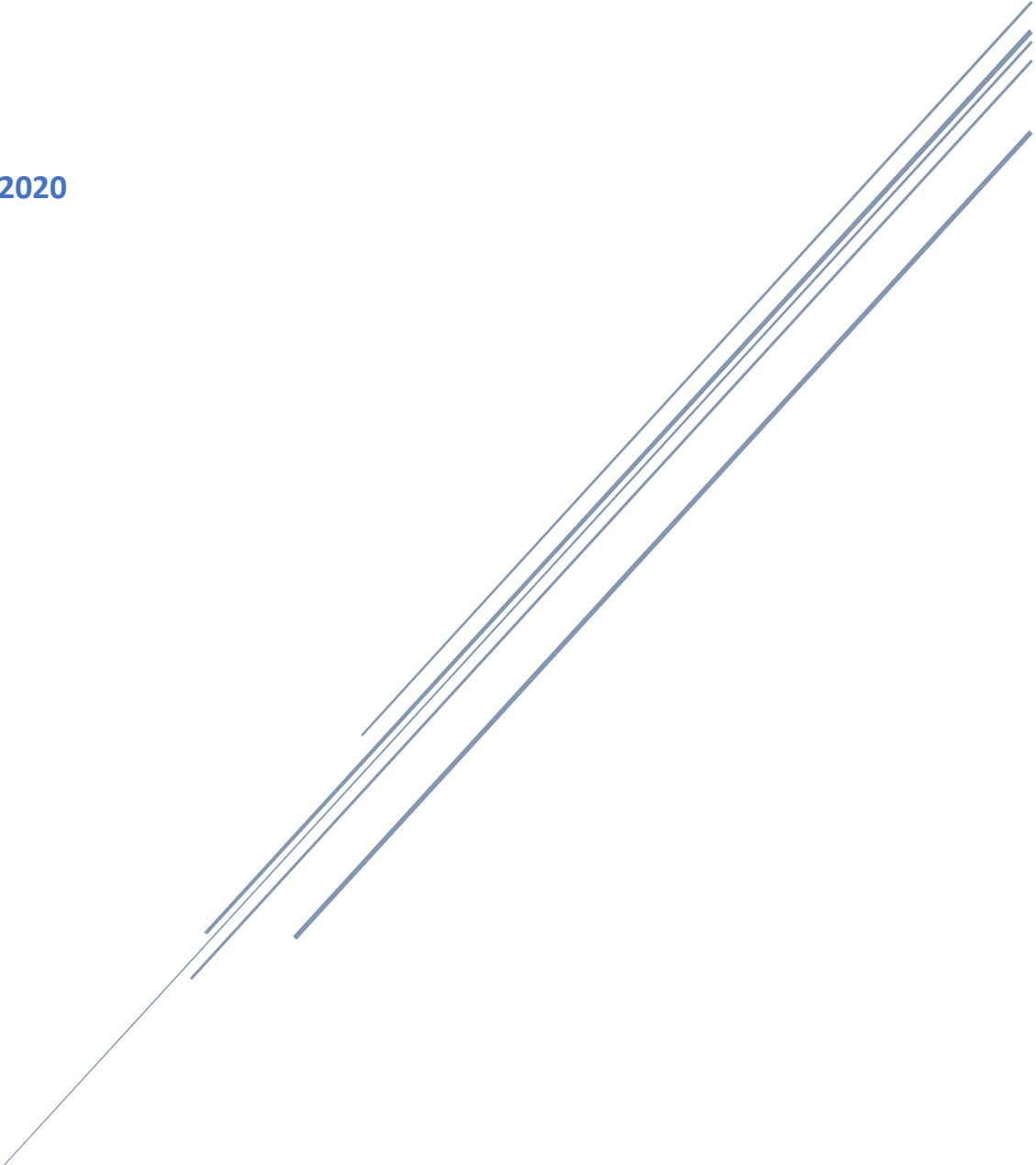


Municipal Development and Lending Fund (MDLF)
Final Report 2019

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Submitter by: Alpha International for Research, Polling, &
Informatics

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1.0 Introduction

The Palestinian National Authority (PNA) has received a total of 3 different funds from the World Bank-International Development Association (IDA), KFW, Denmark, SDC, VNG, GIZ, EU and AFD, since 2012, to implement 3 phases of municipal development projects in the West Bank and Gaza.

The main goal for all three phases was to enhance and improve municipal services provided, and The third phase of the funding, Municipal Development Project III (MDP III) main objective is to enhance the institutional capacity of municipalities in the West Bank and Gaza for more accountable and sustainable service delivery. Aligning itself with the PA's long-term strategy to consolidate and strengthen service delivery in the local government sector towards financially sustainable LGUs, as specified in the MoLG's Sector Strategy 2017-2022.

All municipalities (144) in the West Bank and Gaza Strip participated in MDP III. The beneficiaries were the general population, which was estimated to 3, 611,649 residents, representing 75% of the total population of West Bank and Gaza Strip.

MDP III components can be summarized as follow:

Component 1: Municipal performance and service delivery. Supporting and incentivizing improvements in the development of municipal management capacity. By providing basic block and performance-based grants and provided demand-driven capacity development support for municipalities. MDP III mainly focuses on improving financial sustainability and accountability in municipalities.

Component 2: Capacity Development. Strengthen the municipal capacity in: i) financial sustainability, ii) institutional performance and iii) transparency, accountability and participation. Focusing on enabling them to improve financial sustainability and credit worthiness.

Component 3: Municipal Partnership Projects. Provide technical assistance and project financing to municipalities to a) engage more effectively with the private sector, and b) work across administrative boundaries to develop joint and/or innovative investments for municipal service delivery and local economic development.

Component 4: Project Implementation Support and Management. This component will finance goods and consultant services for monitoring and evaluation, outreach and communication and local technical consultants for the engineering supervision of Component 1 and the MDLF management fee.

Component 5: Gaza Strip. This component will finance the costs associated with the scaling-up of MDP-3 support to Gaza municipalities to enable them to expand local services provision through labor-

intensive Operation and Maintenance (O&M) and municipal infrastructure development activities.

As part of the MDP components, all projects and phases are evaluated. This report works on assessing MDP III Key Performance Indicators (KPIs) through questionnaires aimed at citizens, clients (municipal workers), beneficiaries, and other participants of MDP III projects. The study used both quantitative and qualitative methods, 6 questionnaires and 4 focus groups, to assess municipal services in terms of citizen, beneficiaries, and client satisfaction, in both the West Bank and Gaza Strip.

Municipal service assessment was conducted by assessing citizen satisfaction with service delivery, including electricity, water, sewage services, solid waste, road and road related services, parks and entertainment, and others. Citizen interaction, ease of accessibility, and other KPIs relative to municipalities, their services, and the citizen service center. Given that the same KPIs were used in earlier assessments, the citizen satisfaction was also compared to results from 2017 assessment of municipal services.

Citizens and different committee members who participated in evaluating and updating the Strategic Development and Investment Plan (SDIP) were also interviewed to evaluate their involvement and satisfaction.

The client satisfaction survey investigated the satisfaction level of municipal staff, as well as their level of involvement, and needs within the municipality. They also assessed and evaluated the role of MDLF and its involvement, as well as the technical consultants set by the MDLF for projects. Direct beneficiaries of MDP III projects were interviewed to quantify the impact of the projects on citizen, ongoing problems, and recommendations.

Furthermore, members of the Social Accountability Committee were also interviewed to understand their perspective, level of involvement, impacts of training them, and satisfaction with the work of the SA committee. Technical consultants whom worked on a number of projects in their region were also interviewed to assess municipal capabilities of understanding ToRs and conducting projects, as well as the main issues still found.

2.0 Approach and Methodology

The following process was implemented to conduct the current municipal staff (client) and citizens' satisfaction assessment:

2.1. Tools design and development

Alpha International reviewed the tools developed in the previous studies in order to give an opportunity to compare the current results with the previous one. The following is the list of tools that used in current assignment:

- Citizens questionnaire which targeted residents living within municipalities targeted by MDP III
- Focus group discussions which targeted the citizens living in localities that benefited from the MDPII. In the current assignment 4 focus groups were conducted in the North, Central and South West Bank, as well as in Gaza Strip. Involvement of women was ensured.
- Beneficiary questionnaire which targeted citizens living in areas which benefited from MDPII projects.
- Clients questionnaire which targeted municipal employees who were involved in the implementation/management of MDPII.
- Key informants' questionnaire which targeted individuals who participated in updating and evaluating the SDIPs.
- Social Accountability Committee questionnaire, targeting participants' social accountability committee preparation phase, as well as the committee members.
- Technical Consultants questionnaire which targeted consultants whom working on MDP III projects.

The 6 questionnaires can be found in Annex 1 to 6

2.2. Sample Design and Selection

- Citizens' sample: Alpha select 30 municipalities using stratified multistage cluster sampling. The sample is stratified according to the size of each municipality in accordance with MoLG classification (A,B,C,D) and according to geographical area (West Bank and Gaza Strip Governorates). Alpha selected 1,259 citizens distributed among the selected municipalities in West Bank and Gaza Strip. Within each municipality locality, 25 to 40 households were selected; Then the individual within the household was selected using Kish method. The Kish method guarantees a random and representative sample, in terms of age and gender. The marginal or error of this survey is +/- 2%.

- Beneficiaries' sample: Alpha selected 20 developmental projects that were implemented in the different municipalities' in West bank and Gaza governorates under MDPII. Alpha select 418 beneficiaries who were benefited from the selected 20 projects. The marginal or error of this survey will be +/- 4%.
- Municipal Staff (Clients) sample: 208 municipals staff were selected from 76 municipalities distributed among West Bank and Gaza Strip. The selection of municipalities was based on using stratified systematic random sampling (which is the statistically approved methodology for sample selection when doing face-to-face interviews). The stratification was based on MoLG classification (A,B,C,D) and according to geo-graphical area (West Bank and Gaza Strip Governorates). Two to three municipals staff were interviewed from each selected municipality. The marginal or error of this survey is +/- 5%.
- Sample of citizens participated in updating and evaluating the SDIPs: 195 citizens and persons representing local organization were selected in this survey. Those 195 re-spondents were selected from the 67 municipalities which received SDIP project. Two to three persons who participated in updating and evaluating the SDIPs were selected from each of the 70 municipalities.
- Sample of Social Accountability Committee: 43 members of the social accountability committee were selected from 9 different districts in the West Bank and Gaza Strip.
- Sample of Technical Consultants: 8 Technical consultants were selected to participate in the consultant's survey. 2 participated from each area, WB North, WB Center, WB South, and Gaza Strip.

2.3. Pilot Study

Alpha conducted the pilot for the citizens, beneficiaries and client's surveys. The pilot was conducted on Al-Bireh and Gaza Municipalities. 10 citizens and 10 beneficiaries from Al-Bireh municipality and 10 citizens and 10 beneficiaries from Gaza municipality were interviewed. In addition, Alpha interviewed three person from Al-Bireh municipality and one person from Gaza municipality who are the most involved in MDLF projects. The results of the pilot were discussed with Alpha counterpart from MDLF. After the discussion, Alpha team amended the questionnaires based on the results and comments in the discussion.

2.4. Procurement of the Field work team

Alpha International recruited a group of experienced field supervisors, coordinators and workers in the field of research and surveys in the districts related to sample of the municipalities.

2.5. Training of the Fieldworkers

Two orientation workshops were conducted: one in West Bank (Ramallah) and one in Gaza Strip (Gaza). The training included a comprehensive explanation of the aims and objectives of the study. As the trainees went over the questionnaire, an explanation of the different terminology and indicators were discussed. Alpha team also presented the criteria for quality and accuracy control that Alpha abides by in all its survey studies, as well as logistical, administrative and financial issues related to field work.

The importance of not jeopardizing the quality of data collection in any case was expressed. The need for continuous communication and coordination with the area field supervisor for proper feedback will be discussed and emphasized in order to solve any possible obstacles, and find solutions in case any field work that will be halted due to the continuous closures and its implications that may occur.

2.6. Data Collection

The fieldworkers conducted the data collection according to the protocols and procedures that were given to them in the training workshop. The fieldwork supervisors coordinated with the selected municipalities' staff to guide them about the communities benefited from MDP II and the communities that are not benefited.

2.8. Data Entry

Data entry was conducted through Tablet Assisted Personal Interviewing (TAPI). Enumerators answers questionnaire on the tablet, which are directly sent to Alpha HQ as soon as they connect to the internet. Our data collection system takes question skip and data validation features, ensuring less entry errors at the field. Furthermore, the daily update of questionnaire allows Alpha team to have daily checks and progress on the field.

2.9. Data Cleaning

Throughout data collection, frequency tables are done to the variables and examined to try to detect any data errors or outliers using univariate and multivariate techniques, and cross-validation of results through conducting various cross-tabulation.

2.10. Data Analysis

After a cleaned file was produced, data was analyzed using SPSS software by producing the basic frequencies and cross-tabulations.

3.0 Citizen Satisfaction Survey

3.1 Sample Description

The citizen satisfaction survey was administered to 1,259 respondents from all districts in the West Bank (55%) and Gaza strip (45%). The gender distribution was split almost in half, with 49% males, and 51% females. As for the age groups, almost 28% of respondents were 18 – 29 years old, 22% of them were 30 – 39 years old, 19% were between 40 – 49 years of age, 17% were between 50 – 59 years old, and lastly, 14% were 60 years old and above. 44% of the sample are female house wives, 29% employees, 16% unemployed, 4% students, 3% pensioners, and 4% other.

3.2 Municipal Services

There are 6 main types of municipal services offered; Electricity, Water, Sewage, Solid Waste, Road and Road related services, and Parks and Entertainment. Not all municipalities offer all services, but each does so according to the laws in the area, and the municipal capabilities. It should be noted that the municipal reach of these services does not always cover the entire governorate, where many areas within are not reached. This is especially true in Gaza Strip, where municipal reach for services is much less than in the West Bank.

3.2.1 Electrical services

A total of 6 municipalities in the West Bank offer electrical services to its citizens, none in Gaza Strip. In the north, Jenin, Tulkarem, Nablus, Qalqilia, and Salfeet offer electricity. In the south, Hebron municipality is the only one offering this service.

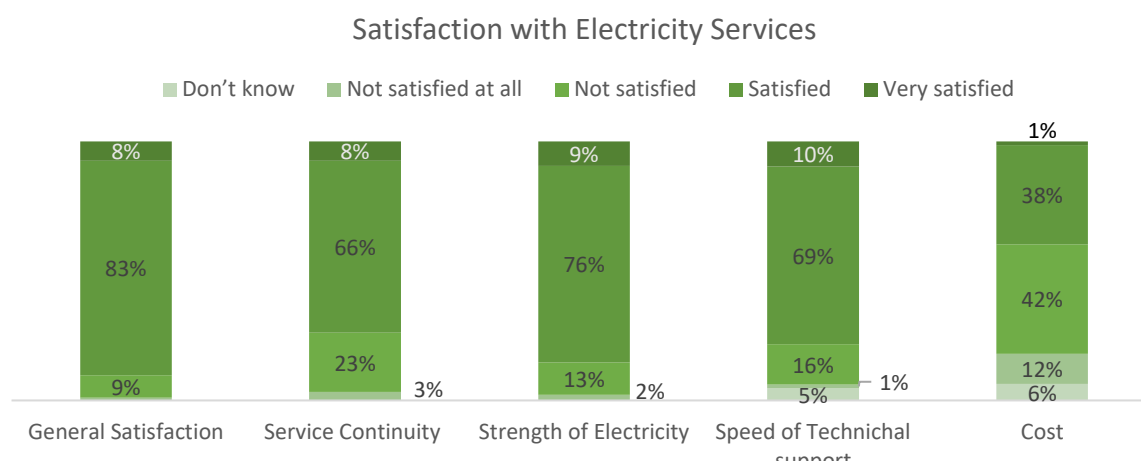


Figure 1 Citizen Satisfaction with Municipal Electrical Services

More than 90% of respondents are generally satisfied or very satisfied with the electricity services provided by the municipality. Jenin respondents indicated the highest satisfaction percentages, with 22% very satisfied with the general electrical service. On the other hand, some respondents from

Hebron, 3%, were the only ones to report not being satisfied at all with the electrical services.

Service continuity and strength of electricity seem to be most problematic in times of high electrical usage, e.g. in the middle of the summer and winter. The use of AC units to cool houses, or electrical heaters in the winter results in electrical cut offs in some areas. These cut off are sometimes planned by the municipality, cutting off certain areas for a period of times of the day, to enable fair distribution in other areas. Other time cut offs are unplanned, as the grid is overused, this causes bigger issues as they take longer to fix, and usually effect large areas within the municipality. Similarly, the strength of the electricity is affected as the municipality favors distribution rather than strength, for example, one respondent reported the need for two electrical outlets in their area, due to the high number of residents, but the availability of only one.

More than half of respondents are not satisfied or not satisfied at all with the price of electricity, this was later confirmed as the high price of electricity was the most reported problem for electrical services. One of the main reasons for high prices is that most residents in refugee camps do not pay for electricity, and thus their usage is somewhat covered in the prices given to municipal residents.

As noted before, the main problems reported for electricity services is the high electrical cost followed by electrical cut offs. Some of the other problems include the payment system (top- up with card) and the slow response of the technical team. The majority of respondents agree that the municipality is the one responsible for managing the electrical network, nevertheless, 8% believe it is the Israeli/ Qatari company, and 2% answered the southern electricity company.

Some of the other issues mentioned in the focus group discussion are the occupation as they limit the electrical supply provided to municipalities or destroy electrical outlets, this causes planned and unplanned electrical cut offs in the area. Individuals also mentioned electrical theft in certain areas, and the lack of municipal human resource to supervise and control the network. Nevertheless, in general, focus group respondents were satisfied with the quality of the electrical services, but found the cost to be most problematic. Furthermore, one respondent from Nablus mentioned that there has been a noticeable improvement in supervision and municipal transparency.

3.2.2 Water services

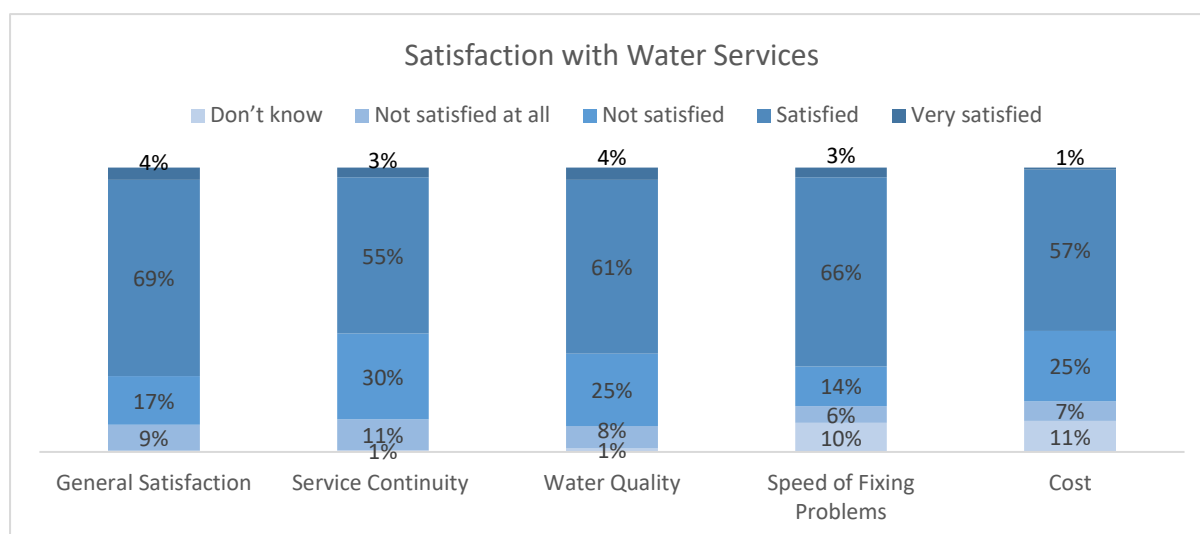


Figure 2 Citizen Satisfaction with Municipal Water Services

Water is one of the most valuable resource in the West Bank and Gaza Strip, as it is also the most scarce of all. The Israeli occupation, and the segregation Wall itself have hoarded the largest water resources available. Furthermore, the regulation forbids Palestinian residents from building private water wells. This has caused a huge water scarcity problem in the area, where the water consumption per household is less than half of what the World Health Organization recommends¹.

Water services is offered by 8 municipalities in the West Bank, and 4 in Gaza. From WB north, Jenin, Tulkarem, Nablus, Qalqilia, and Salfeet municipality provide water services, in the center, only Jericho municipality provides water services, and in the south, both Hebron and Bethlehem municipalities have this service. As for Gaza Strip, all municipalities offer water services, except for Rafah.

More problems are found with the water services provided by municipalities, especially in areas which depend on agriculture. In the North, 20% of respondents are not satisfied with the water continuity, where one respondent from Nablus explained that the municipality prioritizes water distribution for factories in the valley, which has lead to lower water pressure for households, and high water prices. This has stopped many from opening agricultural projects. In the center, more than half of respondents from Jericho reported lack of satisfaction with water continuity. And in the South, more than 60% of respondents are not satisfied or satisfied at all with water continuity, this is true for almost 80% of respondents from Hebron. Lastly, 1 out of 3 respondents from Gaza strip reported the same regarding water continuity. Some respondents reported that the water does not reach their areas or is not regularly distributed. Respondents are forced to buy water from private owners whom distribute

¹ <https://www.sciencedirect.com/science/article/abs/pii/S0011916401001692>

water using tanks.

Generally, respondents are satisfied with the water quality in terms of taste, color, and smell. Nevertheless, Jericho respondents are the least satisfied with water quality, with more than 40% reporting lack of satisfaction. One of the main problems is the high salts found in the taste of water. Furthermore, even though the majority of respondents reported being satisfied with the speed of technical support, many others reported that there are still many technical issues that are not being addressed, such as bad or old piping leading to water leakage, as well decreasing the overall quality of the water.

The cost of water is also high for many respondents, this is the number one issue reported by them. One respondent mentioned that the price is too high relative to the service provided, another noted that the water price noticeably changes for each month. One FG participant from Gaza Strip noted that even though the water prices are cheap there, citizens pay different prices for the service depending on where they live (area / building floor). Another major issue is water cut offs, even though the majority of Palestinian houses have water tanks installed, and some areas share a larger water tank, respondents from different areas such as Betoniya in Ramallah diaristic, and Khan Yunis in Gaza Strip have pointed out that water cuts off once or twice a week.

3.2.3 Sewage and Sanitary Services

Sewage Services are provided by 7 municipalities in the West Bank, in the North, Tobas and Salfeet are the only municipalities not providing this service, in the Center, both Ramallah and Jerusalem municipalities provide the service, and in the South, Bethlehem and Hebron municipalities offer sewage services. On the other hand, all governorates in Gaza Strip offer this service. Areas that are not connected to the municipality sewage services usually have individual absorption pits dug around the house.

