Alpha International

RESEARCH ▲ POLLING ▲ INFORMATICS

MDP CLIENT AND CITIZEN SATISFACTION SURVEY: FINAL REPORT

SUBMITTED BY:
ALPHA INTERNATIONAL

SUBMITTED TO:
MUNICIPAL DEVELOPMENT AND LENDING FUND (MDLF)

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1. Abbreviations

EMSRP II	Second Emergency Municipal Services Réhabilitation Project
CBO	Community Based Organization
M&E	Monitoring and Evaluation
MDLF	Municipal Development and Lending Fund
MDP	Municipal Development Program
MoLG	Ministry of Local Government

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

2.1. Introduction

In December 2007, with support from international community, the Palestinian Authority (PA) adopted the Palestinian Reform and Development Plan (PRDP) for 2008 to 2010. The plan highlights the need to build the operational, administrative and financial management capacity of local government units, so that they can ensure adequate service provision to citizens in the face of eroding revenues and a crippling financial and economic crisis. The Ministry of Local Government (MoLG) has lead implementation of this component of the PRDP, with the support of the Municipal Development and Lending Fund (MDLF). Since 2007, significant progress has been made in reforming municipal financial management, and accounting systems and practices.

A new program – the Municipal Development Program (MDP) – has been designed by the MDLF with the Financing Partners to build and consolidate on gains that have been made in municipal service delivery and financial management. The envisioned 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.

In July 2009, MDLF commissioned Alpha International to undertake a **Client and Citizen Satisfaction Assessment** as baseline survey for the MDP, to asses the citizens' perceptions toward municipal services and to assess the perception of municipalities toward MDLF performance and to report on its findings.
The submission of this report marks the successful conclusion of this assessment[1].

2.2. Context and Rationale

The economic climate in the West Bank and Gaza has changed dramatically since the start of the Second *Intifada* in 2000. Today, the Palestinian economy is sustained mainly by government spending and donor aid. Labor force participation rates are low and dropping, with a significant increase in unemployment in both the West Bank and Gaza. Specifically in Gaza, a strict closure policy applied by Israel has crippled the local economy and caused a deterioration of public infrastructure, in addition to enormous damages caused by Israel's offensive against Gaza in January 2009.

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,

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

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

2.3. Program Description

A new program – the Municipal Development Program (MDP) – has been designed by MDLF and Financing Partners to build and consolidate on gains that have been made in municipal service delivery and financial management, through the adoption of sub-projects by MDLF and MoLG, within the parameters of the 2008-2010 PRDP. The envisioned MDP aims to contribute to building better-managed, and more accountable, local government units that are able to provide improved services to their citizens through a stronger social contract. MDP is designed to contribute to the following high-level objectives:

(i) Support the PA's governance and fiscal reform and public infrastructure development efforts, as articulated in the 2008-2010 PRDP

(ii) Improve service delivery to citizens by local government units, through (i) above

(iii) Contribute to state-building by improving the financial sustainability of local governments units, making them less aid dependent

(iv) Lay the groundwork for a future Sector Wide Approach (SWAP) for municipal development, which maximizes harmonization between multiple donors and minimizes duplication of specific developmental projects.

MDP is a multi-phase, national program which will provide municipalities with a combination of technical assistance and annual performance-based grants, for sub-projects that improve service delivery.

The objective of MDP (for Phase 1, covering first three years of implementation) is to improve municipal management practices for better accountability. Key performance indicators are to:

(i) graduate municipalities one level up the performance category in which they are currently classified

(ii) increase the number of municipalities that apply disclosure methods

A key component of the MDF is to enhance public participation to promote more demand-driven, acceptable, and sustainable reform measures, better accountability, and a stronger social contract between municipalities and citizens.

2.4. Survey Objectives – Client and Citizen Satisfaction Assessment

In July 2009, MDLF commissioned Alpha International to undertake a Client and Citizen Satisfaction Assessment with existing municipal development projects and sub-projects, to asses the citizens' perceptions toward municipal services and to assess the perception of municipalities toward MDLF performance and to report on its findings.

The assessment is needed to establish 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:

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

The **Client and Citizen Satisfaction Assessment** will set a baseline for the new **MDP** by combining two surveys:

(i) Survey of municipalities' (clients) satisfaction with MDLF
(ii) Survey of citizens' satisfaction with municipalities

Data collection will focus on:

(i) assessing the performance satisfaction of municipalities with the MDLF
(ii) assessing the performance satisfaction of citizens with municipalities
(iii) developing recommendations, and
(iv) producing lessons learnt

2.5. Survey Approach and Methods

The MDP Client and Citizen Satisfaction Assessment was conducted jointly with a Beneficiary Satisfaction Assessment of the MDLF's Second Emergency Municipal Services Rehabilitation Project Phase Two (EMSRPII). 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
- Piloting survey.
- Recruitment of fieldworkers
- Training of fieldworkers
- Data collection
- Data editing and coding
- Data entry
- Data cleaning
- Data analysis

- Reporting

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

A total of three data collection tools were developed, as listed below:
- Citizens satisfaction questionnaire
- Client satisfaction questionnaire for municipalities
- Citizens' focus group questions lists

The distribution of respondents in summarized in Table 1 below:

Table 1: Distribution of Client and Citizen Respondents in West Bank and Gaza Strip

Municipality	*Citizens*	*Client (Municipal) Staff*
Ya'bad	8	3
Tulkarm	36	3
Bal'a	6	3
Nablus	79	3
Al Bireh	24	3
Beitunia	12	3
Beit Surik	2	3
Bethlehem	19	3
Beit Sahour	0	3
Janata	0	3
Hebron	108	3
Al Samou'	0	3
Sourif	0	3
Al Shyoukh	0	3
Beit Awwa	0	3
Kharas	5	3
Gaza	288	3
Al Buraije	21	3
Abasan Kabera	11	2
Alqarara	12	3
Khuza'a	0	3
Total	**631**	**62**

A total of 693 individuals were interviewed for the MDP survey specifically, covering:
- 631 citizens
- 62 municipal staff

3. Executive Summary

This summary addresses certain areas of the Client and Citizen Satisfaction Assessment. Throughout the assessment, the degree of satisfaction or dissatisfaction with the methodology and results, determined the outcome of the research. The following represents a brief description of results.

3.1. Citizen Satisfaction Assessment

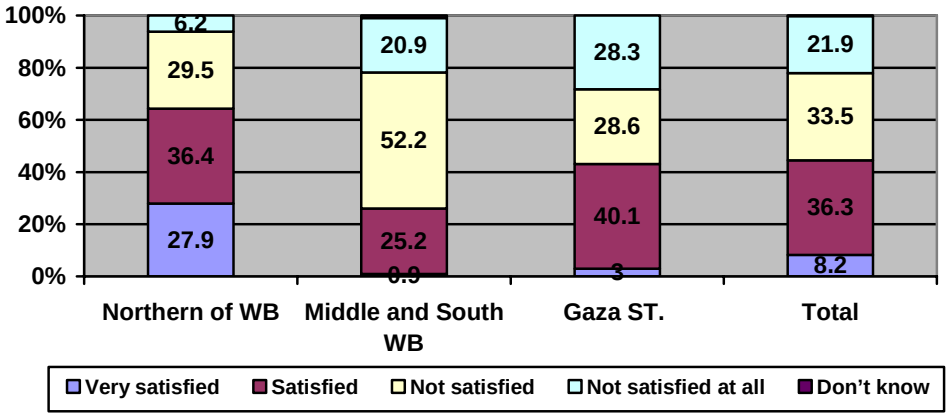
- **Satisfaction with Revenue Generating Services**

According to the study results, it seems that the most satisfied respondents with water service are those live in the North West Bank, followed by Middle and South West Bank, then those in Gaza.

There is a clear difference in the level of respondents' satisfaction regarding Continuity of Water Service (no water cuts) across the three study regions. More than 27% of North West Bank respondents were very satisfied, while only 9% in the Middle and South West Bank and 3% in Gaza were satisfied with that.

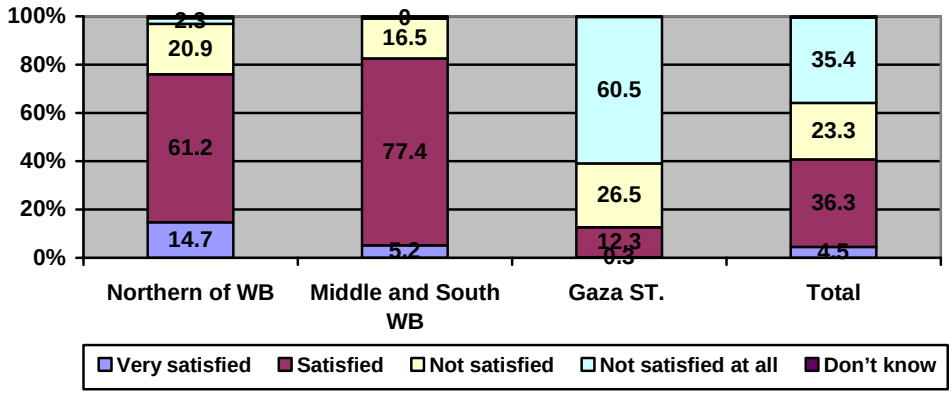
On the other hand, the study shows that more than 60% of Gaza respondents were not satisfied at all with the quality of water (taste, smell and color), while 2.3% of North West Bank and none of Middle and South West Bank.

Figure 1: Citizens' Satisfaction with the continuity of water (no water cuts) by region



The same can be said in regards to respondents' satisfaction with speed at which deficiencies are fixed by specialists. More than 27% in Gaza are not satisfied at all, while 2.3% of North West Bank and none in Middle and South West Bank are not satisfied. We may say the same thing about Cost of Water Service.

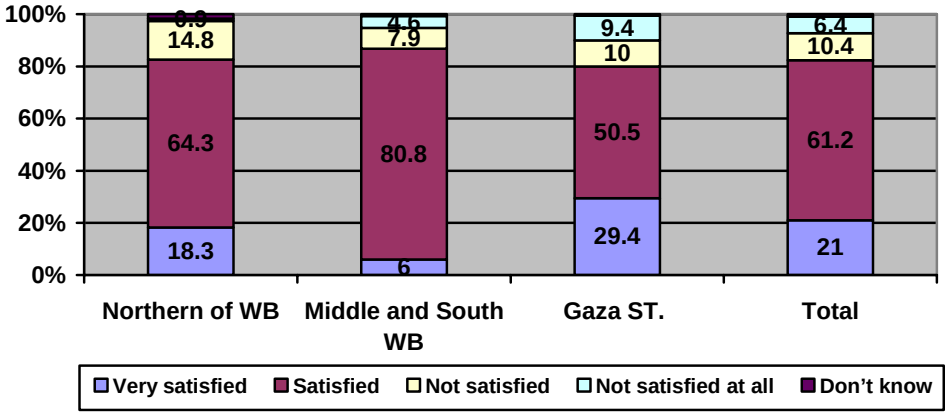
Figure 2: Citizens' Satisfaction with the quality of the water with regards to taste, color and smell by region



As for Sewage service, we may notice the following:

1. The highest satisfaction is among respondents living in the Middle and South West Bank
2. The highest dissatisfaction at all is among Gaza respondents

Figure 3: Citizens' Satisfaction with the quality of sewage service overall by region

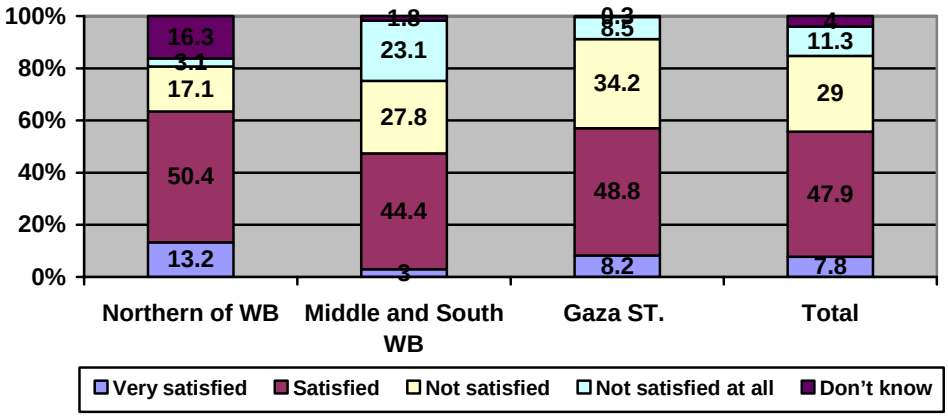


In regards to Solid Waste, both North West Bank and Middle and South West Bank have not much difference in their satisfaction. North West Bank has the highest regarding collecting and disposing solid waste, while Middle and South West Bank has the highest regarding removal of public health threats and cost of service.

- **Satisfaction with Non Revenue Generating Services**

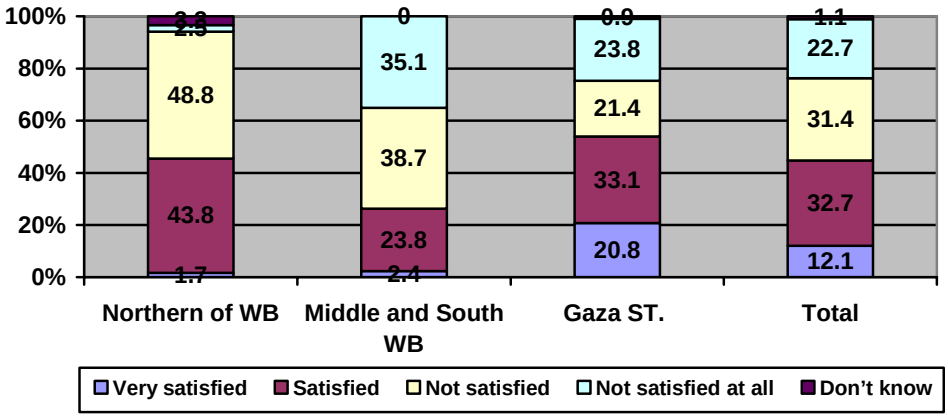
Only around a quarter of Gaza respondents were satisfied with Public Lighting. Not more than half of respondents in all three regions (Northern of WB, Middle and South WB and Gaza Strip) were satisfied with Traffic Signs. However, the highest percentage of dissatisfaction at all regarding Speed Bumps is in the Middle and South West Bank

Figure 4: Citizens' Satisfaction with the speed bumps by region



Surprisingly, the highest percentage of the very satisfied or satisfied respondents with availability and sufficiency of parks and entertainment services is among Gaza respondents (20.8%), while they were the most dissatisfied with the ease at which they can access those services.

Figure 5: Citizens' Satisfaction with the availability and sufficiency of parks and entertainment services by region



Gaza respondents were the most dissatisfied at all with the Cleanliness of town or city, while North West Bank respondents were the most dissatisfied or not satisfied at all with the Organization of fruit and vegetable markets.

In their response to the question about their overall satisfaction, respondents living in North West Bank showed the highest satisfaction with municipal services. On the other hand, Gaza respondents showed lowest satisfaction in municipal services.

3.2. Client Satisfaction Assessment

The results showed that 61.3% of all municipal employees indicated that the Interaction with MDLF was very good, while 38.7% gave a grade of good.

Regarding MDLF's Methods in Supporting Municipalities In this area 69.4% of all municipal employees were satisfied and 22.6% were very satisfied.

More than half of all municipal employees (59.7%) indicated that they were satisfied with the responsiveness of MDLF to their requests for clarification, approval, and general communications. Slightly less than third (30.6%) indicated they were very satisfied.

Slightly more than half of all municipal employees (53.2%) stated that MDLF-financed projects were relevant to the needs of their town or city. While 41.9% indicated that the projects were very relevant.

More than three-quarters of all municipal employees (79%) indicated that MDLF does give the municipalities the opportunity to be aware of the projects selected.

Slightly more than half of all municipal employees (56.5%) indicated that they were satisfied with MDLF's efforts to solicit public participation in planning projects and 35.5% indicated that they were very satisfied.

Close to two-thirds of all municipal employees (66.1%) were satisfied with the documentation requirements upon project closure, and slightly more than a quarter of respondents (27.4%) were very satisfied.

