Alpha International

RESEARCH ▲ POLLING ▲ INFORMATICS

EMSRPII BENEFICIARIES ASSESSMENT: FINAL REPORT

SUBMITTED BY:
ALPHA INTERNATIONAL

SUBMITTED TO:
MUNICIPAL DEVELOPMENT AND LENDING FUND (MDLF)

SUBMITTED ON:
SEPTEMBER 15, 2009

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1. Abbreviations

EMSRP II	Second Emergency Municipal Services Réhabilitation Project
LGU	Local Government Unit
MDLF	Municipal Development and Lending Fund
MDP	Municipal Development Program
NGOs	Non-governmental Organizations

2. Introduction, Overview of Approach, Methods, and Rational

2.1. Introduction

Recognizing the dire socio-economic conditions in the West Bank and Gaza, and the need to adopt a mechanism that can channel 'fast-track' funding to local government units to meet emergency needs, in November 2006, the EMSRPII was approved by donors (WB, Netherlands, AFD, Sida and KFW). The objectives of EMSRPII are to:

(i) help mitigate further deterioration in the delivery of essential municipal services, through rehabilitation of damaged or deteriorating infrastructure and the provision of non-wage budgetary support for direct service cost inputs
(ii) create temporary job opportunities at the local level through the launching of labor-intensive employment generation schemes
(iii) pilot innovative initiatives that foster Local Government Unit (LGU)-NGO collaboration in response to urgent community needs and assist municipalities in recovering costs for the provision of services

In July 2009, MDLF commissioned Alpha International to undertake a Beneficiary Assessment with existing projects and sub-projects financed through EMSRPII. Survey objectives are to:

(i) Assess the activities delivered vis-à-vis its intended objectives
(ii) Assess the perception of beneficiaries on actual activities vis-à-vis intended objectives
(iii) Assess the relation with and performance of the Local Technical consultants hired by MDLF to support municipalities during the projects
(iv) Compare actual activities vis-à-vis intended objectives and original performance indicators
(v) Produce lessons learnt and recommendations for future programs

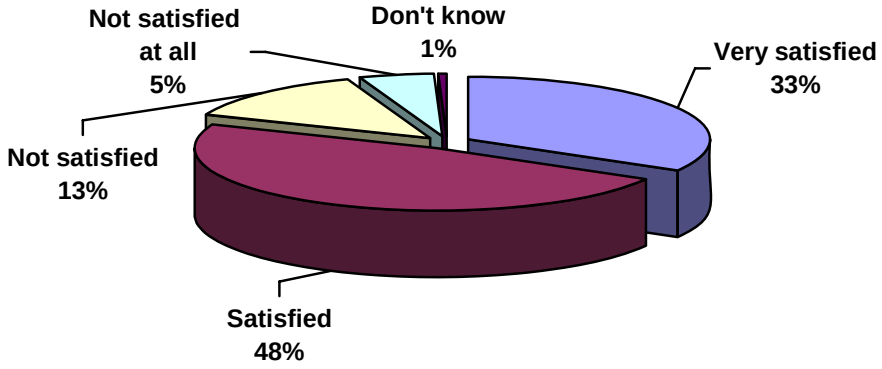
The submission of this report marks the successful conclusion of this assessment[1].

[1] The EMSRPII Beneficiary Assessment was conducted jointly with a Client and Citizen Satisfaction Assessment for the Municipal Development Program (MDP). The findings of the latter survey have been presented in a separate report.

2.2. Executive Summary

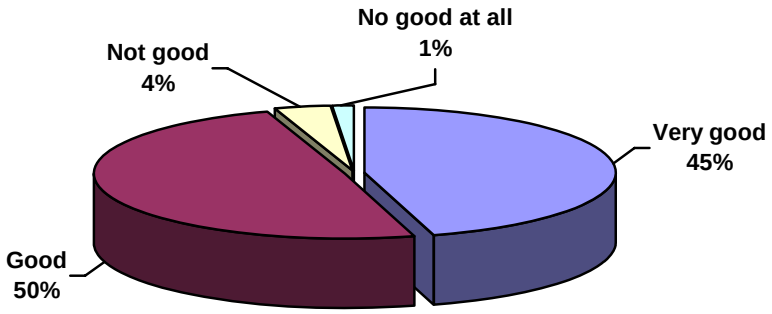
Of those beneficiaries who received assistance in Component One: infrastructure development, slightly less than half (48%) indicated that they are satisfied; one-third (33.2%) indicated that they are very satisfied.

Figure 1: Component one beneficiaries' satisfaction with the services they received



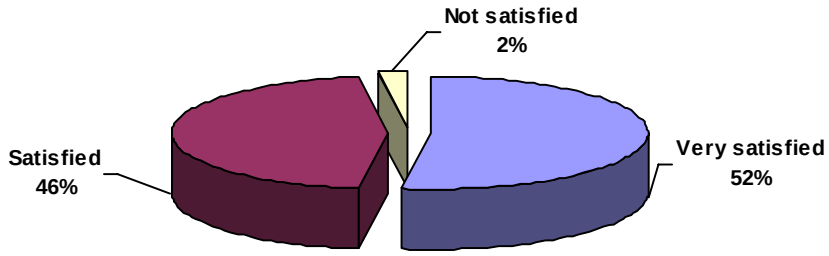
Approximately half (49.6%) of beneficiaries in Component 2 assessed the job creation program as being good, while a further 45.4% specified very good.

Figure 2: Component two beneficiaries' evaluation of the services they participated



52.2% of citizens specified that they are very satisfied with the service provided by joint LGU-NGO projects; while a further 45.7% specified that they are satisfied.

Figure 3: Citizens' satisfaction with the service provided by joint LGU-NGO projects



2.3. Context and Rationale

The socio-economic climate in the West Bank and Gaza has changed dramatically since the start of the Second Intifada in 2000. Life in the West Bank and Gaza can be characterized best as "slow onset disaster" brought about by a range of different factors, including the impact of direct conflict in damaging human and physical assets, facilities and infrastructure; a severe and prolonged economic downturn (accompanied by high rates of unemployment and very limited levels of new private investment) with few immediate prospects for recovery; political stalemate in putting the peace process back on track; and an unraveling of some of the critical donor assistance and support structures, and, consequently, aid flows.

Close to 70% of the Palestinian population in the West Bank and Gaza is urban, living in 132 municipalities. Historically, key services provided by these municipalities include electricity and water, solid waste management, roads, parks and recreation, slaughter houses, markets, building schools and health clinics. Prior to the year 2000, close to 90% of their budgets came from local revenue collection. In the last five years however, municipal budgets have declined substantially due to the ongoing conflict, Israeli-imposed movement and access restrictions, and contraction in the economy. Today, these municipalities face two key challenges:

(i) crippling financial crisis that is preventing them from making necessary capital investments and covering their operating costs, and

(ii) redefining their role in light of the consolidation of key services (water, sewage, electricity, solid waste, roads, and public facilities) and increasing need for demand-driven service provision

Recognizing the dire socio-economic conditions in the West Bank and Gaza, and the need to adopt a mechanism that can channel 'fast-track' funding to local government units to meet emergency needs,, in November 2006, the EMSRPII was approved by donors (WB, Netherlands, AFD, Sida and KFW).

2.4. Program Description

The EMSRPII has three main components:

(i) Component 1: Emergency Municipal Services Assistance Grants

This component finances (i) rehabilitation, reconstruction and upgrading of damaged municipal infrastructure and facilities, as well as the supply of equipment to sustain municipal service provision, and (ii) non-wage recurrent expenditures as direct inputs to the provision of essential municipal services over a period of up to two years.

An indicative list of priority areas requiring support based on an MDLF survey carried out in August 2006 is provided below.

- Water and wastewater services
  Maintenance and rehabilitation of existing municipal water and sewerage networks, wells and reservoirs; provision of chemicals for water purification; repair and maintenance of equipment, such as pumps, generators, vacuum tanks, and vehicles; purchase of spare parts, goods, vehicles and fuel; payment of water and wastewater bills, and equipment;

- Solid waste services
  Service contracts for solid waste collection, as well as labor, dumping fees, solid waste containers, tools, trucks and compactors, spare parts for solid waste trucks, fuel, vehicle lubricants, insurance, equipment, materials, and other related direct running costs for municipal services;

- Road rehabilitation and maintenance services
  Goods and works for maintenance, rehabilitation and reconstruction of existing internal roads, including traffic signs, road line demarcations, safety rails, traffic signals, street lighting, sidewalks, fuel, vehicle insurance and road maintenance tools and equipment;

- Electricity services
  Supply and replacement of transformers and electrical panels, electrical cables and poles, accessories, spare parts, maintenance tools and equipment, vehicle insurance, fuel, vehicle lubricants and electricity bills as a direct input to service provision costs.

(ii) Component 2: Labor-intensive Employment Generation

This component finances labor-intensive temporary employment sub-projects that are identified and implemented by Municipalities in coordination with locally-based community groups.

(iii) Component 3: MDLF Innovation Window

This component is divided into two sub-components:

- Piloting Local Government-NGO collaboration for emergency and other joint programming purposes.

- Piloting pre-paid metering systems at municipalities: This subcomponent would be implemented at no more than 3 pilot municipalities and tested as a means of enabling municipalities to enhance local revenue collection.

To date, the French Development Agency (AFD) has channeled EUR 10.6 million in support of more than 60 emergency municipal projects in the West Bank. The Government of the Netherlands and the World Bank have provided USD 13.95 million for more than 600 micro and medium sized emergency projects in the West Bank and Gaza. The World Bank has also provided USD 490,000 for seven . Sida and KFW also contributed to EMSRPII, however this assessment covers emergency projects financed by the World Bank, the Government of the Netherlands and AFD. ---

2.5. Survey Approach and Methods

The Beneficiary Satisfaction Assessment of the MDLF's Second Emergency Municipal Services Rehabilitation Project II was conducted jointly with a Client and Citizen Satisfaction Assessment for the Municipal Development Program (MDP). The findings of the latter survey have been presented in a separate report.

The survey was accomplished through the implementation of the following chronological work processes:

- Reviewing project documents
- Sample design and selection
- Questionnaires design
- Pilot survey
- Recruitment of fieldworkers
- Training of fieldworkers
- Data collection
- Data editing and coding
- Data entry, data cleaning,
- Data analysis and reporting

More detailed information on survey methodology can be found in Annex I: Inception Report, submitted to MDLF by Alpha International on August 6, 2009.

A total of four data collection tools were developed, as listed below:

- Beneficiaries satisfaction questionnaire
- Client satisfaction questionnaire for municipalities
- Questionnaire for NGOs
- Questionnaire for in-depth interviews with citizens from the pilot municipalities

The distribution of respondents is outlined in Table 1 below.

Table 1: Distribution of Respondents by Towns in the West Bank and Gaza Strip

Municipality	*Client (Municipal) Staff*	*Beneficiaries*	*NGOs*	*Key Informants*
Ya'bad	3	22	0	0
Tulkarm	3	104	0	0
Bal'a	3	15	0	0
Nablus	3	135	0	0
Al Bireh	3	83	0	0
Beitunia	3	9	0	0
Beit Surik	3	11	0	0
Bethlehem	3	46	0	0
Beit Sahour	3	0	2	6
Janata	3	0	2	6
Hebron	3	112	0	0
Al Samou'	3	0	2	9
Sourif	3	0	2	6
Al Shyoukh	3	0	2	6
Beit Awwa	3	0	2	7
Kharas	3	7	0	0
Gaza	3	49	0	0
Al Buraije	3	7	0	0
Abasan Kabera	2	7	0	0
Alqarara	3	7	0	0
Khuza'a	3	0	3	6
Total	**62**	**614**	**15**	**46**

A total of 737 individuals were interviewed for the EMSRPII survey specifically, covering:

- 614 beneficiaries
- 62 municipal staff
- 15 NGO personnel
- 46 citizens from pilot municipalities

3. Assessment of the Nature of Activities Delivered vis-à-vis Intended Objectives

3.1. Intended Objectives

The main objectives of EMSRPII are to:

- Help mitigate further deterioration in the delivery of essential municipal services, including solid waste collection, street lighting, provision of water, wastewater and electricity services (where such services are provided by municipalities), and street cleaning, among other services, through rehabilitation of damaged or deteriorating infrastructure and the provision of non-wage budgetary support for direct service cost inputs
- Create temporary job opportunities at the local level through the launching of labor-intensive employment generation schemes, proportionally allocated on the basis of an unemployment index; and
- Pilot innovative initiatives that foster Local Government-NGO collaboration in response to urgent community needs and assist municipalities in recovering costs for the provision of services.

3.2. Proposed Outcome Indicators and Fulfillment of Intended Objectives

Table 2: Difference between outcome and achieved indicators

Out come indicators	*Survey Findings*	*Difference between target and achieved indicators*
Minimum 70% of surveyed beneficiaries reporting satisfactory improvements in service delivery	The results show that 81.2% of beneficiaries are either satisfied or very satisfied with service delivery	+ 11.2%
Minimum 70% of surveyed beneficiaries (households of employed persons) reporting satisfactory impact on their livelihood as a results of the temporary jobs created	A total of 82.3% of beneficiaries in job creation indicated that the project vastly improved, or improved, their quality of life	+ 12.3%
Minimum of 70% of surveyed persons Indicates of increased involvement of local communities in identifying priorities; as per (LGU-NGO collaboration)	All surveyed NGO personnel indicated that local communities participated in the selection of the LGU – NGO project that was adopted	+ 30.0%
	85.7% of municipal staff assessed the partnership as good or very good.	+ 15.7%
	97.9% of citizens specified that they are very satisfied or satisfied with the service provided by the project	+ 27.9%

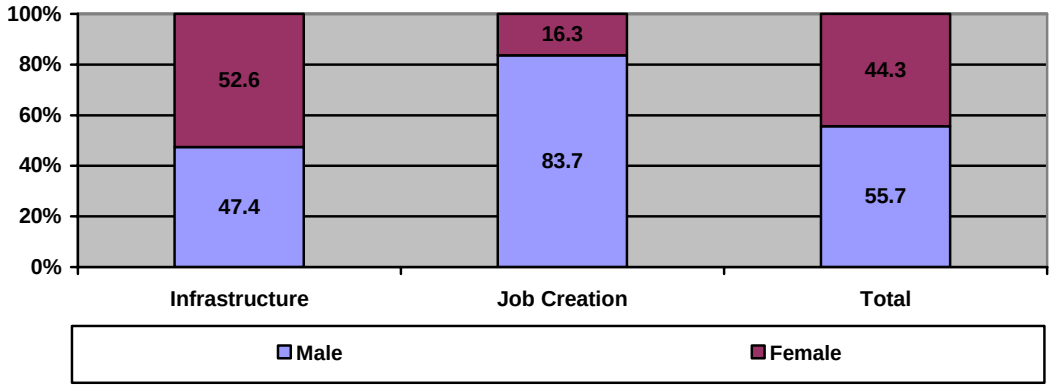
4. Beneficiaries' Perceptions on the Nature and Quality of Delivered Activities in Component 1 (Infrastructure Development) and Component 2 (Job Creation)

4.1. Summary of Beneficiaries' Demographics

The survey targeted EMSRPII direct beneficiaries, focusing on Component 1 (Infrastructure Development) and Component 2 (Job Creation). The sample size was 614 direct beneficiaries, comprising 473 in Component 1 and 141 in Component 2. 45% of all beneficiaries live in the north of the West Bank; 43.6% live in the middle and south of the West Bank; and 11.4% live in the Gaza Strip.

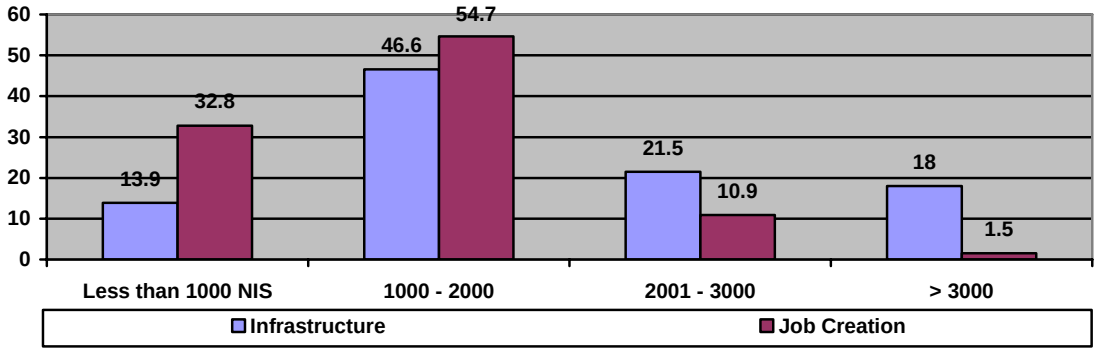
Slightly less than half of all beneficiaries (45.4%) are the head of their households. 55.7% of beneficiaries are male, while 44.3% are female. 28.2% are aged 26 to 35 years; 23.8% are aged 36 to 45 years; 20.4% are aged 18 to 25 years; 15.6% are aged 46 to 55 years; and 12.1% are over the age of 55 years. Close to three-quarters of beneficiaries (72.8%) are married. More than two-thirds of beneficiaries (71.8%) have completed high-school or less. Slightly less than half of beneficiaries (47.7%) live in households with between 4 and 6 family members, representing 49% of beneficiaries in infrastructure and 43.3% of those in job creation. A further 27.5% live in households with between 7 and 9 family members, comprising 26.6% of beneficiaries in infrastructure and 30.5% of those in job creation.