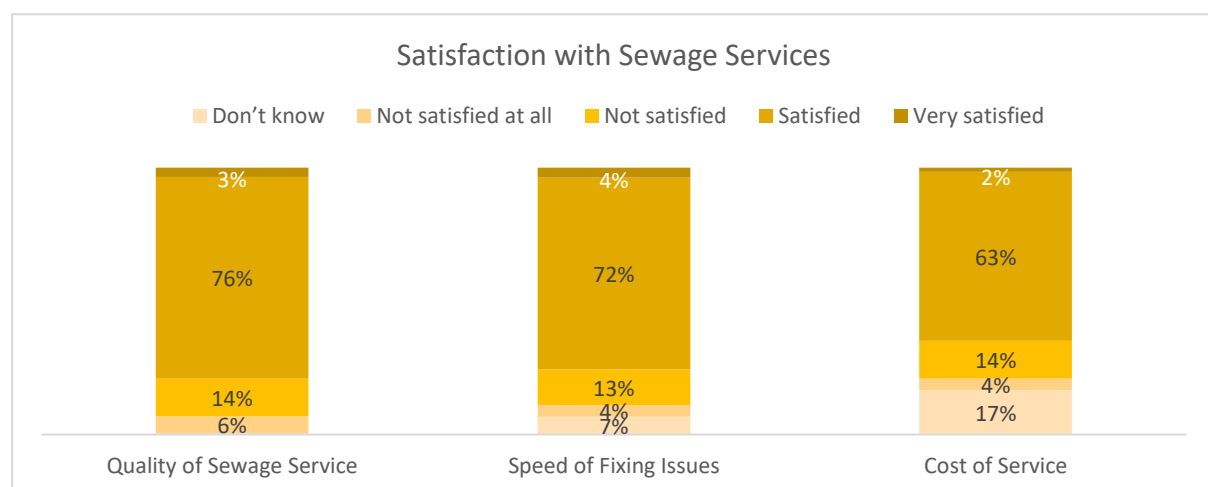


Figure 3 Citizen Satisfaction with Sewage Services

The quality of sewage service provided is found to be least satisfactory in the North, where on average, almost 30% of respondents from northern municipalities are dissatisfied with the service quality, followed by 20% of respondents from Gaza strip. Furthermore, even though more than 75% of respondents report being satisfied with the speed of fixing issues, the most reported issue with the sewage services is the tardiness of municipal workers in fixing sewage issues, which causes many discomforts such as bad odor and an unsanitary environment. Lastly, one FG participant from Nablus district pointed that absorption pits used in areas with sewage services are not always built properly, and they leak onto agricultural land which causes it own problems.

3.2.4 Solid Waste Service

All municipalities in the west Bank and Gaza Strip offer sold waste disposal services. This includes distribution of bins and collecting waste.

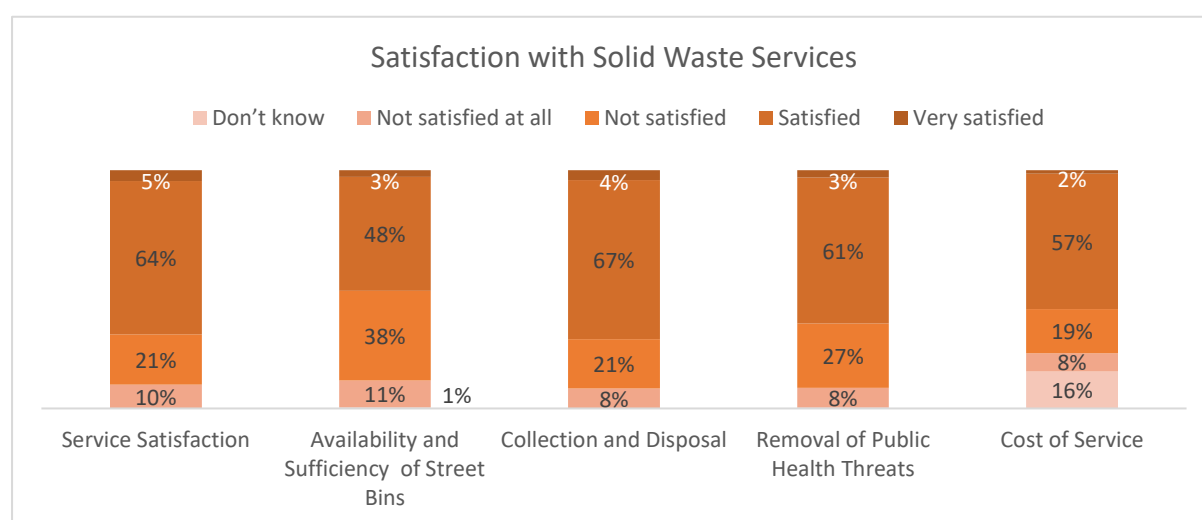


Figure 4 Citizen Satisfaction with Solid Waste Services

Respondents from Gaza Strip showed the highest level of satisfaction with the solid waste disposal service offered by municipalities, where more than 80% of respondents are satisfied and or very satisfied. On the other hand, respondents in the West Bank are less satisfied with this service, especially in the North and South, with more than 40% of respondents reporting not being satisfied with the waste disposal service provided.

Around 1 out of 2 respondents is satisfied with the availability of enough street bins and the most reported problem with the solid waste service was the insufficient number of street bins available. Subsequently, lack of street bins leads to congested bins and rubbish around them, which is not always completely disposed of by municipal employees. Some respondents reported having to buy their own bins for the area but have also reported damage to them as municipal employees are careless when picking up or returning bins.

Focus group respondents are convinced that the municipality services regarding solid waste collection is discriminate by area, where areas that have important individuals or organizations such as embassies are always cleaner and more taken care of, whilst solid waste congestion is found in many other areas. Furthermore, one respondent from Nablus said that shop owners in many areas break regulations in regards to their solid waste and are not properly regulated by the municipality.

Many respondents from towns outside the main city reported lack of solid waste disposal trucks and staff, with many areas having only one truck that comes to pick up the waste, which is not enough with the increase in population over the years. They also reported that trucks are constantly harassed by soldiers at checkpoints, and in many cases the trucks are detained for a week or more, this halts solid waste collection, or disrupts the schedule.

3.2.5 Road and Road Related Services

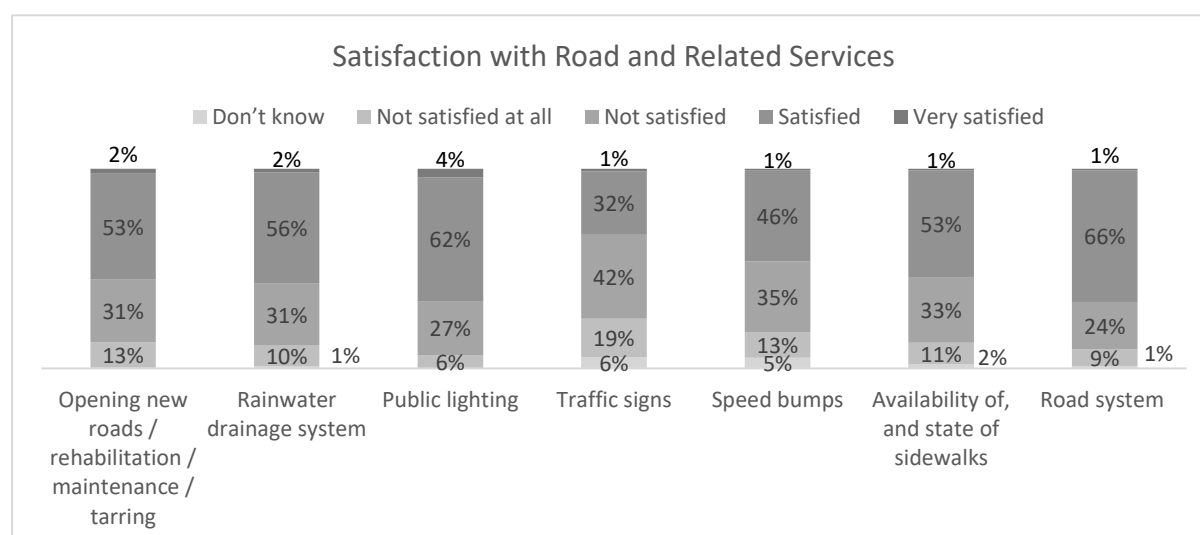


Figure 5 Citizen Satisfaction with Road and Road Related Services

All municipalities are responsible for roads and road related services. The level of satisfaction was best for these services in WB center. Nevertheless, many respondents are not satisfied with road and road related services. The main problem being the roads themselves, as many respondents reported that the roads are not fit in terms of actual structure, many have holes or speed bumps that are unorganized or too high, roads are difficult to use by pedestrians due to the state of the sidewalks and lack of traffic signs and regulation which help designate both cars and pedestrians.

Some respondents expressed that the municipality does not seem to plan its road rehabilitation services properly, they work on random areas, disregarding main roads and areas which still use dirt roads. Others pointed that they quality of roads and sidewalks is low, making it in need of constant rehabilitation. Lastly, the rainwater drainage system is good in terms of availability, but many reported

that it continually floods every year when it rains, and there is a lack of municipal intervention to solve the problem from the base.

Similar to previous issues mentioned, respondents noted that municipalities are more interested in certain areas than others, even within the same city. This effects roads and road related services, where some areas are more properly planned and taken care of, in terms of fixing and building roads, than others. As for road drainage systems, many respondents noted that the drainage system floods yearly in the winter, some said that generally drainage systems are not properly built to take in the load, others noted that the municipality does not clean them properly, especially before winter, which causes constant flooding in their areas.

3.2.6 Parks and Entertainment Services

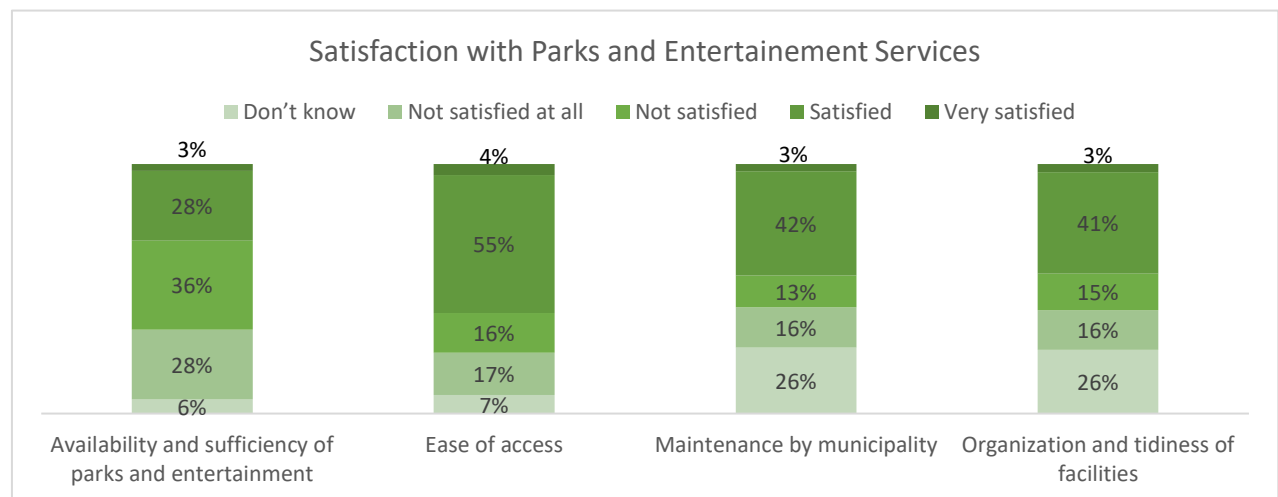


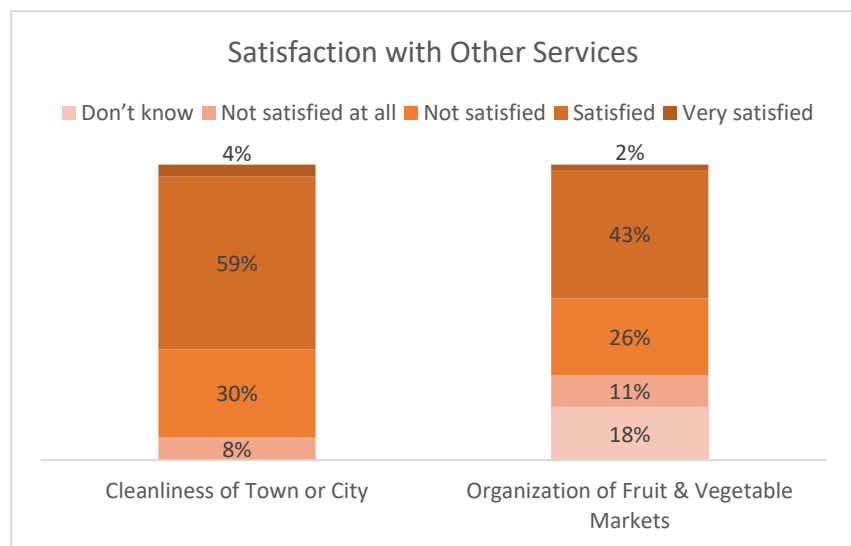
Figure 6 Satisfaction with Parks and Entertainment Services

Out of all services provided by municipalities, respondents are the least satisfied with the availability of parks and entertainment services, with only 31% answering that they are satisfied/ very satisfied with the availability and sufficiency of such services. For those whom do have these services available, more than half of them are satisfied with the ease of access of services, but less than half are satisfied with the maintenance or organization of the facilities. Respondents further emphasized that there is no regular maintenance or development for these facilities and are sometimes far and expensive to get to.

Focus group participants had a similar view, many of them complained about the insufficiency of these facilities, and in some areas such as Nablus city, parks have been privatized and individuals have to pay fee to enter them. Respondents want parks and open space for them to spend time in with their families, but it is difficult as it is not more costly, and not within the required standards.

3.2.7 Overall City Cleaning and Organization

All municipalities are responsible for the cleanliness of the town or city. But not all of them have fruit and vegetable markets, in the WB all except for Salfeet & Jerusalem are included, in the GS, all the municipalities offer this.



Respondents from WB center

are the most satisfied with the cleanliness of the town or city, where almost 80% of those respondents are satisfied or very satisfied with this service. On the other hand, almost 50% of respondents from WB north and south are not satisfied or not satisfied at all with the cleanliness of the city or town. This could be highly related to the lack of availability of waste bins and the general low satisfaction with solid waste removal in these areas.

As for the organization of fruit and vegetable markets, on average, more than 30% of respondents from the west bank are satisfied or very satisfied with its, and half of the respondents from Gaza Strip. There is a good percentage of respondents (18% overall) whom don't know about the market organization, either due to lack of usage, or the unavailability of local markets controlled by the municipality.

3.3 Gender Analysis

Female and male distribution for this study was almost split in half. In the table below, the total level of satisfaction was calculated for males and females by adding the percentage of those whom were very satisfied and satisfied with the different municipal services. Females are generally more satisfied with the services provided by the municipality compared to male respondents but are less satisfied with the costs of the service. In addition, there is a significant difference in in satisfaction levels with Roads & road related services, where males are significantly less satisfied with this service.

Service	Satisfaction	Male	Female
Electrical Services	Overall Satisfaction	89%	92%
	Electrical Continuity	74%	74%
	Electrical Strength	84%	86%
	Speed of Fixing Problems	80%	77%
	Cost of Electricity	40%	39%
Water Services	Overall Satisfaction	70%	77%
	Water Continuity	56%	61%
	Water Quality	64%	66%
	Speed of Fixing Problems	70%	70%
	Cost of Water	60%	55%
Sewage Services	Quality of Sewage Service	77%	81%
	Speed of Fixing Problems	74%	77%
	Cost of Sewage Services	66%	64%
Solid Waste Service	Overall Satisfaction	66%	71%
	Availability and Sufficiency of Street Bins	52%	49%
	Collection and Disposal	70%	72%
	Removal of Public Health Threats	63%	66%
	Cost of Service	60%	56%
Roads & Road related Services	Opening new roads / rehabilitation / maintenance / tarring	48%	63%
	Rainwater drainage system	52%	63%
	Public lighting	63%	70%
	Traffic signs	32%	34%
	Speed bumps	45%	48%
	Availability of, and state of sidewalks	49%	59%
	Road system	63%	70%
Parks & entertainment	Availability and Sufficiency of Parks & entertainment	27%	34%
	Ease of Access	53%	59%
	Maintenance by Municipality	43%	47%

	Organization & Tidiness	42%	46%
Other Services	Cleanliness of City/Town	61%	64%
	Organization of Fruit & Vegetable Market	45%	45%

3.4 Interaction and Communication with Municipalities

3.4.1 Municipal Visits

Half of the respondents have visited the municipality to obtain a service, of which 72% were males, and 28% females. The treatment of respondents by employees is good, with 86% of respondents rating it as good or very good. Employees within WB center municipalities seem to offer the best treatment, where 44% of respondents rated it as very good, compared to around 25% of respondents from other regions in the WB, and 15% of respondents in Gaza strip.

Of all those whom visited the municipality, 77% obtained a service as a result of their visit. Of those, 63% reported the time taken to obtain a service was acceptable, 26% thought the service took a long time to obtain, and 11% reported it taking less time than expected. The time taken to obtain a service from a municipality seems worst in the WB south, where 36% of respondents obtaining a service reported it taking longer than expected, compared to 21% and 18% of respondents from WB center and north, respectively, and 28% of Gaza Strip respondents.

As for the availability of facilities for people with special needs, 44% of respondents answered DK, 39% reported no available facilities, and 17% said there were facilities for those with special needs. In Gaza strip, 49% of the respondents reported that there were no available facilities, compared to 31% of WB respondents. 12% of Gaza Strip respondents and 20% of WB respondents said there were facilities. The most reported type of facility available is pathways and landings for those with wheelchairs and the availability of parking spaces, some respondents also mentioned private rooms and help centers for easier processing, a reduced cost for municipal services, or distribution of wheelchairs. In certain areas, local funds are opened for those with special needs.

3.4.2 Complaint System

Less than half of the respondents are aware of a municipal complaint system, 47%. 37% of females know about the system compared to 57% of male respondents. Of those whom know about the complaint mechanisms, 86% reported the availability of a complaint box, 6% said there was an electronic complaint system, and 8% have reported other methods, the most common being directly going to the municipality to speak with either staff members or the head of the municipality him/

herself. Even with the reported availabilities of these methods, 59% of respondents would directly contact the municipality, by phone or visit, if they were to submit a complain about a service.

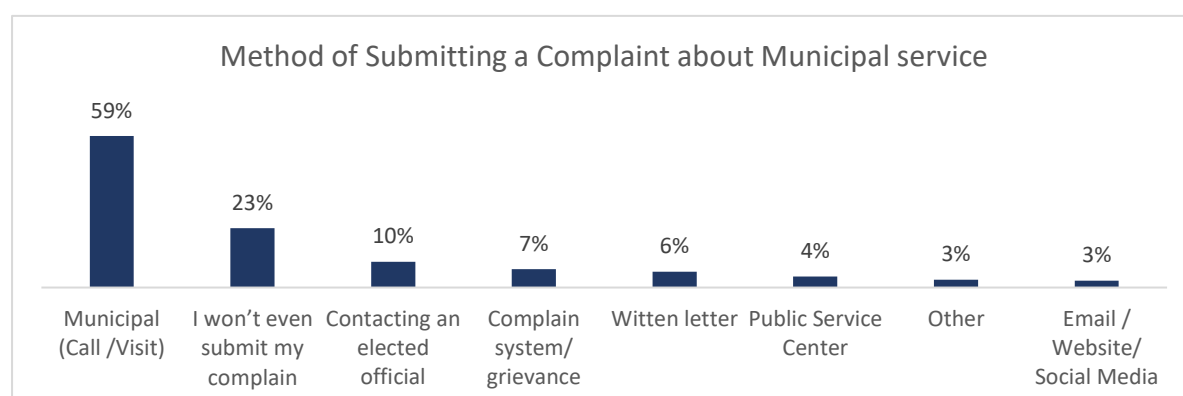


Figure 7 Method to Submit Complain if Needed

In the West Bank, 20% of respondents have submitted a complaint, and 14% of Gaza Strip, adding up to an average of 17% across all regions. Furthermore, 25% of all male respondents have reported submitting a complaint, compared to only 9% of females. The most acknowledged method of submitting a complaint and the most used one coincide, as seen in figures 6 and 7, respondents prefer contacting the municipality directly through call or visit.

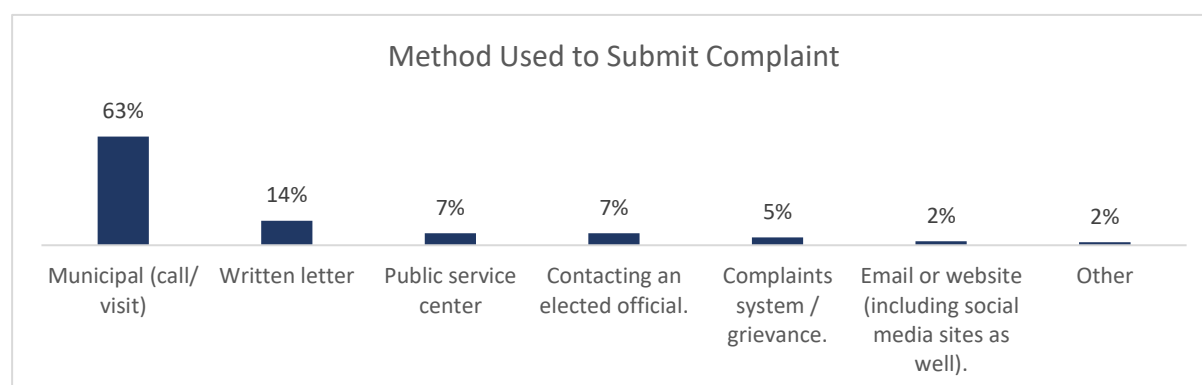


Figure 8 Method Used to Submit a Complaint

Only 60% of those whom submitted a complaint said that it was dealt with, in Gaza Strip 51% have had their complaint followed up, compared to 65% of those in the West Bank. Nevertheless, the majority of these respondents have had their complaint resolved, 73%, and 85% reported that they were satisfied with the way it was resolved.

3.4.3 Satisfaction with Municipality

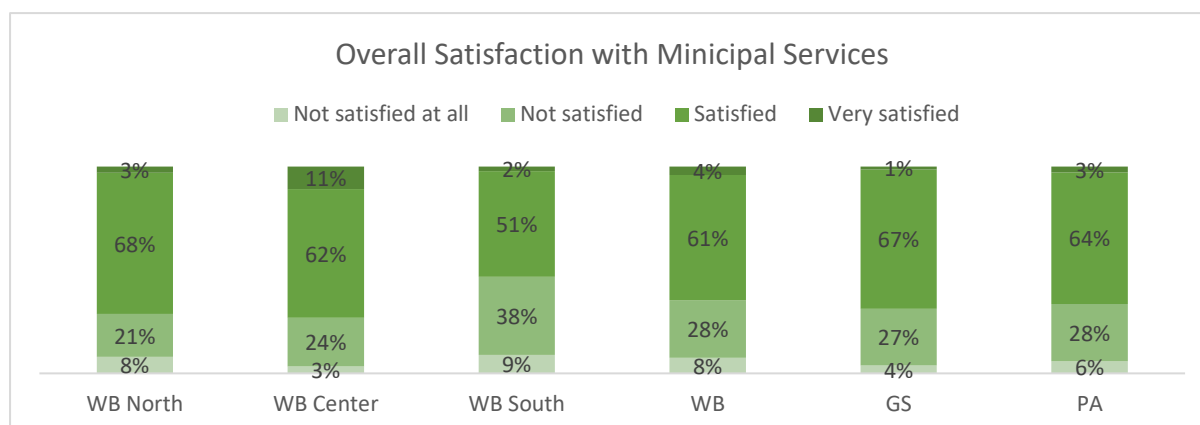


Figure 9 Overall Satisfaction with Municipal services

Overall, respondents are somewhat satisfied with the services provided by municipalities, with a total of 67% of respondents satisfied or very satisfied. West Bank respondents are slightly more satisfied with the services provided by their municipalities compared to those from GS, as seen in figure 8. Respondents from WB north and center are the most satisfied, where 71% and 73% of respondents answered satisfied or very satisfied, compared to only 53% of those from WB south.