4. Municipalities' Satisfaction with MDLF Performance; Findings and Recommendations for Improvement

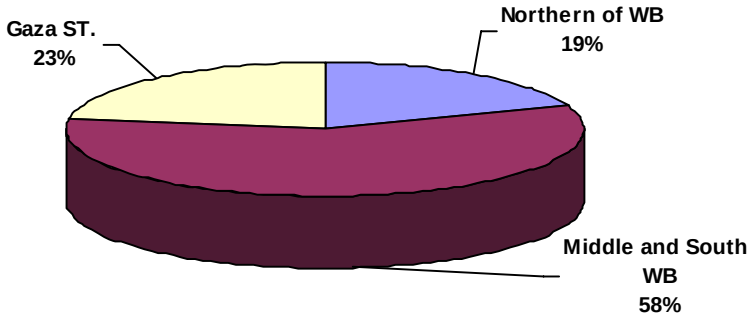
4.1. Sample Description

A total of 62 municipal staff members were interviewed, equally divided between management, technical and financial positions at municipalities. 33.9% of all municipal employees work in management positions, 33.9% work in technical positions and 32.3% are employed in financial positions.

Within each municipality, data was gathered from one financial staff member, one technical staff member and one manager or deputy-manager. Technical and financial employees were engaged in working on MDLF projects.

Slightly less than two-thirds of all municipal employees (58.1%) are employed in municipalities in the middle and south of the West Bank. Slightly less than a quarter of all municipal employees (22.6%) are employed in municipalities in the Gaza Strip. The remainder, representing 19.4% of all municipal employees, are employed in municipalities in the north of the West Bank.

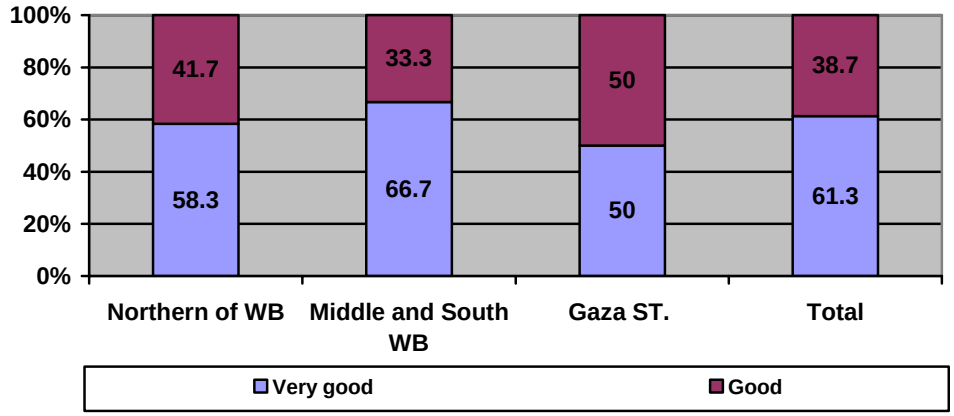
Figure 6: Distribution of Municipal Employees by Region



4.2. Municipal Employees' Assessment of Interaction and Communications with MDLF

Slightly less than two-thirds of all municipal employees (61.3%) specified that interaction and communications with MDLF was very good, representing 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 50% of those in the Gaza Strip. The remainder, representing 38.7% of all municipal employees, specified good, comprising 41.7% 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.

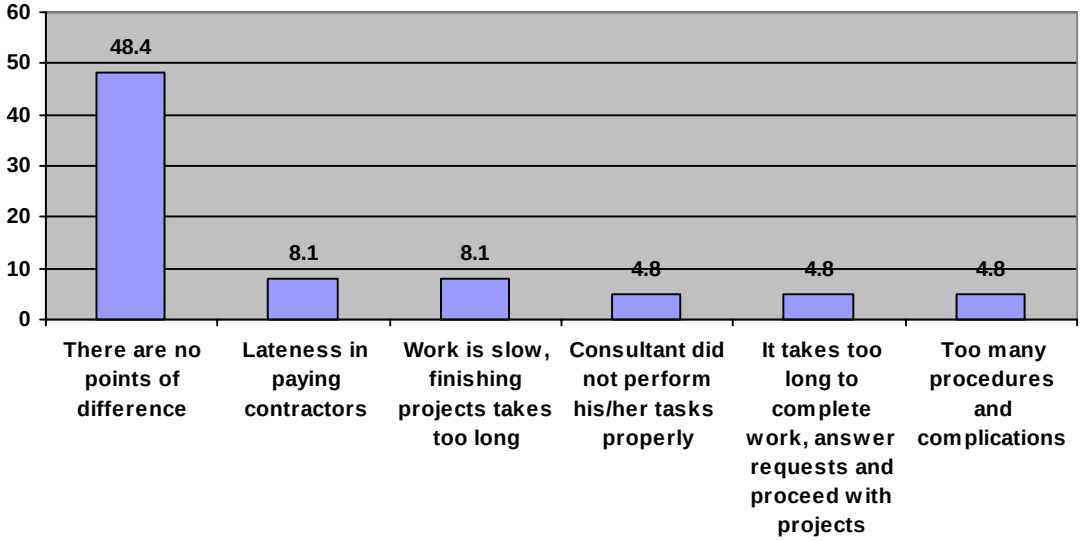
Figure 7: Municipal Staff Satisfaction with Interaction and Communications with MDLF



Close to half of all municipal employees (48.4%) specified that there are no major points of difference between their municipality and MDLF. A further 8.1% of all municipal employees specified "lateness in payment of contractors," while a further 8.1% specified that "work is slow, finishing projects takes too long."

In the north of the West Bank, 25% specified that they have no differences with the MDLF, while 33.3% specified that a major point of difference is that "work is slow, finishing projects takes too long." In the middle and south of the West Bank, 58.3% specified that there are no major points of difference. In the Gaza Strip, 42.9% specified that there are no major points of difference, a further 21.4% specified "lateness in paying contractors" while 14.3% specified that "it takes too long to obtain no objection in order to start projects."

Figure 8: Municipal Staff Points of Difference with MDLF

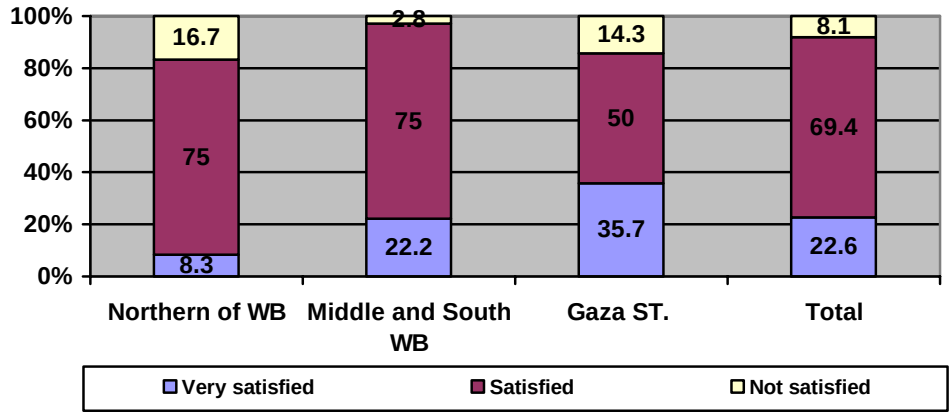


4.3. Satisfaction with MDLF's Methods in Supporting Municipalities

More than two-thirds of all municipal employees (69.4%) are satisfied with MDLF's methods in supporting municipalities, representing 75% of those in the north of the West Bank, 75% of those in the middle and south of the West Bank and 50% of those in Gaza. A further 22.6% of all municipal employees are very satisfied with MDLF's methods, comprising 8.3% of those in the north of the West Bank, 22.2% of those in the middle and south of the West Bank and 35.7% of those in Gaza. 8.1% of all municipal employees specified that they are not satisfied, accounting for 16.7% of those in the north of the West Bank, 2.8% of those in the middle and south of the West Bank and 14.3% of those in the Gaza Strip.

Of 5 municipal employees who provided reasons for their dissatisfaction, four indicated that "MDLF requirements are long and complicated." One municipal employee indicated that the project qualifying criteria need to include more than population size as this is discriminatory. Another one municipal employee specified too many regulations, and one employee indicated a lack of clarity on priorities at the time of project selection.

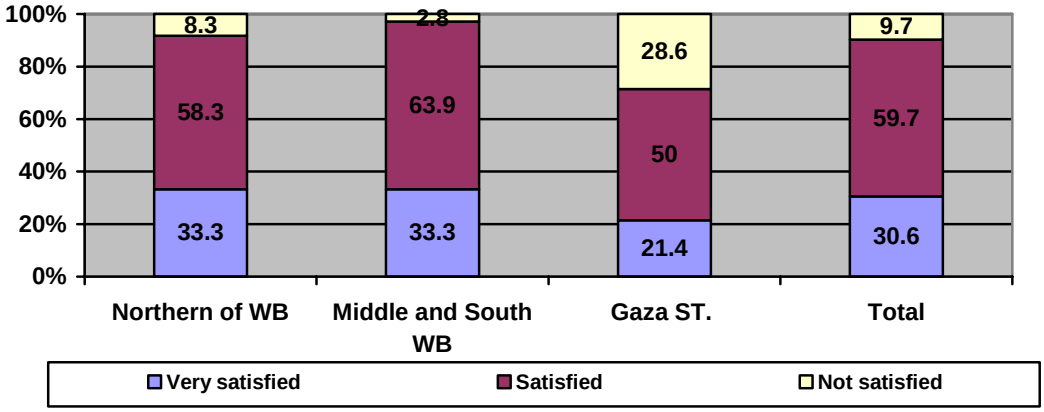
Figure 9: Municipal Staff Satisfaction with the methods that MDLF utilizes to support municipalities



4.4. Satisfaction with MDLF's Responsiveness

More than half of all municipal employees (59.7%) indicated that they are satisfied with the responsiveness of MDLF to their requests for clarification, approval, and general communications, comprising 58.3% of those in the north of the West Bank, 63.9% of those in the middle and south of the West Bank and 50% of those in the Gaza Strip. Slightly less than a third (30.6%) of all municipal employees specified that they are very satisfied, representing 33.3% of those in the north of the West Bank, 33.3% of those in the middle and south of the West Bank, and 21.4% of those in the Gaza Strip. 9.7% of all municipal employees specified that they are not satisfied, comprising 8.3% of those in the north of the West Bank, 2.8% of those in the middle and south of the West Bank, and 28.6% of those in the Gaza Strip.

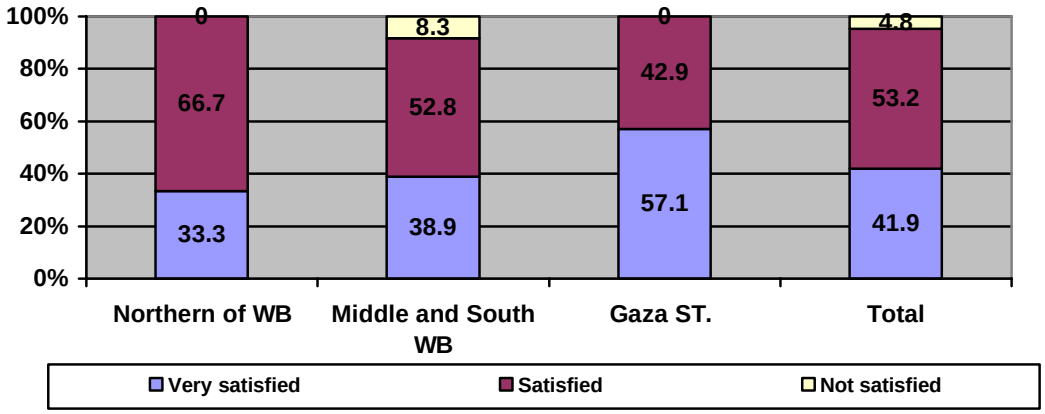
Figure 10: Municipal Staff Satisfaction with MDLF's Responsiveness



4.5. Relevance of MDLF Projects to Community Needs

Slightly more than half of all municipal employees (53.2%) indicated that MDLF-financed projects are relevant to the needs of their town or city, representing 66.7% of those in the north of the West Bank, 52.8% 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 (41.9%) indicated that the projects are very relevant, comprising 33.3% of those in the north of the West Bank, 38.9% of those in the middle and south of the West Bank and 57.1% of those in the Gaza Strip. 4.8% of all municipal employees feel that MDLF projects are not relevant, all exclusively in the middle and south of the West Bank, representing 8.3% of municipal employees in that category.

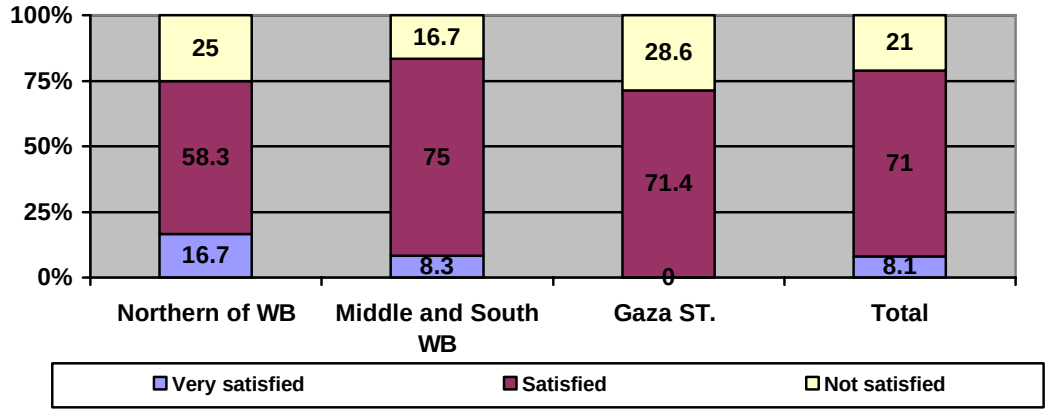
Figure 11: Municipal Staff Satisfaction with MDLF projects relevance to the community



4.6. Satisfaction with Specific Features of MDLF Projects

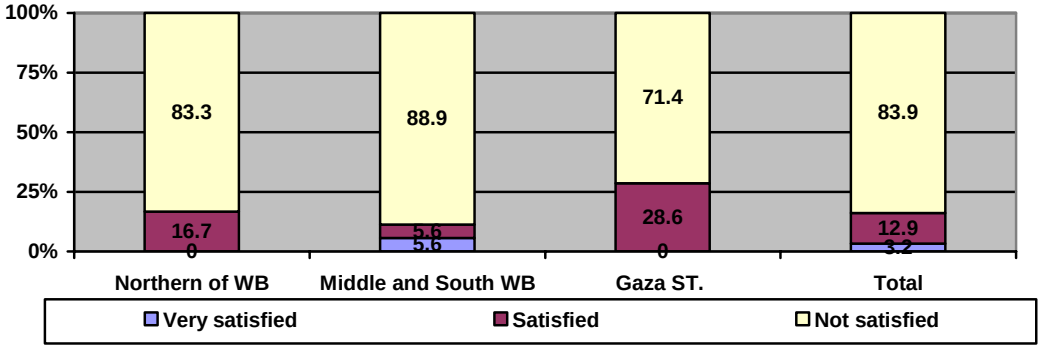
Close to three-quarters of all municipal employees (71%) are satisfied with the timing of municipal advertising regarding fund allocation and its relation to the municipal budget, comprising 58.3% of those in the north of the West Bank, 75% of those in the middle and south of the West Bank and 71.4% of those in the Gaza Strip. 8.1% of all municipal employees are very satisfied. Just less than a quarter of all municipal employees (21%) are not satisfied with this feature of MDLF projects, comprising 25% of those in the northern 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 12: Municipal Staff Satisfaction with the timing of municipal advertising regarding fund allocation and its relation to the municipal budget



The clear majority of municipal employees (83.9%) are not satisfied with the sufficiency of MDLF fund allocations regarding the implementation of necessary projects to meet the needs of municipalities and its citizens, comprising 83.3% of those in the northern West Bank, 88.9% of those in the middle and south of the West Bank and 71.4% of those in the Gaza Strip. 12.9% of all municipal employees are satisfied with this feature of MDLF projects, representing 16.7% of those in the north of the West Bank, 5.6% of those in the middle and south of the West Bank and 28.6% of those in the Gaza Strip.