Figure 4: Distribution of Beneficiaries by Component and Gender



Slightly less than half of beneficiaries (43.3%) are salaried employees. 17.4% of beneficiaries are unemployed at the time of the survey. Slightly less than half of beneficiaries (48.5%) live in households with a monthly income of between 1,000 and 2,000 shekels; 19% live in households with monthly income of between 2,001 and 3,000 shekels; and 18.4% live in households with a monthly income of less than 1,000 shekels.

Figure 5: Monthly Household Income, by Component

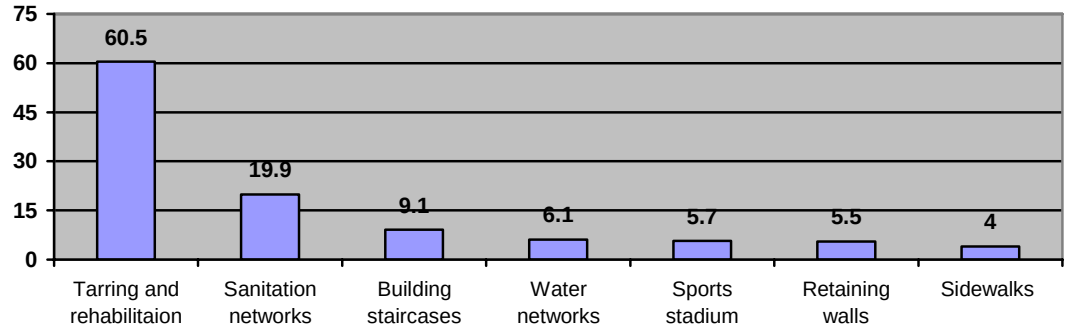


4.2. Awareness of EMSRPII and Associated Projects

More than half of all beneficiaries (59.9%) have not heard about EMSRPII. This comprises 63.4% of beneficiaries in infrastructure and 48.2% of those in job creation. 40.1% of beneficiaries have heard of EMSRPII, comprising 36.6% of those in infrastructure and 51.8% of those in job creation.

77% of beneficiaries identified infrastructure development as the project that was implemented in their place of residence, while 23% identified job creation. Close to three-quarters of beneficiaries in infrastructure (60.5%) specified that the project that was implemented involved tarring and rehabilitating roads. A further 19.9% of beneficiaries in that category identified sanitation networks. 9.1% identified building staircases, and 6.1% specified water networks.

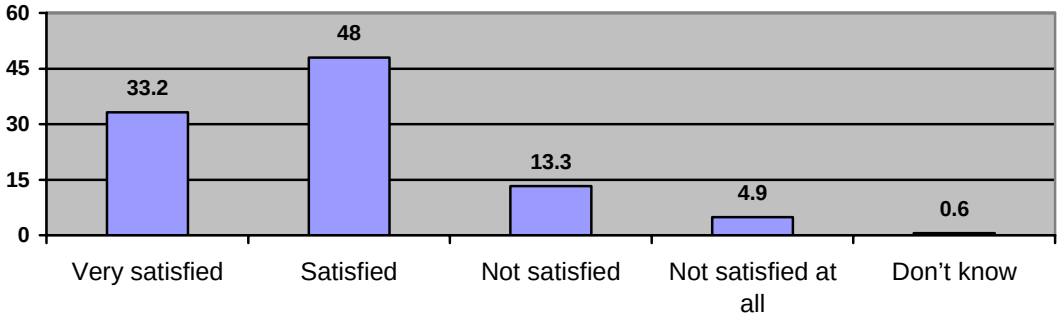
Figure 6: Type of EMSRPII Project



4.3. Satisfaction with EMSRPII Assistance in Infrastructure Development

Of those beneficiaries who received assistance in infrastructure development, slightly less than half (48%) indicated that they are satisfied; one-third (33.2%) indicated that they are very satisfied, 13.3% are not satisfied, and 4.9% are not satisfied at all.

Figure 7: Beneficiary Satisfaction with Assistance in Infrastructure Development



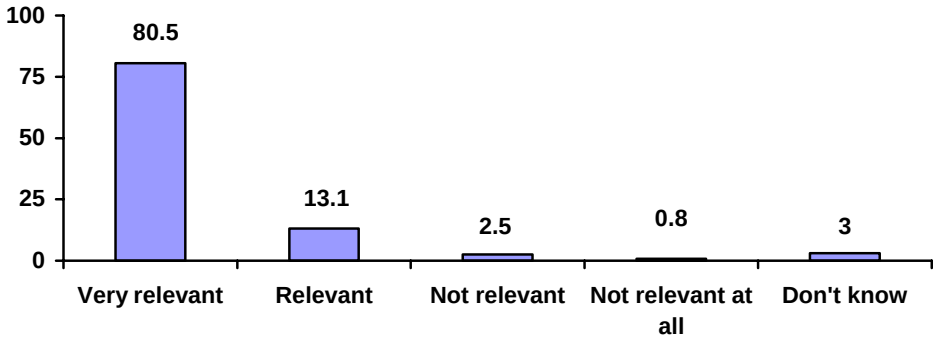
Of 85 beneficiaries in infrastructure development who indicated that they are not satisfied or not satisfied at all, reasons cited for dissatisfaction included:

- Destruction of adjacent agricultural lands, bad smells, polluting water, flies and mosquitoes, very close to residential areas and mosques and parks (17.6%)
- Project doesn't cover all areas that require assistance (11.8%)
- Noise and dust (10.6%)
- The time it took to complete the project was very long (10.6%)
- Tarring was not completed properly: it did not cover all areas and wrong type of pavement was used (9.4%)
- There is a need for other projects and services i.e. there are more important needs (4.7%)
- Bad administration and absence of supervisors (4.7%)

4.4. Relevance

Of those beneficiaries who benefited from infrastructure development, the clear majority (80.5%) specified that the project was very relevant to their community's needs, 13.1% specified slightly relevant and 3.3% sad that it was not relevant.

Figure 8: Infrastructure beneficiaries' assessment for the relevancy of the service to their community needs



Of 16 beneficiaries in infrastructure development who indicated that the project was not relevant, or not relevant at all, reasons cited for irrelevance included:

- Projects were very close to residential areas and agricultural lands (12%)
- Previous conditions were good and there was no need to rehabilitate roads (10.7%)
- Roads don't reach certain houses and areas (10.6%)
- Work was not completed properly (8%)
- There are more important projects, what was done was not relevant, a sanitation network would have been more relevant (6.7%)
- It does not meet the needs of the area; it only targets roads and deprived areas (6.7%)
- Roads are narrow and have not been fixed in the required ways (need wider roads) so there are many accidents (5.3%)

4.5. Satisfaction with EMSRPII Assistance in Job Creation

43.3% of the beneficiaries in job creation indicated that they were employed for 30 days or less; 29.8% indicated that they were employed for more than 90 days; 16.3% indicated that they were employed for more than 61 but less than 90 days; and a further 10.6% indicated that they were employed for more than 31 but less than 60 days.

Regardless of the length of employment during the job creation component, 34.3% of the beneficiaries earned between 1,001 and 3,000 shekels; 31.4% earned more than 5,000 shekels; 17.5% earned between 3,001 and 5,000 shekels and 16.8% earned less than 1,000 shekels.

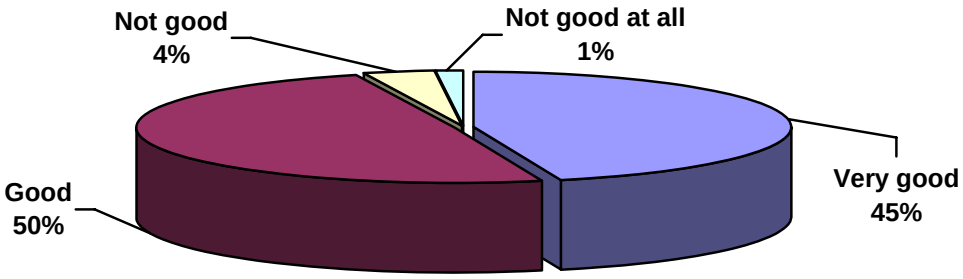
Slightly more than half (52.5%) of the beneficiaries in job creation indicated that they heard about the project through friends and community members; 20.5% through a municipal employee; 18.4% through their municipality, who advertised the project; 3.5% through family members and 3.5% through newspaper adverts.

41.1% of the beneficiaries in job creation indicated that workers were selected by the Municipality, and that this form of selection included a training program and exam. A further 14.9% indicated that to the best of their knowledge, the selection of workers was based on the fact that the worker had to be unemployed; hold a high-school leaving certificate and suffer from dire economic conditions. 9.9% indicated that the selected worker must be married, unemployed and have at least 5 family members in their households. 8.5% indicated that the selection was random; and a further 8.5% indicated that selection was according to type of work experience, qualifications, economic conditions and needs of these individuals. 5% specified that they don't know, while a further 4.3% indicated that, to the best of their knowledge, selection was based on interviews with workers, through which those who are experienced and need employment are given priority.

The clear majority of the beneficiaries in job creation – 89.4% - specified that they felt that the selection of workers was fair.

Approximately half (49.6%) assessed the job creation program as being good, while a further 45.4% specified very good.

Figure 9: Beneficiaries' Assessment of Job Creation Program

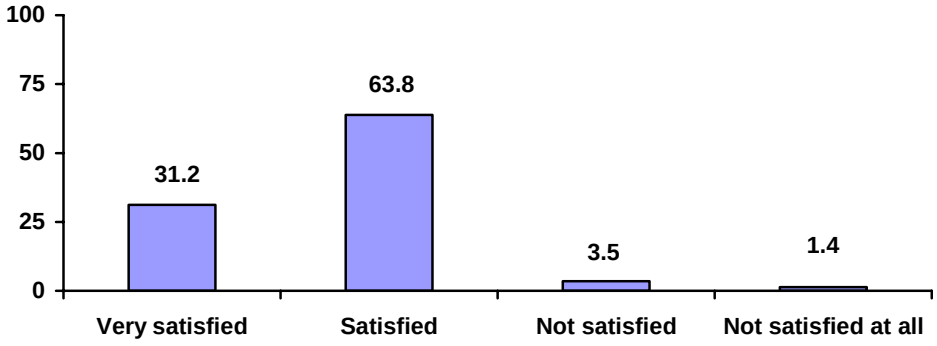


Of seven beneficiaries in job creation who specified that the job creation program was not good, reasons cited for this are as follows:

- Period of employment was too short, as such it is not sufficient for the needs of the family (57.1%)
- We are engineers with university qualifications, but they treat us like laborers (28.6%)
- Project hurt some people and was not fair in its treatment (28.6%)
- Poor project administration (14.3%)
- Wages are too little (14.3%)

63.8% specified that they were satisfied in working with the municipality, 31.2% indicated that they were very satisfied, while 4.9% were not satisfied.

Figure 10: Job creation beneficiaries' satisfaction in working with the municipality

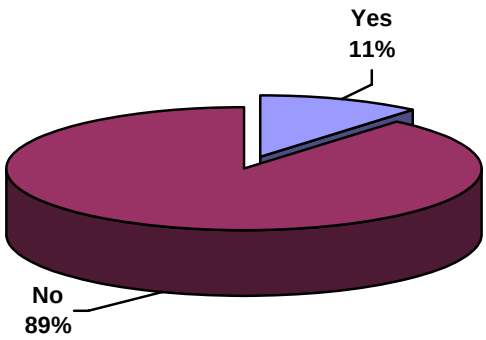


96.5% beneficiaries in job creation specified that they would be interested in participating in a repeat of the program. Of five beneficiaries who indicated that they would not be interested in participating in a repeat of the program, 80% specified that this is because the wages that they received were too little, 20% that the municipality treated them disrespectfully, 40% because of extreme fatigue and 20% because they felt that the municipality was not transparent in dealing with workers.

4.6. Participation in Project Selection

The clear majority of all beneficiaries (88.8%) did not participate in project selection, representing 86.5% of those in infrastructure and 96.5% of those in job creation.

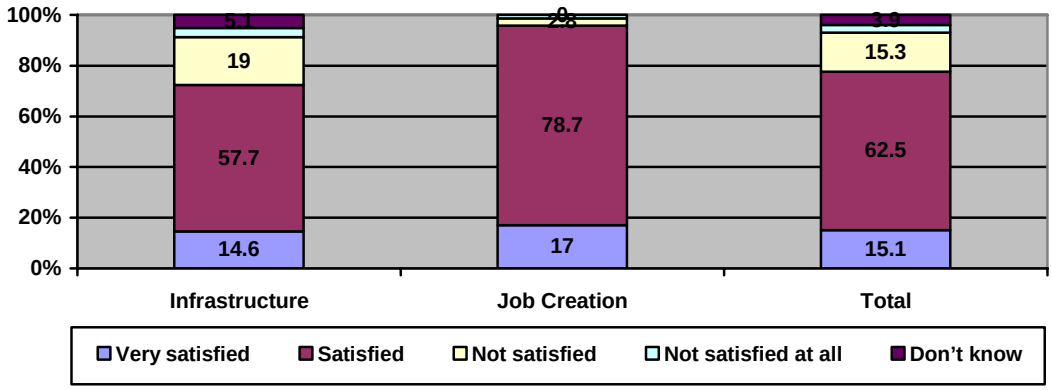
Figure 11: Beneficiaries' participation in project selection



4.7. Satisfaction with Project Implementation Methods

Close to two-thirds of all beneficiaries (62.5%) indicated that they are satisfied with the method in which the project was implemented, comprising 57.7% of beneficiaries in infrastructure and 78.7% of those in job creation. A further 15.1% of all beneficiaries were very satisfied (14.6% in infrastructure; 17% in job creation). 18.4% of all beneficiaries indicated that they are not satisfied, representing 22.6% of those in infrastructure yet only 3.2% of those in job creation.

Figure 12: Beneficiaries' satisfaction with the method in which the project was implemented

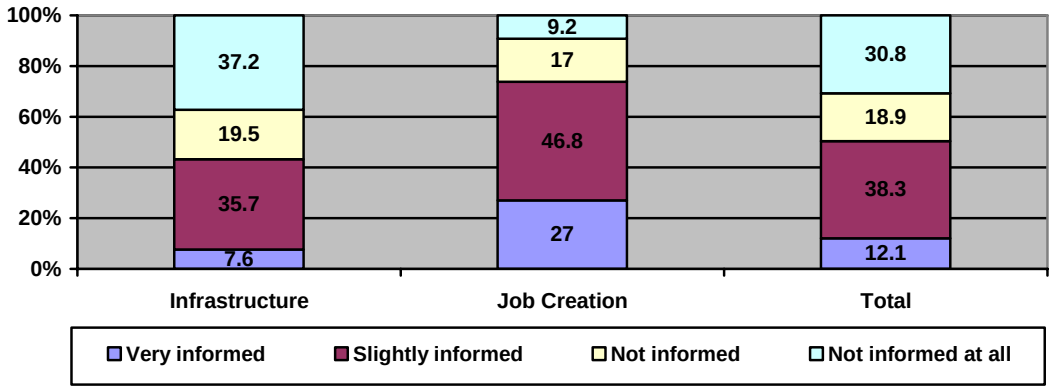


4.8. Awareness of EMSRPII Projects and Features

Close to half of all beneficiaries (50.5%) were informed of the project from the time it was advertised to the time it was completed, representing 44.8% of those in infrastructure and 69.5% of those in job creation. 23.8% of all beneficiaries were not informed (24.5% in infrastructure and 21.3% in job creation); and 25.7% were not informed at all (30.7% in infrastructure and 9.2% in job creation).

Slightly more than a third (38.3%) of all beneficiaries were slightly informed about the type of project (35.7% in infrastructure, 46.8% in job creation); while 12.1% of all beneficiaries indicated that they were very informed (7.6% in infrastructure, 27% in job creation). 18.9% were not informed (19.5% in infrastructure, 17% in job creation) while a further 30.8% were not informed at all (37.2% in infrastructure, 9.2% in job creation).