There is a significant difference in these results depending on the locality and the area, where the involvement of the local council sometimes helps in designating municipal work efficiently, in other areas the lack of coordination, staff, or municipal capabilities results in low satisfaction amongst the residents. This was very apparent in focus groups, for example, respondents from Nablus district had different perspective regarding their municipalities, they were generally satisfied with the water service provided in Nablus District, nevertheless, some participants in high areas such Beit Furik complained about losing water pressure once the municipality started pumping more water to the industrial zone in the valley. They also mentioned the increase in water priced due to the shortage of water. Respondents from other areas agreed that towns/cities with high altitude are more likely to face water pressure problems. As for the cost, in Balata area, participants explained, the water is expensive because they cover the cost of residents from refugee camps as they are exempt paying for both water and electricity. In Hebron district, respondents from Hebron and Uthna were somewhat satisfied with the service provided in their locality, those from Halhul and Kharas were very satisfied, but both participants from Yatta agreed complete dissatisfaction with the municipal services provided, as it is very costly and unavailable.

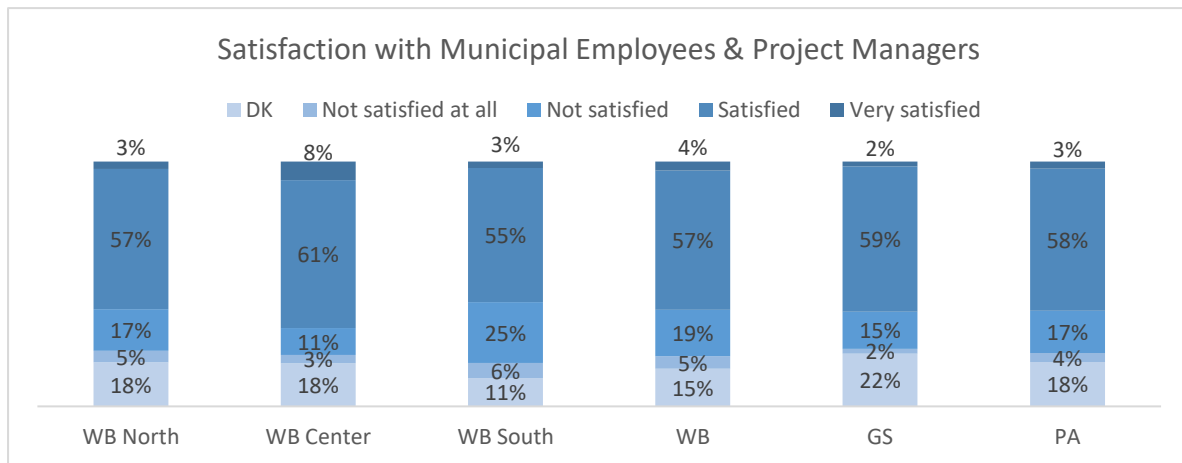


Figure 10 Satisfaction with Municipal Employees

As for the assessment of municipal staff, a total of 61% of respondents are satisfied or very satisfied with the employees, and 21% are not satisfied or not satisfied at all. WB south, respondents were the least satisfied with municipal staff, with almost 1 out of 3 respondents reporting no satisfaction. Focus group participants from Hebron district pointed that there is no proper supervision on staff inside or outside the municipality, and the need to know someone within the municipality in order to easily obtain a service. One participant from Yatta pointed out that the number of staff at the municipality obscures positive or negative feedback, as they cannot pinpoint the exact problem with the staff. For them, there is a need to investigate citizen treatment and nepotism at the municipalities, as well as an assessment for the process of obtaining a service at the municipality itself, as many respondents are not able to easily obtain services because they do not personally know employees in the municipality.

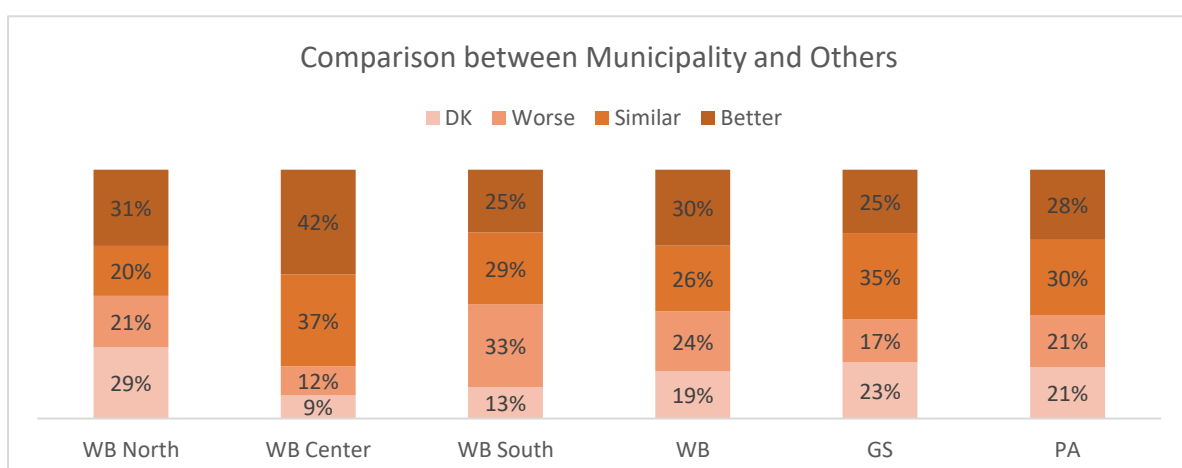


Figure 11 Comparison between Municipality and Others

In WB center, 42% of respondents believe their municipalities offer better services than other municipality, on the other hand, 1 out of three respondents from WB south believes that their

municipality if worse than others around it. Looking at each area, in WB north, those whom think their municipality provides worst services were mainly concerned about the infrastructure, believing that other municipalities have better infrastructure and more services available, the examples given for municipalities with better services include main cities, such as Nablus, Jenin, Ramallah, and Salfeit, and a number of respondents reported that Anabta municipality in Tulkarem offers better services than others around it. In the center, respondents think that other municipalities such as Jericho have better running projects that are more suitable for citizen needs. In the South, the main problems for respondents is the lack of services provided by their municipality, and the restricted reach of the services themselves, where not all the areas under the same municipality are offered the same service. Respondents also pointed out lack of transparency in the municipality, and lack of supervision over staff and their response to citizen needs. Dura municipality in Hebron district seems to be providing good services as many respondents from different areas reported that it provides better services than their own municipality. Similar to Hebron, Gaza Strip respondents also reported the lack of available services offered by their municipality, and lack of reach to all areas. They also mentioned that the services provided and projects do not consider citizen needs and priorities. The two most mentioned municipalities with better services were Khan Yunis and Gaza City municipalities.

3.4.4 Municipal Communication

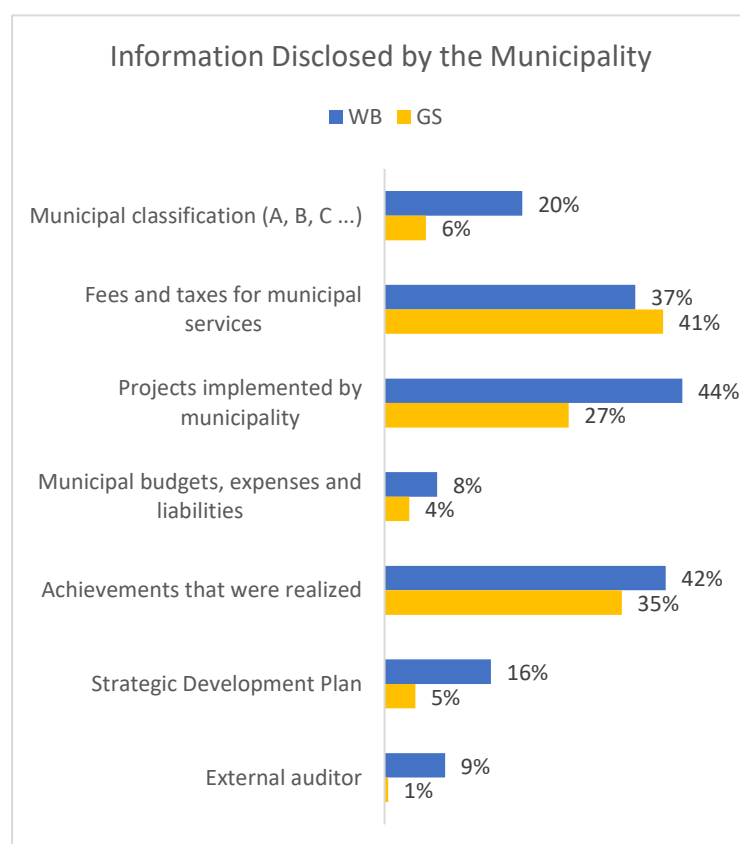


Figure 12 Information Disclosed by the Municipality by Region

There is a lack of information provided by the municipality to its citizens, where for each variable seen in figure 12, around 60% of respondents claimed that the municipality does not offer this information, or that they don't know if it does. In the West Bank, more municipalities are disclosing this information. For example, 44% of WB respondents agree that the municipality discloses information about Projects implemented, compared to 27% of Gaza Strip respondents. This difference is applicable to all variables except disclosing information about fees

and taxes of municipal services, where 41% of Gaza Strip respondents agreed to this, compared to 37% of WB respondents. Looking at the three areas in the West Bank, in the North, municipalities are disclosing more information, where the percentage of those whom answered Yes to any of the indicators is almost double that of WB Center or South.

Lastly, when analyzing the disclosed information based on gender, more males are aware of disclosed information, with a 60% average difference between the number of males and females aware of disclosed information.

Most respondents receive information about implemented projects by the municipality through municipal social media (Facebook), municipality website, or by word of mouth. Other respondents reported seeing billboards and reading brochures about the projects, receiving information on the back of their paper bill, or through municipal employees. The same methods were reported by respondents whom agreed that the municipality offers information about its budgets, expenses, and liabilities, although there was no consecutive majority over one source of information.

3.4.5 Projects and Activities

Only 8% of all respondents have received an invite by the municipality to discuss a project it wanted to implement. In the West Bank 11% reported receiving an invite, but only 4% of Gaza Strip respondents have received an invite from the municipality. In WB center 18% of respondents have received an invite, compared to 11% of those from WB north, and 7% from the south. Of those who did receive an invite, 66% have participated in the discussion, computing to 5% of all respondents from the study whom have participated in a discussion about a municipal project.

The overall level of satisfaction of this discussion/event is high, where 12% are very satisfied, 62% are satisfied, 22% not satisfied, and 2% not satisfied at all. The lowest satisfaction levels were found in WB south and Gaza Strip, where a total of 50% of those participating in events in WB south were not satisfied or satisfied at all with the event, and 29% of participants from Gaza Strip. Compared to 13% from WB center, and 5% of those from WB North.

One out of three respondents have heard of a project or activity implemented by the municipality, of which, 25% have participated in such activities, computing to 8% of all respondents whom have participated in a project or activity held by the municipality. The level of participation differs in areas, in WB center 12% of all respondents have participated in an activity held by the municipality, compared to 6% of those from WB north, 4% of those in the south, and only 3% of Gaza Strip respondents.

The type of activities respondents have participated in include festivals (34%), conference (28%),

public meetings (23%), summer camps (6%), and other activities (9%). The types of activities reported varied in terms of content, respondents reported participating in cultural festivals, high school graduations, or festivals for honoring political prisoners. Different types of conferences were also held including medical conferences, sexual harassment and women rights, strategic planning, and municipal development and project implementation. As for the public meeting, they involved more day to day topics such as the environment and environmental issues, roads and road development, well-being of children, awareness in farming methods, and area needs. Of all those whom participated in any activity, 41% said the activity was very good, 56% agreed it was good, 2% reported it as bad, and 1% very bad.

3.4.6 Transparency and Discrimination within the Municipality

Out of all respondents, 40% believe that the municipality is transparent in working with and providing services to its citizens. This percentage is highest in WB center, with 54% of respondents agreeing to this, and lowest in WB south, with only 31% of respondents believing that the municipality is transparent. The reasons why respondents reported municipal transparency or lack of transparency are exact opposites to each other. Where the most mentioned reasons for municipal transparency is the lack of discrimination in treatment of citizens and having a straightforward method of obtaining a service at any point. On the other hand, a majority of those who believe the municipality is not transparent agree that there is discrimination with citizen treatment, depending on the family or individual connections with municipal staff, which also effects ease of obtaining a service. Other reasons mentioned include addressing /disregarding citizen needs, objectivity/ subjectivity in dealing with citizen complaints, and the fairness/ subjectivity of hiring municipal staff.

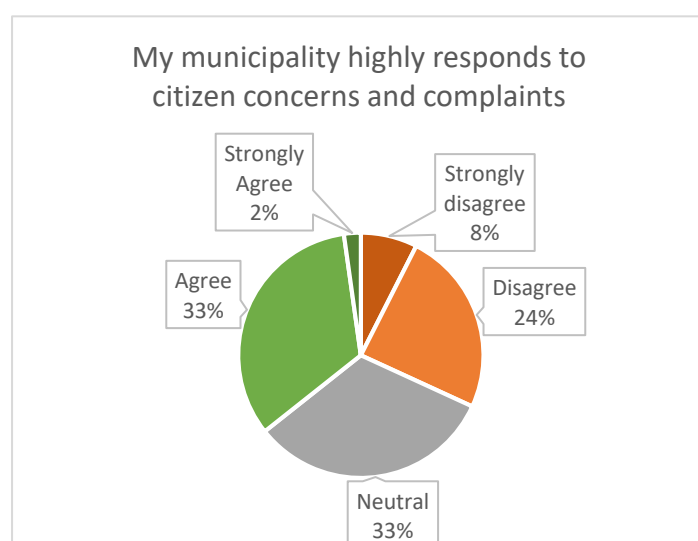


Figure 14 Level of Agreement with High Municipal Response to Citizen Concerns

their concerns, compared to 48% and 47% of respondents from WB north and center respectively, and 34% of GS respondents.

Respondents concerns regarding the municipal response to their needs was also seen in figure 12, where almost a third of respondents agree that the municipality highly responds to the needs of the citizens, a third disagrees, and a third is neutral towards the statement. The level of agreement is found lowest in WB south, where only 20% of respondents agree/ strongly agree that the municipality responds to

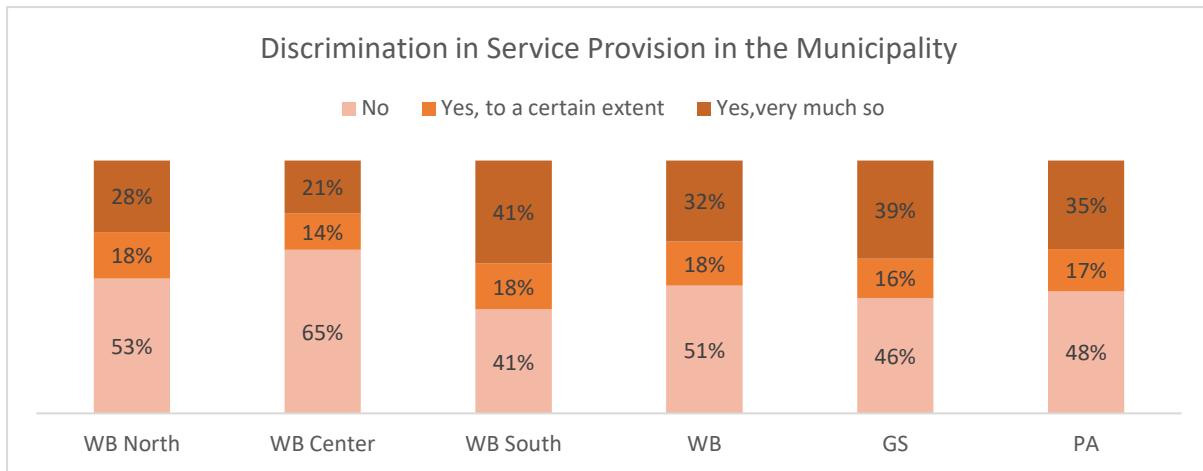


Figure 15 Citizen Perception regarding Municipal Discrimination with Services Provided

More than half of the respondents think there is some degree of discrimination with services provided by the municipality. This is most apparent in WB south and GS as seen in figure 13. The majority of respondents whom do believe there is some sort of municipal discrimination have agreed that the municipality is discriminate through the services provided depending on the area, as it will invest more in areas where municipal members live, or those whom have connections with the municipality. Furthermore, respondents point out that the municipality would take care of areas close to the city center, or commercial areas, disregarding those on the outskirts, as they are more interested in lively areas in order to keep appearances. The type of discrimination mentioned include better roads and solid waste collection services, as well as easier processing / acquisition of services.

3.4.7 Citizen Interaction with the Municipality

Around a quarter (27%) of respondents have visited the municipal Facebook page, this is significantly lower in GS, where only 15% have visited the page, compared to 36% of WB respondents. Furthermore, 87% of respondents answered that neither them nor their families have contacted the municipality, municipal members, media sources or others regarding a service issue in the past 12 months. Nevertheless, those whom have made contact, 7% directly called a municipal member, 4% have attended a neighborhood meeting, 2% have sent a letter of complaint, 2% have participated in a strike to improve a service, 1% have informed the media about a certain issue with the municipality, and 1% have worked with an NGOs on municipal related activities.

Three quarters of respondents, 76%, agree that voting in the municipal elections has a positive effect on the municipal performance. In GS, 87% of respondents agree to this, compared to 68% of WB respondents. The significant difference in perception between GS and WB is mainly due to WB south, where only 54% of respondents believe voting has a positive effect on the municipal performance, compared to 75% of WB north respondents, and 81% of those in the center.

3.4.8 Strategic Planning and Citizen Involvement

Only 5% of all respondents are aware of the development of a strategic plan by the municipality, from the WB 8% have knowledge of this, but only 2% of GS respondents. Of those whom are aware of the strategic plan development, 24% have participated in its development, computing to a total of 1.2% of all respondents whom are aware of and participated in the development of a municipal strategic plan. Participation was found most in the starting stages of the plan development, where 75% were involved in putting the plan together and determining citizen priorities, 38% participated in the budget development and 68% participated in the implementation stages (workshops).

The level of satisfaction with participation was somewhat good, where a total of 75% of respondents were very satisfied or satisfied, and 25% were not satisfied or satisfied at all. Furthermore, 69% of those whom participated in the strategic plan development feel that it matches the town/ city priorities, 25% did not agree to this, and 6% don't know.

3.5 Citizen Service Center

Citizen Service Centers (CSC) are municipal run centers which offer services such as bill payments, and submitting complaints, as well completing many other municipal transactions. CSCs are found in different localities within the municipality. Only 38% of all respondents have heard of the Citizen Service Center, of which more are in the West Bank than Gaza, where 45% of WB respondents have heard of it, compared to 30% of Gaza Strip respondents. Surprisingly, in the West Bank, only 21% of WB center respondents have heard of CSC compared to 58% and 41% of WB north and south respondents, respectively. More than half, 53%, of all those whom heard of CSCs have visited the center, 58% of those in the WB, and 44% of those in GS. Computing to 20% of all respondents whom have knowledge and have visited a citizen service center in their municipality.

Those whom have visited the center are generally satisfied with the services provided, where 18% are very satisfied, 71% are satisfied, and only 11% are not satisfied. None claimed to be not satisfied at all with the center. When respondents were asked to compare municipal services before or after the CSC, 90% agreed that the services are better after the use of CSCs. Nevertheless, those whom were not satisfied with CSCs have said that services are obtained faster at the municipality as you are dealing with the person responsible directly, they also expressed lack of trust with CSCs as they are not sure complaints are delivered to the right people, or they believe they are charged extra for the services obtained, or others think CSCs did not make a difference in terms of citizen treatment or service acquisition. Many of those respondents believe going to the municipality is better than CSCs.

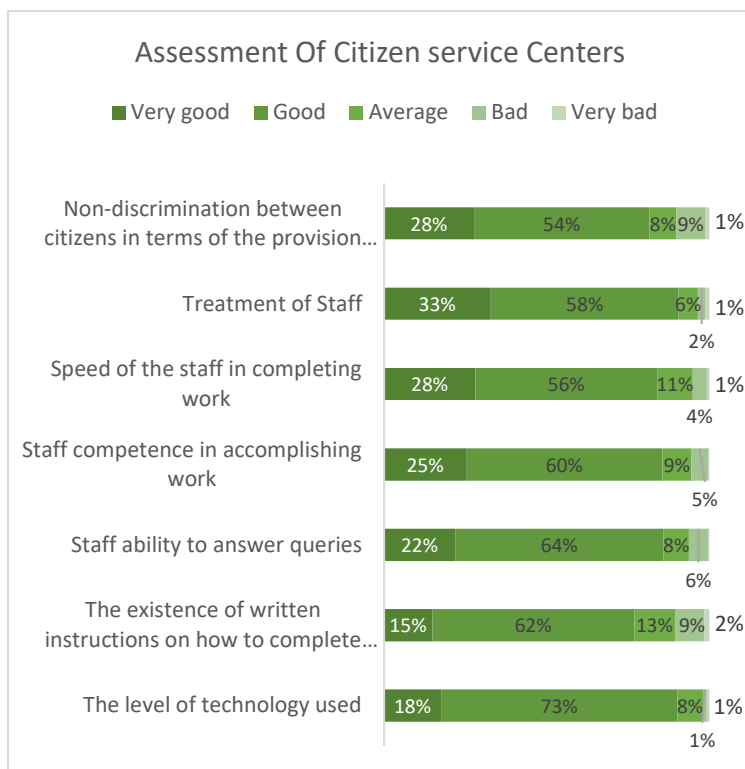


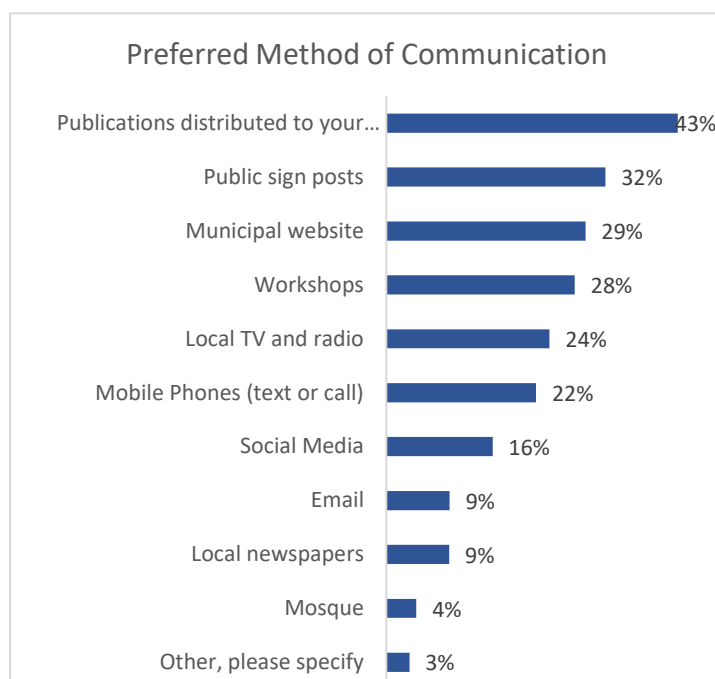
Figure 16 Citizen Assessment of Citizen Service Center

Those whom have visited CSCs have a good overall perception of the centers, where the large majority of them believe the service are good or very good in terms of nondiscrimination, treatment of staff, staff competencies etc., as seen in figure 14. Nevertheless, those whom are not satisfied with the CSCs have mentioned that there is still discriminate treatment, and lack of efficiency and employee competency.