Figure 13: Municipal Staff Satisfaction with the sufficiency of MDLF fund allocations regarding the implementation of necessary projects to meet the needs of municipalities and its citizens



Of 53 municipal employees who provided details as to their lack of satisfaction with these two features of MDLF projects (timing of municipal advertising regarding fund allocation and its relation to the municipal budget; sufficiency of MDLF fund allocation regarding the implementation of necessary projects to meet the needs of municipalities and its citizens); 69.8% of these municipal employees specified that these features "only cover part of the grant, so they do not cover all the municipality's needs."

In the north of the West Bank, 100% of such municipal employees agreed with the above source of dissatisfaction, while a further 30% indicated that "the time period between advertising the project and signing the agreement is too long." A further 10% of those in the north of the West Bank indicated that "project timing must be appropriate to weather conditions." In the middle and south of the West Bank, 63.6% of municipal employees agreed that these features "only cover part of the grant, so they do not cover all the municipality's needs." A further 12.1% of these municipal employees specified that these features caused "serious problems in defining requirements of municipality in participating in project." In the Gaza Strip, 60% of municipal employees agreed that these features "only cover part of the grant, so they do not cover all the municipality's needs." A further 40% indicated that "budgets are not sufficient to cover municipal needs given dire conditions," while 20% specified that dissatisfaction was caused by the "absence of a clear vision and a timetable to start implementation of specific projects and length of time to complete them."

Recommendations made by these 53 municipal employees for improving these features of MDLF projects include:

- Allocating additional funding (50% of those in the north of the West Bank, 21.2% of those in the middle and south of the West Bank and 70% of those in the Gaza Strip – 35.8% overall)
- Distribution of grants according to priorities and needs of each municipality (40% of those in the north of the West Bank, 15.2% of those in the middle and south of the West Bank and 10% of those in the Gaza Strip – 18.9% overall)
- Projects should be studied well in terms of timing and funding (10% of those in the north of the West Bank, 12.1% of those in the middle and south of the West Bank – 9.4% overall)
- Adopting clearer and more realistic timetables for project implementation (30% of those in the Gaza Strip – 5.7% overall)
- Adopting projects that are more relevant to local infrastructural needs (10% of those in the north of the West Bank, 20% of those in the Gaza Strip – 5.7% overall)

4.7. Perceptions of MDLF Transparency for Sub-Projects' Selection

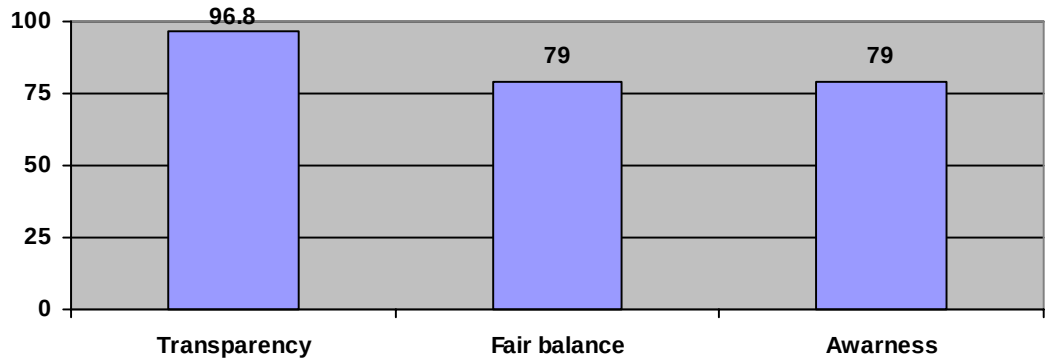
More than three-quarters of all municipal employees (79%) indicated that MDLF does give the municipalities the opportunity to be aware of the projects that it has selected, comprising 66.7% of those in the north of the West Bank, 80.6% of those in the middle and south of the West Bank, and 85.7% of those in the Gaza Strip. The remainder of all municipal employees (21%) specified otherwise, representing 33.3% of those in the north of the West Bank, 19.4% of those in the middle and south of the West Bank and 14.3% of those in the Gaza Strip.

The overwhelming majority of all municipal employees (96.8%) feel that MDLF is transparent in taking decisions regarding the selection of projects, comprising 91.7% of those in the north of

the West Bank, 100% of those in the middle and south of the West Bank and 92.9% of those in the Gaza Strip.

More than three-quarters of all municipal employees (79%) indicated that they feel that the decisions taken by MDLF in selecting projects across municipalities are fair and balanced, comprising 58.3% of those in the north of the West Bank, 88.9% of those in the middle and south of the West Bank and 71.4% of those in the Gaza Strip. A third of all municipal employees in the north of the West Bank (33.3%) felt that the adoption of projects by MDLF across municipalities is not balanced.

Figure 14: Municipal Staff Perceptions to MDLF in terms of, transparency fair & balance, and awareness

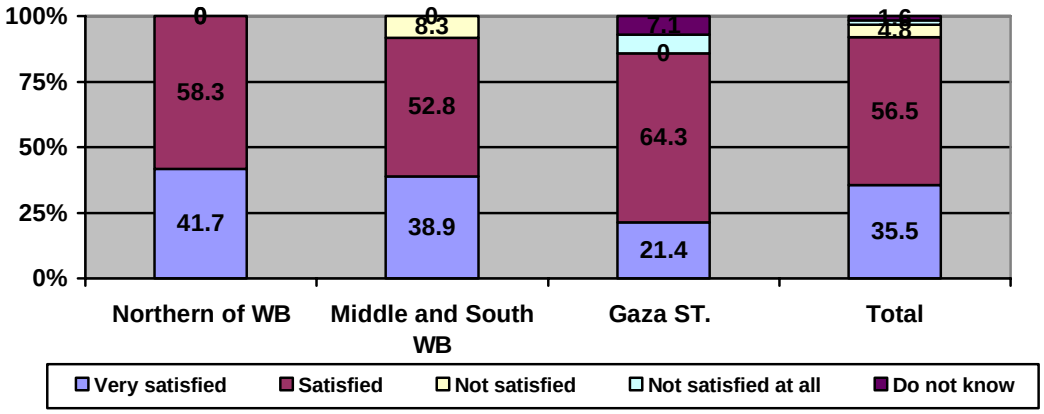


4.8. MDLF Efforts to Solicit Public Participation

Slightly more than half of all municipal employees (56.5%) indicated that they are satisfied with MDLF efforts to solicit public participation in planning projects, comprising 58.3% of those in the north of the West Bank, 52.8% of those in the middle and south of the West Bank and 64.3% of those in the Gaza Strip. A further 35.5% of all municipal employees specified that they are very satisfied, representing 41.7% of those in the north of the West Bank, 38.9% of those in the middle and south of the West Bank and 21.4% of those in the Gaza Strip. A further 6.4% of all municipal employees are not satisfied with MDLF's efforts to solicit participation. Reasons cited for dissatisfaction include:

- A lack of coordination and workshops with the municipality (50%)
- Projects imposed without planning and preparation (50%)

Figure 15: Municipal Staff Satisfaction with MDLF efforts to solicit public participation in planning projects



4.9. Satisfaction with Features of MDLF Project Implementation

- **Bid/Tender Management**

More than two-thirds of all municipal employees (69.4%) are satisfied with bid/tender management systems, comprising 83.3% of those in the north of the West Bank, 61.1% of those in the middle and south of the West Bank, and 78.6% of those in the Gaza Strip. Close to a third (30.6%) of municipal employees indicated that they are very satisfied with bid/tender management systems, comprising 16.7% of those in the north of the West Bank, 38.9% of those in the middle and south of the West Bank, and 21.4% of those in the Gaza Strip.

- **Size of Bid/Tender Documentation**

More than three-quarters of all municipal employees (77.4%) are satisfied with bid/tender management systems, comprising 83.3% of those in the north of the West Bank, 86.1% of those in the middle and south of the West Bank, and 50% of those in the Gaza Strip. A further 14.5% of all municipal employees are very satisfied, representing 11.1% of those in the middle and south of the West Bank and 35.7% of those in the Gaza Strip.

- **MDLF Supervision of Finance and Administration**

More than half of all municipal employees (59.7%) are satisfied with MDLF supervision of finance and administration, comprising 66.7% of those in the north of the West Bank, 52.8% of those in the middle and south of the West Bank, and 71.4% of those in the Gaza Strip. More than a quarter of all municipal employees (27.4%) are very satisfied with MDLF supervision of finance and administration, comprising 16.7% of those in the north of the West Bank, 41.7% of those in the middle and south of the West Bank, yet none (0%) of those in the Gaza Strip. 12.9% of all municipal employees are not satisfied, representing 16.7% of those in the north of the West Bank, 5.6% of those in the middle and south of the West Bank and 28.6% of those in the Gaza Strip.

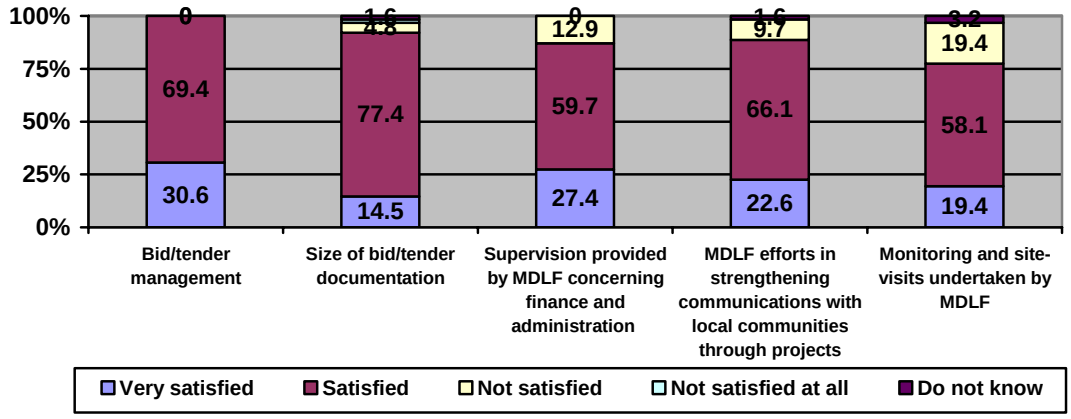
- **Strengthening Communications with Local Communities**

Approximately two-thirds of all municipal employees (66.1%) are satisfied with MDLF efforts in strengthening communications with local communities through projects, representing 75% of municipal employees in the north of the West Bank, 61.1% of those in the middle and south of the West Bank, and 71.4% of the Gaza Strip. Less than a quarter of all municipal employees (22.6%) are very satisfied with this component, representing 25% of municipal employees in the north of the West Bank, 30.6% of those in the middle and south of the West Bank, yet none of those in the Gaza Strip. 9.7% of all municipal employees are not satisfied.

- **Monitoring and site-visits undertaken by MDLF**

Slightly more than half of all municipal employees (58.1%) are satisfied with monitoring and site-visits undertaken by MDLF, comprising 41.7% of those in the north of the West Bank, 50% of those in the middle and south of the West Bank and 92.9% of those in the Gaza Strip. A further 19.4% are very satisfied, representing 16.7% of municipal employees in the north of the West Bank, 25% of those in the middle and south of the West Bank, and 7.1% of those in the Gaza Strip. An additional 19.4% are not satisfied, representing 25% of municipal employees in the north of the West Bank, 25% of those in the middle and south of the West Bank, yet none of those in the Gaza Strip.

Figure 16: Satisfaction with Features of MDLF Project Implementation



21 municipal employees provided reasons as to why they are dissatisfied with features of MDLF project implementation, as follows:

- Too few visits by the municipal fund or its consultants (all in the middle and south of the West Bank, or 28.6% of the 21 municipal employees
- Very large volume of documentation (19%)
- No follow-up during implementation (14.3%)
- No workshops with local community during the project and lack of communication (14.3%)
- Field supervision is weak because middle-men do not do their work properly (9.5%)
- Delays in payment of dues for a long time (9.5%)
- Communication is only via phone and email (4.8%)

4.10. Satisfaction with MDLF in Project Closure

- **End-of-Project Documentation**

Close to two-thirds of all municipal employees (66.1%) are satisfied with the documentation requirements from municipalities upon project closure, representing 58.3% of municipal employees in the northern West Bank, 69.4% of those in the middle and south of the West Bank and 64.3% of municipal employees in the Gaza Strip. Slightly more than a quarter of all municipal employees (27.4%) are very satisfied, comprising 33.3% of those in the northern West Bank, 27.8% of those in the middle and south of the West Bank and 21.4% of municipal employees in the Gaza Strip. 14.3% of municipal employees in the Gaza Strip indicated that they don't know.

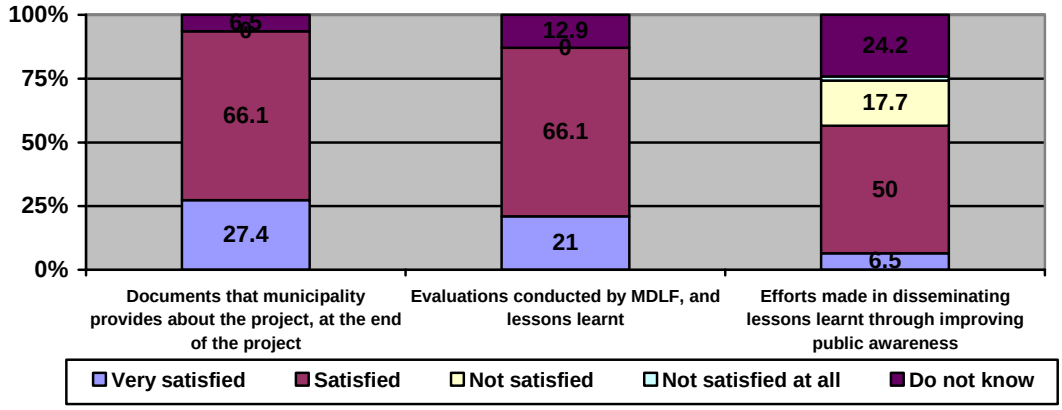
- **MDLF Evaluations and Lessons Learnt**

Close to two-thirds of all municipal employees (66.1%) are satisfied with end-of-project evaluations conducted by MDLF and generation of lessons learnt, representing 58.3% of municipal employees in the northern West Bank, 61.1% of those in the middle and south of the West Bank and 85.7% of municipal employees in the Gaza Strip. Slightly less than a quarter of all municipal employees (21%) are very satisfied, comprising 16.7% of those in the northern West Bank, 27.8% of those in the middle and south of the West Bank and 7.1% of municipal employees in the Gaza Strip. 25% of municipal employees in the north of the West Bank indicated that they don't know. 12.9% of all municipal employees don't know, comprising 25% of those 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.

- **Disseminating Lessons Learnt and Improving Public Awareness**

Half of all municipal employees (50%) are satisfied with disseminating lessons learnt and improving public awareness, representing 41.7% of municipal employees in the northern West Bank, 58.3% of those in the middle and south of the West Bank and 35.7% of municipal employees in the Gaza Strip. 24.2% of all municipal employees indicated that they don't know, representing 50% of municipal employees in the northern West Bank, 16.7% of those in the middle and south of the West Bank and 21.4% of municipal employees in the Gaza Strip. A further 17.7% of all municipal employees are not satisfied, comprising 16.7% of municipal employees in the middle and south of the West Bank, 35.7% of municipal employees in the Gaza Strip, yet none of the municipal employees in the northern West Bank.

Figure 17: Satisfaction with Features of MDLF Project Closure



4.11. Municipalities and Strategic Development Plans

Of 9 municipal employees from municipalities that have strategic development plans, 6 indicated that they need support and assistance via training courses to prepare technical personnel; 5 indicated that they need financial support and 4 indicated that they need logistical support. None of the 9 municipal employees are from the north of the West Bank.

Of 53 municipal employees from municipalities that do not have strategic development plans, 94.3% indicated that they need strategic development plans.

Of 50 municipal employees from municipalities that do not have strategic development plans, 58% specified that their municipality does not have the ability and staff to develop such a plan, while 42% indicated the opposite. In the north of the West Bank, 75% indicated that their municipality does not have this capability; in the middle and south of the West Bank 63% specified that their municipality does have this capability, while in Gaza 81.8% specified that their municipality does have this capability.