Figure 13: Extent to which Beneficiaries were Informed on Type of Project



Close to a third of all beneficiaries (32.1%) were not informed about the project budget (29.6% in infrastructure, 40.4% in job creation); while fully 61.1% of all beneficiaries were not informed at all about project budget (65.8% in infrastructure, 45.4% in job creation). Only 5.7% of all beneficiaries were slightly informed, and 1.1% were very informed.

Marginally more than a quarter of all beneficiaries (28.8%) were not informed about the project's duration (27.7% in infrastructure, 32.6% in job creation); while fully 41.7% of all beneficiaries were not informed at all about project's duration (48.4% in infrastructure, 19.1% in job creation). 20.2% of all beneficiaries were slightly informed, and 9.3% were very informed. In job creation in particular, 34% of beneficiaries indicated that they were slightly informed.

Close to a third of all beneficiaries (30.1%) were not informed about the project's donors (30% in infrastructure, 30.5% in job creation); while fully 49.3% of all beneficiaries were not informed at all about project's donors (57.1% in infrastructure, 23.4% in job creation). Only 10.9% of all beneficiaries were slightly informed, and 9.6% were very informed. In job creation in particular, 34.8% of beneficiaries indicated that they were very informed.

Of 126 beneficiaries who claimed to be aware of the project's donors, 40.5% identified the World Bank as the donor, comprising 73.8% of beneficiaries in job creation, yet only 4.9% of beneficiaries in infrastructure. 14.3% identified the Municipality as the donor, comprising 26.2%

of beneficiaries in infrastructure, yet only 3.1% of beneficiaries in job creation. 10.3% identified the Municipal Fund as the donor, comprising 18% of beneficiaries in infrastructure, yet only 3.1% of beneficiaries in job creation. 7.9% identified the French, 6.3% the EU, 4% the USA, 4% foreign countries and 3.2% donor countries.

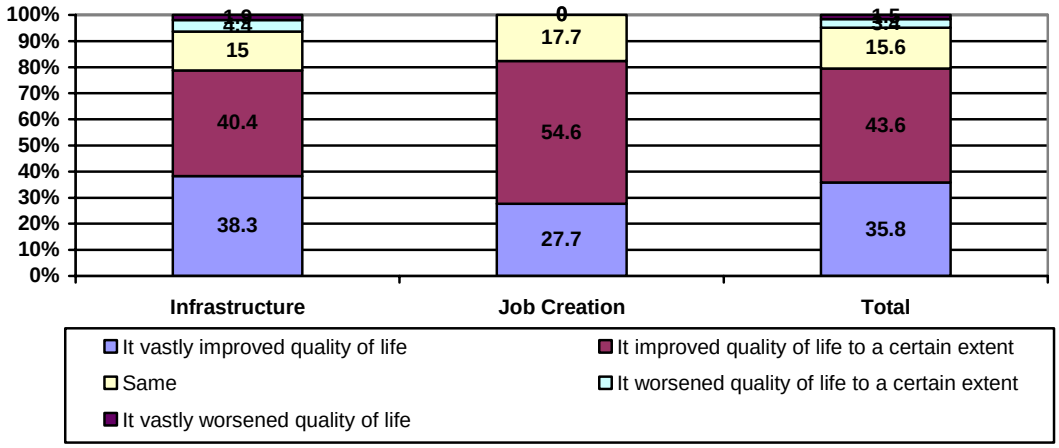
Table 3: Beneficiaries' Perception of EMSRPII Project

Donor	*Infrastructure*	*Job Creation*	*Total*
World Bank	4.9	73.8	40.5
Municipality	26.2	3.1	14.3
Municipal Fund	18.0	3.1	10.3
The French	14.8	1.5	7.9
European countries	6.6	6.2	6.3
USA	4.9	3.1	4.0
Foreign countries	8.2	0.0	4.0
Donor countries	4.9	1.5	3.2
Others	11.5	7.7	9.5
Total	**100.0**	**100.0**	**100.0**

4.9. Perceptions of EMSRPII Impact

Slightly less than half of all beneficiaries (43.6%) indicated that the project improved the quality of life to a certain extent, comprising 40.4% of those in infrastructure and 54.6% of those in job creation. Slightly more than a third of all beneficiaries (35.8%) indicated that the project vastly improved the quality of life, comprising 38.3% of those in infrastructure and 27.7% of those in job creation. 15.6% indicated that the quality of their lives remained unchanged, representing 15% of beneficiaries in infrastructure and 17.7% of those in job creation.

Figure 14: Beneficiaries' Assessment of Project Impact on their Lives



Slightly less than two-thirds of all beneficiaries (63.5%) specified that the project did not have any negative impacts during implementation, comprising 55% in infrastructure and 92.2% in job creation. By contrast, close to a third of all beneficiaries (33.4%) specified that the project *did* have negative impacts during implementation, representing 41.6% of those in infrastructure and 5.7% in job creation. Of 205 beneficiaries who indicated that the project *did* have negative impacts, the following was cited as types of negative impacts:

- Trash piled up, remains of gravel caused dust and brought insects (49.7% of beneficiaries, all exclusively in infrastructure component)
- Traffic slowed down, roads were closed and smashed to pieces (30.2% of beneficiaries, all exclusively in infrastructure component)
- Disturbances, anarchy caused by excavation work (29.8% of beneficiaries, representing 30.5% of those in infrastructure and 12.5% of those in job creation)
- Long period for completing work – work was too slow (22.4% of beneficiaries, all exclusively in infrastructure component)
- Not completing work in the required ways (bad administration), a lot of mistakes were made in implementation (3.4% of beneficiaries, all exclusively in infrastructure component)

Table 4: Beneficiaries' Perceptions of Negative Impacts of EMSRPII Projects

Project negative impacts	*Infrastructure*	*Job Creation*	*Total*
Trash piled up, remains of gravel caused dust and brought insects	49.7	0.0	47.8
Traffic slowed down, roads were closed and smashed to pieces	34.0	0.0	30.2
Disturbances, anarchy caused by excavation work	30.5	12.5	29.8
Long period for completing work – too slow	23.4	0.0	22.4
Not completing work in the required ways (administration), a lot of mistakes were made in implementation	3.6	0.0	3.4

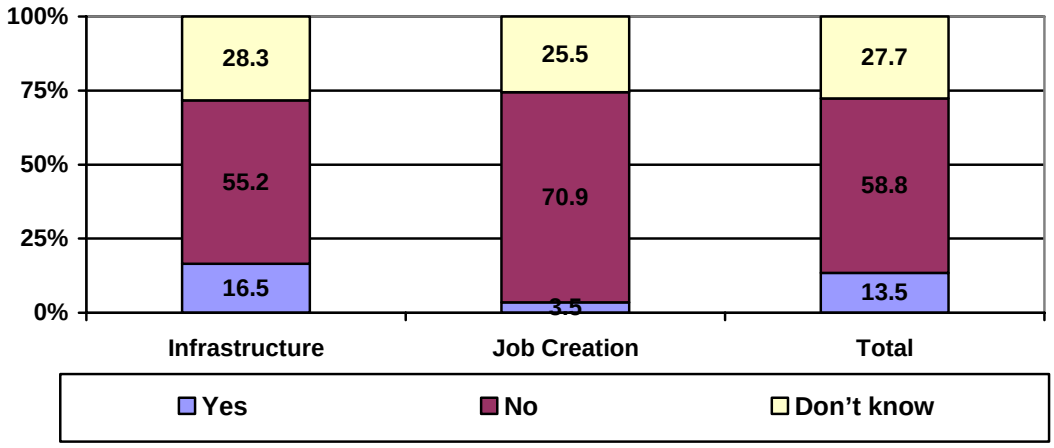
Of 205 beneficiaries who indicated that the project *did* have negative impacts, 72.7% of these beneficiaries indicated that to the best of their knowledge, the municipality did not do anything to try to limit these negative impacts, representing 73.1% of such beneficiaries in the infrastructure component and 62.5% of those in job creation. Conversely, 23.4% of these beneficiaries indicated that to the best of their knowledge, the municipality *did* try to do something to limit these negative impacts, representing 22.8% of such beneficiaries in the infrastructure component and 37.5% of those in job creation.

Of 48 beneficiaries who indicated that the project *did* have negative impacts and that the municipality *did* try to do something to limit these negative impacts, 79.2% were satisfied with the municipality's efforts at damage limitation, representing 77.8% of such beneficiaries in infrastructure and 100% of those in job creation.

4.10. Perceptions of Gaps between Planned and Actual Outputs

Slightly more than half of all beneficiaries (58.8%) indicated that, to the best of their knowledge, the municipality was unable to implement some project components that were initially supposed to be implemented, representing 55.2% of beneficiaries in infrastructure and 70.9% of those in job creation. 27.7% indicated that they don't know, comprising 28.3% of those in infrastructure and 25.5% of those in job creation.

Figure 15: Beneficiaries knowledge about municipality implementation of project various components



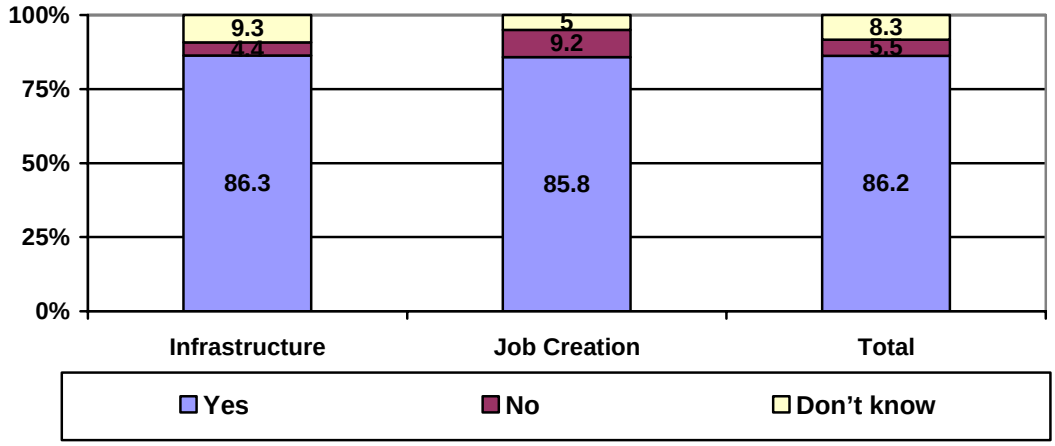
Of 48 beneficiaries who indicated that the municipality was unable to implement some project components that were initially supposed to be implemented, the following components were identified:

- Sanitation networks needed to be improved and developed (21.7% of such beneficiaries, all exclusively in the infrastructure component)
- Tarring minor roads in some areas and completing road construction work (19.3% of such beneficiaries, all exclusively in the infrastructure component)
- Sidewalks (16.9% of such beneficiaries)
- Staircases and roads (14.4% of such beneficiaries)
- Retaining walls next to excavation sites (9.6% of such beneficiaries)
- Drainage systems for rain and water (7.2% of such beneficiaries)
- Public lighting (7.2% of such beneficiaries)
- Water networks (6% of such beneficiaries)
- Speed bumps (6% of such beneficiaries)
- Public bins for solid waste (4.8% of such beneficiaries)

4.11. Perceptions of Long-Term EMSRPII Sustainability

The clear majority of beneficiaries (86.2%) feel that there are long-term benefits after project closure, comprising 86.3% of beneficiaries in infrastructure and 85.8% of beneficiaries in job creation.

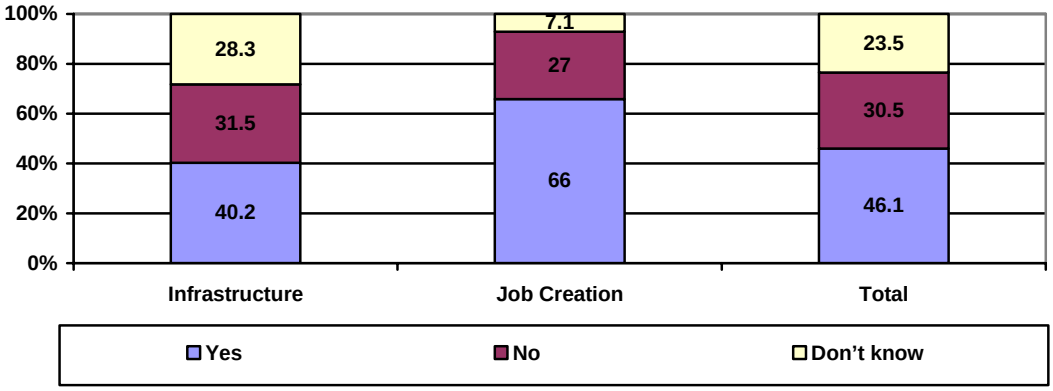
Figure 16: Beneficiaries' feeling about the long-term benefits from the project



4.12. Perceptions of Municipal Transparency in EMSRPII

Slightly less than half of all beneficiaries (46.1%) feel that the municipality was transparent (no spin) and it did provide project information without discrimination; representing 40.2% of beneficiaries in infrastructure and 66% of those in job creation. Slightly less than a third of all beneficiaries (30.5%) feel that the municipality was not transparent; representing 31.5% of beneficiaries in infrastructure and 27% of those in job creation. 23.5% of all beneficiaries don't know.

Figure 17: Beneficiaries' Perceptions of Municipal Transparency in EMSRPII



4.13. Suggestions and Recommendations for Future Implementation

In the event that the municipality was to implement similar projects in the future, beneficiaries provided the following suggestions and recommendations:

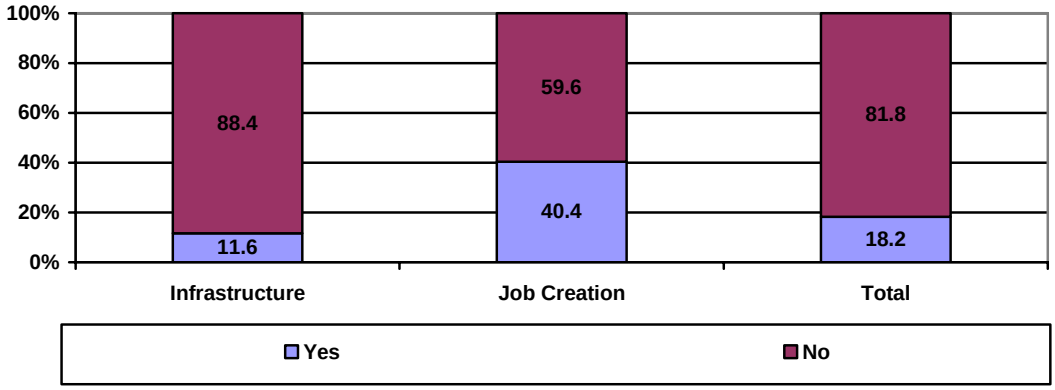
- Suitable length of time to complete work, emphasis on need to complete project, speeding up implementation (11.9% of all beneficiaries)

- Informing community members about the project before planning and taking their needs into account i.e. advertising project (7.2% of all beneficiaries)
- Longer periods of employment, employing the largest possible number of workers (6.8% of all beneficiaries)
- Supervision and planning for the project (4.4% of all beneficiaries)
- Better project administration and implementation, more serious approach to working (3.7% of all beneficiaries)

4.14. Awareness of the Municipal Fund

The clear majority of beneficiaries (81.8%) have not heard about the municipal fund, representing 88.4% of those in infrastructure and 59.6% of those in job creation. 18.2% of all beneficiaries have heard of the municipal fund, representing 11.6% of those in infrastructure and 40.4% of those in job creation.

Figure 18: Beneficiaries' awareness of the municipal fund



Of 112 beneficiaries who have heard of the municipal fund, 58.9% specified that to the best of their knowledge, its role is to provide administrative and financial support for municipalities so that they can afford employment opportunities and manage projects. This comprises 60% of such beneficiaries in infrastructure and 57.9% of such beneficiaries in job creation. A further 21.4% of all such beneficiaries specified that they don't know what the municipal fund does.

Of 112 beneficiaries who have heard of the municipal fund, 39.3% specified that they don't know who finances it, representing 38.2% of those in infrastructure and 40.4% of those in job creation. A further 31.3% of all such beneficiaries specified that it is financed by donor countries, comprising 18.2% of such beneficiaries in infrastructure and 43.9% of such beneficiaries in job creation. Slightly less than a quarter of all such beneficiaries (22.3%) specified the World Bank, comprising 5.5% of those in infrastructure and 38.6% of those in job creation. A further 12.5% of all such beneficiaries specified European institutions, amounting to 23.6% of those in infrastructure and 1.8% of those in job creation.