Focus group discussions had different results as well. In Gaza

Strip, although respondents were satisfied with CSCs as they ease and speed up paper work. In Hebron, respondents agreed that CSCs help in separating services and created job opportunities. However in WB North, respondents understand and agree on the importance of CSCs in terms of providing municipal services in different locations, nevertheless, some of them have reported that it delays service acquisition as they are not directly dealing with the people responsible, as well as lack of time line for acquiring a service. Furthermore, one respondents complained about the fee for acquiring a service at CSCs, which he had to pay multiple times for the same service with no improvement, as the employees were not able to give him a timeline of when it would the issue be solved.

3.6 Communication with Citizens



The most preferred method of communication is publications distributed to citizen homes (43%) as seen in figure 15.

Municipalities can also communicate with a good percentage of citizens online, where a total of 54% of respondents agree that their most preferred method of communication is the municipal website, social media, or by email.

Figure 17 Preferred Method of Communication

3.6 Knowledge of MDLF

Only 27% of respondents have heard of MDLF, with the same percentage of respondents for both the West Bank and Gaza Strip. In the WB, only 16% of WB center respondents have heard of it, compared to 32% and 26% of WB north and south respondents, respectively. The main source of knowledge is people's word of mouth, and municipalities themselves (in the municipality, or through social media). Other sources include radio station, bill boards, and publications. The role of the MDLF according to most respondents is provide, assist and support municipal projects, either through monetary fund, or providing expertise and training to the municipalities.

3.7 Comparative Analysis 2017 vs. 2019

The Municipal Development Program, implemented by the MDLF, was developed to help operationalize the Palestinian National Development Plan (PNDP) goals for local development; specifically, the goal of strengthening local governments and making public services more accessible by citizens. The third stage of MDP (2017-2022) focused on enhancing the institutional capacity of municipalities in the West Bank and Gaza for more accountable and sustainable service delivery. The MDPIII supported all 144 municipalities in the West Bank and Gaza Strip. The beneficiaries are the populations in all of the municipalities, which is estimated to 3, 611,649 representing 75% of the total population of West Bank and Gaza.

3.7.1 Municipality Services

As described above, the main services provided by municipalities include Electricity, Water, Sewage, Solid Waste management, Road and Road related services and Public facilities. The following table shows the citizens satisfaction of services for 2017 and 2019 years.

Indicator	Satisfaction %		
	2017	2019	Difference
Electricity			
How satisfied are you with the electricity Service in general	NA	90.3	NA
How satisfied are you with the continuity of service (no power cuts)	87.1	73.9	-13.2 
How satisfied are you with the electric strength (current power)	88.3	85.2	-3.1 
How satisfied are you with the speed at which deficiencies/problems are fixed by specialists	82.8	78.3	-4.5 
How satisfied are you with the cost of electricity	39.7	39.2	-0.5 
Water			
How satisfied are you with the water service in general	NA	73.3	NA
How satisfied are you with the continuity of service (no water cuts)	38.3	58.4	20.1 
How satisfied are you with the quality of the water with regards to taste, color and smell	64.2	65.4	1.2 
How satisfied are you with the speed at which deficiencies/problems are fixed by specialists	60.1	69.9	9.8 
How satisfied are you with the cost of service	55.6	57.5	1.9 
Sewage			
How satisfied are you with the quality of sewage service overall	90.8	79.1	-11.7 
How satisfied are you with the speed at which deficiencies/problems are fixed by specialists	75	75.6	0.6 
How satisfied are you with the cost of service	72.8	65	-7.8 
Solid Waste			
How satisfied are you with solid waste service (trash) in general	NA	68.9	NA
How satisfied are you with availability and sufficiency of street bins	49.9	50.6	0.7 
How satisfied are you with system for collecting and disposing of solid waste	63.7	70.9	7.2 
How satisfied are you with removal of public health threats (not allowing garbage to pile up)	59.4	64.3	4.9 
How satisfied are you with cost of service	61.2	58.3	-2.9 
Roads			
How satisfied are you with the opening new roads / rehabilitation / maintenance / tarring	53.6	55.6	2 

How satisfied are you with the rainwater drainage systems	56.3	57.2	0.9	↑
How satisfied are you with the public lighting	61.3	66.3	5	↑
How satisfied are you with the Safety Signs on the Street (Traffic Signs)	30.6	33.1	2.5	↑
How satisfied are you with the speed bumps	32.5	46.4	13.9	↑
How satisfied are you with the availability of, and state of, sidewalks	45.3	54.3	9	↑
How satisfied are you with the organization of road system (exits, junctions, road width)	57.1	66.8	9.7	↑
Parks and Entertainment				
How satisfied are you with the availability and sufficiency	34.7	30.7	-4	↓
How satisfied are you with the ease at which they can be accessed	57	59.7	2.7	↑
How satisfied are you with the regular maintenance by municipality	39	44.8	5.8	↑
How satisfied are you with the organization and tidiness of facilities	38.8	44	5.2	↑
Cleanliness				
How satisfied are you with the cleanliness of town or city	59.8	62.5	2.7	↑
How satisfied are you with the organization of fruit and vegetable markets, if they are available	58.9	45.3	-13.6	↓

As showed by the table above, satisfaction with Electrical services has decreased over the past two years, with the highest percentage change, -13%, for the continuity of electrical services. The decrease in satisfaction is seen along all electrical indicators. On the other hand, there is an increase in satisfaction with water services amongst all indicators, with the highest percentage change in water continuity +20%. This proves that many of the water service initiatives mentioned by respondents, such as water tanks, or opening new pipelines have improved the overall water service provided by the municipality.

Satisfaction with sewage services is decreasing to some extent, although respondents are more satisfied with the speed of dealing with issues, there is still a decrease in satisfaction regarding the quality and cost of sewage services. As for the solid waste services provided, the increase in respondent satisfaction can indicate an increase in service quality, nevertheless, satisfaction with the cost of the service has decreased by around 3%. Respondents are still not satisfied with the cost of services vs. the service provided. Satisfaction with roads and road related services has increased over the past two years across all indicators, with a 14% percentage change in satisfaction with speed bumps, and 10% increase in satisfaction with organization of road systems.

There is a decrease in satisfaction with the availability of parks and entertainment facilities, nevertheless for those whom do have parks, there is an increase in satisfaction with accessibility,

maintenance and cleanliness of them. Lastly, the overall city/ town cleanliness satisfaction has increased over the past two years. But satisfaction with the organization of fruit and vegetable markets has decrease by around 14%.

3.7.2 Citizen Interaction with Municipalities

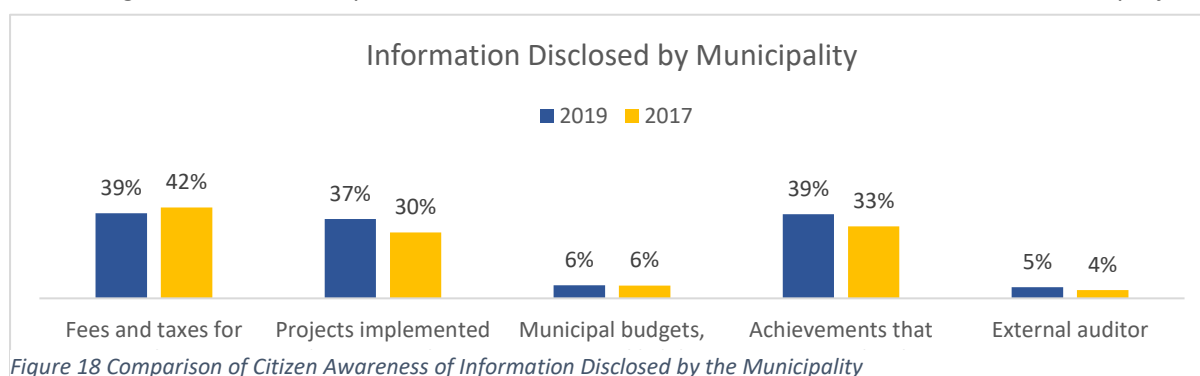
There was an increase in the percentage of respondents whom visited the municipality to obtain a service between 2017 and 2019, where 44% of respondents of 2017 visited the municipality, compared to 50% of those from 2019. 84% of 2017 respondents whom visited the municipality felt that the employee treatment was good / very good, which has increased to 86% for 2019 respondents. There was also an increase in the number of respondents whom did acquire a service from the municipality during this visit, where 77% of 2019 respondents agreed that they obtained a service, compared to 72% of 2017 respondents whom have visited the municipality.

Awareness of the municipal complaint system has decreased over the past two years, where only 47% of 2019 respondents are aware of this, compared to 54% of 2017 respondents. Nevertheless, around the same percentage of respondents have submitted a complaint, 18% of 2017 respondents, and 17% of 2019 respondents. 60% of complaints submitted in 2019 were addressed, and 73% resolved compared to 50% of 2017 complaints that were addressed, but 67% resolved. The level of satisfaction with the way the complaint was resolved was slightly higher in 2017, where 88% of those respondents were satisfied with the way it was solved, compared to 85% of respondents from 2019.

3.7.3 Satisfaction with Municipality and Municipal Communication

Satisfaction with the municipality services has increased over the past two years, where a total of 60% of respondents from 2017 were satisfied or very satisfied with the municipal services, compared to 67% of 2019 respondents. Similarly, satisfaction with the employees and project managers has also increased, where 61% of respondents were satisfied with municipal employees in 2019, compared to 55% of 2017 respondents.

The awareness of disclosed information has decreased in certain aspects but increased in other as seen in figure 16 below. Respondents are less aware of fees and taxes, but more aware of projects



implemented, achievements realized, and the external auditor.

3.7.4 Citizen Participation

Overall, there was an increase in citizen participation in projects and activities, where 8% of respondents were invited to participate in an activity in 2019, and 6% of 2017 respondents. Of those whom were invited, 66% of 2019 respondents did participate in the activity, compared to 58% of 2017 respondents. However, satisfaction levels with the activity have decreased, where 73% of participants from 2019 were satisfied or very satisfied, compared to 85% of 2017 respondents.

3.7.5 Municipal Transparency and Discrimination

More respondents from 2019 believe the municipality is transparent in working with and providing services, where 40% of 2019 respondents agreed to this compared to 38% of 2017 respondents. Furthermore, there is an increase in the general feeling that the municipality cares for its citizens, where 35% of respondents agreed to this in 2019, compared to 30% of 2017 respondents. Nevertheless, there has not been an improvement in perceived discriminatory treatment of citizen by staff members, where half of the respondents of 2019 and 2017 agree that there is at least some degree of discriminatory treatment of citizens.

3.7.6 Strategic Planning and Citizen Involvement

Around the same number of respondents from 2017 and 2019 have heard of the strategic plan development run by the municipality, 5%. Of those whom heard of the plan, there was an increase in participation levels, with 24% participating in 2019, compared to 16% from 2017 respondents.

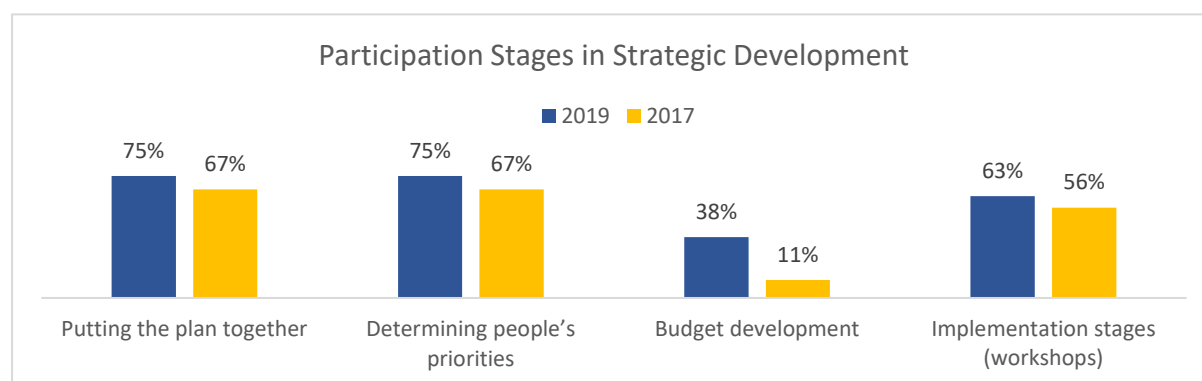


Figure 19 Comparison of Level of Participation with the different stages of Strategic Development

The participation of respondents with the different stages has generally increased as seen in figure 17 above. The highest percentage change is found in the participation of budget development, with an increase of 238% in participation levels over the past two years. Satisfaction levels with the participation in the development of the strategic plan have slightly decreased as well, 76% of 2019

respondents were satisfied or very satisfied, compared to 78% of 2017 respondents. But more respondents felt that the plan does match the citizens needs and priorities, 69% in 2019, and 67% from 2017.

3.7.7 Citizen Service Center

Knowledge of the citizen service center has decreased, where 38% of 2019 respondents are aware of it compared to 45% of 2017 respondents. Less individuals have visited the center as well, of those whom are aware of it, 53% of 2019 respondents visited the center, and 60% of 2017 respondents visited CSCs. The level of satisfaction was the same, 89% of both 2019 and 2017 CSC visitors reported being satisfied or very satisfied with the service center.

4.0 Survey of Evaluation and Updating SDIP by Citizens

The Strategic Development and Investment Plan (SDIP) was prepared by the municipalities with the participation of individuals from local organizations and citizens, as well as the assistance of MDLS. The survey aims to identify the level of satisfaction of participants in the process of updating and evaluating SDIPs.

4.1 Sample Description and Participants Profile

The total number of participants was 229 participants from local organization and municipal citizens. It covered all of the municipalities in both the West Bank and Gaza Strip.

4.2 Citizen Involvement and Satisfaction with SDIP

The overall level of satisfaction with participation in the process of updating and evaluating SDIPs was high, with 44% of participants being very satisfied, and 52% satisfied. Only 3% of respondents reported being dissatisfied with their involvement, some of the reasons were that the municipality already had a set SDIP plan they wanted to push, disregarding some citizen needs, or that the plan which was provided was different than what was accomplished.

Similarly, a total of 96% of respondents were satisfied or very satisfied with the selection process of participants. Those whom were dissatisfied (4%), expressed that some participants did not qualify in term of expertise to participate in the process, or were inactive throughout the evaluation process. Satisfaction levels for attendance of participants was slightly lower, with 83% of participants reporting to be satisfied or very satisfied, and 17% were dissatisfied with the attendance.

Most respondents (87%) agreed that the committee did include all society segments. 13% of respondents answered that it somewhat included all segments, with the most marginalised groups agreed to be those with special needs, youth, and university students and professors.

Respondents were also highly satisfied with the method used to evaluate and update SDIP plan, 29% were very satisfied, and 67% were satisfied. 3% of respondents expressed dissatisfaction, stating that the SDIP did not include citizen needs or ideas. Lastly, 90% of respondents were satisfied or very satisfied with the municipal council's interaction with the teams formed, 9% were dissatisfied, and 1% was very dissatisfied. Those whom were dissatisfied agreed that there was lack of presence and communication from the municipal council, where some respondents felt that they were marginalised and only included as a formality.

5.0 Client Satisfaction Survey/ Satisfaction of Municipal Staff with MDLF Performance

5.1 Interaction and Communication with MDLF and Responsiveness of MDLF

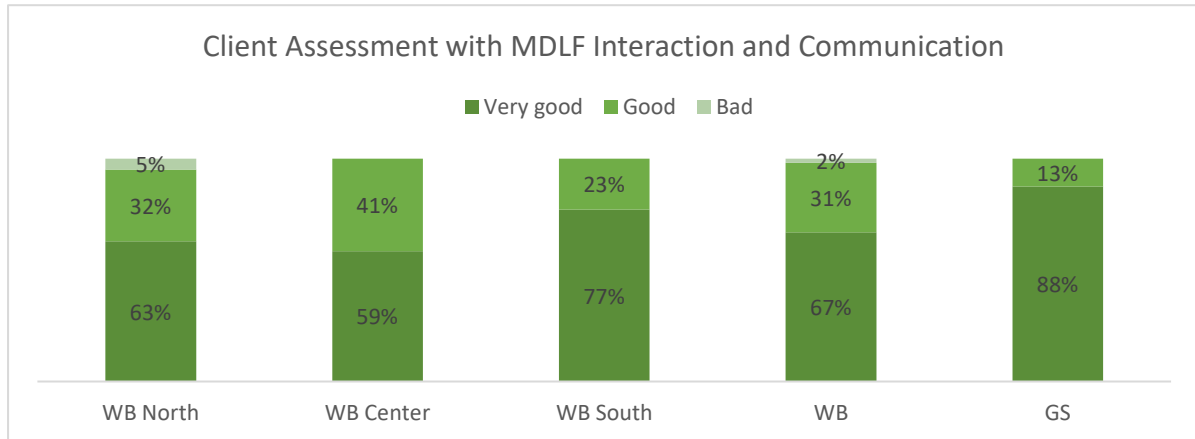
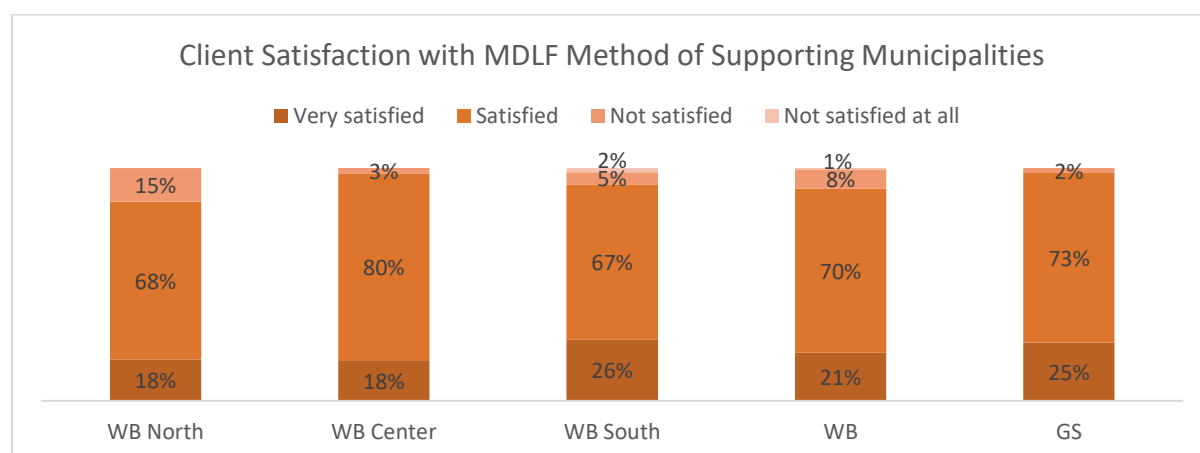


Figure 20 Client Assessment with MDLF Interaction and Communication

A great majority of municipal employees (98%), think that interaction and communications in working with MDLF are either “very good” (72%), or “good” (26 percent). Only 2% of them perceived of such interaction and communications as “bad.” However, when comparing between the West Bank and Gaza Strip, municipal employees in the Gaza Strip feel more satisfied with the level of interaction and communication their municipalities have with MDLF than their West Bank’s counterparts (100 % and 98% respectively). Lastly, 1% of respondents, which is only found in WB North, have agreed that MDLF communication and interaction is bad.

Respondents were also asked about “how responsive is MDLF to their requests for clarification, approval, and general communications?” The great majority of them (97%) answered this question positively (64% said that MDLF is “responsive,” and 33% it is “very responsive.”). The percentage of respondents who said that MDLF is “very responsive,” is much higher in the Gaza Strip than in the West Bank (48% versus 29%).

5.2 MDLF Methods of Supporting Municipalities



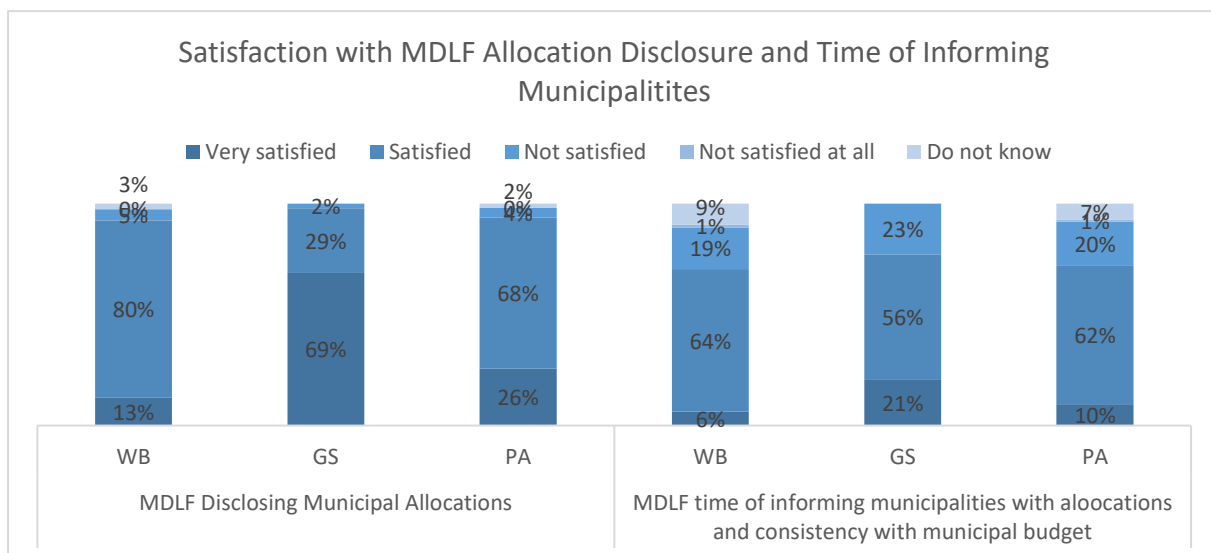
A vast majority of municipal employees (93%) also expressed their satisfaction with the methods that MDLF utilizes to support municipalities (22% said that they are “very satisfied,” and 72% said that they are “satisfied”). The percentage of employees who are not satisfied is 7% only (6% not satisfied, and 1% “not satisfied at all.”). Once again, municipal employees from Gaza Strip have expressed higher level of satisfaction than those from the West Bank (98% and 92% respectively). The same applies to dissatisfaction with the methods that MDLF utilizes to support the municipalities: only 2% of Gaza’s employees said that they are “not satisfied” that in comparison with 8% in the West Bank.

Dissatisfied clients from Gaza Strip said they were dissatisfied due the amount of bureaucratic procedures and paperwork. West Bank respondents also mentioned this as well, adding that the procedures can sometimes be vague or too complicated which prolong the project timeline. Others added that they were dissatisfied with the criteria which the MDLF uses to support municipalities, where some say that the population size should be the main factor/ standard to allocate grants and support, whilst other respondents say that the municipal needs and capacity should determine the grants rather than the population size.