48 municipal employees specified the type of help that they need from MDLF to develop such plans, as follows:

- Training courses and workshops for municipal staff on how to prepare the plan and commit the municipality to it (41.7%)
- Assistance in the preparation of support staff and external consultancy (31.3%)
- Financial support (29.2%)
- Technical support, computerization of work, gaining experience (22.9%)
- Preparation of qualified human resources, increasing their number and training them (4.2%)
- Assistance in preparing services (2.1%)

4.12. Perceptions of Problems and Weaknesses in MDLF Performance

24.2% of municipal employees specified that there were no problems of weaknesses in MDLF performance, comprising 8.3% of municipal employees in the north of the West Bank, 30.6% of those in the middle and south of the West Bank and 21.4% of those in the Gaza Strip. A further 16.1% specified that the problem was inadequate allocation of funds and inadequate funding, representing 25% of municipal employees in the north of the West Bank, 13.9% of those in the middle and south of the West Bank and 14.3% of those in the Gaza Strip. 12.9% specified that the problem was the slow implementation of some projects and tasks, and a long time to implement the project and make payments, comprising 33.3% of municipal employees in the north of the West Bank, 11.1% of those in the middle and south of the West Bank, yet none of those in the Gaza Strip.

Table 2: Problems and Weaknesses in MDLF Performance

Q42. What were the problems or weaknesses in MDLF performance?	*Northern of WB*	*Middle and South WB*	*Gaza ST.*	*Total*
None	8.3	30.6	21.4	24.2
Inadequate allocation of funds and inadequate funding	25.0	13.9	14.3	16.1
The slow implementation of some projects and tasks, and long time to implement the project and make payments	33.3	11.1	0.0	12.9
Slow processes	0.0	5.6	14.3	6.5
Delayed payment of dues to contractors and suppliers	0.0	0.0	28.6	6.5
Consultancy	8.3	5.6	0.0	4.8
Lack of communication through workshops, and the lack of training programs for municipal staff	8.3	5.6	0.0	4.8
small size of projects	8.3	2.8	0.0	3.2
Schedules to start approved projects	0.0	0.0	14.3	3.2
Too much documentation	8.3	2.8	0.0	3.2
No increase in human resources to follow-up with municipalities	8.3	2.8	0.0	1.6
Too few meetings between municipality and Fund staff	8.3	0.0	0.0	1.6
Unclear requirements	0.0	2.8	0.0	1.6

Q42. What were the problems or weaknesses in MDLF performance?	*Northern of WB*	*Middle and South WB*	*Gaza ST.*	*Total*
Don't know	8.3	0.0	0.0	1.6
Financial support does not alleviate the burden on the municipality, no support for development, only for operations	0.0	2.8	0.0	1.6
Too many municipalities	0.0	2.8	0.0	1.6
Prioritization related to Areas A, B, C	0.0	2.8	0.0	1.6

Reasons cited as the causes of these problems or weaknesses (provided by 47 municipal employees) included:

- Donor's regulations (8.5%)
- Embargo (exclusively Gaza, 8.5% of all 47 employees)
- Too few staff at Fund (6.4%)
- Their capabilities are too little and the financial burden is too big (6.4%)
- Lack of sufficient funding (6.4%)
- Technical studies take too long to complete (4.3%)
- Too few employees (4.3%)
- Insufficient resources (4.3%)
- Donor countries' abilities at financing (4.3%)
- Unqualified consultants with limited availability (4.3%)
- Imposing universal regulations on all municipalities (4.3%)
- Regulations are too complicated (4.3%)
- Financial processes are too centralized (4.3%)
- Not adhering to procedures as defined at start of project implementation (4.3%)
- Not allocating projects according to priorities and discriminating between citizens (2.1%)
- Slow response in implementation of some projects (2.1%)
- Not enough methods to perform work (2.1%)
- Consultant did not do any monitoring, resulting in additional time and effort burden (2.1%)
- Increasing number of workshops (2.1%)
- Lack of guidance plan at Fund (2.1%)
- Insufficient operating budgets (2.1%)
- Distribution of Areas A, B, C (2.1%)
- Expansion of Fund's areas of work (2.1%)
- Too many municipalities (2.1%)
- Currency volatility (2.1%)
- Slow procedures (2.1%)
- Lack of qualified personnel (2.1%)
- Too little support in project for municipality (2.1%)
- Technical reasons (2.1%)

- Development of rules and abiding by them (2.1%)
- Employees are too busy (2.1%)
- Donors changed (2.1%)
- Lack of guidance materials (2.1%)
- Lack of representation at Fund (2.1%)

4.13. Recommendations for Improved Performance of MDLF

46 municipal employees provided recommendations to improve the performance of MDLF. The table below illustrates the major recommendations that were cited.

Table 3: Recommendations for Improved Performance of MDLF

Q44. What do you think needs to be done to improve the performance of MDLF, given the weaknesses that you identified, and how can this be done?	*Northern of WB*	*Middle and South WB*	*Gaza ST.*	*Total*
Work to increase qualified staff and to educate citizens	27.3	8.3	0.0	10.9
Holding workshops and training courses on an ongoing basis with the municipalities in the presence of donor	9.1	12.5	0.0	8.7
Opening of Fund branch office in more than one province to support municipalities	0.0	12.5	9.1	8.7
To increase allocations to municipalities, per their needs	9.1	8.3	9.1	8.7
To find more funding sources for more comprehensive projects	9.1	12.5	0.0	8.7
Quicker response rate in the implementation of some projects	9.1	8.3	0.0	6.5

Additional minority recommendations that were cited include:

- Appoint a consultant in each area and supervise him/her (4.3%)
- End embargo (exclusively Gaza) (4.3%)
- Grant wider powers for the Office of the municipal fund in Gaza (4.3%)
- Follow-up action to start implementing the projects with donors and to inform the municipality on a regular basis of what has been done (4.3%)
- More active and interactive working systems (4.3%)
- Hire people with expertise to develop models of projects and ensure that selection is based on merit (4.3%)
- Work on the distribution of projects as required and without discrimination (2.2%)
- Work to coordinate matters and procedures for projects (2.2%)

- Follow-up and provide advise constantly so as to avoid re-submitting proposals due to errors (2.2%)
- Comprehensive reviews of municipal employment hierarchies (2.2%)
- Force municipalities to plan (2.2%)
- Don't know (2.2%)
- Adoption of the Fund as a source of funding from the Government (2.2%)
- Networking between donors and fund (2.2%)
- Geographic distribution of members (2.2%)
- New areas of work for municipalities in which they can play a key role (2.2%)
- Use one currency in project budgets (2.2%)
- Study specifications financially and technically (2.2%)
- The adoption of a code of standards for projects (2.2%)
- Increase communication between the municipality and the municipal fund and update data (2.2%)
- Municipal participation in the project (2.2%)
- The adoption of other criteria for projects (2.2%)
- Provide raw materials (2.2%)
- Improve and develop work procedures that are commensurate with the sites (2.2%)
- Prevent the imposition of donors' projects that are not commensurate with needs (2.2%)
- Improve communications through computerization (2.2%)
- Cooperation between municipalities and the Fund to find alternatives (2.2%)
- Pressure donors to increase allocations to municipalities (2.2%)
- More flexibility in communications (2.2%)
- No delays in the disbursements (2.2%)
- Give the municipality a margin of change given embargo and the lack of raw materials (2.2%)
- Review internal procedures of the Fund between the West Bank and Gaza Strip, because that leads to the slow action (2.2%)

47 municipal employees provided answers to whom they thought was the most suitable party to help improve the performance of MDLF, as follows:

- MDLF itself (66% of all municipal employees, comprising 72.7% of those in the north of the West Bank, 60% of those in the middle and south of the West Bank and 63.6% of those in the Gaza Strip)
- Donors (25.2% of all municipal employees, comprising 18.2% of those in the north of the West Bank, 20% of those in the middle and south of the West Bank and 45.4% of those in the Gaza Strip)
- Municipality itself (14.9% of all municipal employees, comprising 9.1% of those in the north of the West Bank, 20% of those in the middle and south of the West Bank and 9.1% of those in the Gaza Strip)
- Government or Ministry of Local Government (8.5% of all municipal employees, comprising 18.2% of those in the north of the West Bank, 8% of those in the middle and south of the West Bank, yet none of those in the Gaza Strip)

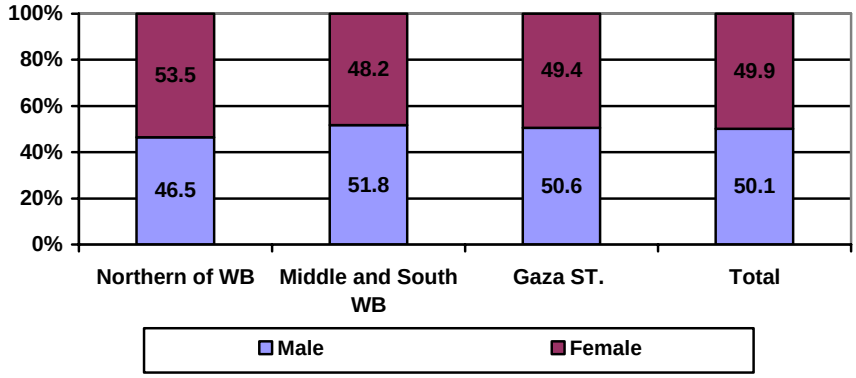
5. Citizens' Satisfaction with Municipalities; Findings and Recommendations for Improvement

5.1. Sample Description

The survey targeted 631 citizens in towns in the West Bank/Gaza. 47.4% of citizens reside in the West Bank, and 52.6% reside in the Gaza Strip. 43.6% of all citizens are heads of households (44.2% in the northern West Bank, 42.9% in the middle and south of the West Bank and 43.7% in the Gaza Strip). 36.5% of citizens live in independent houses; 36.1% live in family buildings and 27.4% live in apartments.

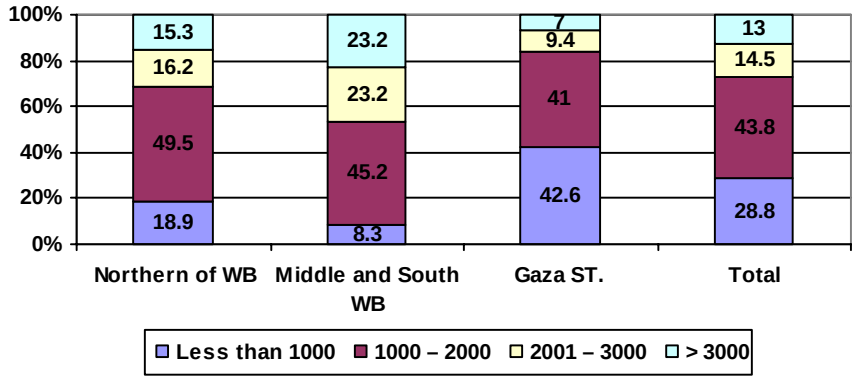
Half citizens are male (50.1%) and half are female (49.9%). 28.4% of citizens are aged 36 to 45; 25.5% of citizens are aged 26 to 35; 17% of citizens are aged 46 to 55; 15.4% of citizens are aged 18 to 25; and 13.8% of citizens are over 55 years of age. 79.4% of citizens are married. 72.1% of citizens have not finished more than high-school. 39.6% of citizens live in households with 4 to 6 family members; 32.3% of citizens live in households with 7 to 9 family members; 15.1% of citizens live in households with 1 to 3 family members; 13% of citizens live in households with more than 9 members.

Figure 18: Citizens' distribution by gender



39% of citizens are salaried employees, while a further 13% of citizens are unemployed at the time of this survey. 30.2% of employed citizens are employed in trade; 26.1% are civil servants; and 21.6% work in services. 43.8% of citizens live in households with a monthly income of 1,000 to 2,000 shekels; 28.8% of citizens live in households with a monthly income of less than 1,000 shekels; 14.5% live in households with a monthly income of 2,001 to 3,000 shekels; and 13% live in households with a monthly income of more than 3,000 shekels.

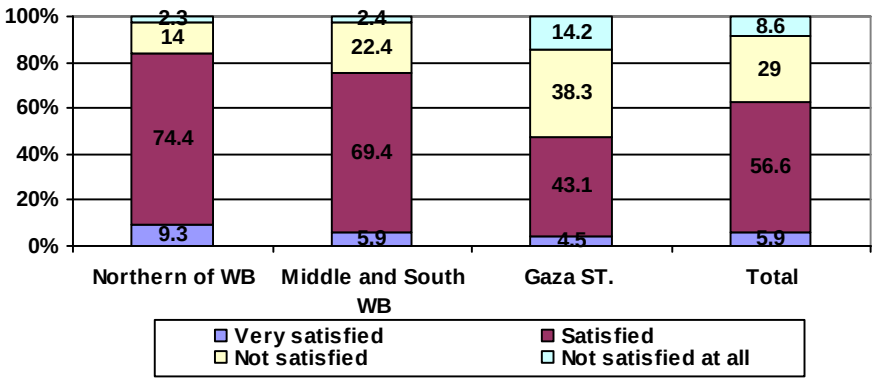
Figure 19: Monthly Household Income



5.2. Citizens' Overall Satisfaction with Municipal Services

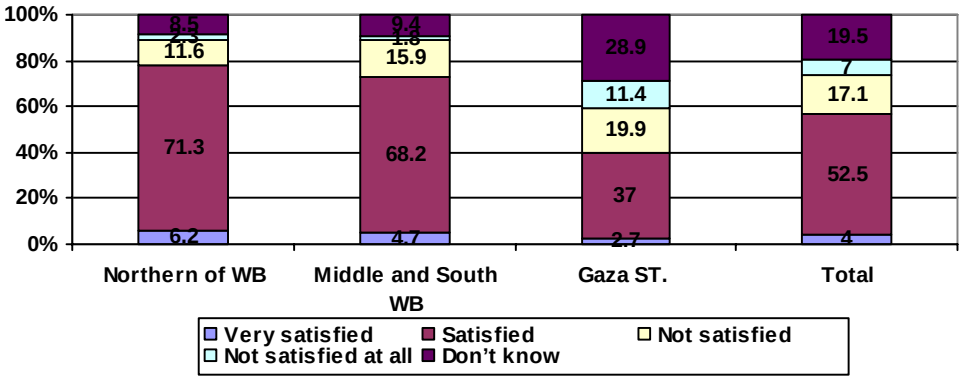
Slightly more than half of all citizens (56.6%) are satisfied with municipal services in the town in which they live, comprising 74.4% of northern West Bank citizens, 69.4% in the middle and south of the West Bank and 43.1% in the Gaza Strip. 29% of all citizens are not satisfied, resembling 14% of northern West Bank citizens, 22.4% in the middle and south of the West Bank and 38.3% in the Gaza Strip. 5.9% of all citizens are very satisfied, comprising 9.3% of northern West Bank citizens, 5.9% in the middle and south of the West Bank and 4.5% in the Gaza Strip.

Figure 20: Citizens' Overall Satisfaction with Municipal Services



Slightly more than half of all citizens (52.5%) are satisfied with municipal employees that run services and projects, comprising 71.3% of northern West Bank citizens, 68.2% in the middle and south of the West Bank and 37% in the Gaza Strip. 17.1% of all citizens are not satisfied, resembling 11.6% of northern West Bank citizens, 15.9% in the middle and south of the West Bank and 19.9% in the Gaza Strip. 19.5% of all citizens don't know, totaling 8.5% of northern West Bank citizens, 9.4% in the middle and south of the West Bank and 28.9% in the Gaza Strip.

Figure 21: Citizens' Satisfaction with Municipal Employees that Run Projects and Services



Slightly less than a third of all citizens (33.1%) feel that the services provided by their municipality are similar to those provided by municipalities in neighboring towns to the one in which they live, comprising 15.5% of northern West Bank citizens, 31.2% in the middle and south of the West Bank and 41% in the Gaza Strip. Slightly more than a quarter of all citizens (27.1%) feel that the services provided by their municipality are better than those provided by municipalities in neighboring towns to the one in which they live, comprising 44.2% of northern West Bank citizens, 34.7% in the middle and south of the West Bank and 16.6% in the Gaza Strip. Slightly less than a third of all citizens (30.9%) don't know, totaling 28.7% of northern West Bank citizens, 21.2% in the middle and south of the West Bank and 36.7% in the Gaza Strip.

56 citizens provided reasons as to why they feel that the services provided by their municipality are worse than those provided by municipalities in neighboring towns to the one in which they live. Commonest reasons are worse state of roads; non-availability of parks; insufficient quantity of services and the inability of their municipality to improve performance in service delivery.