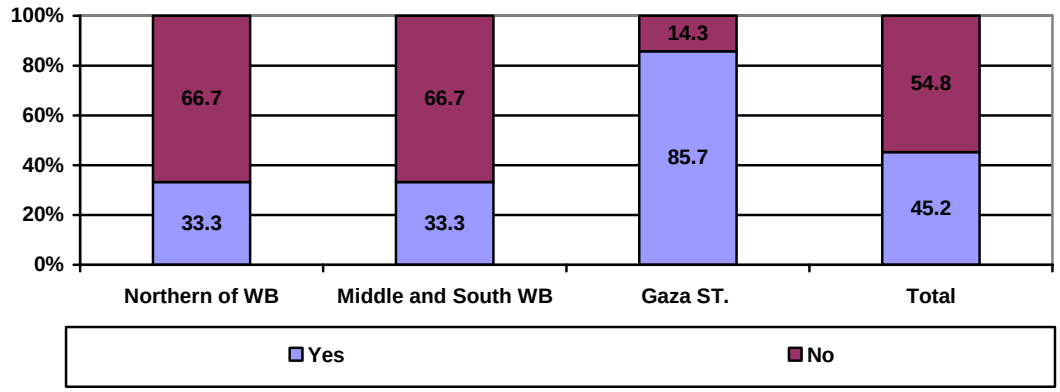
5. Municipalities' Perceptions of EMSRPII

During the course of the MDP Client (municipal staff) satisfaction survey, several questions were asked to municipal employees about the nature and course of EMSRPII projects.

5.1. None Wage Budgetary Support Component

Slightly more than half of all municipal employees (54.8%) specified that their municipality was *not* provided with spare parts, goods, or supplies as part of non wage budgetary support, representing 66.7% of municipal employees in the north of the West Bank, 66.7% of those in the middle and south of the West Bank and 14.3% of those in the Gaza Strip. 45.2% of all municipal employees indicated that their municipality was provided with spare parts, goods, or supplies as part of non wage budgetary support, representing 33.3% of municipal employees in the north of the West Bank, 33.3% of those in the middle and south of the West Bank and 85.7% of those in the Gaza Strip.

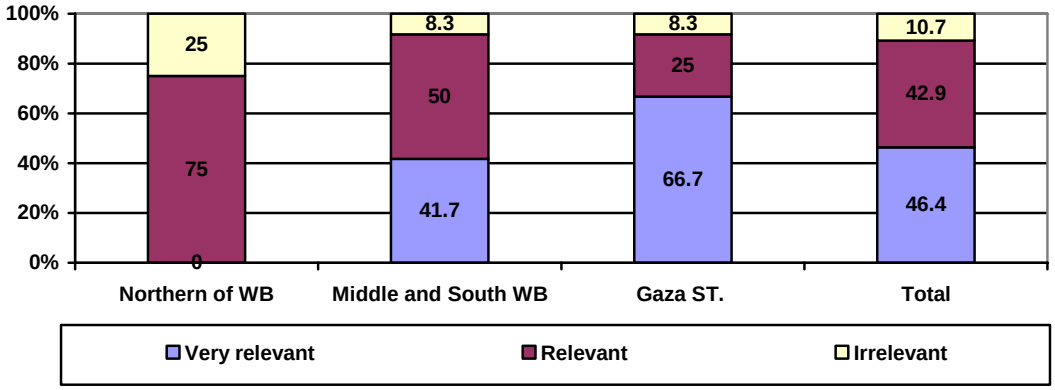
Figure 19: Municipal staff who mentions that the MDLF provided with spare parts, goods or supplies



5.2. Relevance of Non Wage Budgetary Support

28 municipal employees provided answers to the question of whether EMSRPII provisions matched their community's needs. Of those municipal employees, 46.4% indicated that they assistance was very relevant, while a further 42.9% specified that the assistance was relevant. Of these 28 municipal employees, 57.1% indicated that the assistance saved their municipality a lot of money, while 42.9% specified that the assistance saved their municipality some money.

Figure 20: Municipal Staff Satisfaction with MDLF non wage budgetary support relevance to the community



5.3. Satisfaction with Awareness Raising and Information Dissemination in EMSRPII

Approximately two-thirds of all municipal employees (66.1%) are satisfied with workshops on EMSRPII project launch, representing 75% of municipal employees in the north of the West Bank, 66.7% of those in the middle and south of the West Bank and 57.1% of those in the Gaza Strip. A further 17.7% of all municipal employees are very satisfied with this feature of EMSRPII, comprising 19.4% of municipal employees in the middle and south of the West Bank and 28.6% of those in the Gaza Strip. 16.7% of municipal employees in the north of the West Bank don't know.

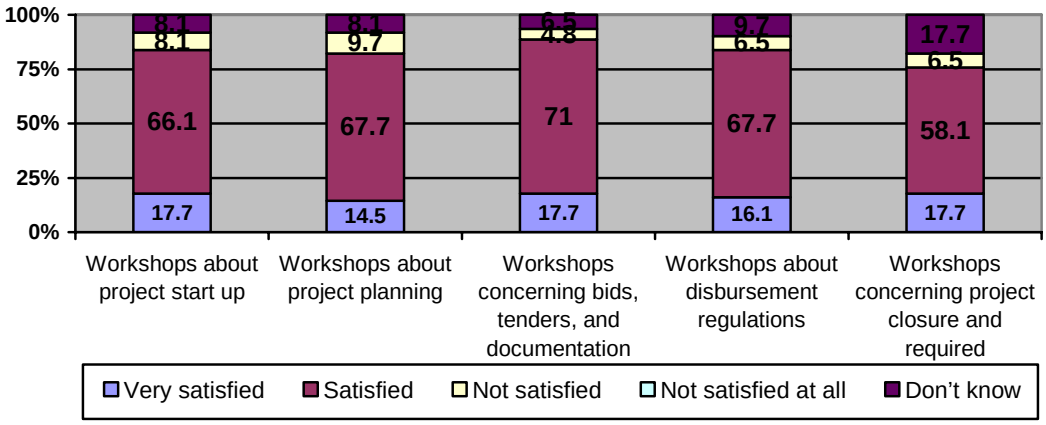
Approximately two-thirds of all municipal employees (67.7%) are satisfied with workshops for raising municipality's awareness about project planning through EMSRPII, representing 66.7% of municipal employees in the north of the West Bank, 72.2% of those in the middle and south of the West Bank and 57.1% of those in the Gaza Strip. A further 14.5% of all municipal employees are very satisfied, comprising 8.3% of those in the north of the West Bank, 16.7%% of municipal employees in the middle and south of the West Bank, and 14.3% of those in Gaza.

More than two-thirds of all municipal employees (71%) are satisfied with EMSRPII workshops concerning bids, tenders, and documentation, representing 75% of municipal employees in the north of the West Bank, 75% of those in the middle and south of the West Bank and 57.1% of those in the Gaza Strip. A further 17.7% of all municipal employees are very satisfied, comprising 22.2% of those in the middle and south of the West Bank, and 21.4% of those in Gaza.

Approximately two-thirds of all municipal employees (67.7%) are satisfied with EMSRPII workshops about spending regulations, representing 66.7% of municipal employees in the north of the West Bank, 72.2% of those in the middle and south of the West Bank and 57.1% of those in the Gaza Strip. A further 16.1% of all municipal employees are very satisfied, comprising 8.3% of those in the north of the West Bank, 16.7%% of municipal employees in the middle and south of the West Bank, and 21.4% of those in Gaza.

More than half of all municipal employees (58.1%) are satisfied with EMSRPII workshops concerning project closure and required documentation, representing 66.7% of municipal employees in the north of the West Bank, 58.3% of those in the middle and south of the West Bank and 50% of those in the Gaza Strip. A further 17.7% of all municipal employees are very satisfied, comprising 8.3% of those in the north of the West Bank, 22.2% of municipal employees in the middle and south of the West Bank, and 14.3% of those in Gaza.

Figure 21: Satisfaction of Municipal Employees with EMSRPII Workshops



Nine (9) municipal employees provided reasons as to why they are not satisfied with EMSRPII features detailed above. Reasons cited were as follows:

- Too few workshops (44.4%)
- Insufficient workshops on expenditure regulations (22.2%)
- Need courses and workshops on how to implement the tender from start to end (11.1%)
- Focus only on project launch (11.1%)
- Not enough to study documents, discuss them, and pose questions and suggestions (11.1%)

5.4. Perceptions of, and Satisfaction with, Consultancy Services

- **Consultancy Assistance Provided to Municipality in Planning Projects**

Slightly more than half of all municipal employees (53.2%) are satisfied with consultancy assistance provided to municipality in planning projects, comprising 58.3% of municipal employees in the north of the West Bank, 33.3% of those in the middle and south of the West Bank and 50% of those in the Gaza Strip. Slightly less than a quarter of all municipal employees (22.6%) are very satisfied, representing 8.3% of municipal employees in the north of the West Bank, 33.3% of those in the middle and south of the West Bank and 7.1% of those in the Gaza Strip. 12.9% of all municipal employees are not satisfied, representing 16.7% of municipal employees in the north of the West Bank, 8.3% of those in the middle and south of the West Bank and 21.4% of those in the Gaza Strip.

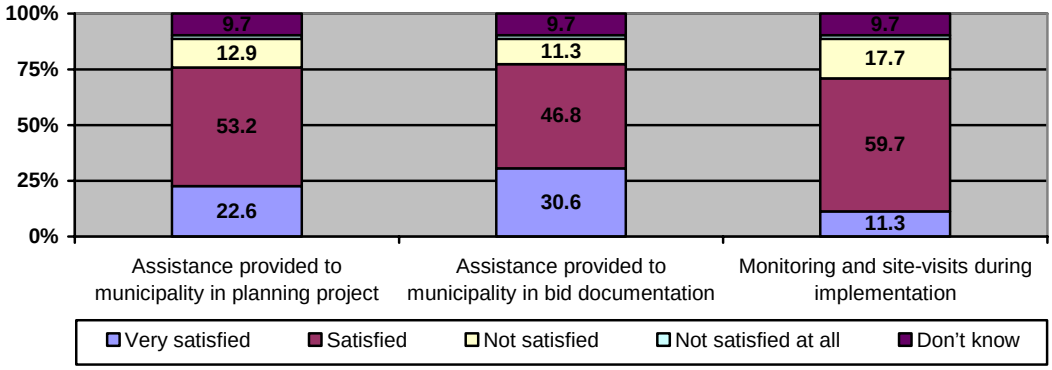
- **Consultancy Assistance Provided to Municipality in Bid Documentation**

Slightly less than half of all municipal employees (46.8%) are satisfied with consultancy assistance provided to municipality in bid documentation, comprising 58.3% of municipal employees in the north of the West Bank, 50% of those in the middle and south of the West Bank and 28.6% of those in the Gaza Strip. Slightly less than a third of all municipal employees (30.6%) are satisfied with consultancy assistance provided to municipality in bid documentation, comprising 16.7% of municipal employees in the north of the West Bank, 36.1% of those in the middle and south of the West Bank and 28.6% of those in the Gaza Strip. 11.3% of all municipal employees are not satisfied, representing 8.3% of municipal employees in the north of the West Bank, 8.3% of those in the middle and south of the West Bank and 21.4% of those in the Gaza Strip.

- **Consultants' Monitoring and Site-Visits during Implementation**

Slightly more than half of all municipal employees (59.7%) are satisfied with consultants' monitoring and site-visits during implementation, comprising 58.3% of municipal employees in the north of the West Bank, 66.7% of those in the middle and south of the West Bank and 42.9% of those in the Gaza Strip. 11.3% of all municipal employees are very satisfied, representing 16.7% of municipal employees in the north of the West Bank, 11.1% of those in the middle and south of the West Bank and 7.1% of those in the Gaza Strip. A further 17.7% are not satisfied, comprising 8.3% of municipal employees in the north of the West Bank, 16.7% of those in the middle and south of the West Bank and 28.6% of those in the Gaza Strip.

Figure 22: Satisfaction with Features of Consultancy Services



- Reasons for Dissatisfaction with Consultancy Services

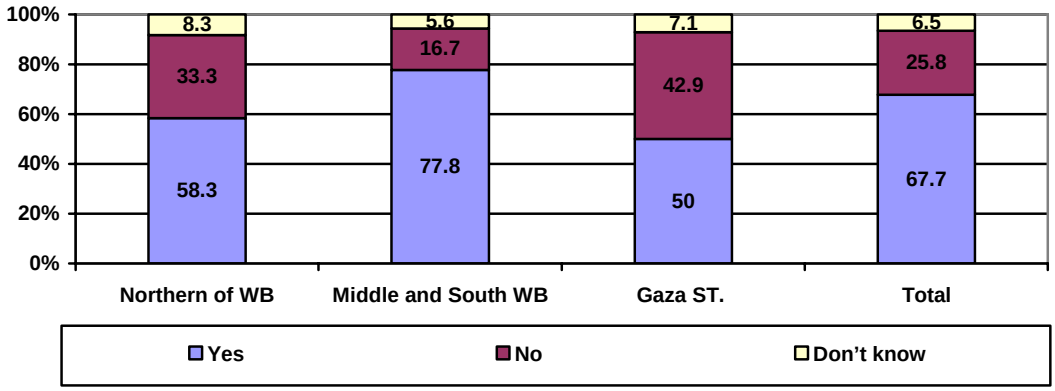
12 municipal employees provided feedback as to why they thought that consultancy services were bad. Reasons cited included:

- Insufficient visits were undertaken by the consultant(s) (33.3%)
- Consultants did not help in the preparation of the project or documents or follow-up, they requested everything from an engineer, and submitted it ready-made to the Fund (16.7%)
- Consultants did not allocate sufficient time for the project (16.7%)
-
- Consultant was unaware of procedures for the municipal fund (16.7%)
- Consultant lacks the experience in these type of projects (16.7%)
- Consultant prolonged financial transactions and delay response, leading to delays in implementation (8.3%)
- The consultants imposed new bureaucratic requirements (8.3%)

- Perceptions of Usefulness of Consultancy Services

Slightly more than two-thirds of all municipal employees (67.7%) are of the opinion that consultants are useful, comprising 58.3% of municipal employees in the north of the West Bank, 77.8% of those in the middle and south of the West Bank and 50% of those in the Gaza Strip. Slightly more than a quarter of all municipal employees (25.8%) are of the opinion that consultants are *not* useful, comprising 33.3% of municipal employees in the north of the West Bank, 16.7% of those in the middle and south of the West Bank and 42.9% of those in the Gaza Strip.

Figure 23: Municipal staff who mentions that the consultant helps, or make easier project realization



Of 42 municipal employees who provided reasons as to why they thought that consultants are useful, reasons cited were as follows:

- Simplifying documentation, evaluation and preparation of tenders (38.1%)
- Follow-up work in all stages and conduct site visits (23.8%)
- Preparation of documents at tender stage to facilitate the easy functioning of the project, as required in terms of preparation and follow-up (9.5%)

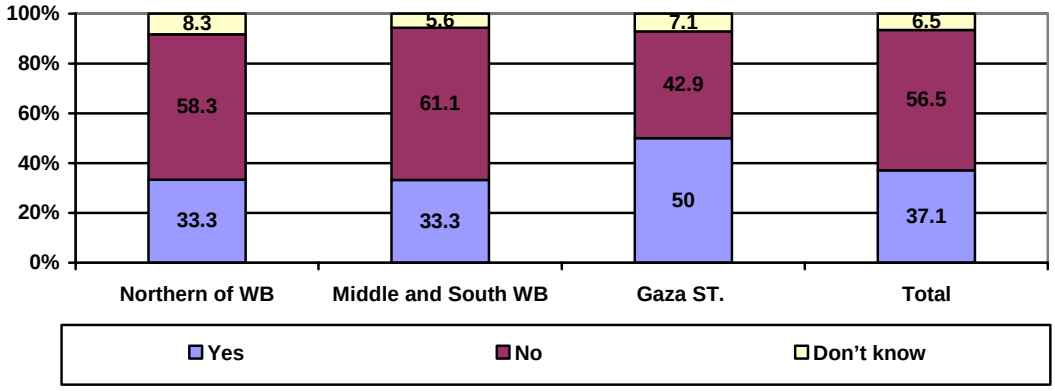
Of 16 municipal employees who provided reasons as to why they thought that consultants are *not* useful, reasons cited were as follows:

- Consultant was an obstacle as s/he did not work well, s/he did not know the laws of the Fund, s/he imposed bureaucratic requirements (18.8%)
- Lack of follow-up during implementation (12.5%)
- Absolute lack of familiarity with required procedures and lack of previous experience (12.5%)

- Preferences in Working with Consultants

Slightly more than half of all municipal employees (56.5%) would prefer working with consultants as opposed to working with MDLF directly, representing 58.3% of municipal employees in the north of the West Bank, 61.1% of those in the middle and south of the West Bank and 42.9% of those in the Gaza Strip. Slightly more than a third of all municipal employees (37.1%) would prefer working with MDLF directly as opposed to consultants, representing 33.3% of municipal employees in the north of the West Bank, 33.3% of those in the middle and south of the West Bank and 50% of those in the Gaza Strip.