5.3 MDLF Project Relevancy and Allocations

A great majority of respondents (98 percent) also think that MDLF projects are relevant to the needs of their town/city. As with the previous indicators, the percentage of respondents from Gaza Strip who assessed MDLF- supported-projects as “very relevant” is much higher (67%) than West Bank’s respondents (35% only). In addition, none of Gaza’s municipal employees have perceived those projects as “irrelevant” while 3% of West Bank’s respondents have perceived those projects as such. West Bank respondents from the North and the South found projects to be irrelevant, where 7% of WB North respondents and 2% of WB south respondents agreed to this.

A great majority of respondents in the West Bank and Gaza Strip (94%) expressed their satisfaction



with the MDLF in disclosing municipal allocations. The percentage of respondents from Gaza Strip who are “very satisfied” (69%) is much higher than West Bank’s respondents (13% only). The same applies to level of dissatisfaction (2 percent only in the Gaza strip versus 5 percent in the West Bank).

In comparison with all of the above-mentioned indicators where level of satisfaction is never below 93%, the level of satisfaction of municipal employees in the West Bank and Gaza Strip with MDLF regarding the time of informing the municipality about its allocations and if this time is consistent with municipality budget is relatively lower: 72%. Gaza Strip respondents showed higher level of satisfaction in regard to this matter than West Bank’s respondents (77% and 70 respectively).

The majority of respondents expressed their dissatisfaction with the sufficiency of MDLF allocations in this regard. Only about one-fifth of municipal employees (19%) said that those allocations are “sufficient”. A large majority of respondents (81%) said that such allocations are “insufficient” (including 9% who said that the allocations are “insufficient at all.”). Some respondents said the funds were insufficient due to the municipal ranking system and its use for allocations, as they stress that the needs of the municipality itself and capacity should be taken into consideration, as well as the area of the municipality. Other respondents agreed that the MDLF time in informing municipalities about allocations delays their submission of municipal budgets, as they need more time to organize their budgets with the MDLF allocation, and before submitting it.

When asked for suggestions to improve the current situation, municipal employees stressed again the need for the MDLF to inform municipalities of their allocations before September/ October of every year, as well as the inclusion of municipal needs, size of area, and size of town as part of the allocation criteria. Some respondents added that the MDLF should aim at supporting newer municipalities more than older and well-established municipalities. Lastly, to increase MDLF allocations or for them to be

more sufficient, respondents suggested looking for other external donors, including project running cost in the set allocation, or conducting needs assessments for municipalities, where neighboring municipalities can be assessed collectively. Lastly, some respondents added that marginalized areas and neighborhood would need their own allocations.

5.4 MDLF Transparency and Fairness in Adopting and Appraising Projects

One of the highest levels of satisfaction among municipal employees has been found when those employees were asked about whether MDLF is transparent in adopting the projects submitted by municipalities? 99% of them answered this question positively (100% in the Gaza Strip versus 98.6% in the West Bank).

In the same context, respondents were asked whether MDLF gives municipalities the opportunity to be informed on its decisions in projects selection? About 96% of respondents have answered this question positively. Only a small minority of them (4%) thinks that MDLF does not give municipalities the opportunity to be informed on its decisions in projects selection.

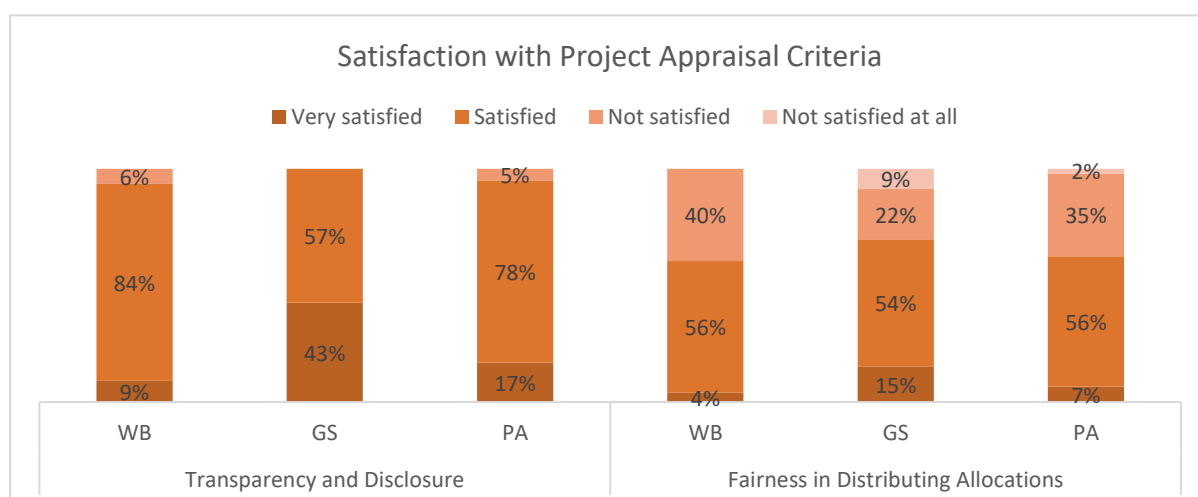


Figure 21 Satisfaction with Project Appraisal Criteria

Similarly, in terms of satisfaction with project appraising criteria in terms of transparency and disclosure, the majority of respondents (95%) said that they are “satisfied” with MDLF’s performance in this regard. It is worth mentioning that dissatisfaction with transparency and disclosure criteria for projects appraisal was only found in the West Bank.

On the other hand, there are lower satisfaction levels for fairness in distributing allocations, 62% of municipal employees in the West and Gaza Strip are satisfied with project appraising criteria in terms of fairness in distributing, 37% are not satisfied. Similar to previous reasons, respondents agree that the municipal allocations should depend more on municipal needs rather than the population size, adding that the MDLF allocations do not always coincide with the municipal strategic plan.

5.5 Municipal Performance Indicators

A relatively low percentage of municipal employees (68%) believe that the MDLF is fair in evaluating municipal performance and the score it gives to municipalities (72% in the WB, and 54% in GS). More than one-fourth (28%) said “no,” they do not think that the MDLF is fair in the result of evaluating the performance of the municipalities and the score it gave to each municipality, and 4% did not answer this question about the fairness of MDLF as seen by municipal employees.

In a relative context, 95% of respondents think that MDLF discloses clearly the results of the municipalities performance as based on performance indicators, and only 5% of respondents disagree with this assessment. Moreover, 97% of respondents (98% in the West Bank and 94% in the Gaza Strip) agreed that the MDLF gives the municipalities the opportunity to object to the result of their performance classification, and only 3% disagreed with the statement.

5.6 Satisfaction with MDLF General Support and Involvement

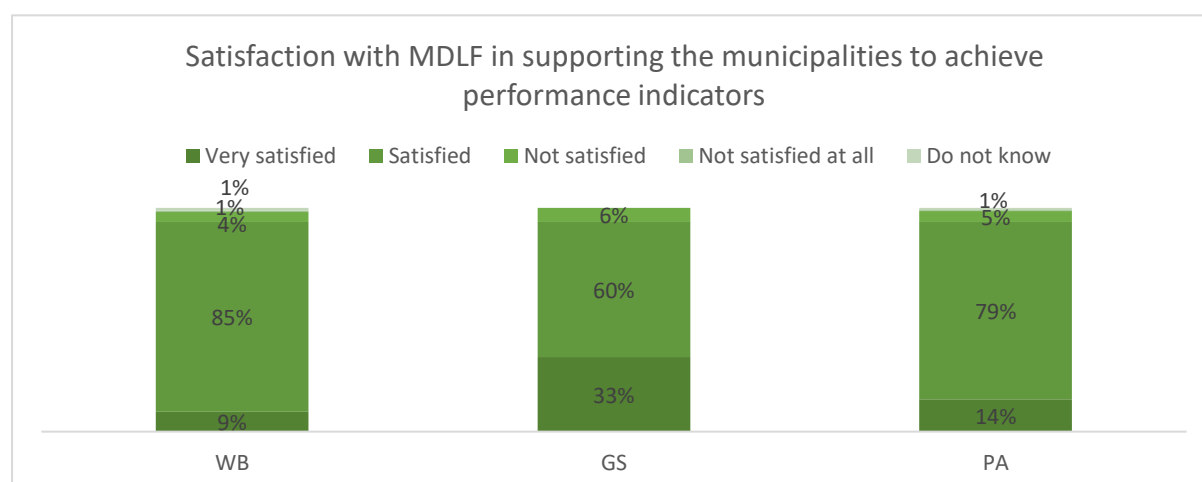


Figure 22 Satisfaction with MDLF in supporting the municipalities to achieve performance indicators

A great majority of municipal employees in the West Bank and Gaza Strip (93%) expressed their satisfaction with MDLF in supporting the municipalities to achieve the performance indicators. Only 5% said that they are not satisfied. When comparing between West Bank and Gaza Strip in this regard, we find that although the percentage of employees who are stratified in both regions is almost identical, the percentage of respondents who said that they are “very satisfied” with MDLF in supporting the municipalities to achieve the performance indicators is much higher in Gaza Strip than in the West Bank (33% versus 9%). The minority which is “not satisfied” with the performance indicators “suggested that such indicators need to be reconsidered.”

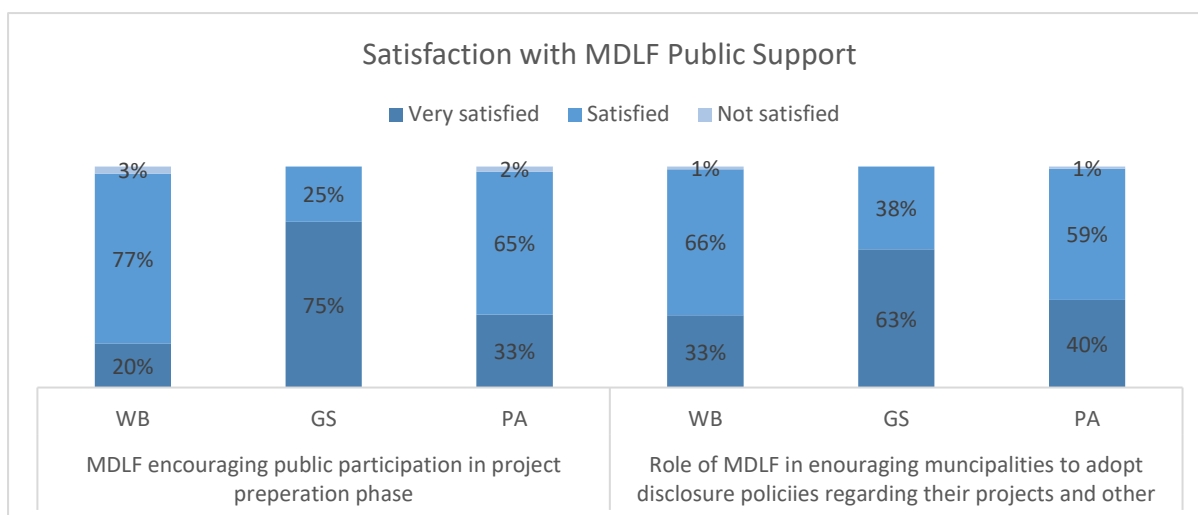
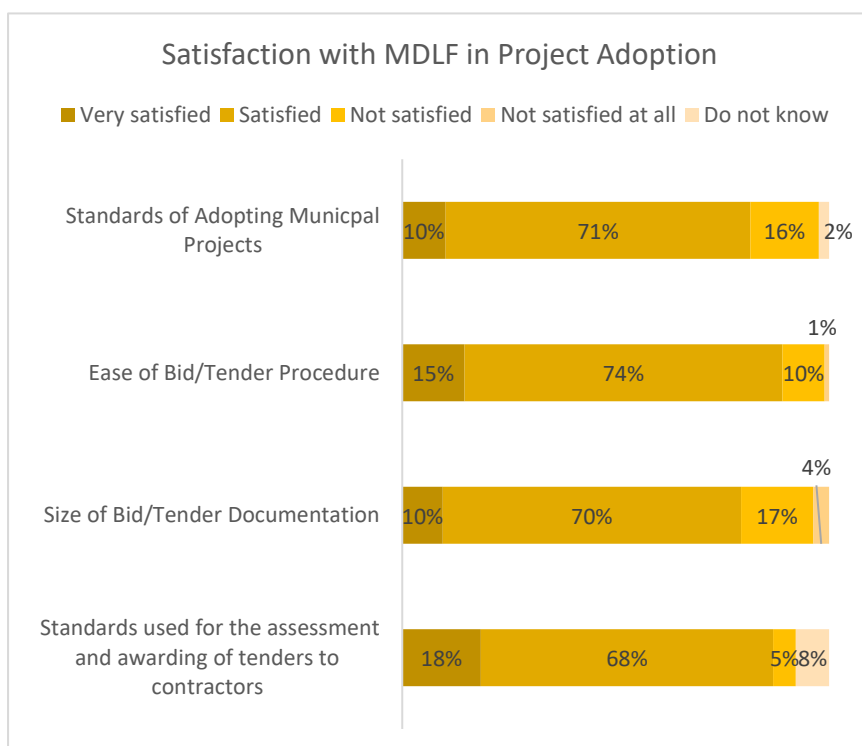


Figure 23 Satisfaction with MDLF and its role in Involving the Public

In both indicators above MDLF has received “high credits” from municipal employees, with 98% of employees being satisfied with the MDLF encouraging public participation in the project preparation phase, and 99% expressed satisfaction with the role of the MDLF in encouraging municipalities to adopt disclosure policies and inform citizens of projects and other information.

5.7 Satisfaction with MDLF Project Adoption, Bidding, and Contract Awarding



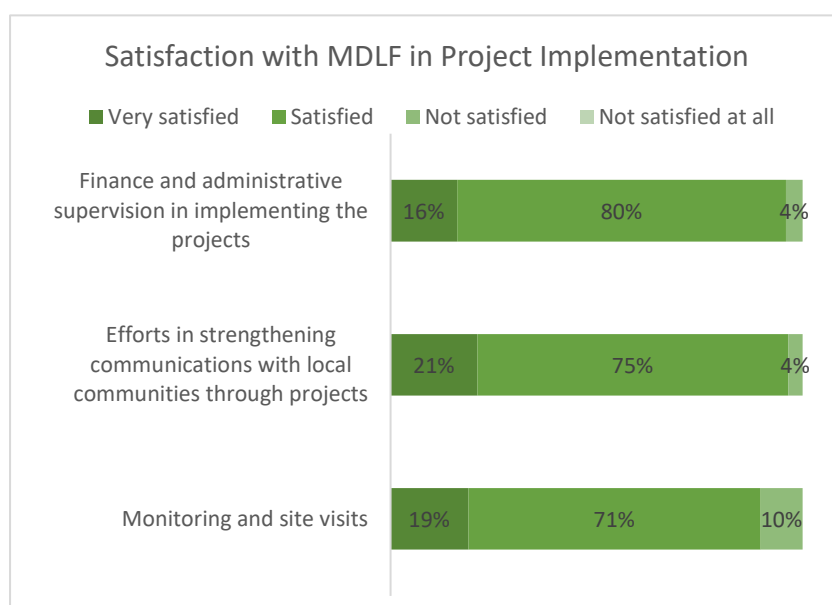
Percentage of municipal employees who are satisfied with the MDLF regarding the standards of adopting municipal projects is at 81% total. Higher levels of satisfaction was among Gaza Strip municipal employees than those found among West Bank, 90% and 78% respectively.

When asked why they are not satisfied with MDLF regarding the standards of adopting municipal projects, Some respondents said that because these standards are unfair, or not based on actual

needs. Others suggested that the financial situation of the municipality and the mechanism it applies to collect loans and fees should be added to the criteria, as well as taking into consideration the municipal ability of managing projects.

As for the bidding procedures, documentation, and contract awarding, a high percentage of respondents were satisfied with these indicators, as a total of 89%, 80%, and 86% of respondents are satisfied with the MDLF respectively. As for those whom are not satisfied, some of the main reasons are complication of procedure/ paperwork need, contractor selection criteria should look at higher quality rather than lowest price offer, as well as adding contractor performance overview in other projects, to ensure that they are able to conduct projects fully and efficiently. Other respondents mention the need for punishments and fine imposed on contractors for any delays or non-finished components.

5.8 Satisfaction with MDLF and Project Implementation Features



A great majority of municipal employees in the West Bank and Gaza Strip (96%) expressed their satisfaction with MDLF's finance and administrative supervision in implementing projects. Only 4% said that they are "not satisfied" Interestingly and unlike previous indicators, the percentage of respondents who said that they are

"satisfied" with MDLF's finance and administrative supervision is higher in the West Bank than the Gaza Strip (98% versus 90%). Also, among those who are "not satisfied" 2% only in the West Bank versus 10% in the Gaza Strip. Some of the reasons for the lack of satisfaction is the number of paperwork and complicated procedures required by the MDLF, lack of follow up from the MDLF, and lack of punishment for contractors violating their contracts, as well as the low financial allocation or delay in payments.

A great majority of respondents in the West Bank and Gaza Strip (97%) expressed their satisfaction with MDLF's performance regarding its effort in strengthening communication and only 3% said that they are "not satisfied". When asked about the reasons behind their

dissatisfaction, some respondents said that the communication is insufficient or ineffective, and a lack of initiative in developing relationships between municipalities and citizens.

Lastly, a majority of respondents (90%) are satisfied with monitoring and site-visits undertaken by MDLF. Employees from Gaza Strip showed higher level of satisfaction 96% (48% “satisfied,” and 50% “very satisfied”) than those from West Bank 88% (80%: satisfied”, and 9% “very satisfied”). The same applies to respondents who are “not satisfied” 10% (12% West Bank versus 4% Gaza Strip). When asked about why they are “not satisfied,” some of their answers was that MDLF employees do not visit for follow ups but only when they need to deliver something. Respondents do urge that MDLF intensifies follow up efforts and visits, as well as improving communication and interaction between MDLF and the municipality.

5.9 Satisfaction with MDLF and Project Closure Features

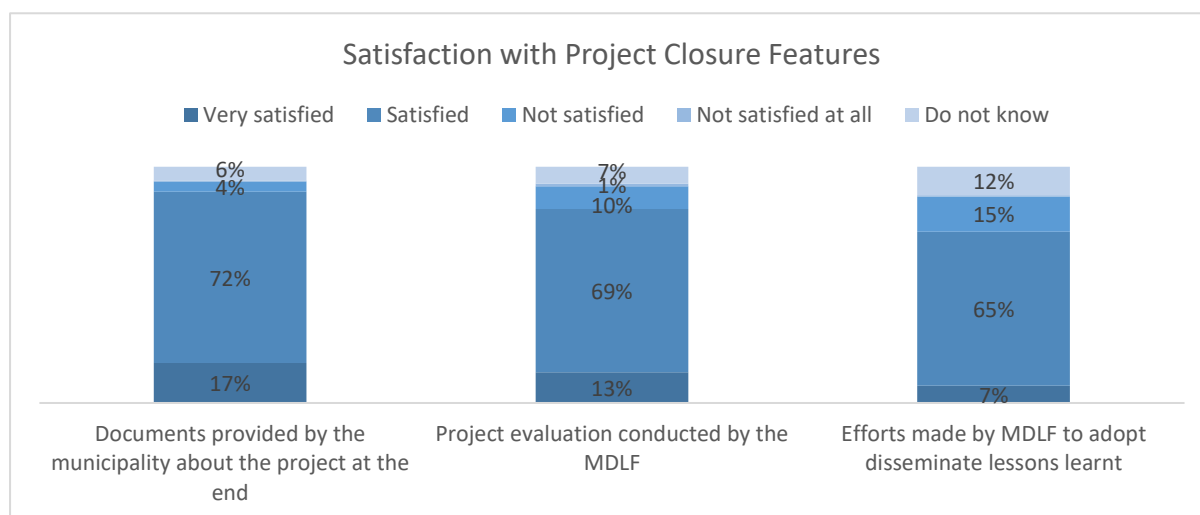


Figure 24 Satisfaction with Project Closure Features/ Indicators

A great majority of respondents (98%) said that they are “satisfied” with documents that municipality provides about the project, at the end of the project, 4% are “not satisfied (all from the West Bank), and 6% did not answer the question. Respondents from the Gaza Strip 100% (50%: satisfied”, and 50% “very satisfied”), have been more satisfied than West Bank’s respondents 87% (80%: satisfied”, and 7% “very satisfied”).

Also, 82% of respondents said that they are “satisfied” with project evaluations conducted by MDLF, and lessons learnt, 10% “not satisfied,” 1% “not satisfied at all,” and 7% did not answer the question. Respondents from the Gaza Strip 92% (65%: satisfied”, and 27% “very satisfied”), have been more satisfied than West Bank respondents 80% (71%: satisfied”, and 8% “very satisfied”).

However, MDLF has received “relatively less credits” from municipal employees when it comes to efforts made in disseminating lessons learnt (73%). Also, the percentage of those who are “not

satisfied” is relatively high 15% (16% in the West Bank, and interestingly 13% in the Gaza Strip.) That in addition to 1% said that they are “not satisfied at all,” and 12% answered don’t know. One of the main problems mentioned for project closure is the delay in payment of contractors due to the number of procedures and paperwork which cause delays.

5.10 Assessment of Technical Consultants

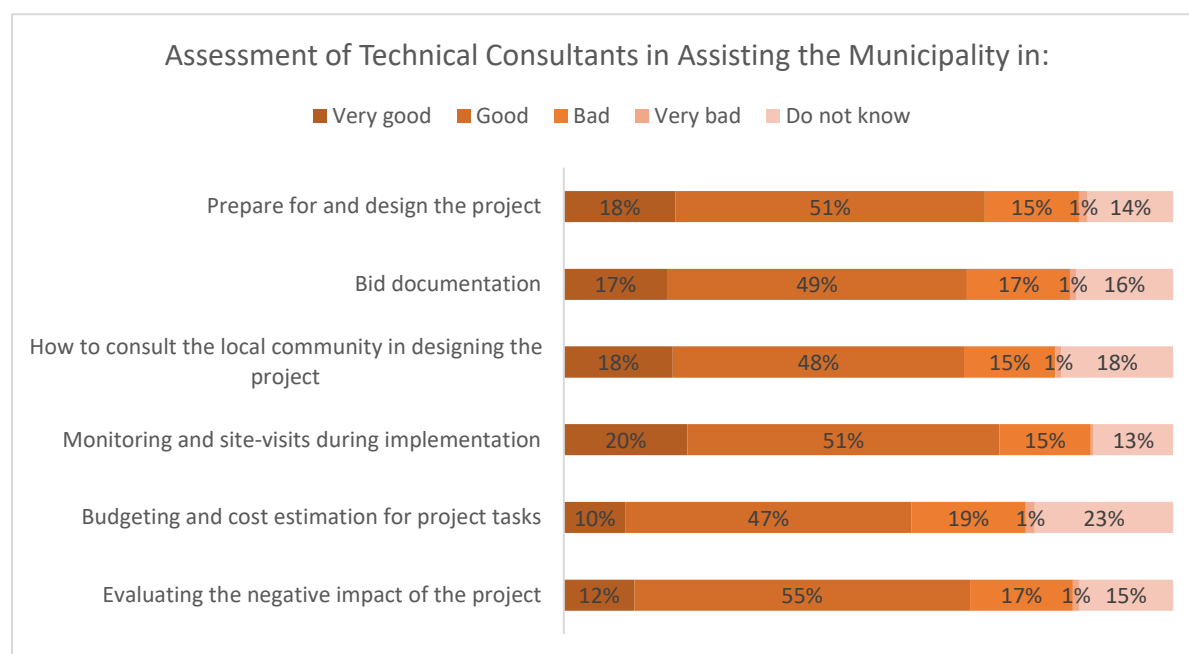


Figure 25 Assessment of Technical Consultants in Assisting the Municipality

Looking at figure 25 above, it has been noticed that the percentage of municipal employees in the West Bank and Gaza Strip who are satisfied with the performance and role of technical consultants is relatively low (ranges between 43%-76%) in comparison to satisfaction with other indicators mentioned previously. The main reasons for dissatisfaction with technical consultants include making communication with MDLF more difficult as they act as a middle man, their consultancy is inefficient as they have a set model to use from the MDLF and do not contribute in the project planning, or implementation, but only audit or review the work done by the employees. Respondents also reported lack of consultant follow up on projects, and overall impact.