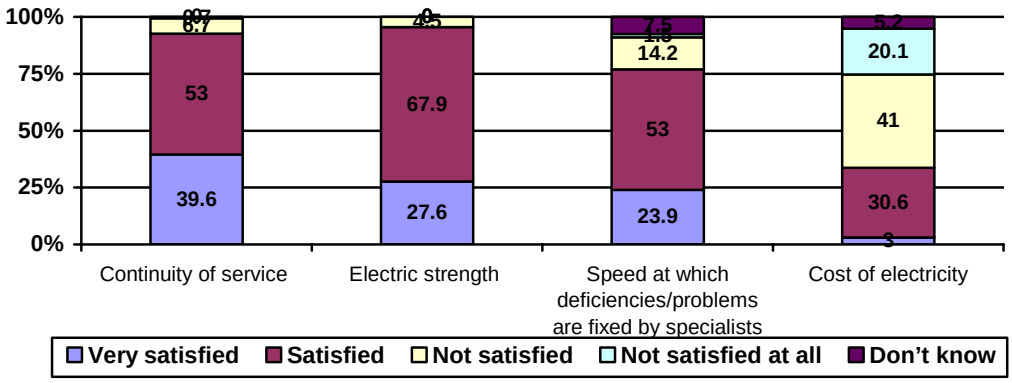
5.3. Satisfaction with Revenue Generating Services

- **Electricity**

134 citizens benefit from municipality-provided electricity services, in the West Bank towns of Ya'bad, Tulkarem, Bal'a, Nablus and Kharas, while none of the municipalities in Gaza provide electricity services. Slightly more than half of those (53%) indicated that they are satisfied with the continuity of electricity in their town of residence, while a further 39.6% indicted that they are very satisfied. Two-thirds of these citizens (67.9%) indicated that they are satisfied with the strength of the electric power, while a further 27.6% of citizens indicated that they are very satisfied.

Slightly more than half (53%) of all these citizens indicated that they are satisfied with the speed at which deficiencies or problems are fixed by specialists, while just less than a quarter (23.9%) indicated that they are very satisfied. The remainder – 23.2% - are not satisfied, not satisfied at all, or don't know. More than one-third (41%) are not satisfied with the cost of electricity; while marginally less than a third (30.6%) indicated that they are satisfied. One-fifth (20.1%) indicated that they are not satisfied at all.

Figure 22: Citizens' satisfaction with Electricity Services



- **Water**

More than half of all citizens (55.4%) indicated that they are either not satisfied (33.5%) or not satisfied at all (21.9%). Slightly less than half of all citizens (44.5%) are either satisfied (36.3%) or very satisfied (8.2%). Satisfaction is highest in the north of the West Bank, where 64.3% of citizens indicated that they are either satisfied (36.4%) or very satisfied (27.9%); while 29.5% indicated that they are not satisfied. In the Gaza Strip, 43.1% indicated that they are either satisfied (40.1%) or very satisfied (3%). More than half of Gaza-based citizens (56.9%) indicated that they are either not satisfied (28.6%) or not satisfied at all (28.3%). Satisfaction is lowest in the middle and south of the West Bank, where fully 73.1% of all citizens are either not satisfied (52.2%) or not satisfied at all (20.9%), while a quarter of citizens (25.2%) are satisfied.

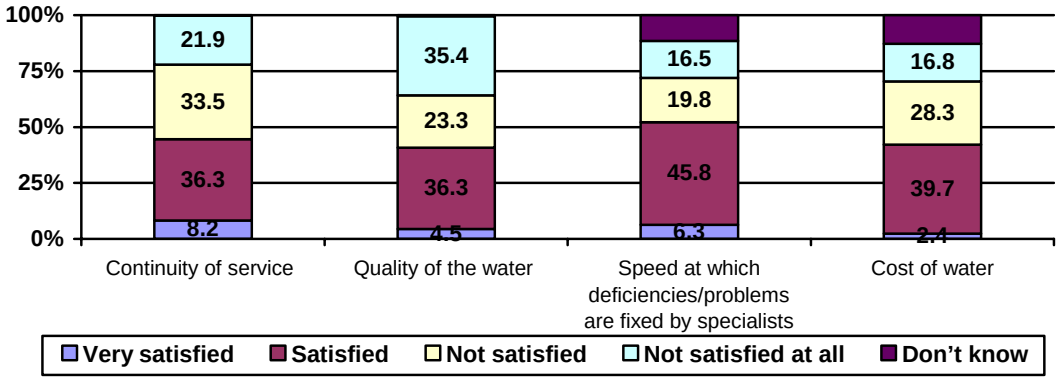
More than half of all citizens (58.7%) are either not satisfied (23.3%) or not satisfied at all (35.4%) with the taste, color and smell of water. Slightly more than a third of all citizens (36.3%) are satisfied, while only 4.5% are very satisfied. Satisfaction is relatively high in the West Bank – 75.9% of north West Bank citizens are either satisfied (61.2%) or very satisfied (14.7%). In the middle and south of the West Bank, 82.6% of citizens are either satisfied (77.4%) or very satisfied (5.2%). Conversely in Gaza, satisfaction rates are very low, with fully 87% of all Gaza-based citizens indicating that they are not satisfied (26.5%) or not satisfied at all (60.5%). Only 12.3% of Gaza-based citizens indicated that they are satisfied with the taste, color and smell of water in their town of residence.

Marginally less than half of all citizens (45.8%) are satisfied with the speed at which deficiencies/problems are fixed by specialists, while 36.3% of all citizens are either not satisfied (19.8%) or not satisfied at all (16.5%). Satisfaction is highest in the middle and south of the West Bank, where 76.5% of citizens indicated that they are satisfied. In the north of the Wet Bank, 71.4% of citizens indicated that they are satisfied (51.2%) or very satisfied (20.2%). In Gaza, slightly more than half of citizens (51.1%) are either not satisfied (23.8%) or not satisfied at all (27.7%), while 33.1% of Gaza-based citizens are satisfied. 6.3% of all citizens indicated that they are very satisfied.

Slightly more than a third of all citizens (39.7%) indicated that they are satisfied with the cost of water services, while 28.3% are not satisfied, and 16.8% are not satisfied at all. Satisfaction is highest in the West Bank, where 63.5% of north West Bank citizens are either satisfied (55%) or

very satisfied (8.5%); while 23.3% of citizens are not satisfied. Similarly in the middle and south of the West Bank, 71.3% of citizens are either satisfied (70.4%) or very satisfied (0.9%); while 22.6% are not satisfied. In Gaza, dissatisfaction is higher, where 68.8% of citizens are either not satisfied (32.3%) or not satisfied at all (26.5%); while 22.9% of all citizens are satisfied.

Figure 23: Citizens' satisfaction with Water Services



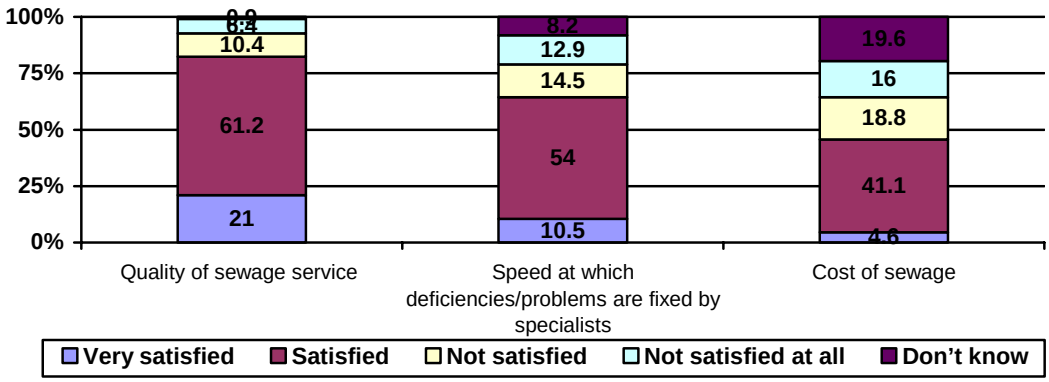
- **Sewage**

Citizens are clearly satisfied with the quality of sewage services – 61.2% of all citizens indicated that they are satisfied, and a further 21% are very satisfied. In the north of the West Bank, 64.3% of citizens are satisfied, and 18.3% are very satisfied. In the middle and south of the West Bank, 80.8% are satisfied, and 6% are very satisfied. In Gaza, 50.5% of citizens are satisfied, and 29.4% are very satisfied. 10.4% of all citizens indicated that they are not satisfied, comprising 14.8% of citizens in the north of the West Bank, 7.9% of those in the middle of the West Bank, and 10% of those in Gaza.

More than half of all citizens (54%) indicated that they are satisfied with the speed at which deficiencies/problems in sewage systems are fixed by specialists, and a further 10.5% are very satisfied. However, 27.4% are either not satisfied (14.5%) or not satisfied at all (12.9%). Satisfaction is highest in the middle and south of the West Bank, where 79.4% of all citizens are either satisfied (74.8%) or very satisfied (4.6%). Similarly in the north of the West Bank, where 73% of citizens are either satisfied (51.3%) or very satisfied (21.7%). In Gaza, rates of satisfaction are lower, where 53.9% of Gaza-based citizens are either satisfied (44.8%) or very satisfied (9.1%). However, 39.3% of Gaza-based citizens are either not satisfied (17.2%) or not satisfied at all (22.1%).

More than a third of all citizens (41.1%) are satisfied with the cost of sewage services, while 34.8% are either not satisfied (18.8%) or not satisfied at all (16%). Almost one-fifth of all citizens (19.6%) are unaware of the cost of this service. In the north of the West Bank, 43.5% of citizens are satisfied, while 42.6% don't know. In the middle and south of the West Bank, slightly more than half (55.6%) are satisfied, while 18.5% are not satisfied. In Gaza, 50% of citizens are either not satisfied (23.7%) or not satisfied at all (26.3%); while 32.9% are satisfied.

Figure 24: Citizens' satisfaction with Sewage Services



- **Solid Waste Collection**

More than half of all citizens (52%) are either not satisfied (27.1%) or not satisfied at all (24.9%) with the availability and sufficiency of street bins. 38.4% of all citizens indicated that they are satisfied. In the northern West Bank, 54.3% of citizens are either satisfied (38.8%) or very satisfied (15.5%), however, 35.7% are not satisfied. Similarly, in the middle and south of the West Bank, 56.5% of citizens are either satisfied (50%) or very satisfied (6.5%), and 35.3% are not satisfied. In Gaza, 59.4% of citizens indicated that they are not satisfied (19.6%) or not satisfied at all (39.8%), while 32.2% are satisfied.

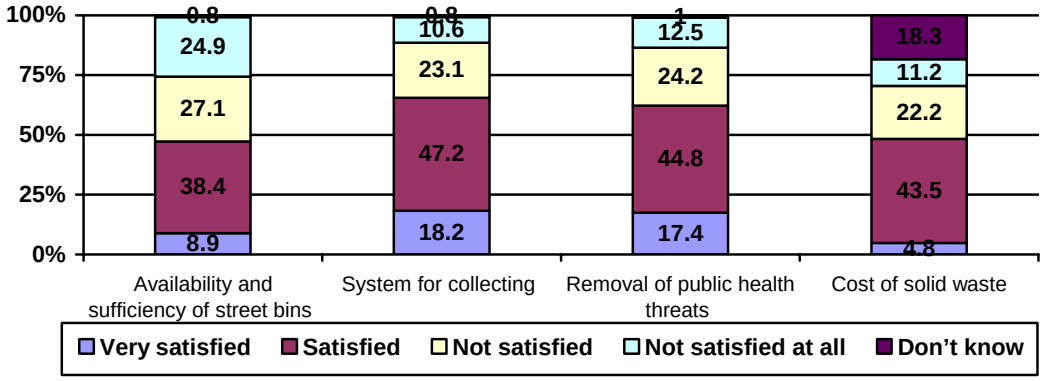
Approximately two-thirds of all citizens – 65.4% - indicated that they are either satisfied (47.2%) or very satisfied (18.2%) with the system for collection and disposal of solid waste, while slightly less than a quarter of all citizens (23.1%) are not satisfied, and a further 10.6% are not satisfied at all. Rates of satisfaction are highest in the northern West Bank, where fully 85.3% of citizens are either satisfied (60.5%) or very satisfied (24.8%). In the middle and south of the West Bank, 65.3% of citizens are either satisfied (55.9%) or very satisfied (9.4%), however, 30.6% of these citizens indicated that they are not satisfied. In Gaza, 57.9% of citizens are either satisfied (37.7%) or very satisfied (20.2%); while 41.3% are either not satisfied (23.8%) or not satisfied at all (17.5%).

Marginally less than two-thirds of all citizens (62.2%) are either satisfied (44.8%) or very satisfied (17.4%) with the removal of public health threats, while approximately one-quarter (24.2%) are not satisfied, and a further 12.5% are not satisfied at all. The northern West Bank witnessed the highest rates of satisfaction, where 75.2% of all citizens are either satisfied (50.4%) or very satisfied (24.8%), however 21.7% indicated that they are not satisfied. In the middle and south of the West Bank, 61.8% of all citizens are either satisfied (52.4%) or very satisfied (9.4%), as opposed to 30.6% who are not satisfied. In the Gaza Strip, more than half of citizens (57.6%) are either satisfied (38.9%) or very satisfied (18.7%), however, 41.6% of citizens are not satisfied (22%) or not satisfied at all (19.6%).

Slightly less than half of all citizens (48.3%) are either satisfied (43.5%) or very satisfied (4.8%) with the cost of solid waste disposal services; however 22.2% are not satisfied and 11.2% are not satisfied at all. Almost one-fifth of all citizens (18.3%) are unaware of the cost of solid waste disposal services. In the northern West Bank, 65.1% of citizens are either satisfied (52.7%) or

very satisfied (12.4%) and 22.5% are unaware of the cost of this service. In the middle and south of the West Bank, 59.4% of citizens are satisfied; 18.8% are not satisfied and 18.2% are unaware of the cost of the service. In Gaza, 31.7% are satisfied, while 48.2% are either not satisfied (28.7%) or not satisfied at all (19.5%). 16.8% of Gaza citizens are unaware of the cost of service.

Figure 25: Citizens' satisfaction with the Solid Waste Collection



5.4. Satisfaction with Non Revenue Generating Services

- **Roads**

Marginally more than half of all citizens (54.9%) are either satisfied (42.5%) or very satisfied (12.4%) with municipal services in opening, rehabilitating, maintaining and tarring new roads. However, 44.3% of all citizens are either not satisfied (25.8%) or not satisfied at all (18.5%). Satisfaction is highest in the northern West Bank, where 72.1% of citizens are either satisfied (53.5%) or very satisfied (18.6%). Similarly in the middle and south of the West Bank, 67% of citizens are either satisfied (63.5%) or very satisfied (3.5%), however 27.1% of citizens in this group indicated that they are not satisfied. In the Gaza Strip however, more than half of citizens (57.8%) specified that they are not satisfied (28.3%) or not satisfied at all (29.5%), while 27.4% indicated satisfied and 14.5% indicated very satisfied.

Close to half of all citizens (48.1%) indicated that they are satisfied with roads' rainwater drainage systems, and a further 11.9% indicated that they are very satisfied - while 24.6% indicated that they are not satisfied and 13.7% indicated that they are not satisfied at all. Satisfaction is highest in the middle and south of the West Bank where 76.2% of citizens indicated that they are satisfied. In the northern West Bank, 50.8% of citizens indicated that they are satisfied, however 26.6% are not satisfied. In Gaza, rates of satisfaction and dissatisfaction are similar, where 48.9% of citizens are either satisfied (32.6%) or very satisfied (16.3%); and 49.8% are either not satisfied (29.2%) or not satisfied at all (20.6%).

Close to two-thirds of all citizens (65.1%) are either satisfied (44.8%) or very satisfied (20.3%) with public street lighting. However, 23.1% are not satisfied and a further 11.4% not satisfied at all. Satisfaction is highest in the northern West Bank, where 83.7% of citizens are satisfied (55%) or very satisfied (28.7%), while 14% are not satisfied. Similarly, in the middle and south of the West Bank, 69.2% are satisfied with public lighting, however 20.7% are not satisfied. In Gaza,

rates of satisfaction are marginally higher than rates of dissatisfaction, where 52.6% of citizens are either satisfied (28.4%) or very satisfied (24.2%); while 47.4% of citizens are either not satisfied (27.8%) or not satisfied at all (19.6%).