Figure 24: Municipal staff that would prefer working with the MDLF directly, as opposed to a consultant



When asked if they would prefer the presence of a consultant if the project were to be re-implemented, slightly less than half of all municipal employees (43.5%) indicated that they would prefer that to a certain extent, comprising 75% of municipal employees in the north of the West Bank, 44.4% of those in the middle and south of the West Bank and 14.3% of those in the Gaza Strip. Approximately a quarter of all consultants (25.8%) indicated that it would be much preferred, comprising 33.3% of those in the middle and south of the West Bank and 28.6% of those in the Gaza Strip, yet none of the those in the north of the West Bank.

6. Perceptions on the Nature and Quality of Delivered Activities in Component 3, Part Two (NGO-LGU Joint Projects)

6.1. Municipalities' Assessment of Partnership with NGOs

The following municipalities benefited from funding for pilot LGU – NGO Projects:

- Beit Sahour
- Janata
- Al Samou'
- Sourif
- Al Shyoukh
- Beit Awwa
- Khuza'a

Of 21 municipal employees who provided an assessment of the partnership between their municipality and NGOs during the implementation of joint projects, 52.4% assessed the partnership as good, and a further 33.3% assessed the partnership as very good. None of the municipal employees are from the north of the West Bank.

Two municipal employees indicated that the relationship was bad, because it imposed a heavy burden on the municipality in implementation; and because some NGOs did not respond to requirements. Recommendations for improving this relationship, made by 2 municipal employees, include:

- Participation in project management
- Committing NGOs to coordination and organized work
- Hold meetings with NGOs to resolve differences in some matters regarding the implementation of the project

6.2. NGOs' Perceptions on the Nature and Quality of Delivered Activities in Component 3, Part Two (NGO-LGU Joint Projects)

The survey targeted 15 NGO staff members, interviewing approximately 2 NGO personnel from seven localities in which a joint LGU-NGO project was implemented.

- Awareness of EMSRPII Donors

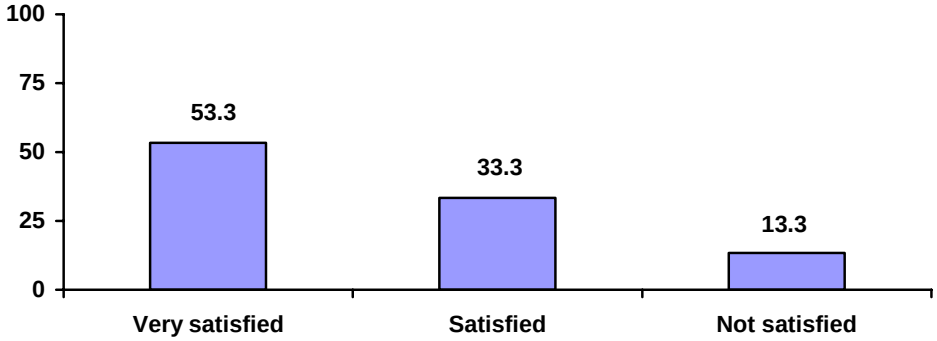
All NGO personnel (100%) claimed that they are aware of the donors of their organization and project. All 15 indicated that it was the World Bank.

- Satisfaction

Nine out of 15 NGO personnel (60%) indicated that they are very satisfied with the services provided by their project, while five are satisfied. One NGO personnel is not satisfied, saying that the building in which the project was held was not suitable for service delivery.

Eight out of 15 NGO personnel (53.8%) indicated that they are satisfied in coordination and communications between themselves and the municipality in project implementation. A further 5 are satisfied. 2 are not satisfied, specifying that their reason for dissatisfaction is the lack of coordination and cooperation (between NGO and Municipality).

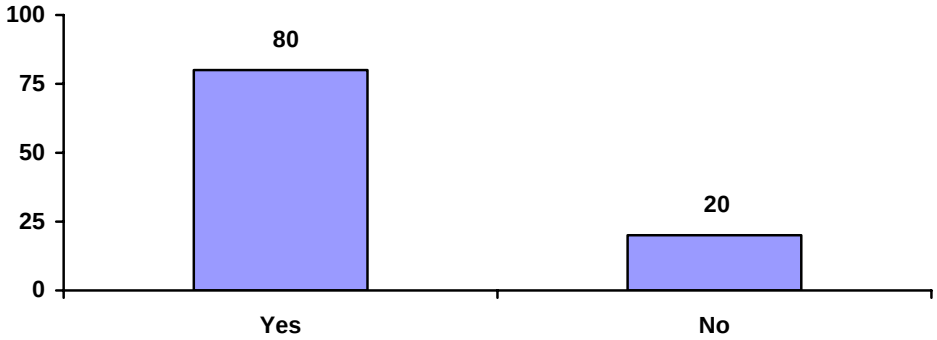
Figure 25: NGO personnel satisfaction in coordination and communications between yourself and the municipality in project implementation



- Communications with Municipality

80% of the 15 NGO personnel (12 respondents) specified that communications continued between them and the municipality after the end of the project. Of the 3 NGO personnel who indicated that there was no further communication, two specified that it was because of an initial lack of lack of coordination and cooperation between NGO and Municipality that continued after project closure; while one specified that there was a large difference in operational methods between their NGO and municipality.

Figure 26: NGO personnel who mention that there was further communication between yourselves and the Municipality



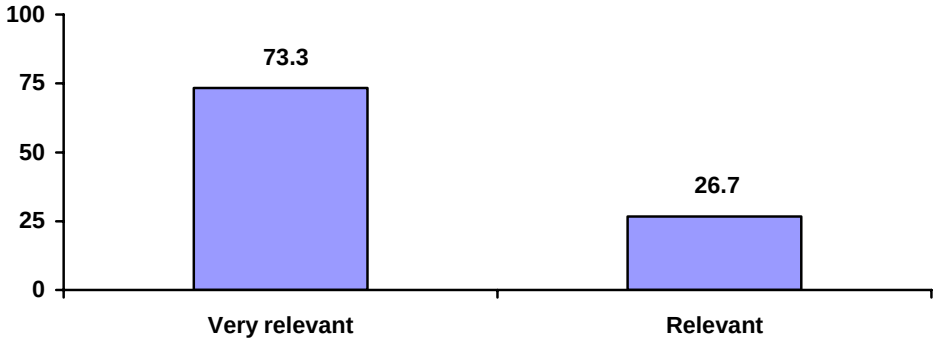
Seven out of 15 NGO personnel (46.7%) indicated that communications can be improved between themselves and the municipality in the case of future projects through coordination,

follow-up and meetings. 3 NGO personnel indicated that communications can be improved by taking into account needs and studying needs of NGO and Municipality. 2 specified cooperation and agreement in communications and continuity of work; and 2 specified that there is a need to appoint people with experience.

- Relevance

Twelve out of 15 NGO personnel (73.3%) indicated that the project was very relevant to their community's needs; and the remaining 3 indicated that it was relevant.

Figure 27: NGO personnel assessment for the relevancy of the project to the community's needs



- Roles in Project Selection and Implementation

All 15 NGO personnel indicated that they did have a role in determining the nature of the project. Twelve out of 15 NGO personnel (73.3%) are very satisfied with their role; and the remaining 3 are satisfied.

All 15 NGO personnel indicated that local communities were included in the project. 12 NGO personnel indicated that they were included by studies, visits, invitations to participate, meetings and workshops to assess their needs; and twelve also specified that the project included taking into account people's opinions, providing definitions, lectures, discussions, and questionnaires on town's needs.

- Future Outlook

All 15 NGO personnel indicated that they would prefer a repeat of such development projects in the future. Seven indicated that they would prefer projects that direct support to NGOs; four emphasized the need to promote active coordination and cooperation between municipality and NGOs; and a further two specified more developmental and educational projects that target children's education, communities and continuity in project implementation.

6.3. Citizens' Satisfaction with, and Perceptions of, the Nature and Quality of Delivered Activities in Component 3, Part Two (NGO-LGU Joint Projects)

The survey targeted 46 key informants, interviewing approximately 6 key informants from seven localities in which a joint LGU-NGO project was implemented.

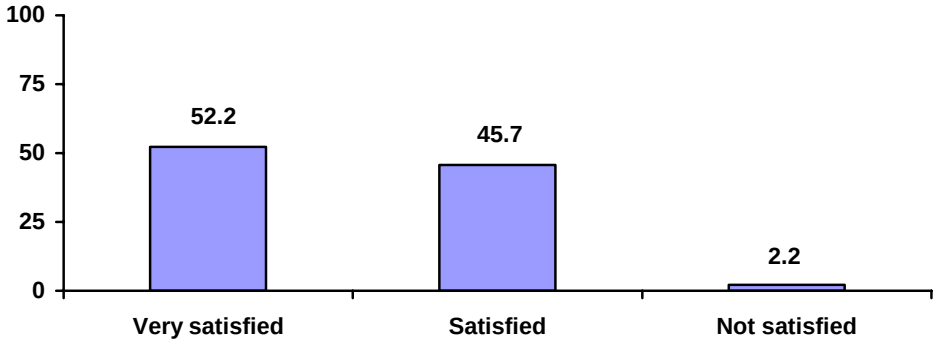
- Awareness of Donors for NGO-LGU Projects

87% specified that they are aware of the donor for the NGO-LGU Project. 40 key informants specified that they are aware of the donor, 92.5% specified the World Bank, 2.5% specified American NGOs, and 5% indicated donor countries.

- Satisfaction with NGO-LGU Projects

52.2% specified that they are very satisfied with the service provided by the project; while a further 45.7% specified that they are satisfied. 2.2% indicated that they are not satisfied. 1 key informant provided a reason as to why s/he was not satisfied, indicating that the project had failed to deliver any concrete services.

Figure 28: Citizens' satisfaction with the service provided by the NGO-LGU project



- Perceptions of Relevance of NGO-LGU Projects

82.6% of key informants indicated that the project was very relevant to their locality's needs, and a further 17.4% specified relevant.

- Citizens' Role in Project Selection

65.2% of indicated that they did have a role in determining the nature of the project, while 34.8% specified otherwise. Of 30 key informants who specified that they did have a role, 56.7% specified that they were very satisfied with this role, while 43.3% specified that they were satisfied. Of 16 key informants who specified they did not have a role, 18.8% specified that it was because other individuals were more knowledgeable about the project; 12.5% indicated that by definition, citizens were not involved in project selection, but were involved in project

formulation and planning. A further 12.5% specified that the project was previously agreed upon by the municipality and donor without the participation of citizens.

Local Communities' Role in Project

45 of 46 key informants (97.8%) indicated that local communities were included in the project. Of these 45 key informants, 31.1% indicated that local communities were involved from start to end; a further 31.1% indicated that local communities were involved through workshops, training events, events, panel discussions, and opinion polls. 28.9% specified that involvement was through meetings and training sessions, while 15.9% indicated courses and lectures and discussion.

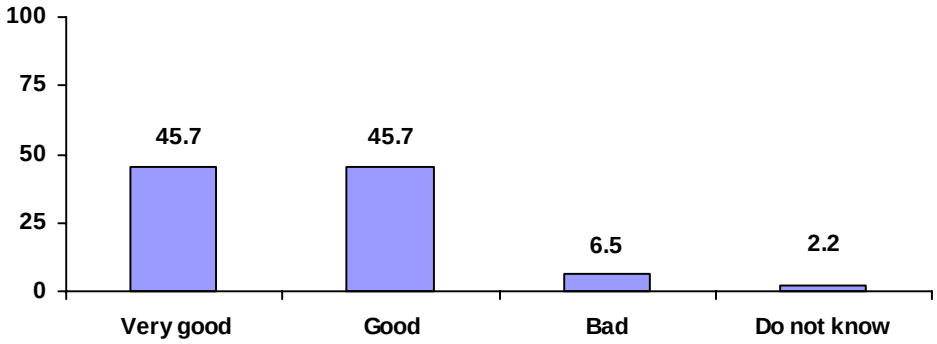
- Citizens' Outlook on Future Projects

All key informants (100%) specified that they prefer the continuation of such development programs.

- Assessment of Relationships between NGO and Municipality

Slightly less than half of key informants (45.7%) specified that they felt that the relationship between the NGO and Municipality was very good, while an additional 45.7% specified good. 6.5% said bad, and 2.2% don't know. Of 3 key informants who specified bad, two said that there was no coordination and communications between NGO and municipality.

Figure 29: Citizens' assessment of the relationship between the NGOs and the municipality during project implementation



- Recommendations for Improvement of NGO-LGU Relationships

Slightly less than half (45.7%) specified that the relationship between NGOs and municipalities can be improved through coordination and discussion, and appointing committees at both parties. 19.6% indicated that the relationship can be improved through improved workshops and through emphasizing continuity and mutual assistance and advise.

Additional Comments

21.7% asked for more and longer courses and more diverse projects. 17.4% specified requesting additional, useful projects for their town like entertainment programs and children's education. 13% indicated that the Fund should continue financing these types of projects, including different types of projects reaching different age groups and more diverse specifications. 6.5%

specified that they would prefer speedier implementation and integrating the private sector in implementation. A further 4.3% asked for literacy programs, mathematics, English, and Quran studies.

7. Lessons Learnt Regarding EMSRPII from a Beneficiary Perspective

It is clear that at the time this project was launched, there was a state of emergency in the environment that MDLF and municipalities operated in. This includes high demand for emergency job placements. Strategic long term planning was neglected, while short term service provision was emphasized to stop any further deterioration.

The future outlook was represented in initiatives adopted through LGU-NGO collaboration. This relationship is still at an infant stage: NGOs are occasionally reluctant to be immersed into volatile relationships with the government on the local and national levels. However, municipalities appear to be flexible, and will take advantage of any type of cooperation that might help them recover some of the costs for the services they provide. Today, municipalities are taking very serious measures for financial sustainability and steadfastness.

EMSRPII was not well known to the public, and experienced problems with awareness and image. More than half of all beneficiaries (59.9%) have not heard about EMSRPII. Of those beneficiaries who received assistance in infrastructure development, slightly less than half (48%) indicated that they are satisfied,33.2 % indicated that they are very satisfied, while the clear majority (80.5%) specified that the project was very relevant to their community's needs.

In job creation, satisfaction was good. Approximately half (49.6%) assessed the job creation program as being good, and 45.5% described it as being very good. 96.5% of beneficiaries in job creation specified that they would be interested in participating in a repeat of the program.

A clear majority of all beneficiaries (88.8%) did not participate in project selection, and close to two-thirds of all beneficiaries (62.5%) indicated that they are satisfied with the method in which the project was implemented.

Recommendations included better informing community members about the project before planning and taking their needs into account; providing longer periods of employment; and ensuring better project administration and implementation.

Another lesson learnt, is that more than half of all municipal employees (53.2%) are satisfied with consultancy assistance provided to municipality in planning projects. Surprisingly, more than half of all municipal employees (56.5%) would prefer working with consultants as opposed to working with MDLF directly.

To ensure project flexibility and responsiveness to different community needs and to circumvent prevailing mobility restrictions, the design of EMSRP II retains the demand-driven arrangement and decentralized implementation approach of its predecessor, whereby local governments, in consultation with their communities would determine their own emergency assistance priorities and would implement projects at the local level, including preparation of emergency programs, tendering, contracting and supervising implementation, under the guidance of the MDLF.

On the NGO level, surprisingly all 15 NGO personnel indicated that they did have a role in determining the nature of the project. Twelve out of 15 NGO personnel (73.3%) are very satisfied with their role. This is very encouraging and gives the stakeholders and the designers of future projects some hope to continue to build such projects.

Additional lessons learnt are identified below, based on data findings that were gathered during the course of the survey.

Table 5: Additional Lessons Learnt

Lessons Learnt	*Data Findings*
Beneficiaries are largely unaware of formal project structures, donors and stakeholders.	More than half of all beneficiaries are not actually aware that EMSRPII exists; and more than three-quarters have never heard of the MDLF.
Overall, beneficiaries are very satisfied with EMSRPII interventions	Satisfaction with implementation is positive with more than 70% of beneficiaries indicating that they are satisfied or very satisfied. The clear majority of beneficiaries agree that the project did have long-term benefits after closure. The clear majority of beneficiaries agree that the project improved or vastly improved their quality of life.
Satisfaction rates with Component One: Infrastructure are very positive, however, there appears to be a need to improve environmental management practices	In Component One (Infrastructure), rates of satisfaction with project services are high, with only 13.3% of beneficiaries indicating that they were not satisfied with the services that they received. For those who are dissatisfied, the primary reason cited is poor environmental management of infrastructure development work, including the "destruction of adjacent agricultural lands, bad smells, polluting water, flies and mosquitoes," and "noise and dust." A secondary source of dissatisfaction included the length of time required to complete some projects. Most Component One beneficiaries felt that projects were highly relevant to their community's needs.