In addition, the research team have heard many complains including specific ones from municipal employees during the survey about the role of “technical consultant”, which probably exceeded in its level of negativity any other indicators. This may require from MDLF to re-evaluate the experience with technical consultants and find better ways to improve their participation. Some respondents pointed that the consultant lack experience or are uncooperative. For example, one respondents said

when working on a project, the design was faulty at implementation, and the consultant did not agree to change it to suit the needs of the municipality. In other cases respondents mentioned that the consultants role is only to coordinate between the municipality and the MDLF without providing actual assistance to the employees.

Respondents stated that the consultants are not needed for project implementation, where employees are fully capable of implementing the projects. Others said that the contract between the MDLF and consultants should be more comprehensive to ensure that they are providing meaningful and efficient assistance to the MDLF.

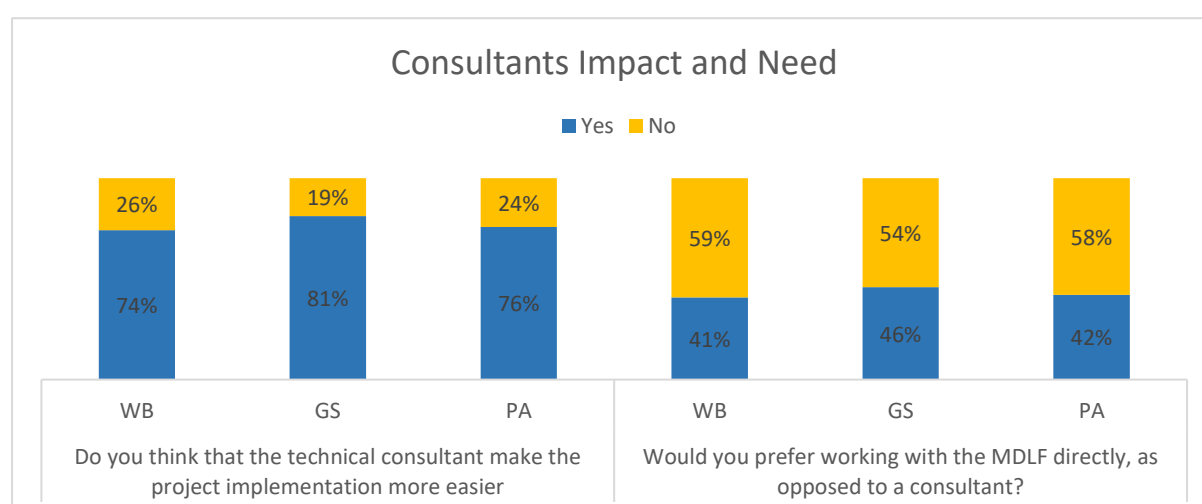


Figure 26 The impact of Technical consultants and Municipal Employees Needs

Despite the negative comments by some respondents about the role of technical consultants, still a majority (about three-fourth) think that “technical consultants make the project implementation easier.” Those whom answered yes noted that consultants help in explaining vague or unclear issues, and their general experience helps the employees in different tasks such as preparing bids, and budgets, as well as ensuring the project meets MDLF requirements. Respondents also noted that the consultants provide advice and recommendation and help in saving time and solving problems. Lastly, consultants were noted to help with contractors as they are more experiences than municipal staff.

In the same context, municipal employees were asked whether they would you prefer working with the MDLF directly, as opposed to a consultant? The majority of them (58%) said that they prefer working with the MDLF directly, but still there is a large minority (43%) of respondents who prefer working with consultants. Respondents whom prefer working with the MDLF directly said that in bigger municipalities, more qualified and experiences municipal staff are found and thus find no value in adding a consultant onto the team as it is more time-consuming and less effective to do so instead of directly dealing with the MDLF, noting that consultants cannot make any technical decisions without consulting MDLF. Furthermore, respondents also add that it is easier to convey their needs

and perspective to the MDLF without the middleman.

Respondents were also asked that based on their communication with MDLF and the technical consultants, to what extent do they think the MDLF takes advantage of such consultants? A simple majority of them (51%) said that MDLF takes advantage of consultants to “a large benefit,” one-third (33%) said that MDLF takes advantage of consultants to “a small benefit,” 7% “no benefit,” and the remaining respondents (9%) did not answer this question.

5.11 MDLF Strategic Planning

Finally, municipal employees were also asked how satisfied are they about the role of the MDLF to help municipality and give it the necessary guidance in the process of evaluating and updating the strategic plan? A vast majority of respondents from the West Bank and Gaza Strip 90% are satisfied with MDLF help in this regard (46%: satisfied”, and 44% “very satisfied”), 2% “not satisfied,” and 8% did not answer this question. The difference between West Bank and Gaza Strip is significant on this indicator: While the percentage of respondents who are satisfied from the West Bank is 87% (49%: satisfied”, and 37% “very satisfied”), that percentage has reached 100% among respondents from the Gaza Strip (33%: satisfied”, and 67% “very satisfied”).

5.12 Problems with MDLF, Causes, and Solutions

Lastly, summarizing the general discussions with respondents about the weaknesses or the problems in MDLF performance, causes of these problems, and how they can be solved? Respondents think that there several weaknesses or problems that affect the performance of MDLF negatively:

- The criteria MDLF adopts for the “distribution of allocations” among municipalities
- Evaluation of projects after implementation is insufficient
- Lack of communications between MDLF and municipalities
- Giving too much attention to the rules written in the books and ignoring reality
- The timing of the MDLF allocations is in conflict with the timing of budget-preparation, and budget-submission.
- MDLF allocations are insufficient
- MDLF requires that all -relevant- citizens to agree on expanding a local road, as a condition to support a project, that is why some projects have been postponed or canceled.
- The need of consulting MDLF in everything including details that don’t matter. And the time-taken for them to make decisions.

As for some of the causes which respondents believe to be relative to the problems;

- Lack of MDLF's supervision and following up
- lack of MDLF staff and employees due to the large number of municipalities and projects they have to deal with.
- The influence "external donors" have on MDLF and the pressure they put, something that has been mentioned by several respondents.
- The Israeli siege imposed on the Gaza Strip since 2007 which has a very strong negative impact on delaying the implementation of projects in the Gaza Strip due to the absent of materials needed for projects.
- The lack of relevant Palestinian laws and regulation and the violation of existing ones.
- Lack of enough budget on the part of MDLF.
- Number of procedure and paperwork needed.

Finally, respondents were asked about their ideas and suggestion to improve the current situation;

- Improving or renewing MDLF's selection criteria of projects as well as administrative procedures to better meet the needs of Palestinian municipalities.
- Making sure that "contracts" are consistent with Palestinian laws
- Increasing the number of staff that working for MDLF.
- Improving ways of communications between MDLF and municipalities.
- Paying "contractors" their money or payments on time and without delay
- Increasing resources by looking for new donors or more donations.
- MDLF should rank or treat municipalities in away that is similar to the way used by the Ministry of Local Government.
- MDLF need to re-evaluate the experience of municipalities with technical consultants. The fact that a large majority of a municipal employees think that technical consultants makes the project implementation easier and the many positive comments the research team heard from respondents about the positive impact and role of technical consultants on projects-implantation...etc. show clearly that the cooperation between MDLF and technical consultants should and need to be continued. However, at the same time the fact that there is a large minority of respondents who are not satisfied with the performance of technical consultants and who seem to have had some negative experience with those consultants clearly indicate that serious and organized efforts and measures should be taken by MDLF to improve the relationship between technical consultants and municipalities.
- More attention needs to be paid to developing the capacities and performance of municipal

employees.

- Periodic meetings should be organized between MDLF and municipalities during projects implementation.
- Municipalities that are located in “politically sensitive areas” such as in area C including areas that are surrounded by Israeli settlements, and often by increasingly aggressive settlers, and/or areas that are located near the “Separation Wall,” or what many Palestinians call the Israeli Apartheid Wall ...etc. should receive more support and allocations from MDLF.
- Municipalities should pay more attention to “projects that generate money” to reinforce project’s sustainability.
- Adopting criteria for “marginalized” municipalities or localities to be targeted by a program designed to target such “marginalized” localities.

6.0 MDP III Beneficiary Satisfaction Survey

MDP III is a multi- donor program, collaborating with the central government, aimed at strengthening the institutional development, accountability, and local governance and service delivery in Palestine. It is based on the two previous projects MDP I and MDP II, aiming to scale up past gains and enable the environment for municipal partnerships with the private sector to improve the efficiency and sustainability of municipal services.

A total of 114 municipalities participated in MDP III, both in West Bank and Gaza Strip. The beneficiaries of this program were the population of the municipalities. The program itself had 4 main components; Municipal Performance and Service Delivery, Capacity Development, Municipal Partnership Projects, and Project Implementation Support and Management.

6.1 Sample Description

MDP III beneficiaries are residents whom live in areas and communities whom have been targeted or benefitted from MDP III projects.

A total of 418 respondents were interviewed as part of the beneficiary satisfaction survey in order to assess the impact of MDP III on residents. Of those, 53% were males, and 47% females. The respondents were distributed in terms of age, 14% were 18 – 25 years old, 22% were 26 – 35 years old, 23% are 36 – 45 years old, 17% are between 46 – 55 years old, and 21% are 56 years old and above. The majority of beneficiary respondents were housewife's, 38%, 26% are employees, 17% are unemployed, 8% retired pensioners, 5% are university students, and 2% have other employment status.

Household income levels were quite low, where 44% of respondents household earned 1,000 sheikls or less per month. 26% earn between 1,001 – 2,000 sheikls per month, 15% earned between 2,001 – 3,000 sheikls per month, and 12% earn more than 3,000 per month.

6.2 Awareness and General Satisfaction

Only 38% of respondents have heard of MDP III, leaving 62% of respondents whom have not heard of it. Nevertheless, as the population is the benefactor of MDP III, the projects implemented should have been directly seen and felt by respondents.

Beneficiaries interviewed were satisfied with the service/ activity provided, as 43% were very satisfied, and 46% were satisfied. As for the rest of the responds, 7% were dissatisfied, and 4% very dissatisfied. When asked to elaborate on their dissatisfaction, many respondents noted that project was not completed, for example they would finish half of the road, or sidewalks were not fixed, or in other

cases, the engineering work of the roads caused other problems for residents, such as drainage and sewage problems.

Respondents whom were informed or consulted about the project, 43%, were generally informed about the project, for example, many respondents said that they were informed about widening and fixing and the road. Other respondents were more involved in the project as they it was based on a series of municipal meetings, or the project was solving an issue within the area, such as sewage problems or setting up a sewage network.

6.3 Satisfaction with MDP III

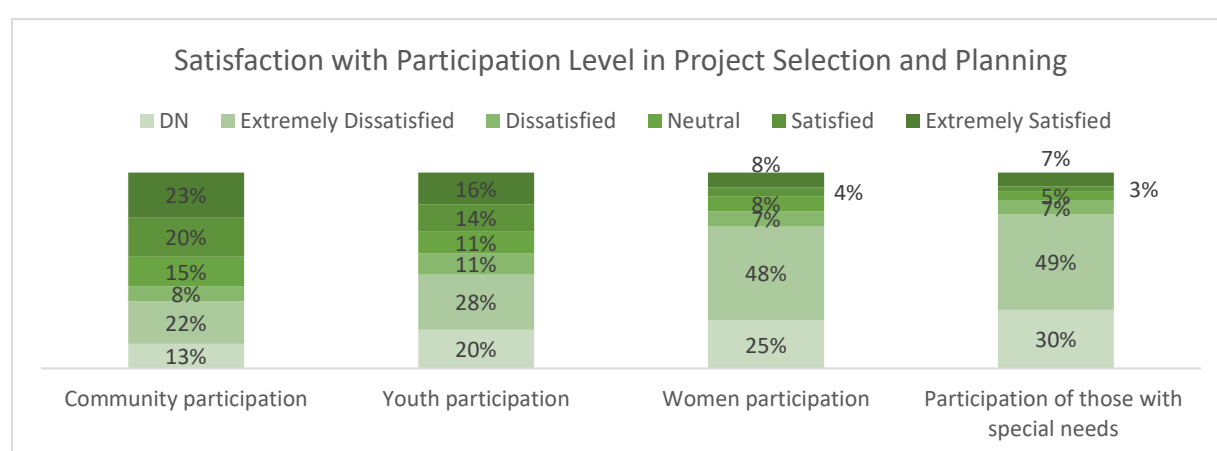


Figure 27 Satisfaction with Participation Levels with MDP III Project Selection and Planning

Less than half of the respondents are satisfied with the community participation level, with a total of 43% being satisfied or extremely satisfied. The level of satisfaction with the participation of other groups is much lower, where no more than 30% are satisfied with youth involvement, 12% are satisfied with women involvement, and only 10% are satisfied with the involvement of those with special needs. Almost 50% of respondents are dissatisfied with the level of participation of women and those with special needs, this was previously mentioned as well by respondents involved in evaluating and updating SDIP.

The level of satisfaction with the level of participation was higher in Gaza Strip than in the West Bank. In Gaza Strip, a total 37% of respondents were satisfied with the level of participation of youth, and 16% were satisfied with the level of participation of women, and those with special needs. On the other hand, a total of 21% of West Bank respondents were satisfied with youth participation, 6% were satisfied with women participation, and only 2% were satisfied with the level of participation of those with special needs.

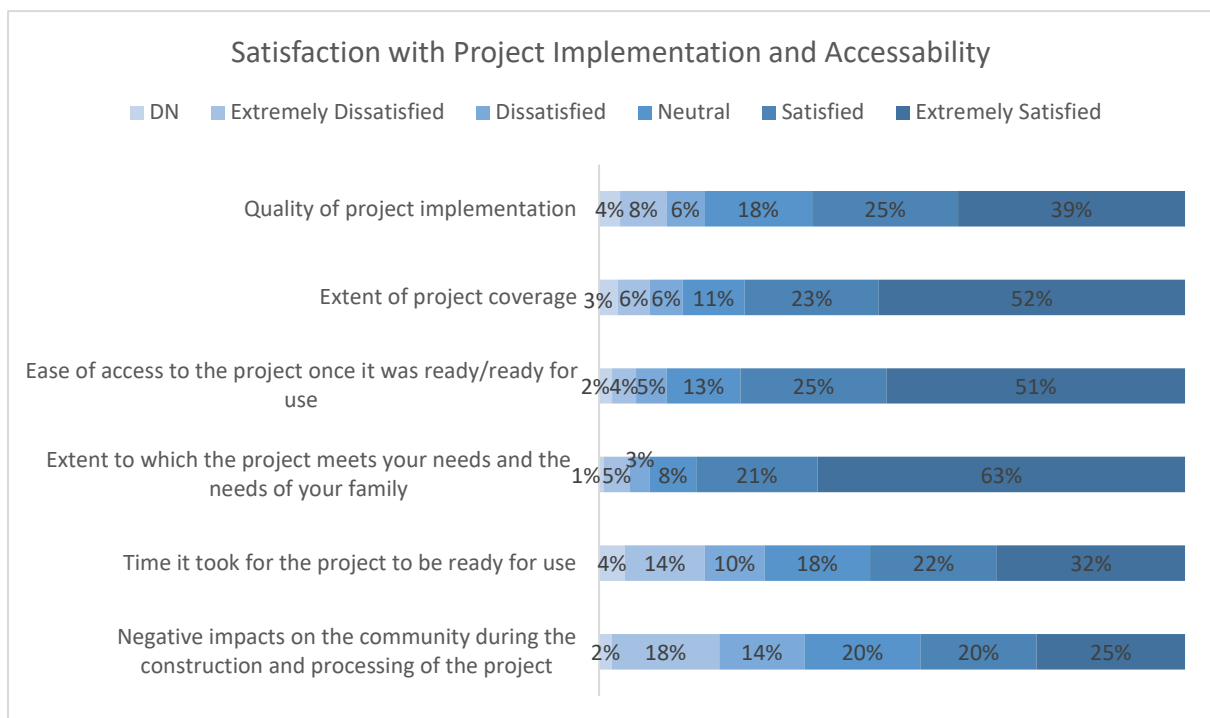


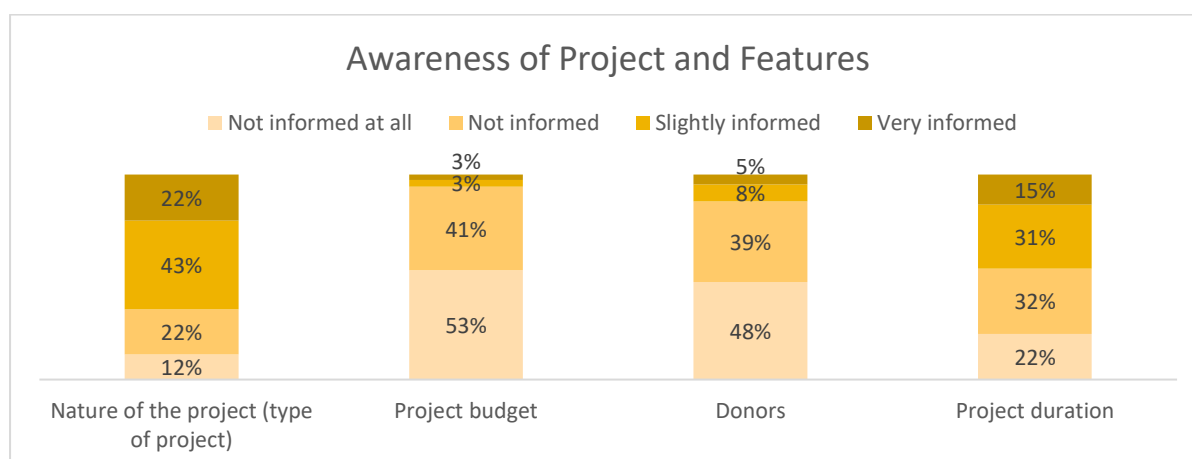
Figure 28 Satisfaction with Project Implementation and Accessibility

Satisfaction levels with the project itself are higher than the participation levels. Respondents are most satisfied with the extent of which the project meets their needs, ease of access, and project coverage. On the other hand, respondents were least satisfied with the negative impact of the project during construction, and the time taken for the project to be ready. Some respondents mentioned that the timing of the projects were not suitable, as some construction projects were done in the winter or during high traffic periods.

The level of satisfaction was similar between Gaza Strip and the West Bank for most implementation indicators. Nevertheless, 63% of GS respondents were satisfied with the time taken for the project implementation, compared to 42% of WB respondents. And 56% of GS respondents also expressed satisfaction with the negative impact on the community, compared to 31% of WB respondents.

In total, 43% of respondents agree that the project, to a large extent, is still in good condition, 38% agree it is in good condition, and 13% of believe the projects were to an extent still in a good condition, the rest of respondents do not think it is. Furthermore, 89% of respondents agree that the project implemented was very relevant to the community needs, 7% agree that it was slightly relevant, and only 4% agreed that it was not relevant or not relevant at all. Some of the reasons respondents gave for the irrelevancy of the project is that it was not completed properly, it did not fully solve the problem, or that it was prioritizing certain aspects and disregarding others. Overall, 30% of the respondents were very satisfied with the project implementation, 54% were satisfied, 10% were not satisfied, and 5% were not satisfied at all.

6.4 Awareness of MDP III Projects and Features



Beneficiaries are generally aware and informed about the project, as the highest percentage of informed respondents is regarding the nature of the project, and project duration. Respondents however are not informed with the details of the project, as a total of 94% of respondents were not informed of the budget, and 81% were not informed of the donors. Of those who have been informed of the project donors, total 13%, 45% of them stated that the MDLF is the project donor, 37% answered other, and 18% don't know.

In Gaza Strip, respondents are more informed of MDP III project and features, as a larger percentage of them answered very informed, whilst more respondents from the West Bank were slightly informed of projects and features.

6.5 Impact and Effect of MDP III

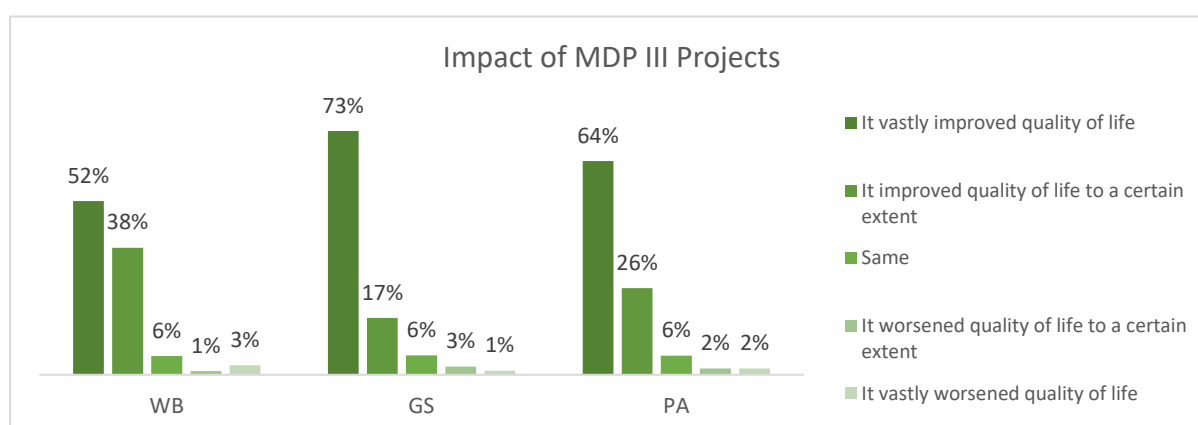


Figure 29 Perceived Impact of MDP III Projects

The majority of respondents believe that MDP III projects improved their quality of life, especially in Gaza Strip as seen in figure 22 above. Nevertheless, in total, 30% of respondents agreed that the project had a negative impact during implementation, 39% of WB respondents agreed to this, and 23% of Gaza Strip respondents. The main impact was that of pollution and dust in the area, as well as

an increase in traffic and jams, as would be expected. Shop owners complained about the loss of business as the roads were being rebuilt, some residents had part of their land taken as part of the road expansion with no compensation, others explained that the road was built lower /higher than the house levels, which has its own impacts. 30% of those whom felt there was a negative impact agreed that the municipality did try to limit the impact to an extent. 28% of them were very satisfied with the effort that the municipality put, 62% were satisfied, and 10% were not satisfied with the effort.

6.6 Municipal Implementation of MDP III and Communication

Some projects components were not implemented according to 17% of respondents, 27% don't know if they were implemented completely, and the rest, 56%, believe all components were implemented. Components that were not implemented mentioned by respondents include; for sewage services, houses were not connected to the new pipelines, and owners had to connect and pay for them themselves; Road and road relates services, sidewalks and water drainage were not built with the new roads, residents were not compensated when the road was expanded into their land.