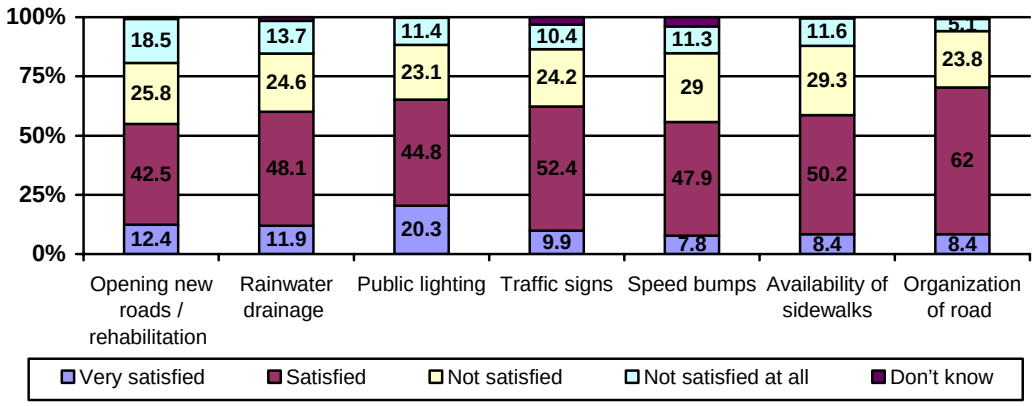
Marginally more than half of all citizens (52.4%) are satisfied with availability of traffic signs, comprising 54.7% of citizens in the northern West Bank, 51.2% of citizens in the middle and south of the West Bank, and 52.1% of citizens in the Gaza Strip. However, 24.2% of all citizens indicated that they are not satisfied, comprising 32.1% of citizens in the middle and south of the West Bank and 25.9% of citizens in Gaza. 9.9% of citizens are very satisfied, representing 16.4% of citizens in the northern West Bank, 1.8% of citizens in the middle and south of the West Bank, and 11.4% of citizens in the Gaza Strip. 10.4% of all citizens are not satisfied at all, comprising 6.3% of citizens in the northern West Bank, 14.3% of citizens in the middle and south of the West Bank, and 9.9% of citizens in the Gaza Strip.

Marginally less than half of all citizens (47.9%) are satisfied with the availability of speed bumps, comprising 50.4% of citizens in the northern West Bank, 44.4% of citizens in the middle and south of the West Bank, and 48.8% of citizens in the Gaza Strip. 7.8% of all citizens are very satisfied. However, 29% of all citizens indicated that they are not satisfied, comprising 17.1% of citizens in the northern West Bank, 27.8% of citizens in the middle and south of the West Bank and 34.2% of citizens in Gaza. Furthermore, 23.1% of citizens in the middle and south of the West Bank are not satisfied at all.

Half of all citizens (50.2%) are satisfied with the availability of, and state of, sidewalks; comprising 57% of citizens in the northern West Bank; 56.8% of citizens in the middle and south of the West Bank, and 44.3% of citizens in the Gaza Strip. 8.4% of all citizens are very satisfied. Slightly more than a quarter of all citizens (29.3%) are not satisfied with the availability of, and state of, sidewalks; comprising 24.2% of citizens in the northern West Bank; 34.9% of citizens in the middle and south of the West Bank, and 28.3% of citizens in the Gaza Strip. A further 16% of Gaza-based citizens are not satisfied at all.

Close to two-thirds of all citizens (62%) are satisfied with the organization of road systems (exits, junctions, road width), comprising 66.7% of citizens in the northern West Bank; 67.1% of citizens in the middle and south of the West Bank, and 57.5% of citizens in the Gaza Strip. 8.4% of all citizens are very satisfied. Close to a quarter of citizens (23.8%) are not satisfied with the organization of road systems, comprising 15.5% of citizens in the northern West Bank; 24.1% of citizens in the middle and south of the West Bank, and 26.8% of citizens in the Gaza Strip.

Figure 26: Citizens' satisfaction with Roads services



- **Parks and Entertainment Services**

Overall, dissatisfaction with the availability and sufficiency of parks and entertainment services is marginally higher than satisfaction – of all citizens, 54.1% of citizens are either not satisfied (31.4%) or not satisfied at all (22.7%); compared to 44.8% of citizens who are either satisfied (32.7%) or very satisfied (12.1%). In the northern West Bank, 43.8% of citizens are satisfied, while 48.8% are not satisfied. In the middle and south of the West Bank, 23.8% of citizens are satisfied, however, fully 73.8% of citizens are either not satisfied (38.7%) or not satisfied at all (35.1%). In Gaza, 53.9% of citizens are either satisfied (33.1%) or very satisfied (20.8%); while 45.2% are either not satisfied (21.4%) or not satisfied at all (23.8%).

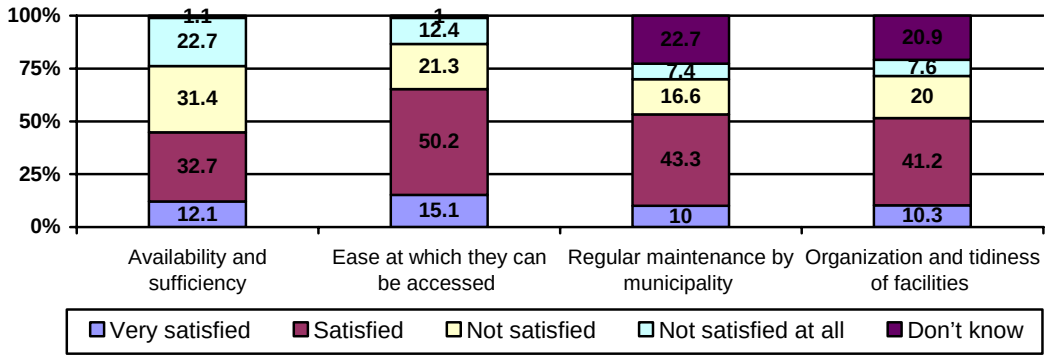
Half of all citizens (50.2%) indicated that they are satisfied with the ease at which parks and entertainment facilities can be accessed, with a further 15.1% indicating that they are very satisfied. However, 33.7% of citizens indicated that they are either not satisfied (21.3%) or not satisfied at all (12.4%). In the northern West Bank, the clear majority (88.5%) are either satisfied (71.1%) or very satisfied (17.4%). In the middle and south of the West Bank, 65.5% of citizens are satisfied, while 25% are not satisfied. In Gaza, 56% of citizens are either satisfied (34.9%) or very satisfied (21.1%), while 43.1% of citizens are either not satisfied (24.1%) or not satisfied at all (19%).

Marginally less than half (43.3%) of citizens are satisfied with the regular maintenance of parks and public entertainment services by their municipality; and a further 10% are very satisfied. 16.6% are not satisfied and a further 22.7% don't know. In the northern West Bank, 46.3% of citizens are satisfied, 18.2% of citizens are not satisfied and 29.8% don't know. In the middle and south of the West Bank, 39.3% of citizens are satisfied, 25.6% are not satisfied and 25% don't know. In the Gaza Strip, 44.3% are satisfied, 16.6% are very satisfied, and 19% don't know.

Marginally less than half (41.2%) of all citizens are satisfied with the organization and tidiness of parks and public entertainment facilities, while 20% are not satisfied and a further 20.9% don't know. 10.3% of all citizens are very satisfied. In the northern West Bank, 44.6% of citizens are satisfied, 24% are not satisfied and 24.8% don't know. In the middle and south of the West Bank, 35.1% of citizens are satisfied, 29.8% are not satisfied and 23.2% don't know. In the Gaza

Strip, 43.1% of citizens are satisfied, while 16.9% are very satisfied, and a further 18.4% don't know.

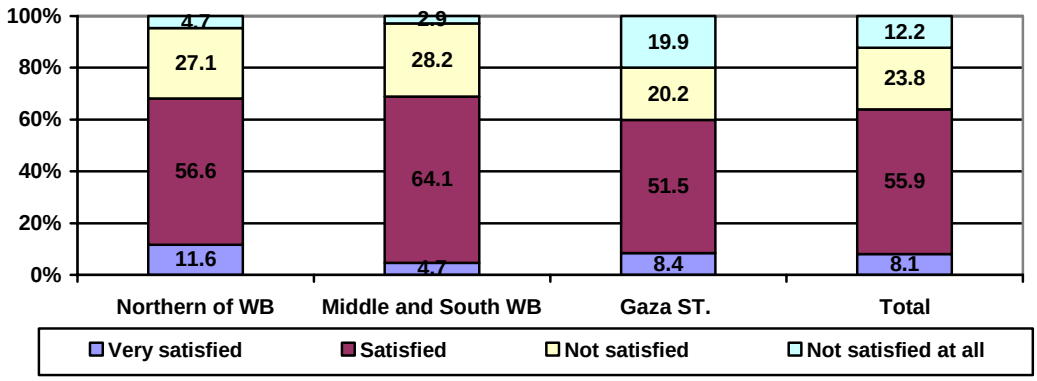
Figure 27: Citizens' satisfaction with Parks and Entertainment Services



- **Town Cleanliness**

More than half of all citizens (55.9%) are satisfied with the cleanliness of the town or city in which they live, comprising 56.6% of citizens in the north of the West Bank, 64.1% of citizens in the middle and south of the West Bank and 51.5% of citizens in the Gaza Strip. 8.1% of all citizens are very satisfied, comprising 11.6% of those in the north of the West Bank, 4.7% of those in the middle and south of the West Bank and 8.4% of those in Gaza. Slightly less than a quarter of all citizens (23.8%) are not satisfied with the cleanliness of the town or city in which they live, totaling 27.1% of citizens in the northern West Bank, 28.2% of those in the middle and south of the West Bank and 20.2% of citizens in the Gaza Strip. In Gaza, 19.9% of citizens indicated that they are not satisfied at all.

Figure 28: Citizens' Rates of Satisfaction with Town Cleanliness

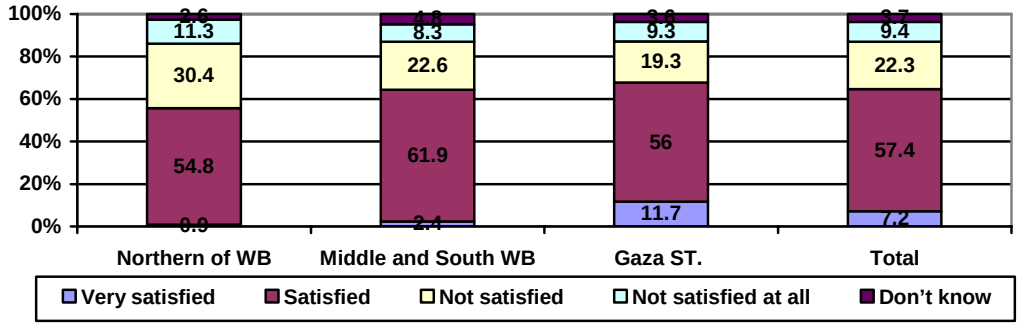


- **Fruit and Vegetable Markets**

More than half of all citizens (57.4%) are satisfied with the organization of fruit and vegetable markets, comprising 54.8% of citizens in the north of the West Bank, 61.9% of citizens in the middle and south of the West Bank and 56% of citizens in the Gaza Strip. 7.2% are very satisfied. Slightly less than a quarter of all citizens (22.3%) are not satisfied with the organization of fruit

and vegetable markets, totaling 30.4% of citizens in the northern West Bank, 22.6% of those in the middle and south of the West Bank and 19.3% of citizens in the Gaza Strip.

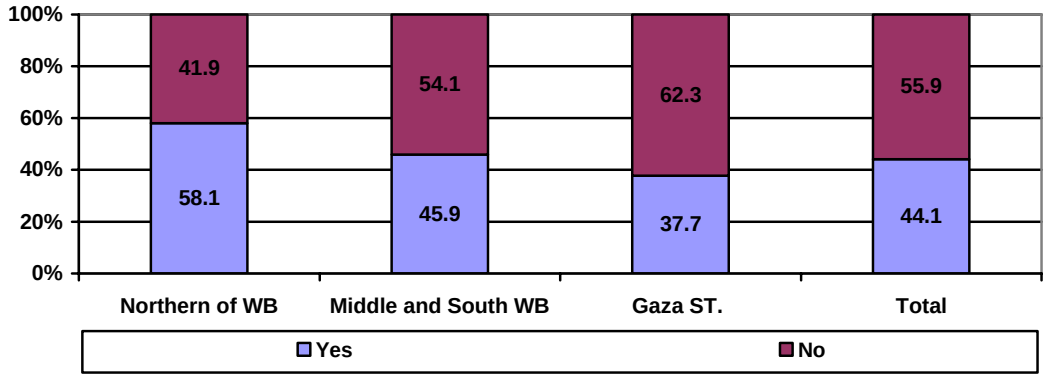
Figure 29: Citizens' Rates of Satisfaction with the organization of fruit and vegetable markets



5.5. Citizens' Interaction with Municipalities

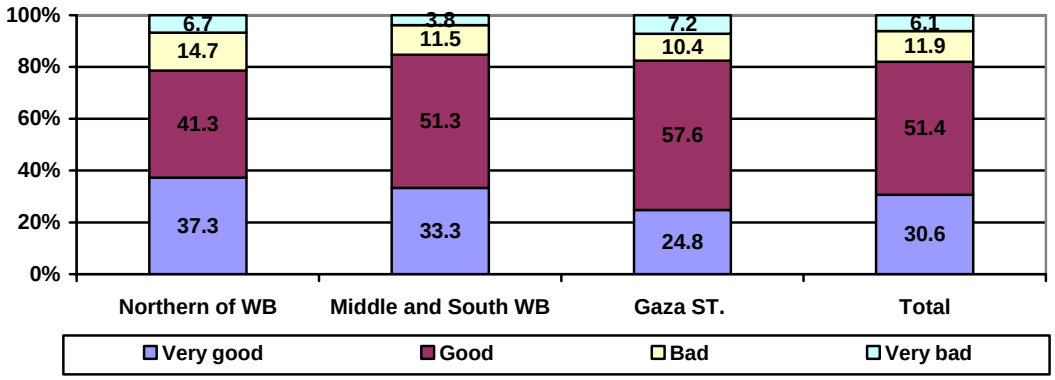
Slightly less than half of all citizens (44.1%) have visited municipal services in order to obtain a particular service, comprising 37.7% of Gaza-based citizens, 45.9% of citizens in the middle and south of the West Bank and 58.1% of citizens in the northern West Bank.

Figure 30: Distribution of citizens who visited the municipality



The clear majority of all citizens (82%) described the treatment that they received from municipal employees as good (51.4%) or very good (30.6%). Good is the preferred choice, totaling 57.6% of Gaza-based citizens, 51.3% of citizens in the middle and south of the West Bank and 41.3% of citizens in the northern West Bank. Very good is the second-preferred choice, totaling 24.8% of Gaza-based citizens, 33.3% of citizens in the middle and south of the West Bank and 37.3% of citizens in the northern West Bank. 11.9% of citizens chose bad as the best description of the treatment that they received from municipal employees; comprising 14.7% of those in the northern West Bank, 11.5% of those in the middle and south of the West Bank, and 10/4% of those in Gaza.

Figure 31: Citizens' evaluation for that they receive from municipal employees



Close to three-quarters of all citizens (73.7%) who did visit the municipality to obtain a particular service succeeded in obtaining that service; representing 74.4% of Gaza-based citizens; 74.4% of citizens in the middle and south of the West Bank and 72% of citizens in the northern West Bank.

The clear majority of citizens (85.6%) have never submitted a complaint to their municipality, representing 88% of Gaza-based citizens, 88.2% of citizens in the middle and south of the West Bank and 76% of citizens in the northern West Bank.

From 91 citizens who did submit a complaint, 11% complained about the lack of public sanitation networks, 11% about the lack of solid waste disposal, and 7.7% about contaminated water. The municipality followed up or dealt with complaints in 47.3% of cases overall, comprising 54.8% of cases in the north of the West Bank, 40% of cases in the middle and south of the West Bank and 45% of cases in the Gaza Strip. The issue was resolved in 72.1% of all cases of complaint, totaling 70.6% of northern West Bank cases, 100% of cases in the middle and south of the West Bank and 61.1% of cases in the Gaza Strip. 71% of all citizens who did complain are satisfied with the way in which the municipality dealt with their complaint, totaling 91.7% of northern West Bank cases, 62.5% of cases in the middle and south of the West Bank and 54.5% of cases in the Gaza Strip.