Lessons Learnt	*Data Findings*
Satisfaction rates with Component One: Infrastructure are very positive, however, some beneficiaries have reservations about the methods of project implementation, focusing mostly on poor environmental management and poor service delivery (project performance).	However, a third of all beneficiaries indicated that there were some negative impacts arising out of project implementation, almost all of them in the infrastructure category. These negative impacts included poor environmental management, evidenced by the statement "trash piled up, remains of gravel brought dust and insects," to which approximately 100 beneficiaries agreed. Other depictions of negative impacts include "roads… were smashed to pieces" and "a lot of mistakes were made in implementation," alluding to poor project delivery. The majority of these beneficiaries indicated that the Municipality did nothing to try to limit or remedy negative impacts.
Satisfaction rates with Component Two: Job Creation are very positive, although most beneficiaries are unaware of workers' selection criteria for these projects.	Similarly, in Component Two (Job Creation), rates of satisfaction are high, with less than 5% of beneficiaries indicating that they were dissatisfied. Similarly, less than 5% of beneficiaries indicated that they were not satisfied in working with their municipality. The overwhelming majority of beneficiaries – 96.5% - would be interested in participating in a repeat of the program. Knowledge of worker selection criteria by beneficiaries is relatively weak, as close of half specified that the "municipality did the choosing" without indicating that they were aware of specific selection criteria. However, more than 90% of all beneficiaries in this category feel the selection of workers was fair.
Beneficiaries are not involved in selecting projects that are adopted by municipalities through EMSRPII	Almost all beneficiaries in both categories did not participate in project selection. More than half of all beneficiaries were not kept informed about project developments during its duration.
Some municipalities continue to provide project information selectively	Close to a third of all beneficiaries feel that the municipality was not fully transparent, and that there was a certain amount on spin in providing project information.

Lessons Learnt	*Data Findings*
Beneficiaries in Component One would prefer faster infrastructure rehabilitation projects; those in Component Two prefer more work days and longer projects	Beneficiaries in infrastructure development primarily recommend "suitable period of time to complete work, emphasis on need to complete project, speeding up implementation." In job creation, beneficiaries asked for "longer periods of employment, and employing the largest possible number of workers."

Annex I: Annotated Inception Report

- **Introduction**

This report summarizes the tasks that were implemented so far for the Beneficiary Assessment and Client and Citizen Satisfaction Assessment project commissioned by MDLF to Alpha International. The first section covers that implemented tasks especially the ones that are related to questionnaire design. The second section talks about the sample design and the data collection process. And the third one gives a detailed implementation plan for the various tasks.

- **Projects' Background**

This assignment is conducting survey assessment for two projects: The second Emergency Municipal Services Rehabilitation Project (EMSRP II) and the Municipal Development Program (MDP). The following are the objectives for each project:

A. The second Emergency Municipal Services Rehabilitation Project (EMSRP II) objective is to (i) mitigate further deterioration in essential municipal service delivery via infrastructure rehabilitation and provision of non-wage budgetary support for direct service cost inputs; (ii) create temporary local job opportunities via labor-intensive employment generation schemes; and (iii) pilot innovative and initiatives to promote local government-NGO collaboration in response to urgent community needs and assist municipalities in recovering costs for the provision of services. With the EMASRPII closing shortly, a BENEFICIARY ASSESSMENT is needed to measure the effect that EMSRP II had on its beneficiaries.

B. The Municipal Development Program (MDP) is a multi-phase national program which provides municipalities with a combination of technical assistance and annual performance based grants for sub-projects that improve service delivery, The objective of the MDP -for its first three years (phase 1)- is to improve municipal management practices for better accountability.. Its key performance indicators are to (a) graduate municipalities one level up the performance category in which they are currently classified, thus contributing to the higher level goals of the MDP, and (b) percentage of municipalities that apply disclosure methods (eg. Municipal budgets and their performance ranking). . With the MDP as a joint donor program, the MDLF will with a more development-oriented cycle. As the EMSRP II reform work continues under the MDP and MDLF, one goal is to enhance public participation to promote more demand-driven, acceptable, and sustainable reform measures, better accountability, and a strengthen social contract between municipalities and citizens.

Under the MDP, a CLIENT AND CITIZEN SATISFACTION ASSESSMENT is needed to set a baseline for the satisfaction of municipalities with MDLF performance, and for the satisfaction of citizens with the performance of municipalities. This will help to:

- identify any reform constraints as perceived by citizen and municipalities', and
- develop mitigation measures to enhance public participation for a more demand-driven, acceptable, and sustainable reform measures and better accountability.

The added-value of public participation is to enhance social accountability between municipalities and citizens and to restore or strengthen the social contract between state institutions and citizens. Public participation allows for demand-driven design and implementation of municipal management and service provision that contributes to enhanced quality, effectiveness, and sustainability of e.g. subproject design/implementation, design of strategic development and investment plans (SDIPs) and of municipal budgets (linked to SDIPs), establishment and effectiveness of municipal one-stop-shops/public relations units. Note: The MDP is still in the design phase. The consultant should be aware of any changes/updates that might occurred in the PAD.

Section one: Tasks that were implemented till now

- **Reviewing project documents**

Alpha had reviewed the documents for the two projects: Emergency Municipal Services Rehabilitation Project II (EMSRP II) and the PAD for the Municipal Development Program Phase 1. Also Alpha conducted initial meeting with the MDLF related staff to get briefing about these projects.

Task Deliverables: List of key indicators for the surveys

- **Sample Design and Selection**

The sample for this evaluation is designed using multistage cluster sampling. The first stage is selecting municipalities and the second stage would be selecting statistical cells from the various municipalities.
As per the TOR of the evaluation, the sample of municipalities is comprised of fourteen municipalities: 10 in the West Bank and 4 in Gaza Strip. The sample was stratified according to the size of each municipality according to MOLG classification (A,B,C,D), geographical area(north, middle and south). Other factors were taken into consideration in the sample design of municipalities are whether or not the municipality has developed a strategic development and investment plans (SDIPs) and whether or not they have one stop shop. A sample design was constructed for selecting 600 beneficiaries from the target areas of intervention related to the implemented projects. Another sample was designed to enable field researchers to select 600 citizens using stratified two stage cluster sampling. The second sampling design is important for conducting the baseline survey on the public perception towards the municipal services.

Task Deliverables: Excel file contains the samples for the beneficiaries and citizens satisfaction surveys

Table 6: Sample design

Municipality	Region		MOLG classification	Population
Ya'bad	West Bank	north	B	13640
Tulkarm	West Bank	north	A	51300
Bal'a	West Bank	north	C	6604
Nablus	West Bank	north	A	126132
Al Bireh	West Bank	middle	A	38202
Beitunia	West Bank	middle	B	19761
Beit Surik	West Bank	middle	D	3887
Bethlehem	West Bank	south	A	25266
Hebron	West Bank	south	A	163146
Kharas	West Bank	south	C	6655
Gaza	Gaza Strip	Gaza	A	449221
Al Buraije	Gaza Strip	Gaza	B	33855
Abasan Kabera	Gaza Strip	Gaza	B	18413
Alqarara	Gaza Strip	Gaza	B	19769

- **Questionnaires Design**

After reviewing the projects documents and the meetings with MDLF staff, Alpha research team in close cooperation with their MDLF counterparts developed the questionnaires for beneficiaries, citizens and key informants satisfaction surveys.
Task Deliverables:

- Citizens satisfaction questionnaire
- Beneficiaries satisfaction questionnaire
- Key informants questionnaires: Municipality, NGO and Citizens

- **Pilot study**

After the design of the questionnaires and before its finalization, a pilot study was conducted on a small study sample of the target group (30 questionnaires). These pilot studies aimed to identify indicators and sections that maybe a cause in misconception of the study tool due to any reason such as language or conceptual context.
Task Deliverables:
Revised versions of the questionnaires

- **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. It is worth mentioning that Alpha International maintains a highly developed database of a large number of field workers in the different districts.
Task Deliverables:
21 field workers were recruited

Section Two: Tasks that will be implemented

- **Training of the Fieldworkers**

Two orientation workshops will be conducted: one in West Bank (Ramallah) and the other one in Gaza Strip (Gaza). The training will include a comprehensive explanation of the aims and objectives of the study. As the trainees go over the questionnaire, an explanation of the different terminology and indicators that will be used will be discussed. Alpha team also will present 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 will be 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.
Task Deliverables:
Field workers were trained on conducting the data collection

- **Data Collection**

The fieldworkers will start the data collection according to the protocols and procedures that were given to them in the training workshop.
Task Deliverables:
- 600 filled questionnaires for beneficiaries
- 600 filled questionnaires for citizens
- At most 200 filled questionnaires for key informants

- **Data editing and coding**

The following steps will be followed in the data editing and coding process:
- Checking the questionnaires in the office: After questionnaires arrived from the field to the main office questionnaires will be reviewed by in office editors who prepared the questionnaire for data entry.
- Coding the questionnaires: Open questions will be post coded by the in office editors. The post coding process is important for transforming open questions into close-ended questions, which makes it easier for data analysis purposes.
- Examining data upon data entry: using the special data entry program, the computer sets checks and controls that avoid the data entry personnel from entering wrong codes when possible, as well as enables them to skip questions automatically when needed.

Task Deliverables:
All collected questionnaires were reviewed, edited and coded

- **Data Entry**

A special program for data entry using Access 2003 will be designed. This program features the following characteristics:

- Possibility of working in an Arabic language version on the computer screen
- Limiting data entry errors to the minimal
- Ease of presenting data for the various sections of the questionnaire
- Ability of checking the rational sequence in the questionnaire data
- Ability for internal data checking
- User friendly system

Task Deliverables:
All collected questionnaires were entered

- **Data Cleaning**

After all questionnaires were entered, data will be cross-validated and checked via several methods ranging from bi-variate to multivariate analysis methods. Cross-validation of data (data cleaning) is the last stage of quality control on the data before analysis and reporting. If an error will be detected, the whole questionnaire will be re-entered. Moreover, Alpha re-enters 5% of the collected questionnaire to be able to capture data entry errors that could not be detected through the logical rules imposed on the data entry program.
Task Deliverables:
Cleaned SPSS data files

- **Data Analysis**

After a cleaned file is produced, data will be analyzed using SPSS software by producing the basic frequencies and cross-tabulations.
Task Deliverables:
Basic and cross-tabs tables

- **Reporting**

After the data analysis is conducted, reporting process will start. Two reports will be produced – one for EMSRPII, one for MDP, that both will be publicly disseminated, according to the following outline:

A. EMSRPII Beneficiary Assessment – Report 1

- Introduction, overview of approach/methods, and rational,
- Stocktaking and assessment of the nature and quality of activities delivered vis-à-vis its intended objectives and performance indicators.
- Assessment of the perception of beneficiaries on the nature and quality of activities delivered vis-à-vis its intended objectives.
- comparison between (ii) and (iii) to identify EMSRPII effects on beneficiaries; and
- Lessons learnt regarding EMSRPII from a beneficiary perspective

B. MDP Client and Citizen Satisfaction Survey – Report 2

- Introduction, overview of approach/methods, and rational,
- municipalities' satisfaction with MDLF performance: findings and recommendations for improvements;
- citizen satisfaction with municipalities: findings and recommendations for improvements,
- comparison between, and linking of (ii) and (iii) to identify similarities; and
- Lessons learnt and recommendations to enhance performance and public participation as input to the design of the MDP.

After submitting the two draft reports to MDLF and getting feedback from MDLF staff, the draft reports will be reviewed and adjusted accordingly to produce the final reports.
Task Deliverables:

- Two draft reports
- Two final reports

Section Three: Timeline for conducting the surveys

Table 7: Timeline for conducting the surveys

Task	*Date of Implementation*
Reviewing project documents and meetings with MDLF staff	16 – 24/7
Sample Design and Selection	25 – 30/7
Questionnaires Design	25/7 – 6/8
Pilot study	4 – 6/8
Procurement of the Fieldwork team	5 – 8/8
Training of the Fieldworkers	9/8
Data Collection	10 – 25/8
Data editing and coding	26 – 30/8
Data Entry	1 – 4/9
Data cleaning	5 – 6/9
Data Analysis	7 – 10/9
Report writing-Draft report	11 – 15/9
Final report	17/9

Annex II: Beneficiary Satisfaction Assessment – Results by Component

Indicator	Percent		
	Infrastructure	Job Creation	Total
Q1. Have you heard about EMSRPII?			
Yes	36.6	51.8	40.1
No	63.4	48.2	59.9
Total	**100.0**	**100.0**	**100.0**
Q2. What projects were implemented in your place of residence, or provided benefits to yourself and your family?			
Infrastructure	**----**	**----**	77.0
Job creation	**----**	**----**	23.0
Total	**----**	**----**	**100.0**
Q2_1. What type of project that was implemented			
1.0 Tarring and rehabilitating roads	60.5	**----**	60.5
5.0 Sanitation networks	19.9	**----**	19.9
2.0 Building staircases	9.1	**----**	9.1
4.0 Water network	6.1	**----**	6.1
9.0 Sports stadium	5.7	**----**	5.7
3.0 Retaining walls	5.5	**----**	5.5
11.0 Sidewalks	4.0	**----**	4.0
Q3. If you received assistance in infrastructure development, how satisfied are you with this service / activity?			
Very satisfied	33.2	**----**	33.2
Satisfied	48.0	**----**	48.0
Not satisfied	13.3	**----**	13.3
Not satisfied at all	4.9	**----**	4.9
Don't know	0.6	**----**	0.6
Total	**100.0**	**----**	**100.0**

Indicator	Percent		
	Infrastructure	Job Creation	Total
Q4. If you are not satisfied, why? N= 85			
19.0 Destruction of adjacent agricultural lands, bad smells, polluting water, flies and mosquitoes, very close to residential areas and mosques and parks	17.6	----	17.6
21.0 Project doesn't cover all areas that require assistance	11.8	----	11.8
4.0 Noise and dust	10.6	----	10.6
1.0 The time it took to complete the project was very long	10.6	----	10.6
7.0 Tarring was not completed properly (did not cover all areas and wrong type of tar was used)	9.4	----	9.4
14.0 There is a need for other projects and services (there are more important needs)	4.7	----	4.7
5.0 Bad administration and absence of supervisors	4.7	----	4.7
Q5. For those who received infrastructure development projects, who relevant were these projects to your community's needs?			
Very relevant	80.5	----	80.5
Slightly relevant	13.1	----	13.1
Not relevant	2.5	----	2.5
Not relevant at all	0.8	----	0.8
Do not know	3.0	----	3.0
Total	**100.0**	**----**	**100.0**
Indicator	**Percent**		
	Infrastructure	**Job Creation**	**Total**
Q6. If it was (3) not relevant or (4) not relevant at all, why? N= 16			
21.0 Projects were very close to residential areas and agricultural lands	12.0	----	12.0
23.0 Previous conditions were good and there was no need to rehabilitate roads	10.7	----	10.7
18.0 Work was not completed properly	8.0	----	8.0
24.0 There are more important projects, what was done was not relevant, a sanitation network would have been more relevant	6.7	----	6.7

Indicator	Percent		
	Infrastructure	Job Creation	Total
7.0 It does not meet the needs of the area, it only targets roads and deprived areas	6.7	----	6.7
10.0 Roads are narrow and have not been fixed in the required ways (need wider roads) so there are many accidents	5.3	----	5.3
12.0 Roads don't reach certain houses and areas	10.6	----	10.6
Q7. If you benefited from job creation, how many days did you work / or how many days have you worked until now? N = 141			
30 days or less	----	43.3	43.3
31 – 60	----	10.6	10.6
61 – 90	----	16.3	16.3
> 90	----	29.8	29.8
Total	----	**100.0**	**100.0**
Q8. How much did you earn from working on this project? N = 141			
1000 NIS or less	----	16.8	16.8
1001 – 3000	----	34.3	34.3
3001 – 5000	----	17.5	17.5
> 5000	----	31.4	31.4
Total	----	**100.0**	**100.0**
Q9. How did you hear about the job creation project? N = 141			
3. Through friends, community members	----	52.5	52.5
2. Through a municipal employee	----	20.5	20.5
1. Through the municipality, they advertised the project	----	18.4	18.4
4. Through family members	----	3.5	3.5
5. Through newspaper adverts	----	3.5	3.5
Q10. How were workers selected for this project? N = 141			
11.0 Municipality die the choosing (municipal employees) / municipality chose through training program and exam	----	41.1	41.1