Only 14% of respondents agreed that there were community awareness campaigns for the most recent project in the area, 2.2% agreed this project and the one before it had campaigns, and the rest of the respondents, 84%, did not recall any community awareness campaigns. Respondents recall workshops and meeting held by the municipality to discuss the project, some residents have had municipal members visit their houses, and others received information through brochures or social media websites.

Most respondents, 87%, agree that there are long term benefits of the projects implemented. But only 57% of respondents believe that the municipality was transparent and non-discriminate in their implementation of the project. 24% agreed that they were not transparent and felt some discrimination, and 18% of respondents answered don't know.

Besides the service recommendation respondents have for municipalities, such as increase in number of bins or connecting sewage lines, respondents mainly want the full supervision of municipal staff and engineers over the project, as they will supervise the contractor and make sure the project is implemented completely. Respondents also indicate the need for a holistic approach when developing and implementing projects, for example, after implementing a sewage system project, the road itself and the sidewalk should be fixed according to a set plan from the municipality. The municipal planning for all projects should take into account the different services that need to be addressed within the area, and the best way and timing to ensure that when addressing a service, it doesn't effect other services.

6.7 Awareness of MDLF

Almost a third, 31%, of beneficiaries have heard of the Municipal Development and Lending Fund. Most of these respondents have heard of it through the municipality, billboards or brochures, social media or other people. They believe the main role of the MDLF is to support the municipality financially, as well as develop and support ongoing and future projects. Some respondents also noted that the MDLF acts as a supervising authority over the municipalities and their projects. The fund itself, according to the knowledge of respondents, is received from outside donor countries, European union, or the Palestinian government itself.

7.0 Social Accountability Committee

The social accountability committee, part of MDP III objectives, was to be scaled up by the end of 2019, to integrate citizen participatory processes as part of the municipal management and expenditure cycle. The social accountability committee was to form a 6 month action plan in participation of the municipality based on the services available and citizen needs.

7.1 Sample Description

A total of 43 respondents were interviewed, of which 72% based in the West Bank, and 27% from Gaza Strip.

7.2 Importance and Role of the Committee

All the respondents agree that the social accountability committee is an important factor in decreasing the gap between the municipality and the community, and increasing the quality of service received. The committee would identify and prioritize citizen needs to ensure that municipal projects and activities are targeting them. It would also aim at increasing community involvement in municipality projects, as well as relaying important information to the community about municipal projects or other needed information. The main role of a social accountability committee would be to

1. Link between the community and the municipality
2. Ensure community issues are delivered to the municipality and cooperate to find solutions with them.
3. Conduct community awareness for citizens to be knowledgeable of their rights and the services they receive, as well as communicate municipal goals and achievements to citizens.
4. To support the municipality and hold it accountable for its projects and activities. Noting that the committee should have enough access and the needed means to do so.

7.3 Development of Social Accountability Plan

More than half of the respondents, 56%, agreed that there has been development of a community accountability plan. In the West Bank, 74% of respondents agreed to this, contrary to only 8% of Gaza Strip respondents. Some of the main components of the plan mentioned were supervision over municipal work and projects, communicating municipal plans and projects to the general public, forming different committees for each service provided by the municipality, and assisting the municipality in developing projects, budgets, and services to ensure citizen needs are met. Respondents mentioned examples that were implemented such as forming different committees, conducting awareness workshops and meeting held by the committee and the municipality, social media posts regarding the municipality and its services, and disclosing municipal decision, budgets,

and meeting minutes to the public.

Most respondents, 86%, have received training on tools and concept of community planning. By region, 92% of GS respondents have received this training, and 84% of WB respondents. Those whom were trained agreed that the training explained the concept of social accountability and how it works, which reflected on the development and planning of the committee as they were more aware of the concepts, how to implement them, and key indicators that need to be taken into consideration.

Respondents believe that the municipality does have the capabilities to implement the plan, as noted by 93% of them. And many of them agree that the municipalities have been cooperative with them, and it would be in the municipality's best interest to implement these plans as they will assist them eventually in providing the best services for citizens. Furthermore, the involvement of municipal members in meetings and planning does ensure that they have the capabilities to implement the plan.

The city council does support the community accountability committee, as noted by 88% of respondents. The city council has shown its support by opening its doors to the committee by providing meeting rooms and other logistical inputs, participating in meetings, and assisting them in awareness campaigns. Lastly, the majority of respondents, 93%, are satisfied with their participation in the community accountability committee, those whom weren't note that it still has not been implemented and it might not have monetary and administrative support to implement its plan.

8.0 Technical Consultants Survey

8.1 Sample Description

A total of 8 technical consultants were interviewed. Of which, 3 were based in WB North, 1 in Jenin, 1 in Qalqilia, and 1 in Salfeet, 2 were in WB center from Ramallah, 1 from Hebron in the South, and 2 from Gaza city in Gaza Strip.

On average, each consultant would have worked on around 17 projects total. The consultants have worked in their own areas from the start of MDP III, for example, consultants based in WB North covered northern districts, and those from WB south covered the southern districts. Nevertheless, the two consultants from Gaza Strip worked in multiple areas, where one covered projects in the northern areas of Gaza Strip and the center, the other covered central areas as well as the south of GS.

8.2 Municipal Assessment

In the West Bank, 1 out of 6 respondents believe that the MDLFs financial allocation is sufficient for projects in the strategic plan, contrary to Gaza Strip respondents, where both technical consultants agreed that the financial allocation is sufficient. Community participation in prioritizing projects is voted as good by most respondents, 6/8, and very good by the last two.

Five out of eight respondents agree that the projects in the strategic plan are clear and specific, of which, 1 is from GS and 4 from the WB. 1 respondent from the WB thinks that some projects are specific others are general, and 2 respondents (1 WB, and 1 GS) think that the projects are always general. Nevertheless, both Gazan respondents, and 4 of the WB respondents agree that the municipal fund allocations do direct the municipality selection of projects. The last 2 technical consultants from the West Bank believe the fund allocations do to some extent direct project selection. Respondents believe that with the allocated fund help in orienting the municipality into prioritizing and finishing realistic projects.

All respondents agree that the municipality is more familiar of the MDLF bidding procedures, but only 1 out of 8 respondents believed that the municipality is fully capable of implementing and following up with projects, the 7 other respondents believe municipalities are hardly capable. Furthermore, all respondents agree that there is a significant variation between municipalities capacity and efficiency in implementing and following up projects. 7 out of 8 respondents (5 WB, 2 GS) stated that municipalities are only partially ready to design and plan the preparatory stages of projects, 1 respondent believes they are not ready at all. The procedures for implementing projects are compatible with the size of the projects implemented on the ground, according to 7 out of 8 respondents. But 1 respondent from the west bank believes they are incompatible.

Respondents agree that municipalities and contractors are both capable of understanding the language and content of tenders. Half of WB respondents believe the MDLF mechanism of approving projects (appraisal projects) is very good, the other half and both Gazan respondents believe it to be good. As for the MDLF procedure for respecting the environmental dimension, 6 out of 8 respondents (5WB, 1 GS) believe it to be very good, 1 Gazan respondent thinks its good, and the last respondent from WB reported it being bad. Similarly, 7 out of 8 respondents agree that the MDLF is very good with it procedure with respecting the social dimension, but 1 WB respondent thinks it to be bad.

9.0 Conclusion and Recommendations

Generally speaking, citizens whom receive any of the municipal services are satisfied with the services. But there are still some issues arising with service development in many areas, where projects are not holistically thought of, and thus cause different problems. For example, low water tanks effecting the continuous water delivery in high areas, new roads being built without drainage, sidewalk, or proper planning, neglecting of some areas, and some reported nepotism within municipalities ... etc. Nevertheless, there is a general increase in satisfaction with all services delivered by municipalities, except electricity, over the past 2 years. Respondents are more interactive with their municipalities and informed of different projects. Even though municipal services are not able to cover all localities in the West Bank and Gaza, the majority of respondents are satisfied with their municipality and believe it is working for their general good, although not always with the needed results.

Participants of the SDIP evaluation and updating were also satisfied with their participation. But they did show concern about participant selection, where some expressed concern about the relative experience of some participants, or the inclusion of all social segments found within the society. Direct beneficiaries of MDP III projects also expressed general satisfaction with the projects, however, the still showed a high level of dissatisfaction regarding information shared about the projects, or the extent in which they met citizen needs. Respondents of the beneficiaries questionnaire also expressed their level of dissatisfaction regarding uncompleted project components and other negative impacts. Municipal employees and contractors are not holistically thinking of projects, for example, when building new sewage lines, houses were not connected to them, roads were built higher than the house level which cause many drainage and flooding issues for residents, and residents were not compensated for used or damaged properties.

The social accountability committee is seen to be still in its forming stages, where in some areas it is already starting to work and form committees, whilst in other areas respondents reported that only initially strategic meetings were held, and that the committee is still to start working. Nevertheless, respondents do see the benefits of a SA committee and hope that it does work on linking the community with the municipality, and hold individuals and municipalities accountable for their projects and actions, putting citizen needs at the head of their strategy.

Lastly, the technical consultants do agree that municipalities are directed better through MDLF finance allocation. As municipalities are limited with the project financing and allocation, they are more capable of setting realistic and accomplishable goals. The technical consultants do believe in the municipal capabilities of understanding MDLF requirements and bidding procedure, but still believe there are some problems with the certain requirements and administrative paperwork which limits

their work.

MDP III main indicators are showing improvement as citizens, clients, and benefactors, are all generally satisfied. The main problems effecting municipal services and development are all generally similar, as respondents are mainly after transparency and non-discrimination, lowers costs, and project completion.

Recommendations:

- Service cost assessment and/ or reduction. Many respondents of the citizen satisfaction survey expressed that the cost of services is relatively high compared to the service delivered. Noting that some respondents said that it is high because of the added costs for areas that don't pay. Municipal service costs should be assessed to ensure no fluctuation, fair costs, and reduce or eliminate any extra costs on residents. Programs and projects to reduce service cost can be researched and implemented, for residents to find more value for the price paid.
- Internal municipal assessment of employees and citizen service acquisition for areas which showed low level of citizen satisfaction and difficulty in obtaining services. Nepotism and discrimination is still reported in certain areas such as Yatta in WB south, this should be investigated to create a model that reduces the negative impacts of this across all municipalities.
- Communication and involvement of citizens and beneficiaries in project development and implementation still needs some development and care. Online communication methods can be highly effective as they have large reach and instigate word of mouth, personal home visits, text messages, and brochures are also good methods of communicating with citizens.
- Enabling the social accountability committee to start working and supervising municipal work will close the gap between residents and the municipality, as well as provide more transparency and inclusion of projects.
- Municipalities should work on including a holistic approach to projects within their areas. Considering all the projects that will be implemented in each area, measuring their impacts, and providing the best timeline and methods to accomplish their goals. This is so projects can last longer, have less of a negative impact, and ensure citizen and beneficiary satisfaction.

Annex 1: Citizen Satisfaction Questionnaire

Part One: Research Indicators	
Q1 How satisfied are you with the following aspects of electricity provided by your Municipality:	
☐	Q1_0: Electricity Service in general 1. Very satisfied 2. Satisfied 3. Not satisfied 4. Not satisfied at all 5. Don't know
☐	Q1_1 Continuity of service (no power cuts) 1. Very satisfied 2. Satisfied 3. Not satisfied 4. Not satisfied at all 5. Don't know
☐	Q1_2 Electric strength (current power) 1. Very satisfied 2. Satisfied 3. Not satisfied 4. Not satisfied at all 5. Don't know
☐	Q1_3 Speed at which deficiencies/problems are fixed by specialists 1. Very satisfied 2. Satisfied 3. Not satisfied 4. Not satisfied at all 5. Don't know
☐	Q1_4 Cost of electricity 1. Very satisfied 2. Satisfied 3. Not satisfied 4. Not satisfied at all 5. Don't know
☐	Q1_5 What are the main problems with the electricity service?
☐	Q1_6: Who is responsible for managing the public electricity network? 1. Electricity Company in Jerusalem Governorate 2. Israeli (Qatari Company) 3. Municipality 4. North Electricity Company 5. Electricity Company Tanwir Bartaah 6. Tubas Electricity Company 7. Jabaa Contribution Electricity Company 8. South Electricity Company 9. Gaza Electricity Distribution Company 10. Other / Specify
Q2 How satisfied are you with the following aspects of water provided by your Municipality:	
☐	Q2_0: Water service in general 1. Very satisfied 2. Satisfied 3. Not satisfied 4. Not satisfied at all 5. Don't know
☐	Q2_1 Continuity of service (no water cuts) 1. Very satisfied 2. Satisfied 3. Not satisfied 4. Not satisfied at all 5. Don't know
☐	Q2_2 Quality of the water with regards to taste, color and smell 1. Very satisfied 2. Satisfied 3. Not satisfied 4. Not satisfied at all 5. Don't know
☐	Q2_3 Speed at which deficiencies/problems are fixed by specialists 1. Very satisfied 2. Satisfied 3. Not satisfied 4. Not satisfied at all 5. Don't know
☐	Q2_4 Cost of service 1. Very satisfied 2. Satisfied 3. Not satisfied 4. Not satisfied at all 5. Don't know
☐	Q2_5 What are the main problems with the water service?

☐	Q2_6 Who is responsible for managing the public water network? 1. Jerusalem Water Company 2. West Bank Water Department 3. Israeli source (Microt Company) 4. Municipality 5. Joint Services Council 6. Barta'a Cooperative Association for Electrical Enlightenment and Drinking Water 7. Abu Dis Water Association 8. Bethlehem Water & Sewerage Authority 9. Coastal Municipality Water Authority 10. Other/specify.....
Q3 How satisfied are you with the following aspects of sewage provided by your Municipality:	
☐	Q3_1 Quality of sewage service overall 1. Very satisfied 2. Satisfied 3. Not satisfied 4. Not satisfied at all 5. Don't know 6. Not relevant
☐	Q3_2 Speed at which deficiencies/problems are fixed by specialists 1. Very satisfied 2. Satisfied 3. Not satisfied 4. Not satisfied at all 5. Don't know 6. Not relevant
☐	Q3_3 Cost of service 1. Very satisfied 2. Satisfied 3. Not satisfied 4. Not satisfied at all 5. Don't know 6. Not relevant
☐	Q3_4 What are the main problems with the sewage service?
☐	Q3_5: Who is responsible for managing the health network? 1. Municipality 2. Joint Services Council 3. Department of Water and Sanitation, North-West Jerusalem 4. Bethlehem Water & Sewerage Authority 5. Coastal Municipality Water Authority 6. other/specify.....
Q4 How satisfied are you with the following aspects of garbage / solid waste collection by your Municipality:	
☐	Q4_0: Solid waste service (trash) in general 1. Very satisfied 2. Satisfied 3. Not satisfied 4. Not satisfied at all 5. Don't know
☐	Q4_1 Availability and sufficiency of street bins 1. Very satisfied 2. Satisfied 3. Not satisfied 4. Not satisfied at all 5. Don't know
☐	Q4_2 System for collecting and disposing of solid waste 1. Very satisfied 2. Satisfied 3. Not satisfied 4. Not satisfied at all 5. Don't know
☐	Q4_3 Removal of public health threats (not allowing garbage to pile up) 1. Very satisfied 2. Satisfied 3. Not satisfied 4. Not satisfied at all 5. Don't know
☐	Q4_4 Cost of service 1. Very satisfied 2. Satisfied 3. Not satisfied 4. Not satisfied at all 5. Don't know
☐	Q4_5 What are the main problems with the garbage / solid waste collection service?
☐	Q4_6: Who is responsible for solid waste collection? 1. Municipality 2. Joint Services Council 3. Other/specify.....
Q5 How satisfied are you with the following aspects of roads provided by your Municipality:	

☐	Q5_1 Opening new roads / rehabilitation / maintenance / tarring 1. Very satisfied 2. Satisfied 3. Not satisfied 4. Not satisfied at all 5. Don't know
☐	Q5_2 Rainwater drainage systems 1. Very satisfied 2. Satisfied 3. Not satisfied 4. Not satisfied at all 5. Don't know
☐	Q5_3 Public lighting 1. Very satisfied 2. Satisfied 3. Not satisfied 4. Not satisfied at all 5. Don't know
☐	Q5_4: Safety Signs on the Street (Traffic Signs) 1. Very satisfied 2. Satisfied 3. Not satisfied 4. Not satisfied at all 5. Don't know
☐	Q5_5 Speed bumps 1. Very satisfied 2. Satisfied 3. Not satisfied 4. Not satisfied at all 5. Don't know
☐	Q5_6 Availability of, and state of, sidewalks 1. Very satisfied 2. Satisfied 3. Not satisfied 4. Not satisfied at all 5. Don't know
☐	Q5_7 Organization of road system (exits, junctions, road width) 1. Very satisfied 2. Satisfied 3. Not satisfied 4. Not satisfied at all 5. Don't know
☐	Q5_8 What are the main problems with the roads service?
Q6 How satisfied are you with the following aspects of parks and entertainment services provided by your Municipality:	
☐	Q6_1 Availability and sufficiency 1. Very satisfied 2. Satisfied 3. Not satisfied 4. Not satisfied at all 5. Don't know 6. Not relevant
☐	Q6_2 Ease at which they can be accessed 1. Very satisfied 2. Satisfied 3. Not satisfied 4. Not satisfied at all 5. Don't know 6. Not relevant
☐	Q6_3 Regular maintenance by municipality 1. Very satisfied 2. Satisfied 3. Not satisfied 4. Not satisfied at all 5. Don't know 6. Not relevant
☐	Q6_4 Organization and tidiness of facilities 1. Very satisfied 2. Satisfied 3. Not satisfied 4. Not satisfied at all 5. Don't know 6. Not relevant
☐	Q6_5 What are the main problems with the park and public facilities service?
Q7 How satisfied are you with the following?	
☐	Q7_1 Cleanliness of town or city 1. Very satisfied 2. Satisfied 3. Not satisfied 4. Not satisfied at all 5. Don't know
☐	Q7_2 Organization of fruit and vegetable markets, if they are available 1. Very satisfied 2. Satisfied 3. Not satisfied 4. Not satisfied at all 5. Don't know 6. Not relevant
☐	Q11 Did you ever visit the municipality to obtain a particular service? 1. Yes 2. No (move to Q13_10)

☐	Q12 How would you rate the treatment that you received from employees? 1. Very good 2. Good 3. Bad 4. Very bad
☐	Q13 Did you obtain the required service as a result of your visit? 1. Yes 2. No
☐	Q13_0: What about the time that it took to receive the service, you had: 1.Short (less than expected) 2.Acceptable 3.Long
☐	Q13_10: Does the municipality provide facilities (whether using the municipal facilities or electronic) for people with special needs in order to obtain the service? 1. Yes 2.No 3.I don't know
☐	Q13_1 If yes, what are these facilities?.....
☐	Q13_1_0: Do you know that there are complaint mechanism(s) in your municipality? 1.Yes 2.No (Move to Q13_2)
☐	Q13_1_1: If yes, what complaint mechanism (s) exist in your municipality? 1.Complaint Box 2. Computerized / electronic method 3.Other/specify.....
	Q13_2 If there is a complaint about a (service), how do you submit it? 1. I won't even submit my complain. 2. Written letter (on paper) 3. Municipal (by calling or visiting them). 4. Public service center 5. Complaints system / grievance. 7. Email or website (including social media sites as well). 8. Contacting an elected official (member of the municipality). 9. Other/specify.....
☐	Q14 Did you ever submit a complaint to the municipality? 1. Yes 2. No (move to Q19)
☐	Q15 How did you submit the complaint / What mechanism did you use to submit the complaint? 1. Written letter 2. Municipal (by calling or visiting them). 3. Public service center 4. Complaints system / grievance. 5. Email or website (including social media sites as well). 6. Contacting an elected official. 7. Other
☐	Q16 Did the municipality follow up / deal with the complaint? 1. Yes 2. No (move to Q19)
☐	Q17 Was the problem solved? 1. Yes 2. No (move to Q19)
☐	Q18 Were you satisfied with the way it was resolved? 1. Yes 2. No
☐	Q19 Overall, are you satisfied with municipal services in the town in which you live? 1. Very satisfied 2. Satisfied 3. Not satisfied 4. Not satisfied at all
☐	Q20 How satisfied are you with municipal employees that run services and projects? 1. Very satisfied 2. Satisfied 3. Not satisfied 4. Not satisfied at all 5. Don't know
☐	Q21 How would you compare the service provided by your municipality to those provided by municipalities in neighboring towns? 1. Better (go to Q24) 2. Similar (go to Q24) 3. Worse 4. Don't know (go to Q24)

☐	Q22 If worse, why?
☐	Q23 Please provide names of municipalities that provide better services
Q24 Does the Municipality disclose/inform people about the following aspects:	
☐	Q24_0: Municipal classification (A, B, C ...) 1.Yes 2. No 3. I don't know
☐	Q24_1 Fees and taxes for municipal services 1.Yes 2. No 3. I don't know
☐	Q24_2 Projects implemented by municipality 1.Yes 2. No 3. I don't know
☐	Q24_3 Municipal budgets, expenses and liabilities 1.Yes 2. No 3. I don't know
☐	Q24_4 Achievements that were realized 1.Yes 2. No 3. I don't know
☐	Q24_5 Strategic Development Plan 1.Yes 2. No 3. I don't know
	Q24_6 External auditor 1.Yes 2. No 3. I don't know
	Q25_1 if the answer in Q24_2 was yes, where/how are you going to disclose your project?
	Q25_2 if the answer in Q24_3 was yes, where did you see this data??
☐	Q26 Were you ever invited to discuss projects that the municipality wants to implement, individually or as part of a group? 1. Yes 2. No (If 2, jump to Q29)
☐	Q27 Did you take up the invitation i.e. did you participate? 1. Yes 2. No (If 2, jump to Q29)
☐	Q28 How satisfied were you with the event in which you participated? 1. Very satisfied 2. Satisfied 3. Not satisfied 4. Not satisfied at all
☐	Q29 Did you ever hear about any projects or activities that the municipality implemented? This question refers to municipal activities outside the sphere of service delivery, such as awareness-raising campaigns, workshops, public consultations, ceremonies, and other activities that many be environmental, social, educational or health-focused 1. Yes 2. No (If 2, jump to Q34)

☐	Q30 Did you ever participate in any such activities or programs? 1. Yes 2. No (If 2, jump to Q34)
☐	Q31 What was the nature of this activity or program? 1. Festival 2. Conference 3. Summer camp 4. Public meeting 5. Other, specify:.....
☐	Q32 What was the topic/content of this activity?
☐	Q33 How would you assess this activity? 1. Very good 2. Good 3. Not good 4. Not good at all
☐	Q34 Do you feel the municipality is transparent in working with, and providing services to, its citizens? (There are no spin and lies, information is presented clearly and not selectively, citizens are made aware of all that they need to know) 1. Yes 2. No (If 2, jump to Q36)
☐	Q35 If the answer to Q34 is yes, how?
☐	Q36 If the answer is no, what makes you feel that the Municipality is not transparent?
☐	Q36_1: how much do you agree upon this statement: My municipality highly responds to citizen concerns and complaints 1. Strongly disagree 2. Disagree 3. Neutral 4. Agree 5. Strongly agree
☐	Q36_2: Have you ever visited the website or Facebook page of your municipality? 1. Yes 2. No
☐	Q36_3: During the past 12 months, did you or any of your family members: 1. Call any of the local council members 2. Attended a neighborhood meeting 3. Sent a written complaint to the Local Government Unit 4. Informed the media about a certain service problem 5. Participated in any strikes in order to improve the services 6. Worked with a non-governmental institutions on activities that were related to municipality services 7. None of the above
☐	Q36_4 do you think that voting in the municipality elections can have a positive effect on the performance of the municipality? 1. Yes 2. No
☐	Q37 Do you feel that the municipality discriminates in its provision of services? 1. Yes, very much so 2. Yes, to a certain extent 3. No (Go to Q40)
☐	Q38 If the answer is yes, it discriminates, how?
☐	Q39 If the answer is yes, it discriminates, why?