5.6. Citizens' Overall Awareness of Municipality

Slightly more than three-quarters of all citizens (77.5%) are made aware of the imperativeness of paying bills by their municipality (76% in northern West Bank, 74.1% in the middle and south of the West Bank and 79.8% in the Gaza Strip).

Slightly more than half of all citizens (53.1%) are not made aware of fees and taxes for municipal services by their municipality (53.5% in northern West Bank, 50% in the middle and south of the West Bank and 54.5% in the Gaza Strip).

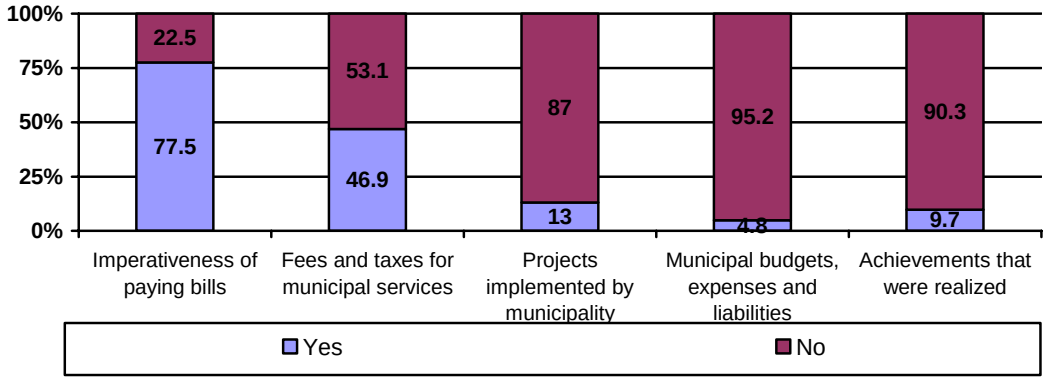
The clear majority of all citizens (87%) are not made aware of municipal projects by their municipality (83.7% in northern West Bank, 78.8% in the middle and south of the West Bank and 92.5% in the Gaza Strip).

The clear majority of all citizens (95.2%) are not made aware of municipal budgets, expenses and liabilities by their municipality (94.6% in northern West Bank, 90.6% in the middle and south of the West Bank and 97.9% in the Gaza Strip).

The clear majority of all citizens (90.3%) are not made aware of achievements by their municipality (82.9% in northern West Bank, 85.9% in the middle and south of the West Bank and 95.5% in the Gaza Strip).

Marginally less than half of all citizens (46.8%) are satisfied with awareness of municipal services (65.4% in northern West Bank, 33.6% in the middle and south of the West Bank and 45.9% in the Gaza Strip). Slightly more than a third of all citizens (35.4%) are not satisfied with awareness of municipal services (26.9% in northern West Bank, 46.9% in the middle and south of the West Bank and 33.2% in the Gaza Strip). 6.6% of all citizens are very satisfied, representing 5/8% of those in the north of the West Bank, 2.3% of those in the middle and south of the West Bank and 6.6% of those in Gaza.

Figure 32: Citizens' Overall Awareness of Municipality

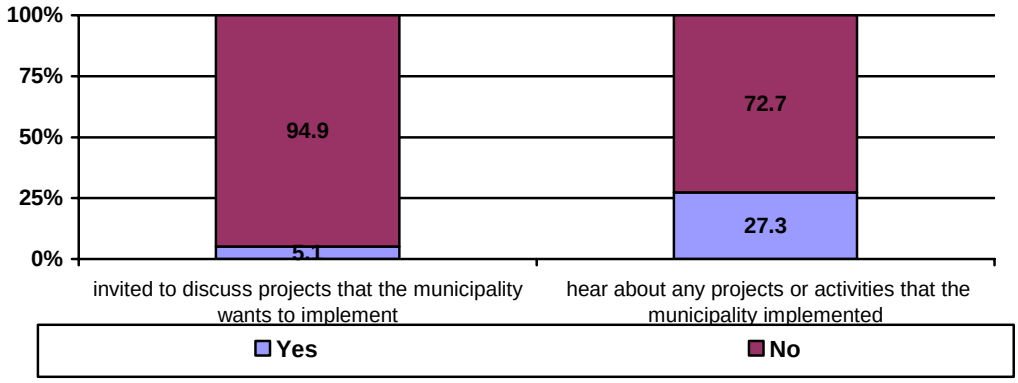


5.7. Citizens' Participation in Municipal Projects and Activities

The clear majority of all citizens (94.9%) have never been invited to discuss projects that the municipality wants to implement (94.6% in northern West Bank, 95.9% in the middle and south of the West Bank and 94.6% in the Gaza Strip). 56.3% of 32 citizens who specified that they were invited, did not take up the invitation. 57.1% of 14 citizens who did participate in such events are satisfied with the event, while 35.7% are very satisfied.

The majority of all citizens (72.7%) never heard about any projects or activities that their municipality implemented (52.7% in northern West Bank, 70.6% in the middle and south of the West Bank and 81.6% in the Gaza Strip). The majority of all citizens (84.3%) never participated in any such projects or activities (88.5% in northern West Bank, 88% in the middle and south of the West Bank and 77% in the Gaza Strip). Of 27 citizens who did participate in such activities, 29.6% participated in conferences, 14.8% in public meetings and 14.8% in festivals. Topics covered in such meetings included health, environment, cleanliness, and first aid. 68% of 25 citizens who did participate in municipal activities rate them as 'very good', and 32% rate them as 'good'.

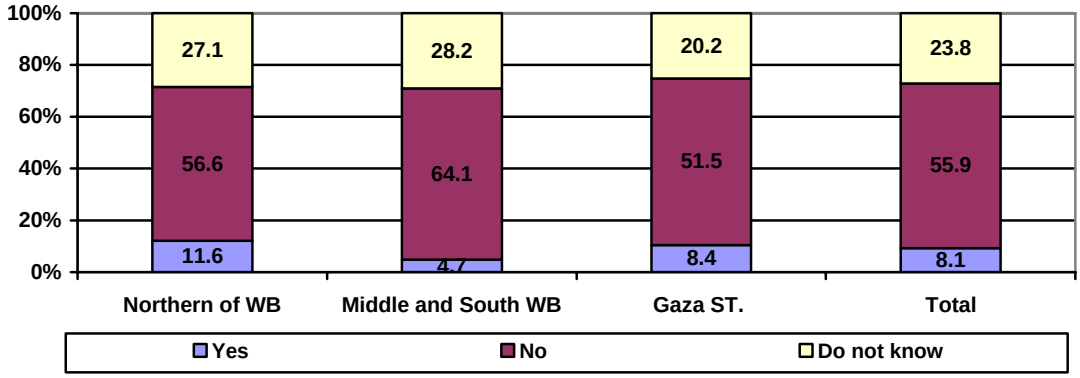
Figure 33: Citizens' Participation in Municipal Projects and Activities



5.8. Citizens' Perception of Municipal Transparency

Half of all citizens (49.9%) feel that their municipality is not transparent (48.8% in northern West Bank, 53.5% in the middle and south of the West Bank and 48.5% in the Gaza Strip). 40.3% of all citizens feel that their municipality is transparent (40.3% in northern West Bank, 45.3% in the middle and south of the West Bank and 37.7% in the Gaza Strip).

Figure 34: Citizens' Perception of Municipal Transparency



Of those citizens who feel that their municipality is transparent, 35.1% specified that the municipality provides services without favoritism (38.8% in northern West Bank, 18.2% in the middle and south of the West Bank and 44% in the Gaza Strip). 33.5% specified that the municipality is transparent in its dealings with all citizens (26.5% in northern West Bank, 33.8% in the middle and south of the West Bank and 36% in the Gaza Strip).

Of those respondents who feel that their municipality is not transparent, 28% indicated that they feel that the municipality provides information selectively (19.7% in northern West Bank, 27.5% in the middle and south of the West Bank and 31.4% in the Gaza Strip). 19% indicated that they feel that the municipality is very calculating (36.1% in northern West Bank, 20.9% in the middle and south of the West Bank and 11.3% in the Gaza Strip). 18.3% specified favoritism in service provision, according to areas and people (11.5% in northern West Bank, 24.2% in the middle and south of the West Bank and 17.6% in the Gaza Strip). A further 13.5% specified slack

provision of certain services (8.2% in northern West Bank, 11% in the middle and south of the West Bank and 17% in the Gaza Strip).

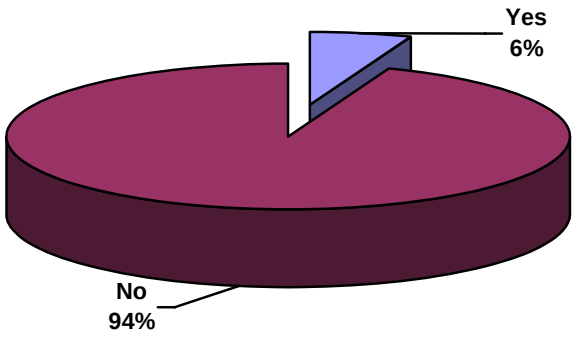
53.4% of all citizens specified that they felt that their municipality does not discriminate in the provision of services (45% in northern West Bank, 47.6% in the middle and south of the West Bank and 59.6% in the Gaza Strip). 28.4% of all citizens specified that they felt that their municipality discriminates very much in the provision of services (20.9% in northern West Bank, 35.3% in the middle and south of the West Bank and 27.7% in the Gaza Strip).

Of those who feel that their municipality does discriminate, 36.9% specified that preferential treatment is given the certain noteworthy individuals, while 19.6% specified that there is clear favoritism in distributing water and electricity and sanitation. Of those who feel that their municipality does discriminate, 63.2% specified that it does so in order to serve popular, responsible people at the municipality.

5.9. Citizens' Awareness of Municipal SDIPs

408 citizens were quizzed on their awareness of municipal strategic development plan in three towns – Gaza (city), Hebron and Beitunia. Almost all these citizens are unaware of strategic development plan that are approved by their municipality, totally 90% of citizens in the south and middle of the West Bank and 95.8% of Gaza Strip citizens. Citizens overwhelmingly did not participate in the development of such plan.

Figure 35: Citizens awareness of strategic development plan that are approved by their municipality



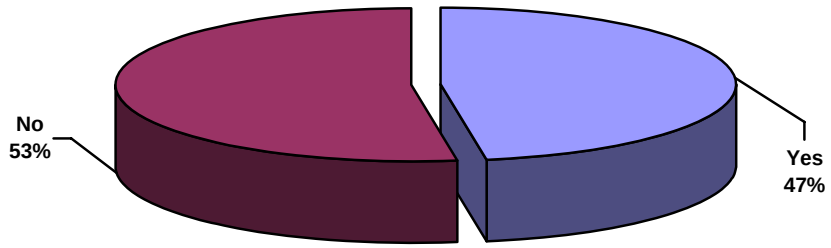
One citizen in Gaza participated in putting such a plan together. That same Gaza-based citizen:

- did not participate in determining people's priorities
- did not participate in budget development
- did not participate in implementation stages
- is satisfied with his/her participation
- feels that this plan matches the priorities of his/her town

5.10. Citizens' Awareness of Municipal Public Service Centers (stop shop)

Slightly more than half of all citizens (52.6%) have not heard of public services center at their municipality. 51.9% of citizens in the northern West Bank have heard of it, 59.7% of those in the middle and south of the West Bank have heard of it, while 60.1% in the Gaza Strip have not heard of it.

Figure 36: Citizens' Awareness of Municipal Public Service Centers (stop shop)



Of citizens who have heard of public service centers, slightly more than half (55.8%) have not visited public service center at their municipality. 29.3% of such citizens in the northern West Bank have visited it, 57% of those in the middle and south of the West Bank have not visited it, while 64.3% in the Gaza Strip have not visited it.

Of 107 citizens who have dealt with the service center, 72.9% are satisfied with its services, comprising 86.2% of citizens in the northern West Bank, 75.7% of those in the middle and south of the West Bank, and 61% in the Gaza Strip.

Of 11 citizens who have dealt with the service center and are not satisfied, reasons for dissatisfaction are as follows:

- No response from people who work at center (36.4%)
- Employees are too busy, they don't answer citizens' questions (9.1%)
- Inside connections and corruption (18.2%)
  Not being able to realize goals (18.2%)

5.11. Citizens' Preference for Awareness-Raising

60.4% of citizens prefer to be informed through local TV and radio. 52.1% prefer to be informed through off-prints. 31.5% prefer sign-posts, while 27.9% prefer the usage of the local press.

5.12. Citizens' Perceptions of Problems with Service Delivery

When asked to identify the most important problems in municipal service delivery:

- 29.8% of all citizens specified discontinuity of water services and water cuts, comprising 20.9% of citizens in the north of the West Bank, 41.2% of citizens in the middle and south of the West Bank, and 27.4% of those in the Gaza Strip
- 29.3% of all citizens specified the low quality of water with regards to color, taste and smell, comprising mainly 53.9% of citizens in the Gaza Strip

- 26% of all citizens specified problems with roads (roads are bad, sidewalks are bad, no attention is paid to the way roads are built, no maintenance is provided), comprising 37.3% of citizens in the Gaza Strip and 17.1% of citizens in the middle and south of the West Bank
- 25.4% of all citizens specified problems with solid waste disposal and town cleanliness, comprising 31% of citizens in the Gaza Strip, 20.6% of citizens in the middle and south of the West Bank, and 17.1% of citizens in the north of the West Bank
- 16.8% of all citizens specified the lack of parks and public amenities, comprising 20% of citizens in the middle and south of the West Bank, 16.3% of those in Gaza and 14% of those in the north of the West Bank
- 17.2% of Gaza based citizens specified that the lack of cleanliness and the fact that no-one is assigned responsibility of maintaining cleanliness
- 21.7% of north West Bank citizens identified increases in the price of electricity and water
- 18.4% of Gaza based citizens specified problems with street lighting
- 14.2% of Gaza based citizens specified problems with sanitary drainage

Table 4: Major Problems with Service Delivery, as identified by Citizens

Problem	*Northern of WB*	*Middle and South WB*	*Gaza ST.*	*Total*
Discontinuity of water and water cuts	20.9	41.2	27.4	29.8
Quality of the water with regards to taste, color and smell	3.1	1.2	53.9	29.3
The roads are bad / the sidewalks are bad / no attention is paid to the way roads are built / no maintenance	8.5	17.1	37.3	26.0
Problems with solid waste disposal, public garbage dumps, cleanliness	17.1	20.6	31.0	25.4
Lack of available parks, public parks and public amenities	14.0	20.0	16.3	16.8
Town is not clean, no-one is assigned responsibility of maintaining cleanliness	7.8	10.0	17.2	13.3
Increase in the price of electricity and water	21.7	12.4	8.7	12.4
Problems with street lighting, generators and the number of lamp-posts is not enough	2.3	4.1	18.4	11.3
Problems with sanitary drainage, its not available or there is no-one to maintain it	6.2	5.9	14.2	10.3

5.13. Suggestions for Improving Municipality Service Delivery

When asked to suggest ways in which municipal service delivery can be improved:

- 53.7% of all citizens identified cleaning, disinfecting and improving the availability and quality of water, comprising 79.8% of Gaza-based citizens, 28.8% of citizens in the middle and south of the West Bank and 17.9% of citizens in the northern West Bank.
- 20.4% of all citizens identified using safer methods to get rid of solid waste, comprising 30.1% of Gaza-based citizens, 11.2% of citizens in the middle and south of the West Bank and 7.8% of citizens in the northern West Bank.
- 28.6% of Gaza-based citizens identified tarring roads, installing pavements and cleaning them
- 21.1% of Gaza-based citizens identified the provision of street lighting and providing lamp posts

Table 5: Citizens' Suggestions for Improving Service Delivery

Suggestions for Improving	*Northern of WB*	*Middle and South WB*	*Gaza ST.*	*Total*
Cleaning, disinfecting and improving the quality of water in association with Ministry of Health, improving water pressure and availability / solving water problems (providing storage tanks, infrastructure, collections pools, durable network, improving water allocation system)	17.9	28.8	79.8	53.7
Choosing safe methods to get rid of waste (public garbage chutes, distant from people's homes)	7.8	11.2	30.1	20.4
Tarring roads, installing pavements and cleaning them	3.9	5.9	28.6	17.4
Building and developing parks, organizing them and maintaining them	10.1	11.8	15.7	13.5
Paying attention to street lighting and providing lamp posts	0.0	1.2	21.1	11.4

Close to three-quarters of all citizens (70.7%) are unwilling to pay more for better-quality services, comprising 74.4% of those in the northern West Bank and 80.7% of those in Gaza. In the middle and south of the West Bank, 51.8% are willing to pay more, and the remainder are unwilling.