Indicator	Percent		
	Infrastructure	Job Creation	Total
7.0 Must be unemployed (and have high-school leaving certificate) and dire economic conditions	----	14.9	14.9
1.0 The person has to be married, have a family and is unemployed (at least 5 family members)	----	9.9	9.9
14.0 Selection was random	----	8.5	8.5
2.0 According to type of work experience, qualifications, economic conditions and needs	----	8.5	8.5
6.0 Don't know	----	5.0	5.0
5.0 Through interviews with workers, and through interviews with those who are experienced and need employment	----	4.3	4.3
Q11. Do you feel that the selection of workers was fair? N = 141			
Yes	----	89.4	89.4
No	----	7.8	7.8
D o not know	----	2.8	2.8
Total	----	**100.0**	**100.0**
Q12. How would you assess the job creation program in which you participated? N = 141			
Very good	----	45.4	45.4
Good	----	49.6	49.6
Not good	----	3.5	3.5
Not good at all	----	1.4	1.4
Total	----	**100.0**	**100.0**
Q13. If it was not good, why? N = 7			
1. Period of employment was too short, as such it is not sufficient for the needs of the family	----	57.1	57.1
2. We are engineers with university qualifications, but they treat us like laborers	----	28.6	28.6
3. Project hurt some people and was not fair in its treatment	----	28.6	28.6
4. Poor project administration	----	14.3	14.3
5. Wages are too little	----	14.3	14.3

Indicator	Percent		
	Infrastructure	Job Creation	Total
Q14. How satisfied are you in working with the municipality? N = 141			
Very satisfied	**----**	31.2	31.2
Satisfied	**----**	63.8	63.8
Not satisfied	**----**	3.5	3.5
Not satisfied at all	**----**	1.4	1.4
Total	**----**	**100.0**	**100.0**
Q15. If the project were repeated, would you be interested in participating? N = 141			
Yes	**----**	96.5	96.5
No	**----**	3.5	3.5
Don't know	**----**	0.0	0.0
Total	**----**	**100.0**	**100.0**
Q16 If not, why? N = 5			
1. Wages are too little	**----**	80.0	80.0
2. Municipality treated workers disrespectfully	**----**	20.0	20.0
3. No transparency, and some people were hurt	**----**	20.0	20.0
4. Extreme fatigue	**----**	40.0	40.0
Q17. Did you participate in project selection?			
Yes	13.5	3.5	11.2
No	86.5	96.5	88.8
Total	**100.0**	**100.0**	**100.0**
Q18. How satisfied are you with the way the project was implemented?			
Very satisfied	14.6	17.0	15.1
Satisfied	57.7	78.7	62.5
Not satisfied	19.0	2.8	15.3
Not satisfied at all	3.6	1.4	3.1
Don't know	5.1	0.0	3.9
Total	**100.0**	**100.0**	**100.0**

Indicator	Percent		
	Infrastructure	Job Creation	Total
Q19. How informed were you of project since it was advertised and until it was completed?			
Very informed	4.0	11.3	5.7
Slightly informed	40.8	58.2	44.8
Not informed	24.5	21.3	23.8
Not informed at all	30.7	9.2	25.7
Total	**100.0**	**100.0**	**100.0**
Q20. How informed were you about the following aspects of the project			
Q20_1. Nature of the project (type of project)			
Very informed	7.6	27.0	12.1
Slightly informed	35.7	46.8	38.3
Not informed	19.5	17.0	18.9
Not informed at all	37.2	9.2	30.8
Total	**100.0**	**100.0**	**100.0**
Q20_2. Project budget			
Very informed	0.8	2.1	1.1
Slightly informed	3.8	12.1	5.7
Not informed	29.6	40.4	32.1
Not informed at all	65.8	45.4	61.1
Total	**100.0**	**100.0**	**100.0**
Q20_3. Donors			
Very informed	2.1	34.8	9.6
Slightly informed	10.8	11.3	10.9
Not informed	30.0	30.5	30.1
Not informed at all	57.1	23.4	49.3
Total	**100.0**	**100.0**	**100.0**
Q20_4. Project duration			
Very informed	7.8	14.2	9.3
Slightly informed	16.1	34.0	20.2
Not informed	27.7	32.6	28.8
Not informed at all	48.4	19.1	41.7
Total	**100.0**	**100.0**	**100.0**

Indicator	Percent		
	Infrastructure	Job Creation	Total
Q21. If you know the donor of the project, then who is the donor? N = 126			
4.0 World Bank / World Trust Fund	4.9	73.8	40.5
9.0 Municipality	26.2	3.1	14.3
2.0 Municipal Fund	18.0	3.1	10.3
6.0 The French	14.8	1.5	7.9
8.0 European countries	6.6	6.2	6.3
3.0 USA	4.9	3.1	4.0
10.0 Foreign countries	8.2	0.0	4.0
1.0 Donor countries	4.9	1.5	3.2
Q22. What impact did the project have in your life?			
It vastly improved quality of life	38.3	27.7	35.8
It improved quality of life to a certain extent	40.4	54.6	43.6
Same	15.0	17.7	15.6
It worsened quality of life to a certain extent	4.4	0.0	3.4
It vastly worsened quality of life	1.9	0.0	1.5
Total	**100.0**	**100.0**	**100.0**
Q23. Did the project have any negative impacts during implementation?			
Yes	41.6	5.7	33.4
No	55.0	92.2	63.5
Don't know	3.4	2.1	3.1
Total	**100.0**	**100.0**	**100.0**
Q24. What were these negative impacts? N = 205			
2.0 Trash piled up, remains of gravel caused dust and brought insects	49.7	0.0	47.8
1.0 Traffic slowed down, roads were closed and smashed to pieces	34.0	0.0	30.2
3.0 Disturbances, anarchy caused by excavation work	30.5	12.5	29.8
7.0 Long period for completing work – too slow	23.4	0.0	22.4
4.0 Not completing work in the required ways (administration), a lot of mistakes were made in implementation	3.6	0.0	3.4

Indicator	Percent		
	Infrastructure	Job Creation	Total
Q25. Did the municipality try to limit the extent of negative impacts? N = 205			
Yes	22.8	37.5	23.4
No	73.1	62.5	72.7
Don't know	4.1	0.0	3.9
Total	**100.0**	**100.0**	**100.0**
Q26. How satisfied are you with the municipality's efforts at damage limitation? N = 48			
Very satisfied	11.1	0.0	10.4
Satisfied	77.8	100.0	79.2
Not satisfied	11.1	0.0	10.4
Not satisfied at all	0.0	0.0	0.0
Total	**100.0**	**100.0**	**100.0**
Q27. Was the municipality unable to implement some project components that were initially supposed to be implemented?			
Yes	16.5	3.5	13.5
No	55.2	70.9	58.8
Don't know	28.3	25.5	27.7
Total	**100.0**	**100.0**	**100.0**
Q28. What were these activities or services? N = 48			
14.0 Sanitation networks, they need to be improved and developed	23.1	0.0	21.7
7.0 Tarring minor roads in some areas and completing road construction work	20.5	0.0	19.3
1.0 Sidewalks	16.7	20.0	16.9
11.0 Staircases and roads	14.1	20.0	14.4
13.0 Retaining walls next to excavation sites	9.0	20.0	9.6
6.0 Drainage systems for rain and water	7.7	0.0	7.2
10.0 Public lighting	7.7	0.0	7.2
3.0 Water networks	6.4	0.0	6.0
4.0 Speed bumps	6.4	0.0	6.0
8.0 Public bins for solid waste	5.1	0.0	4.8

Indicator	Percent		
	Infrastructure	Job Creation	Total
Q29. Do you think that there are long-term benefits after project closure?			
Yes	86.3	85.8	86.2
No	4.4	9.2	5.5
Don't know	9.3	5.0	8.3
Total	**100.0**	**100.0**	**100.0**
Q30. Was the municipality transparent (no spin) and did it provide project information without discrimination?			
Yes	40.2	66.0	46.1
No	31.5	27.0	30.5
Don't know	28.3	7.1	23.5
Total	**100.0**	**100.0**	**100.0**
Q31. What suggestions or recommendations would you give to the municipality, in the event that it was to implement a similar project in the future?			
1.0 Suitable length of time to complete work, emphasis on need to complete project, speeding up implementation	14.8	2.1	11.9
20.0 Informing community members about the project before planning and taking their needs into account (advertising project)	8.9	1.4	7.2
14.0 Longer periods of employment, employing the largest possible number of workers	5.3	12.1	6.8
2.0 Supervision and planning for the project	2.7	9.9	4.4
8.0 Better project administration and implementation, more serious approach to working	4.4	1.4	3.7
Q32. Have you heard about the municipal fund?			
Yes	11.6	40.4	18.2
No	88.4	59.6	81.8
Total	**100.0**	**100.0**	**100.0**

Indicator	Percent		
	Infrastructure	Job Creation	Total
Q33. What role does it perform? N=112			
2.0 Administrative and financial support for municipality (project support) so that it can afford employment opportunities and manage projects that it implements	60.0	57.9	58.9
4.0 Don't know	23.6	19.3	21.4
8.0 Creating job opportunities for the unemployed	1.8	14.0	8.0
6.0 Distribution of funding provided by donor countries across municipal projects through needs assessments and tenders	3.6	8.8	6.3
Q34. Who finances the municipal fund? N=112			
4.0 Don't know	38.2	40.4	39.3
2.0 Donor countries	18.2	43.9	31.3
11.0 World Bank	5.5	38.6	22.3
3.0 European institutions	23.6	1.8	12.5
9.0 Ministry of Local Government	3.6	8.8	6.3
7.0 External and foreign sources	9.1	1.8	5.4
18.0 National authority	5.5	1.8	3.6
Q35 Additional comments			
9.0 Supporting projects to provide public bins for solid waste disposal and providing this service	4.9	0.0	3.7
14.0 Fixing and completing roads, removing waste, building sidewalks and drainage systems, public lighting	4.7	0.0	3.6
10.0 Improving water networks and water pressure at homes	4.4		3.4
13.0 Sanitation problems and drainage of polluted water	3.6	0.7	2.9

Indicator	Percent		
	Infrastructure	Job Creation	Total
B1. Interviewee's relation with the head of household			
Head of household	40.6	61.7	45.4
Wife / spouse	39.3	2.8	30.9
Son	11.2	22.0	13.7
Daughter	5.7	13.5	7.5
Father	0.0	0.0	0.0
Mother	1.9	0.0	1.5
Brother	0.2	0.0	0.2
Sister	0.8	0.0	0.7
Sister-in-law	0.2	0.0	0.2
Total	**100.0**	**100.0**	**100.0**
B2. Type of house in which you live?			
Independent house	51.8	43.3	49.8
Building for family	25.4	43.3	29.5
Apartment	22.8	13.5	20.7
Total	**100.0**	**100.0**	**100.0**
B3. If house			
Owned	86.0	84.4	85.7
Rented	14.0	15.6	14.3
Total	**100.0**	**100.0**	**100.0**
B4. Gender			
Male	47.4	83.7	55.7
Female	52.6	16.3	44.3
Total	**100.0**	**100.0**	**100.0**
B5. Age, in years			
18 – 25	18.4	27.0	20.4
26 – 35	25.2	38.3	28.2
36 – 45	25.2	19.1	23.8
46 – 55	17.3	9.9	15.6
> 55	14.0	5.7	12.1
Total	**100.0**	**100.0**	**100.0**

Indicator	Percent		
	Infrastructure	Job Creation	Total
B6. Social status			
Single	18.6	36.2	22.6
Married	75.5	63.8	72.8
Divorced	0.2	0.0	0.2
Widow	5.5	0.0	4.2
Separated	0.2	0.0	0.2
Total	**100.0**	**100.0**	**100.0**
B7. Educational attainment			
High school or less	75.5	59.6	71.8
Diploma	9.3	11.3	9.8
BA/BS	13.1	29.1	16.8
MA/MS	1.7	0.0	1.3
PhD	0.4	0.0	0.3
Total	**100.0**	**100.0**	**100.0**
B8. Employment status			
Employees	39.1	57.4	43.3
Pensioner	1.5	0.0	1.1
University student	7.4	1.4	6.0
Female head of household	41.6	0.0	32.1
Unemployed	10.4	41.1	17.4
Total	**100.0**	**100.0**	**100.0**
B9. Your place of work is at			
Town or village in which I live	91.9	92.6	92.1
Outside town or village in which I live	8.1	7.4	7.9
Total	**100.0**	**100.0**	**100.0**

Indicator	Percent		
	Infrastructure	Job Creation	Total
B10. Employment sector			
Trade	36.2	8.6	27.8
Industry	8.6	6.2	7.9
Agriculture	1.1	2.5	1.5
Construction	11.4	34.6	18.4
Transport and telecoms	1.6	1.2	1.5
Services	21.1	45.7	28.6
Public sector	17.8	0.0	12.4
UNRWA	2.2	1.2	1.9
Total	**100.0**	**100.0**	**100.0**
B11. Monthly household income in shekels:			
Less than 1000	13.9	32.8	18.4
1000 – 2000	46.6	54.7	48.5
2001 – 3000	21.5	10.9	19.0
> 3000	18.0	1.5	14.1
Total	**100.0**	**100.0**	**100.0**
B12. Number of household members, including yourself			
1 – 3	18.6	12.1	17.1
4 – 6	49.0	43.3	47.7
7 - 9	26.6	30.5	27.5
> 9	5.7	14.2	7.7
Total	**100.0**	**100.0**	**100.0**
B13. Region			
Northern West Bank	51.4	23.4	45
Middle and Southern West Bank	46.1	35.5	43.6
Gaza Strip	2.5	41.1	11.4
Total	**100.0**	**100.0**	**100.0**

Annex III: NGO Staff Survey Results

Indicator	Percent
Q2. Do you know who funded the project as well as your organization? (the foreign donor agency) N = 15	
Yes	100.0
No	0.0
Total	**100.0**
Q3. If the answer is yes, who is the donor? N = 15	
World Bank	100.0
Q4. How satisfied are you with the services given by the project? N = 15	
Very satisfied	60.0
Satisfied	33.3
Not satisfied	6.7
Not satisfied at all	0.0
Total	**100.0**
Q5. If you are not satisfied, why? N = 1	
Building was not suitable for service delivery	100.0
Q6. How satisfied are you in coordination and communications between yourself and the municipality in project implementation? N = 15	
Very satisfied	53.3
Satisfied	33.3
Not satisfied	13.3
Not satisfied at all	0.0
Total	**100.0**
Q7. If you are not satisfied, why? N = 2	
Lack of coordination and cooperation (between NGO and Municipality)	100.0
Q8. After the end of the project, was there any further communication between yourselves and the Municipality? N = 15	
Yes	80.0
No	20.0
Total	**100.0**

Indicator	Percent
Q9. If no, why? N = 3	
1. Lack of coordination and cooperation (between NGO and Municipality)	66.7
2. Large difference in operational methods of NGO and Municipality	33.3
Total	**100.0**
Q10. How can communications be improved between your NGO and the municipality, in case of future projects? N = 15	
1. Taking into account needs / studying needs of NGO and Municipality, knowledge of needs	20.0
2. Coordination, follow-up and meetings (workshops, joint municipality – NGO meeting)	46.7
3. Previous review of project through municipality and NGO	6.7
4.Project evaluation	6.7
5. Cooperation and agreement in communications and continuity of work	13.3
6. Appointing people with experience	13.3
7. Complete clarity of roles at each of the 2 parties	6.7
8. Through signing agreements for projects that are needed by communities, through which the responsibilities of both sides are clearly defined	6.7
Q11. How relevant is the project to your community's needs? N = 15	
Very relevant	73.3
Relevant	26.7
Not relevant	0.0
Not relevant at all	0.0
Total	**100.0**
Q13. Did you have a role in determining the nature of the project? N = 15	
Yes	100.0
No	0.0
Total	**100.0**

Indicator	Percent
Q14. If the answer is yes, how satisfied are you with this role? N = 15	
Very satisfied	73.3
Satisfied	26.7
Not satisfied	0.0
Not satisfied at all	0.0
Total	**100.0**
Q16. Were local communities included in the project? N = 15	
Yes	100.0
No	0.0
Total	**100.0**
Q17. If yes, how were they included and at what stages? N = 15	
1. Taking into account community needs (studies, visits, invitations to participate, meetings and workshops)	66.7
2. Encouraging workers and making the road easier for them	6.7
3. Inclusiveness in choosing project (taking into account people's opinions, providing definitions, lectures, discussions, questionnaires on town's needs)	66.7
Q19. Would you prefer a repeat of such development projects? N = 15	
Yes	100.0
No	0.0
Total	**100.0**
Q21. Additional comments N = 15	
3. Projects to support CBOs and paying more attention to them	46.7
4. Active coordination and cooperation (municipality and CBOs)	26.7
8. More developmental and educational projects that target children's education, communities and continuity in its implementation	13.3
1. Determining areas that require assistance, and focusing on those	6.7
2. Establishing priorities during implementation	6.7
5.Meetings for rural organizations, development and active achievement	6.7
6. Not concentrating all projects in one area	6.7
7. Repeating projects, targeting an increased number of beneficiaries based on the urgency of their needs	6.7