☐	Q40 Are you aware of the strategic development plan that is approved by your municipality? 1. Yes 2. No (Go to Q45) 3. Not relevant (Go to Q45)			
☐	Q41 Did you participate in the development of this plan? 1. Yes 2. No (Go to Q45)			
Q42 At what stage did you participate?				
☐	Q42_1 Putting the plan together	1. Yes	2. No	
☐	Q42_2 Determining people's priorities	1. Yes	2. No	
☐	Q42_3 Budget development	1. Yes	2. No	
☐	Q42_4 Implementation stages (workshops)	1. Yes	2. No	
☐	Q42_5 Other, please specify:			
☐	Q43 Are you satisfied with this participation? 1. Very satisfied 2. Satisfied 3. Not satisfied 4. Not satisfied at all			
☐	Q44 Do you feel that this plan matches the priorities of your town? 1. Yes 2. No 3. I don't know			
☐	Q45 Have you ever heard of the public services center at your municipality (where you can pay bills, submit complaints) or a center where you can complete all municipal transactions? 1. Yes 2. No (Go to Q52) 3. Not relevant (Go to Q52)			
☐	Q46 Did you ever visit that service center? 1. Yes 2. No (Go to Q52)			
☐	Q47 How satisfied are you with this service center? 1. Very satisfied 2. Satisfied 3. Not satisfied 4. Not satisfied at all			
☐	Q48 If you compare the municipal service before and after, which is better? 1. Before 2. After (Go to Q50)			
☐	Q49 If you are not satisfied, why? ☐ ☐			
Q50: How do you evaluate the public services center in-terms of the following aspects:				
☐	Q50_1: Non-discrimination between citizens in terms of the provision of services 1. Very good 2. Good 3. Average 4. Bad 5. Very bad			
☐	Q50_2: The staff treated you 1. Very good 2. Good 3. Average 4. Bad 5. Very bad			
☐	Q50_3: Speed of the staff in completing work 1. Very good 2. Good 3. Average 4. Bad 5. Very bad			

☐	Q50_4: The staff's competence in accomplishing work 1. Very good 2. Good 3. Average 4. Bad 5. Very bad			
☐	Q50_5: Staff ability to answer queries 1. Very good 2. Good 3. Average 4. Bad 5. Very bad			
☐	Q50_6: The existence of written instructions on how to complete transactions 1. Very good 2. Good 3. Average 4. Bad 5. Very bad			
☐	Q50_7: The level of technology used 1. Very good 2. Good 3. Average 4. Bad 5. Very bad			
☐	Q51: If you are not satisfied with any aspect of public service center, why?			
Q52 What method would you prefer for the municipality to make you aware of its programs and activities?				
☐	Q52_1 Email		1. Yes 2. No	
☐	Q52_2 Municipal website		1. Yes 2. No	
☐	Q52_3 Publications distributed to your home		1. Yes 2. No	
☐	Q52_4 Public sign posts		1. Yes 2. No	
☐	Q52_5 Local TV and radio		1. Yes 2. No	
☐	Q52_6 Local newspapers		1. Yes 2. No	
☐	Q52_7 Workshops	1. Yes 2. No		
☐	Q52_8 Other, please specify:			
☐	Q52_9: have you ever heard of the Municipalities Fund: 1. Yes 2. No (move to Q53)			
	Q52_9_1: Where did you hear about it?			
	Q52_9_2: from your point of view, what do you think is the role of the municipality fund?			

☐ ☐ ☐	Q53 Additional comments:
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Part Two: Interviewee's Background	
☐	B1 Interviewee's relation with the head of household 1. Head of household 2. Wife / spouse 3. Son 4. Daughter 5. Father 6. Mother 7. Brother 8. Sister 9. Other, specify:
☐	B2 Type of house in which you live? 1. Independent house 2. Building for family 3. Apartment
☐	B3 If house 1. Owned 2. Rented
☐	B4 Gender 1. Male 2. Female
	B5 Age, in years: (18 years or more)
☐	B6 Social status: 1. Single 2. Married 3. Divorced 4. Widow 5. Separated
☐	B7 Educational attainment: 1. High school or less 2. Diploma 3. BA/BS 4. MA/MS 5. PhD
☐	B8 Employment status 1. Employees 2. Pensioner (Go to B11) 3. University student (Go to B11) 4. Female head of household (Go to B11) 5. Unemployed (Go to B11) 6. Other:
☐	B9 Your place of work is at 1. Town or village in which I live 2. Outside town or village in which I live

☐	B10 Employment sector 1. Trade 3. Agriculture 5. Transport and telecoms 7. Public sector 2. Industry 4. Construction 6. Services 8. Agency 9. Other/specify.....
	B11 Monthly household income in shekels:
	B12 Number of household members, including yourself:
	B13 Interviewer's name:
	B14 Mobile / phone number:

Annex 2: Client Questionnaire

Part One: Research Indicators	
☐	Q1. In working with MDLF, how would you assess interaction and communications 1. Very good 2. Good 3. Bad 4. Very bad
☐	Q2. What is the nature of your relationship with MDLF? ☐
☐	Q3. What were the major points of difference between you municipality and MDLF? ☐
☐	Q4 How would you rate the methods that MDLF utilizes to support the municipalities? 1. Very satisfied 2. Satisfied 3. Not satisfied 4. Not satisfied at all
☐	Q5 If you are not satisfied, why? ☐
☐	Q6 How responsive is MDLF to your requests for clarification, approval, and general communications? 1. Very satisfied 2. Satisfied 3. Not satisfied 4. Not satisfied at all
☐	Q7 How relevant are MDLF projects to the needs of your town/city? 1. Very relevant 2. Relevant 3. Not relevant 4. No relevant at all
Q8 Concerning the projects that you received from MDLF, how satisfied are you with the methods that MDLF utilizes in terms of :	
☐	Q8_1 Disclosing the municipal allocations
☐	Q8_2 Time of informing the municipality about its allocations (if this time is consistent with municipality budget) 1. Very satisfied 2. Satisfied 3. Not satisfied 4. Not satisfied at all 5. I don't know
☐	Q8_3 Sufficiency of MDLF allocations regarding the implementation of necessary projects to meet the needs of municipality and its citizens 1. More than sufficient 2. Sufficient 3. Not sufficient 4. Not sufficient at all
☐	Q9 What are the most notable problems regarding Q8 ☐
☐	Q9_1 How could this be improved? ☐
☐	Q10 Do you think the MDLF is transparent in adopting the projects submitted by municipalities 1. Yes 2. No

☐	Q11 Does MDLF give the municipalities the opportunity to be informed on its decisions in projects selection? 1. Yes 2. No
☐ ☐	Q12 If no, why?
☐	Q13_1 How satisfied are you with project appraising criteria in terms of transparency and disclosure? 1. Yes 2. No
☐	Q13_2. How satisfied are you with project appraising criteria in terms of fairness in distributing the allocations between the municipalities? 1. Yes 2. No
☐	Q13_3. If you are not satisfied, why?
☐	Q14. Do you think that the MDLF is fair in the result of evaluating the performance of the municipalities and the score it gave to each municipality? 1. Yes No
☐	Q15. Does MDLF disclose clearly the results of the municipalities performance as based on performance indicators? 1. Yes No
☐	Q16. Does MDLF give the municipalities the opportunity to object to the result of their performance classification? 1. Yes No
☐	Q16_1. How satisfied are you with MDLF in supporting the municipalities to achieve the performance indicators? 1. Very satisfied 2. Satisfied 3. Not satisfied 4. Not satisfied at all
☐	Q17 How satisfied are you with the MDLF regarding encouraging public participation at the project preparation phase 1. Very satisfied 2. Satisfied 3. Not satisfied 4. Not satisfied at all
☐	Q18 How satisfied are you about the role of the MDLF to encourage municipalities to adopt a disclosure policy and inform citizens about municipal projects and other municipality achievements? 1. Very satisfied 2. Satisfied 3. Not satisfied 4. Not satisfied at all
☐ ☐	Q19 If you are not satisfied, why?
Q20 How satisfied are you with the following aspects of MDLF:	
☐	Q20_1 The standards of adopting municipalities projects 1. Very satisfied 2. Satisfied 3. Not satisfied 4. Not satisfied at all 5. Don't know
☐	Q20_2 The ease of bid/tender procedures 1. Very satisfied 2. Satisfied 3. Not satisfied 4. Not satisfied at all 5. Don't know
☐	Q20_3 the Size of bid/tender documentation 1. Very satisfied 2. Satisfied 3. Not satisfied 4. Not satisfied at all 5. Don't know

☐	Q20_4 The Standards that are followed for the assessment and awarding of tenders to contractors 1. Very satisfied 2. Satisfied 3. Not satisfied 4. Not satisfied at all 5. Don't know
☐	Q20_5 The finance and administrative supervision in implementing the projects 1. Very satisfied 2. Satisfied 3. Not satisfied 4. Not satisfied at all 5. Don't know
☐	Q20_6 MDLF efforts in strengthening communications with local communities through projects 1. Very satisfied 2. Satisfied 3. Not satisfied 4. Not satisfied at all 5. Don't know
☐	Q20_7 Monitoring and site-visits undertaken by MDLF 1. Very satisfied 2. Satisfied 3. Not satisfied 4. Not satisfied at all 5. Don't know
☐ ☐	Q20_8 If you are not satisfied with any of the above, why?
☐ ☐	Q20_9 How could this be improved?
Q21 How satisfied are you with MDLF in project close-up	
☐	Q21_1 Documents that municipality provides about the project, at the end of the project 1. Very satisfied 2. Satisfied 3. Not satisfied 4. Not satisfied at all 5. Don't know
☐	Q21_2 Evaluations conducted by MDLF, and lessons learnt 1. Very satisfied 2. Satisfied 3. Not satisfied 4. Not satisfied at all 5. Don't know
☐	Q21_3 Efforts made in disseminating lessons learnt 1. Very satisfied 2. Satisfied 3. Not satisfied 4. Not satisfied at all 5. Don't know
Q22 How would you rate THE TECHNICAL consultant services in each project phase (from MDP III Experience)	
☐	Q22_1 Assistance provided to municipality to prepare for / design the project 1. Very satisfied 2. Satisfied 3. Not satisfied 4. Not satisfied at all 5. Don't know
☐	Q22_2 Assistance provided to municipality in bid documentation 1. Very satisfied 2. Satisfied 3. Not satisfied 4. Not satisfied at all 5. Don't know
☐	Q22_3 Assistance provided to municipality in how to consult the local community in designing the project 1. Very satisfied 2. Satisfied 3. Not satisfied 4. Not satisfied at all 5. Don't know
☐	Q22_4 Assistance provided to municipality in monitoring and site-visits during implementation 1. Very satisfied 2. Satisfied 3. Not satisfied 4. Not satisfied at all 5. Don't know

☐	Q22_5 Assistance provided to municipality in budgeting and cost estimation for project tasks 1. Very satisfied 2. Satisfied 3. Not satisfied 4. Not satisfied at all 5. Don't know
☐	Q22_6 Assistance provided to municipality in evaluating the negative impact of the project 1. Very satisfied 2. Satisfied 3. Not satisfied 4. Not satisfied at all 5. Don't know
☐ ☐	Q23 If the technical consultant is bad, why?
☐	Q24 In general, do you think that the technical consultant makes the project implementation more easier 1. Yes 2. No (Go to Q25_1)
☐ ☐	Q25 If the answer is yes, in what aspects does technical consultant help make a difference?
☐ ☐	Q25_1 If no, why?
☐	Q26 Would you prefer working with the MDLF directly, as opposed to a consultant? 1. Yes 2. No
☐ ☐	Q26_1 If yes, why?
☐	Q27 Through your communication with MDLF and the technical consultant, to what extent do you think the MDLF take advantage of this technical consultant? 1. Large benefit 2. Small benefit 3. No benefit 4. Do not know
☐	Q28 How satisfied are you about the role of the MDLF to help municipality and give it the necessary guidance in the process of evaluating and updating the strategic plan? 1. Very good 2. Good 3. Bad 4. Very bad 5. Do not know
	These questions are asked about the Municipal Fund in general, including project MDP III
☐	Q29 What were the problems or weaknesses in MDLF performance?
☐	Q30 What do you think are the causes of these problems or weaknesses?
☐	Q31 What do you think needs to be done to improve the performance of MDLF, given the weaknesses that you identified, and how can this be done?
☐ ☐ ☐	Q32 During this interview we talked about a lot of things, are there any other things you would like to add?

Annex 3: MDP III Beneficiary Questionnaire

Part One: Research Indicators	
☐	Q1 Have you heard about MDPIII? 1. Yes 2. No
MDPII is a multi-donor program that provides numerous services to municipalities including your municipality, most projects focus on infrastructure development and capacity building, your area benefited from project	
☐	Q2 In general, how satisfied are you with this service / activity? 1. Very satisfied 2. Satisfied 3. Not satisfied 4. Not satisfied at all 5. Don't know
☐	Q3 If you are not satisfied, why? ☐
☐	Q3_1: Before the implementation of the project, you were living in the area where the project was implemented. Have you been informed about the nature of the project? Or were you consulted about the project? 1. Yes 2. No (Move to Q3_2_1) 3. I don't know (move to Q3_2_1)
☐	Q3_2: If yes, what was the nature of things that have been discussed?.....
☐	How satisfied are you with the following things: (1. not satisfied at all 5- extremely satisfied) 6. I don't know 7. Not relevant
☐	Q3_2_1: Level of community participation in project selection and planning
☐	Q3_2_2: Level of youth participation in project selection and planning
☐	Q3_2_3: Level of participation of women in project selection and planning
☐	Q3_4: Level of participation of those with special needs in project selection and planning
☐	Q3_5: Quality of project implementation
☐	Q3_6: Extent of project coverage (does it serve all those in need, including marginalized groups in the community)
☐	Q3_7: How was the ease of access to the project once it was ready/ready for use (in terms of location and working hours)
☐	Q3_8: The extent to which the project meets your needs and the needs of your family
☐	Q3_9: The time it took for the project to be ready for use
☐	Q3_10: Negative impacts on the community during the construction and processing of the project (noise, pollution, mobility risk)
☐	Q3_11: Is the project still in good condition? 1. Yes to a large extent 2. Yes 3. To some extent 4. No 5. Not at all 6. I don't know

☐	Q4 How relevant were these projects to your community's needs? 1. Very relevant 2. Slightly relevant 3. Not relevant 4. Not relevant at all 5. Don't know				
☐	Q6 If it was (3) not relevant or (4) not relevant at all, why? ☐				
☐	Q7 How satisfied are you with the way the project was implemented? 1. Very satisfied 2. Satisfied 3. Not satisfied 4. Not satisfied at all				
☐	Q8 How informed were you of project since it was advertised and until it was completed? 1. Very informed 2. Slightly informed 3. Not informed 4. Not informed at all				
Q9 How informed were you about the following aspects of the project					
☐	Q9_1 How informed were you about the following aspects of the project: Nature of the project (type of project)	1. Very informed	2. Slightly informed	3. Not informed	4. Not informed at all
☐	Q9_2 How informed were you about the following aspects of the project: Project budget	1. Very informed	2. Slightly informed	3. Not informed	4. Not informed at all
☐	Q9_3 How informed were you about the following aspects of the project: Donors	1. Very informed	2. Slightly informed	3. Not informed	4. Not informed at all
☐	Q9_4 How informed were you about the following aspects of the project: Project duration	1. Very informed	2. Slightly informed	3. Not informed	4. Not informed at all
☐	Q10 If you know the donor of the project, then who is the donor?				
☐	Q11 What impact did the project have in your life? It vastly improved quality of life It improved quality of life to a certain extent Same It worsened quality of life to a certain extent It vastly worsened quality of life				
☐	Q12 Did the project have any negative impacts during implementation? 1. Yes 2. No 3. Don't know				
☐	Q13 What were these negative impacts? ☐				
☐	Q14 Did the municipality try to limit the extent of negative impacts? 1. Yes 2. No 3. Don't know				
☐	Q15 How satisfied are you with the municipality's efforts at damage limitation? 1. Very satisfied 2. Satisfied 3. Not satisfied 4. Not satisfied at all				
☐	Q16 Was the municipality unable to implement under this project name, components that were initially supposed to be implemented? 1. Yes 2. No(move to Q17_1) 3. I Don't know (Move to Q17_1)				

☐	Q17 What were these activities or services?
☐	Q17_1: Do you remember any community awareness campaign that has been carried out on this project or any of the previous projects implemented within the municipal development program in your region? 1.Yes for this project 2. Yes for the previous project 3.for both projects 4.No
☐	Q17_2: If the answer is yes, how?.....
☐	Q18 Do you think that there are long-term benefits after project closure? 1. Yes 2. No 3. Don't know
☐	Q19 Did the municipality manage this project transparently (not going in circles, it was clear) and did it provide project information without discrimination? 1. Yes 2. No 3. Don't know
☐	Q20 What suggestions or recommendations would you give to the municipality, in the event that it was to implement a similar project in the future?
☐	Q21 Have you heard about MDLF? 1. Yes 2. No
☐	Q21_1 From where did you hear about it?
☐	Q22 What role does it perform?
☐	Q23 According to your knowledge, what are the sources of funding of the Municipality Fund?
☐	Q24 During this interview we talked about a lot of things, are there any other things or things you would like to add?
Part Two: Interviewee's Background	
☐	B1 Interviewee's relation with the head of household 1. Head of household 2. Wife / spouse 3. Son 4. Daughter 5. Father 6. Mother 7. Brother 8. Sister 9. Other, specify:
☐	B2 Type of house in which you live? 1. Independent house 2. Building for family 3. Apartment
☐	B3 If house 1. Owned 2. Rented

Annex 4: Citizen evaluation and Updating SDIP Questionnaire

Section one: Study indicators Add questions about disability and service	
We would like to remind you of your participation in the evaluation and updating of your country's strategic and development plan	
Q1: What was your role in the process of evaluating and updating the strategic plan?	☐
Q2: How satisfied are you with this participation? 1. Very satisfied 2. Satisfied 3. Dissatisfied 4. Totally dissatisfied	☐
Q3: If not satisfied, why?	☐
Q4: How satisfied are you with participants' selection mechanism used to select those who participated in the process of evaluating and updating the strategic plan? 1. Very satisfied 2. Satisfied 3. Dissatisfied 4. Totally dissatisfied	☐
Q5: If not satisfied, why?	☐
Q6: Did the committees include all the society segments? 1. Yes 2. Somewhat 3. No	☐
Q7: If somewhat or No, which segments were marginalized?	☐
Q8: How satisfied are you with participants' attendance to the meetings regarding evaluating and updating the strategic plan? 1. Very satisfied 2. Satisfied 3. Dissatisfied 4. Totally dissatisfied	☐
Q9: How satisfied are you with the method and the mechanism used to evaluate and update the strategic plan? 1. Very satisfied 2. Satisfied 3. Dissatisfied 4. Totally dissatisfied	☐
Q10: If not satisfied, why?	☐
Q11: How satisfied are you with the municipal council's interaction with the teams formed to evaluate and update the strategic plan? 1. Very satisfied 2. Satisfied 3. Dissatisfied 4. Totally dissatisfied	☐
Q12: If not satisfied, why?	☐

Q13: During this interview we discusses many issues, is there anything else that you would like to add?	☐ ☐ ☐
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Annex 5: Social Accountability Committee Questionnaire

Section one: Study indicators	
Q1: How do you see the importance of community accountability in the local government system and its effects on quality of services?	☐
.....	
Q2: What is the assigned role of the committee?	☐
.	
Q3: Has a community accountability plan been developed?	☐
1. Yes 2. No	
Q3_1: What are the components of the plan?	☐
.....	
Q3_2: Give examples:	☐
.....	
Q4: Have you received training on the tools and concepts of community accountability?	☐
1. Yes 2. No	
Q4_1: How did this reflect on the preparation of the plan?	☐
.....	
Q5: In your opinion, does the municipality have the ability to implement the plan?	☐
1. Yes 2.No	
Q5_1: How, Explain your answer:	☐
.....	
Q6: Is there support from the City Council for the Community Accountability Committee?	☐
1.Yes 2.No	
Q6_1: How, explain:	☐
.....	
Q7: Are you satisfied with participating in the Community Accountability Committee?	☐
1.Yes 2.No	
Q7_1: If you are dissatisfied within the participation in the community accountability committee, why?	☐
.....	☐

Annex 6: Technical Consultants Questionnaire

Section one: The study indicator	
Q1: For the municipalities that have a strategic plan, to what extent is MDLF's financial allocations sufficient for projects within the strategic plan? 1. Sufficient 2. Insufficient	☐
Q2 :For municipalities that have a strategic plan, how do you evaluate the community participation in prioritizing projects and their representation of all segments of society? 1. Very good 2. Good 3. Bad 4. Very bad	☐
Q3 :Do you think the types of the projects in strategic plan are "general or specific and clear"? 1. General projects 2. Some are general and some specific 3. Most of them are clear and specific 4. Don't know	☐
Q4: Do you think that municipalities' allocations direct the municipality selection of projects? 1. Yes a lot 2. Yes, in a limited manner 3. No 4. Don't know	☐
Q4_1: If yes, please explain?.....	☐ ☐
Q5: Through your follow up with the municipality during the bidding stage, do you see that the MDLF procedures have become familiar to municipalities? 1. Yes 2. No 3. Don't know	☐
Q6: To what extent are the municipalities capable and efficient in implementing and following up on project? 1. Capable 2. Hardly capable 3. Incapable	☐
Q7: Do you notice that there is significant variation between municipalities in terms of their capacity and efficiency in implementing and following up on projects? 1. Yes 2. No 3. Don't know	☐
Q8 : To what extent are municipalities ready in terms of designing and planning during the preparatory stages of the projects? 1. Completely ready 2. Partially ready 3. Not ready	☐
Q9: To what extent are the procedures compatible with the size of the projects implemented on the ground? 1. Very compatible 2. Compatible 3. Incompatible 4. Totally incompatible	☐
Q10 :To What extent are municipalities capable of understanding the language and content of the tenders (especially - Local competitive bidding -National competitive bidding)? 1. Very capable 2. Capable 3. Incapable 4. Totally incapable	☐
Q11 : To what extent are contractors capable of understanding the language and content of the tenders (especially - Local competitive bidding -National competitive bidding)? 1. Very capable 2. Capable 3. Incapable 4. Totally incapable	☐
Q12 :What do you think of the MDLF procedures regarding the mechanism of approving projects (appraisal checklist) 1. Very good 2. Good 3. Bad 4. Very bad	☐
Q13: How do you perceive the MDLF's procedures with respect to the environmental dimension? 1. Very good 2. Good 3. Bad 4. Very bad	☐
Q13_1: How do you perceive the MDLF's procedures with respect to the social dimension?	☐

Q14: How many municipalities have you worked with under your supervision from the first phase of MDP3 projects? 	☐
Q15: Which provinces was your work at? 1.Northern Provinces 2.Middle Provinces 3.Southern Provinces	☐
Q16: During this interview we talked about a lot of things, are there any other things you would like to add? 	☐