Annex IV: Key Informants Survey Results

Indicator	Percent
Q1. Do you know who the donor is for the NGO-LGU project? N = 46	
Yes	87.0
No	13.0
Total	**100.0**
Q2. If the answer is yes, who is the donor? N = 40	
1. World Bank	92.5
2. Some American NGO	2.5
3. Donor countries	5.0
Total	**100.0**
Q3. How satisfied are you with the service provided by the project? N = 46	
Very satisfied	52.2
Satisfied	45.7
Not satisfied	2.2
Not satisfied at all	0.0
Total	**100.0**
Q4. If you are not satisfied, why? N = 1	
Because it has not offered concrete services so far	100.0
Q5. How relevant are projects to your locality's needs? N = 46	
Very relevant	82.6
Relevant	17.4
Not relevant	0.0
Not relevant at all	0.0
Total	**100.0**
Q7. Did you have a role in determining the nature of the project? N = 46	
Yes	65.2
No	34.8
Total	**100.0**

Indicator	Percent
Q8. If the answer is yes, how satisfied are you with this role? N = 30	
Very satisfied	56.7
Satisfied	43.3
Not satisfied	0.0
Not satisfied at all	0.0
Total	**100.0**
Q9. If you did not have a role, why? N = 16	
8. Because others are more knowledgeable on projects and their nature	18.8
1. Did not involve citizens in determining the nature of the project, but after the project was announced they were involved in examining the extent of its relevance and functionality	12.5
2. Got to know the project through visits and workshops, citizens did not have a role in the selection of the project, it was chosen because it benefits the town, it was previously agreed upon by the municipality and donor	12.5
6. Not available	12.5
9. Because he did not want to have a role in determining the nature of the project (did not want to be involved)	6.25
3. Citizens are not the primary decision-makers, they know more about what is necessary and appropriate	6.25
4. Because the municipality and the NGO know the needs of the city, they work for public interest, and thus they determine the type of the project	6.25
5. Because no workshops were held to discuss the project	6.25
7. Because of inside connections, they didn't let anyone have a role in deciding upon the type of project	6.25
10. He did not have a direct link with the municipality or the Youth Club, as such he did not have a role in determining the nature of the project	6.25
11. Project was planned from before and he was not fully aware of this	6.25
Q10. Were local communities included in the project? N = 46	
Very relevant	97.8
Relevant	2.2
Not relevant	0.0
Not relevant at all	0.0
Total	**100.0**

Indicator	Percent
Q11. If yes, when and where were they included? N = 45	
5. Since the adoption of the project, and its selection and specification (from start to end)	31.1
1. Through holding workshops, training events, events, panel discussions, and opinion polls	31.1
14. Through meetings and training sessions in project selection (advertising)	28.9
7. By holding courses and lectures and discussion, by involving them in many different types of projects, of the qualities of multi-projects, and by knowing their needs	15.6
12. They were included through asking them of their opinions of the project at its start (their needs)	11.1
4. Through visits, invitations, and communications to discuss project, to those who are interested in education or are interested in benefiting	8.9
2. Visits to homes	6.7
11. They were included through meetings with parents at the municipality, and through defining their required roles and what was expected of them in project implementation	6.7
9. Through schools, community clubs	4.4
3. Discussing different projects to fulfill needs and update knowledge and experience	2.2
6. Through meetings with women from the local community	2.2
8. Needs assessment	2.2
10. They were included in the selection of types of projects such as solid waste disposal, paper recycling, nutrition, guidance on water consumption	2.2
13. They were included in all stages with all different responsible authorities to ensure project success	2.2
15. Through organizational meetings, each organization presented suggestions which were approved at the start of the project	2.2
16. Through the first stage of the project, in which there were reservations from community members in working with the NGO, and they asked the NGO to establish educational projects for children	2.2
Q12. If no, why not? N = 1	
Local community showed no interest in learning about the project	100.0
Q13. Do you prefer the continuation of such development programs? N = 46	
Yes	100.0
No	0.0
Total	**100.0**

Indicator	Percent
Q15. How would you assess the relationship the NGOs and the municipality during project implementation? N = 46	
Very good	45.7
Good	45.7
Bad	6.5
Very bad	0.0
Do not know	2.2
Total	**100.0**
Q16. If it was bad, why? N = 3	
2. No coordination and communications between NGOs and municipality	66.7
1. NGO members are unwilling to dedicate their time and effort	33.3
3. Too few meetings and workshops	33.3
Q17. How can the relationship be improved between the municipality and NGO in implementing future similar programs? N = 46	
12. Through working together, mutual respect between the Municipality and NGOs, coordination and discussion, and appointing committees at both parties	45.7
6. Communications between NGO and municipality through workshops and through implementing projects, emphasizing continuity and mutual assistance and advise	19.6
4. Through financial and moral support to strengthen projects and their interaction with municipalities	13.0
5. Knowledge of, and sensitivity to, needs and requests of citizens and town when formulating projects	13.0
14. Effective meetings between municipality and NGOs to determine real needs and to adopt projects that serve local communities	8.7
13. Through integrating a larger number of local NGOs and focusing on youth, women and giving them a prominent role in project administration.	6.5

Indicator	Percent
10. Implementation of other projects on a wider and larger scale	4.3
11. For NGOs to hire a salaried employee and position him/her at municipalities, more employees and directors	4.3
1. Through social and moral support for municipality and NGO	2.2
2. Knowledge of weaknesses and remedying them	2.2
3. Follow-up by municipality on project work and giving out certificates	2.2
7. Training sessions and communications between citizens and municipalities	2.2
8. Through more modern technological equipment that we can obtain through more support	2.2
9. Continuity in project implementation, targeting more diverse groups across all educational stages so that all can benefit	2.2
15. Clarify role of each party, specify who is head supervisor at municipality	2.2
17. Workshops and training program in order to better understand nature of the project	2.2
Q18. Additional comments N = 46	
1. Asking for more and longer courses and different projects, repeating them so that more people can benefit	21.7
7. Asking for additional, useful projects for the town like entertainment programs and children's education	17.4
4. That Fund continues to finance these type of projects, including different types, different age groups, and more diverse specifications	13.0
9. Speed in implementing projects that benefit town, and integrating private sector in implementation	6.5
3. Asking for different courses such as literacy programs, mathematics, English, Quran studies.	4.3
5. The area is in need of more environmental awareness through more lectures, more topics, and including women so that they can in turn raise the awareness of children	2.2
6. To demand the involvement of institutions in the eastern section as they are more deprived, all inputs come from organizations in the Western part.	2.2
8. That municipalities and NGOs refer to the appropriate source before passing judgment, in order to avoid disagreements	2.2
10. Procedural steps are made clear to the municipality by the Fund prior to the start of the project	2.2
11. Provide municipality with garbage trucks for solid waste disposal	2.2
12. Provision of an ambulance, the area lacks one	2.2

Indicator	Percent
13. Development of the health clinic so that it operates for 24 hours	2.2
14. Area needs sanitation network	2.2
15. Digging wells	2.2
16. Supply machinery and equipment to municipality to serve the local population	2.2
17. Build a cultural community center to serve the local population	2.2
18. Develop structural plan for new roads that are going to be opened	2.2
19. That there is a large hall for this type of project to accommodate the largest possible number of children	2.2
20. To provide all the basic requirements for children, such as stationery and bags	2.2

Annex V: Questionnaire - Beneficiary Satisfaction Assessment

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Alpha for Polling, Research and Informatics

Beneficiary Satisfaction with EMSRPII

	Questionnaire Number (for office use only): ……
☐	**Interviewee's Name: ……..**
☐	**Mobile number: ……**
☐	**Town/City: ……**
☐	**Interviewer's Name: ……..**
☐	**Interview date: ……./……./……**
Field Revision	
	Date of questionnaire review by researcher: ……
	Date of questionnaire review by supervisor: ……
	Supervisor's Signature: ……..

Part One: Research Indicators	
☐	**Q1 Have you heard about EMSRPII?** 1. Yes 2. No
EMSRPII is a multi-donor program that provides numerous services to municipalities including your municipality, most projects focus on infrastructure development and job creation, and you benefited from such projects directly or indirectly	
☐ ☐	**Q2 What projects were implemented in your place of residence, or provided benefits to yourself and your family?** 1. Infrastructure (tarring roads, sidewalks, water networks, electricity grids, staircases, school construction, etc.) Type of project that was implemented: …… 2. Job creation (Go to Q7) 3. Both (1) and (2)
☐	**Q3 If you received assistance in infrastructure development, 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
☐☐	**Q4 If you are not satisfied, why?** ....
☐	**Q5 For those who received infrastructure development projects, who 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?** ....
For the researcher – if the answer to Q2 is (1), go to Q17	
☐	**Q7 If you benefited from job creation, how many days did you work / or how many days have you worked until now? .....**
☐	**Q8 How much did you earn from working on this project? …… (currency?)**
☐	**Q9 How did you hear about the job creation project?** .....
☐	**Q10 How were workers selected for this project?** .....
☐	**Q11 Do you feel that the selection of workers was fair?** 1. Yes 2. No
☐	**Q12 How would you assess the job creation program in which you participated?** 1. Very good 2. Good 3. Not good 4. Not good at all
☐☐	**Q13 If it was not good, why?** ....

☐	**Q14 How satisfied are you in working with the municipality?** 1. Very satisfied 2. Satisfied 3. Not satisfied 4. Not satisfied at all				
☐	**Q15 If the project were repeated, would you be interested in participating?** 1. Yes (Go to Q17) 2. No 3. Don't know				
☐☐	**Q16 If not, why?**				
	The following questions are for all interviewees (infrastructure and job creation)				
☐	**Q17 Did you participate in project selection?** 1. Yes 2. No				
☐	**Q18 How satisfied are you with the way the project was implemented?** 1. Very satisfied 2. Satisfied 3. Not satisfied 4. Not satisfied at all 5. Don't know				
☐	**Q19 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				
	Q20 How informed were you about the following aspects of the project				
☐	**Q20_1 Nature of the project (type of project)**	1. Very informed	2. Slightly informed	3. Not informed	4. Not informed at all
☐	**Q20_2 Project budget**	1. Very informed	2. Slightly informed	3. Not informed	4. Not informed at all
☐	**Q20_3 Donors**	1. Very informed	2. Slightly informed	3. Not informed	4. Not informed at all
☐	**Q20_4 Project duration**	1. Very informed	2. Slightly informed	3. Not informed	4. Not informed at all
☐	**Q21 If you know the donor of the project, then who is the donor? ……**				
☐	**Q22 What impact did the project have in your life?** 1. It vastly improved quality of life 2. It improved quality of life to a certain extent 3. Same 4. It worsened quality of life to a certain extent 5. It vastly worsened quality of life				
☐	**Q23 Did the project have any negative impacts during implementation?** 1. Yes 2. No (Go to Q27) 3. Don't know (Go to Q27)				
☐☐	**Q24 What were these negative impacts?**				
☐	**Q25 Did the municipality try to limit the extent of negative impacts?** 1. Yes 2. No (Go to Q27) 3. Don't know (Go to Q27)				
☐	**Q26 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				

☐	**Q27 Was the municipality unable to implement some project components that were initially supposed to be implemented?** 1. Yes 2. No (Go to Q29) 3. Don't know (Go to Q29)
☐☐	**Q28 What were these activities or services?** ....
☐	**Q29 Do you think that there are long-term benefits after project closure?** 1. Yes 2. No 3. Don't know
☐	**Q30 Was the municipality transparent (no spin) and did it provide project information without discrimination?** 1. Yes 2. No 3. Don't know
☐☐	**Q31 What suggestions or recommendations would you give to the municipality, in the event that it was to implement a similar project in the future?** ....
☐	**Q32 Have you heard about the municipal fund?** 1. Yes 2. No (Go to Q35)
☐☐	**Q33 What role does it perform?** ....
☐☐	**Q34 Who finances the municipal fund?** ....
☐☐☐	**Q35 Additional comments** ....

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 2. Industry 3. Agriculture 4. Construction 5. Transport and telecoms 6. Services 7. Public sector 8. Agency
☐☐☐☐☐	**B11 Monthly household income in shekels:** ……
☐☐	**B12 Number of household members, including yourself**: ……..

Annex VI: Questionnaire – NGO Staff

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Alpha for Polling, Research and Informatics

NGO Satisfaction with Projects implemented jointly with Municipality

	Questionnaire Number (for office use only): …….
☐	Organization: ……..
☐	Town/City: ……..
☐	Interviewer's Name: …….
☐	Job Title: …….
☐	Mobile number: …….
☐	Interviewer's name: …….
	Date of Interview: ……../……./…….
Field Revision	
	Date of questionnaire review by researcher: …….
	Date of questionnaire review by supervisor: …….
	Supervisor's Signature: ……..
Office Revision	
	Date questionnaire received: …….
	Date questionnaire reviewed by supervisor: …….
	Result 1. Complete 2. Incomplete Reason: ……
	Supervisor's Signature: ……..

Part One: Research Indicators	
☐	**Q1 What was your role, as a representative of the NGO, in the joint project with the municipality? (project to develop municipal services)** ....
☐	**Q2 Do you know who funded the project as well as your organization? (the foreign donor agency)** 1. Yes 2. No (Go to Q4)
☐	**Q3 If the answer is yes, who is the donor?** .....
☐	**Q4 How satisfied are you with the services given by the project?** 1. Very satisfied 2. Satisfied 3. Not satisfied 4. Not satisfied at all
☐	**Q5 If you are not satisfied, why?** ....
☐	**Q6 How satisfied are you in coordination and communications between yourself and the municipality in project implementation?** 1. Very satisfied 2. Satisfied 3. Not satisfied 4. Not satisfied at all
☐	**Q7 If you are not satisfied, why?** ....
☐	**Q8 After the end of the project, was there any further communication between yourselves and the organization?** 1. Yes (Go to Q10) 2. No
☐	**Q9 If no, why?** ....
☐	**Q10 How can communications be improved between your NGO and the municipality, in case of future projects?** ....
☐	**Q11 How relevant is the project to your community's needs?** 1. Very relevant 2. Relevant 3. Not relevant 4. Not relevant at all
☐	**Q12 If it is not relevant, why?** .....
☐	**Q13 Did you have a role in determining the nature of the project?** 1. Yes 2. No (Go to Q15)
☐	**Q14 If the answer is yes, how satisfied are you with this role?** 1. Very satisfied 2. Satisfied 3. Not satisfied 4. Not satisfied at all
☐	**Q15 If you had no role in determining the type of project, why?** ....
☐	**Q16 Were local communities included in the project?** 1. Yes 2. No (Go to Q18)
☐	**Q17 If yes, how were they included and at what stages?** ....

☐	**Q18 If no, why?** ....
☐	**Q19 Would you prefer a repeat of such development projects?** 1. Yes (Go to Q21) 2. No
☐	**Q20 If no, why?** ....
☐☐ ☐	**Q21: Additional comments** ....

Annex VII: Questionnaire – Key Informants

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Satisfaction of beneficiaries with joint NGO – Municipal Projects

	Questionnaire Number (for office use only): ……
☐	**Town/City: ……..**
☐	**Mobile number: ……**
☐☐	**Interviewer's Name: ……**
	Date of Interview: ……../……./……
Field Revision	
	Date of questionnaire review by researcher: ……
	Date of questionnaire review by supervisor: ……
	Supervisor's Signature: ……..

Part One: Research Indicators	
☐	**Q1 Do you know who the donor is?** 1. Yes 2. No (Go to Q3)
☐	**Q2 If the answer is yes, who is the donor? …….**
☐	**Q3 How satisfied are you with the service provided by the project?** 1. Very satisfied 2. Satisfied 3. Not satisfied 4. Not satisfied at all
☐	**Q4 If you are not satisfied, why?** ....
☐	**Q5 How relevant are projects to your locality's needs?** 1. Very relevant 2. relevant 3. Not relevant 2. Not relevant at all
☐	**Q6 If the projects are irrelevant, why?** .....
☐	**Q7 Did you have a role in determining the nature of the project?** 1. Yes 2. No (Go to Q9)
☐	**Q8 If the answer is yes, how satisfied are you with this role?** 1. Very satisfied 2. Satisfied 3. Not satisfied 4. Not satisfied at all
☐	**Q9 If you did not have a role, why?** ....
☐	**Q10 Were local communities included in the project?** 1. Yes 2. No (Go to Q13)
☐	**Q11 If yes, when and where were they included?** ....
☐	**Q12 If no, why not?** ....
☐	**Q13 Do you prefer the continuation of such development programs?** 1. Yes (Go to Q15) 2. No
☐	**Q14 If no, why?** ....
☐	**Q15. How would you assess the relationship between the NGOs and the municipality during project implementation?** 1. Very good 2. Good 3. Bad 4. Very bad 5. Don't know
☐	**Q16 If it was bad, why?** ....
☐	**Q17 How can the relationship be improved between the municipality and NGO in implementing future similar programs?** ....

Q18 Additional comments

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.....
.....
.....