6. Comparison between Municipal Satisfaction with MDLF and Citizens' Satisfaction with Municipality

At the beginning, one may not see the link between municipalities' satisfaction with MDLF performance; and citizens' satisfaction with municipalities' performance and services. Simply speaking, the more the municipalities receive from MDLF in terms of technical and financial services, the more they are able (in theory at least) to service their communities and involve them in the strategic direction of their municipalities.

Table 6: Municipal satisfaction with MDLF and citizen satisfaction with municipal services.

Indicator	Northern of WB	Middle and South WB	Gaza ST.	Total
Municipality *Q4. How would you rate the methods that MDLF utilizes to support municipalities?*				
Very satisfied	8.3	22.2	35.7	22.6
Satisfied	75.0	75.0	50.0	69.4
Not satisfied	16.7	2.8	14.3	8.1
Not satisfied at all	0.0	0.0	0.0	0.0
Total	**100.0**	**100.0**	**100.0**	**100.0**
Municipality *Q1. In working with MDLF, how would you assess interaction and communications*				
Very good	58.3	66.7	50.0	61.3
Good	41.7	33.3	50.0	38.7
Bad	0.0	0.0	0.0	0.0
Very bad	0.0	0.0	0.0	0.0
Total	**100.0**	**100.0**	**100.0**	**100.0**
Municipality *Q6 How responsive is MDLF to your requests for clarification, approval, and general communications?*				
Very satisfied	33.3	33.3	21.4	30.6
Satisfied	58.3	63.9	50.0	59.7
Not satisfied	8.3	2.8	28.6	9.7
Not satisfied at all	0.0	0.0	0.0	0.0
Total	**100.0**	**100.0**	**100.0**	**100.0**
Citizens *Q19. Overall, are you satisfied with municipal services in the town in which you live?*				
Very satisfied	9.3	5.9	4.5	5.9
Satisfied	74.4	69.4	43.1	56.6
Not satisfied	14.0	22.4	38.3	29.0
Not satisfied at all	2.3	2.4	14.2	8.6
Total	**100.0**	**100.0**	**100.0**	**100.0**

Indicator	Northern of WB	Middle and South WB	Gaza ST.	Total
Citizens ***Q20. How satisfied are you with municipal employees that run services and projects?***				
Very satisfied	6.2	4.7	2.7	4.0
Satisfied	71.3	68.2	37.0	52.5
Not satisfied	11.6	15.9	19.9	17.1
Not satisfied at all	2.3	1.8	11.4	7.0
Don't know	8.5	9.4	28.9	19.5
Total	**100.0**	**100.0**	**100.0**	**100.0**

For a long time, before the establishment of MDLF, the municipalities operated almost totally independently, and received minimal external support. In this way, they survived for decades, but were never able to, or had the luxury of, obtaining feedback from citizens, or identifying methods for their participation in planning activities. Basically, they operated on a crisis management basis, trying to provide basic services to citizens and, as much as possible, to remedy major complaints and problems. With the limited resources that they had, technically and financially, they were coping through pursuing a survival strategy.

Today, with MDLF standing in support of municipalities, as a focal point for coordination with donors and the Palestinian Authority, the municipalities have a greater chance to improve their services and enhance their functions on all levels, starting from the policy level and the participation of the private and civil society sectors, to the least important service that their community needs.

MDLF is itself a young conception that is receiving heavy technical and financial support from the donor community. The Fund has learnt several through trial and error in working with different municipalities. At a first glance, one can say that the Fund may choose to work with successful municipalities because it is easier to work with a municipality that has some capacity, than to work with a municipality that lacks basic capacities required to deal with technical and financial aid from the Fund.

Shortly, the relationships between the fund and the municipalities; and the municipalities and their citizens; is linear and proportional. The municipality receives technical and financial aid from MDLF, and passes them onto its citizens, in the form of services and indirect benefits. However, there are some complications, as listed below:

- Technical support that MDLF provides to municipalities varies from one municipality to another. It depends on the type of technical assistance that the municipality requires; the methods through which this technical assistance can be provided; and the consultants that are required to facilitate the transfer of skills. Municipalities are different in size, capabilities, structures, and human resources. Sometimes, the Mayor, as a leader, can make a notable difference in the relationship between MDLF and his

Municipality, and can utilize MDLF support for the benefit of citizens. One good example is the Mayor of Hebron.

- Financial support provided by MDLF varies from one municipality to another, as does the methods through which municipalities manage these funds in a transparent and efficient way. The management load is significant: big municipalities have proper professional financial systems, while small municipalities do not have any kind of systems.

Satisfaction is more difficult to determine, as it involves measuring the satisfaction of different stakeholders: MDLF, municipalities and citizens, and the extent to which the satisfaction of one party influences the satisfaction of another. The ultimate aim is a better functioning MDP, more satisfied municipalities, better functioning municipalities and resultantly, more satisfied citizens.

Survey data from municipal employees indicates satisfaction with MDLF work in general. Specifically, close to two-thirds of all municipal employees (61.3%) specified that interaction and communications with MDLF was very good, and close to half of all municipal employees (48.4%) specified that there are no major points of difference between themselves and MDLF. Moreover, more than half of all municipal employees (53.2%) indicated that MDLF-financed projects are relevant to the needs of their town or city. This gives a clear indication that MDLF is proceeding in the right direction.

Additionally, while almost two-thirds of all municipal employees (62.9%) are satisfied with MDLF methods in project selection, recommendations made by these 53 municipal employees for improving these features of MDLF projects include adopting projects that are relevant to infrastructural needs. As for interaction with local communities, approximately two-thirds of all municipal employees (66.1%) are satisfied with MDLF efforts in strengthening communications with local communities through projects.

Finally, of nine municipal employees from municipalities that have strategic development plans, six indicated that they need support and assistance via training courses to prepare technical personnel; five indicated that they need financial support and four indicated that they need logistical support. This shows the variety of needs among municipal employees, based on available capacities at the municipalities in which they work.

Citizens' satisfaction with municipal performance and services is clearly positive. More than half of all citizens (56.6%) are satisfied with municipal services in the town in which they live. Primary suggestions for improving municipality service delivery focused on improving the availability and quality of water; using safer methods to get rid of solid waste; and providing street lighting.

Regarding citizens’ interaction with municipalities, a clear majority of all citizens (82%) described the treatment that they received from municipal employees as good. A clear majority of all citizens (94.9%) have never been invited to discuss projects that the municipality wants to implement, and the majority of all citizens (72.7%) never heard about any projects or activities that their municipality implemented.

7. Lessons Learnt and Recommendations

It is clear that much still needs to be done to harmonize the relationship between MDLF and the municipalities on one side; and municipalities and their citizens on the other.

Improving service delivery is much easier than redesigning policy. Until now, there is some vagueness on the roles of the Ministry of Local Government and MDLF on policy matters. This report does not cover the legal aspects or legislation governing the local government sector, noting that this area is very important in facilitating progress in local development. Thus, clear implementation arrangements, and well-defined contractual distribution of roles are essential for a successful Municipal Development Program.

One clear recommendation is that a well-designed programming tools and clear rules allow for successful delivery, even if the program targets a large number of municipalities. Additionally, investment grants linked to measurable performance standards regarding capacity-building could be a plausible programming tool.

Furthermore, the simplicity of MDLF in terms of design, scope and institutional arrangements assisted its effective implementation. Also, the program's modest goals that can easily be achieved within existing constraints allowed for the fulfillment of indicators on most occasions.

Table 7: Additional Lessons Learnt

Lessons Learnt	***Data Findings***
The citizens are mostly satisfied with the services they received from the municipalities	Slightly more than half of all citizens (56.6%) are satisfied with municipal services in the town in which they live, comprising 74.4% of northern West Bank citizens, 69.4% in the middle and south of the West Bank and 43.1% in the Gaza Strip. 29% of all citizens are not satisfied, resembling 14% of northern West Bank citizens, 22.4% in the middle and south of the West Bank and 38.3% in the Gaza Strip. 5.9% of all citizens are very satisfied, comprising 9.3% of northern West Bank citizens, 5.9% in the middle and south of the West Bank and 4.5% in the Gaza Strip.

Lessons Learnt	*Data Findings*
The municipality make s citizens aware of the imperativeness of paying bills, administrative fees, and taxes for municipal services	• Slightly more than three-quarters of all citizens (77.5%) are made aware of the imperativeness of paying bills by their municipality (76% in northern West Bank, 74.1% in the middle and south of the West Bank and 79.8% in the Gaza Strip). • Slightly more than half of all citizens (46.9%) are made aware of fees and taxes for municipal services by their municipality (46.5% in northern West Bank, 50.0% in the middle and south of the West Bank and 45.5% in the Gaza Strip).
The municipality makes no effort to inform its citizens about projects implemented by the municipalities, budgets, liabilities and expenses, and achievements	• The clear majority of all citizens (87%) are not made aware of municipal projects by their municipality (83.7% in northern West Bank, 78.8% in the middle and south of the West Bank and 92.5% in the Gaza Strip). • The clear majority of all citizens (95.2%) are not made aware of municipal budgets, expenses and liabilities by their municipality (94.6% in northern West Bank, 90.6% in the middle and south of the West Bank and 97.9% in the Gaza Strip). • The clear majority of all citizens (90.3%) are not made aware of achievements by their municipality (82.9% in northern West Bank, 85.9% in the middle and south of the West Bank and 95.5% in the Gaza Strip).
Discontinuity of water and water cuts is the first most important problem in service delivery by the municipalities	29.8% of all citizens specified discontinuity of water services and water cuts, comprising 20.9% of citizens in the north of the West Bank, 41.2% of citizens in the middle and south of the West Bank, and 27.4% of those in the Gaza Strip
Quality of the water with regards to taste color and smell is the second most important problem in service delivery by the municipalities	29.3% of all citizens specified the low quality of water with regards to color, taste and smell, comprising mainly 53.9% of citizens in the Gaza Strip

Lessons Learnt	*Data Findings*
A large majority of municipal staff expressed their satisfaction in interaction with MDLF	• Slightly less than two-thirds of all municipal employees (61.3%) specified that interaction and communications with MDLF was very good • More than two-thirds of all municipal employees (69.4%) are satisfied with MDLF's methods in supporting municipalities, representing 75% of those in the north . A further 22.6% of all municipal employees are very satisfied with MDLF's methods. 8.1% of all municipal employees specified that they are not satisfied. • More than half of all municipal employees (59.7%) indicated that they are satisfied with the responsiveness of MDLF to their requests for clarification, approval, and general communications. Slightly less than a third (30.6%) of all municipal employees specified that they are very satisfied. 9.7% of all municipal employees specified that they are not satisfied.
Municipal staff are satisfied with MDLF efforts to solicit public participation in planning projects	Slightly more than half of all municipal employees (56.5%) indicated that they are satisfied with MDLF efforts to solicit public participation in planning projects, comprising 58.3% of those in the north of the West Bank, 52.8% of those in the middle and south of the West Bank and 64.3% of those in the Gaza Strip. A further 35.5% of all municipal employees specified that they are very satisfied, representing 41.7% of those in the north of the West Bank, 38.9% of those in the middle and south of the West Bank and 21.4% of those in the Gaza Strip. A further 6.4% of all municipal employees are not satisfied with MDLF's efforts to solicit participation
Municipal staff mention that the decisions taken by the MDLF transparent to the municipalities during the selection of sub-projects by the MDLF	The overwhelming majority of all municipal employees (96.8%) feel that MDLF is transparent in taking decisions regarding the selection of projects, comprising 91.7% of those in the north of the West Bank, 100% of those in the middle and south of the West Bank and 92.9% of those in the Gaza Strip.

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 occur 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 8: 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 9: 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: Client (Municipality Staff) Satisfaction Assessment - Results by Region

Indicator	Percent			
	Northern of WB	Middle and South WB	Gaza ST.	Total
Q1. In working with MDLF, how would you assess interaction and communications				
Very good	58.3	66.7	50.0	61.3
Good	41.7	33.3	50.0	38.7
Bad	0.0	0.0	0.0	0.0
Very bad	0.0	0.0	0.0	0.0
Total	**100.0**	**100.0**	**100.0**	**100.0**
Q3. What are the major points of difference between your municipality and MDLF?				
3. There are no differences	25.0	58.3	42.9	48.4
20. Lateness in paying contractors	0.0	5.6	21.4	8.1
1. Work is slow, finishing projects takes too long	33.3	0.0	7.1	8.1
5. Consultant did not perform his/her tasks properly	8.3	5.6	0.0	4.8
12. It takes too long to complete work, answer requests and proceed with projects	8.3	5.6	0.0	4.8
18. Too many procedures and complications	0.0	5.6	7.1	4.8
4. Funding is too little to meet needs, requires municipality to cover additional costs	8.3	2.8	0.0	3.2
7. Documentation for bids is way too complicated	8.3	5.6	0.0	3.2
24. Correspondence is too slow	8.3	0.0	7.1	3.2
22. It takes too long to obtain no objection in order to start projects	0.0	0.0	14.3	3.2
2. Asking for things that are not necessary	8.3	0.0	0.0	1.6
6. Donor was late in providing required approvals	8.3	0.0	0.0	1.6
8. Appointing consultancy firms	0.0	2.8	0.0	1.6

Indicator	Percent			
	Northern of WB	Middle and South WB	Gaza ST.	Total
9. Weak communications between municipality and funds	0.0	2.8	0.0	1.6
10. Changes in fund requirements	0.0	2.8	0.0	1.6
11. Requiring municipalities to provide a certain proportion of financing	8.3	0.0	0.0	1.6
13. Slow bureaucracy	0.0	2.8	0.0	1.6
14. Using population size as qualifying criteria for projects	0.0	2.8	0.0	1.6
15. Type of project	0.0	2.8	0.0	1.6
16. Specialized grants	0.0	2.8	0.0	1.6
17. Absence of center for municipal fund	0.0	2.8	0.0	1.6
19. Contractor knows value of grant before tender publication	0.0	2.8	0.0	1.6
21. Weak capabilities at implementing specialized projects	0.0	0.0	7.1	1.6
22. Lack of a clear calendar for annual plans	0.0	0.0	7.1	1.6
23. Lack of clear vision for annual plans	0.0	0.0	7.1	1.6
25 Providing mechanism through which municipality can benefit	0.0	0.0	7.1	1.6
26. Being sympathetic to municipality's need to change projects given embargo and lack of raw materials	0.0	0.0	7.1	1.6
28. Difficulties in communicating with municipal fund	0.0	0.0	7.1	1.6

Indicator	Percent			
	Northern of WB	Middle and South WB	Gaza ST.	Total
Q4. How would you rate the methods that MDLF utilizes to support municipalities?				
Very satisfied	8.3	22.2	35.7	22.6
Satisfied	75.0	75.0	50.0	69.4
Not satisfied	16.7	2.8	14.3	8.1
Not satisfied at all	0.0	0.0	0.0	0.0
Total	**100.0**	**100.0**	**100.0**	**100.0**
Q5. If you are not satisfied, why? N = 5				
1. Their requirements are long and complicated	100.0	0.0	100.0	80.0
2. Distributing project according to population, this is discriminatory	50	0.0	0.0	20.0
3. Too many requirements	0.0	100.0	0.0	20.0
4. Not clarifying requirements in project adoption	0.0	0.0	50.0	20.0
Q6 How responsive is MDLF to your requests for clarification, approval, and general communications?				
Very satisfied	33.3	33.3	21.4	30.6
Satisfied	58.3	63.9	50.0	59.7
Not satisfied	8.3	2.8	28.6	9.7
Not satisfied at all	0.0	0.0	0.0	0.0
Total	**100.0**	**100.0**	**100.0**	**100.0**
Q7. How relevant are MDLF projects to the needs of your town/city?				
Very relevant	33.3	38.9	57.1	41.9
Relevant	66.7	52.8	42.9	53.2
Not relevant	0.0	8.3	0.0	4.8
No relevant at all	0.0	0.0	0.0	0.0
Total	**100.0**	**100.0**	**100.0**	**100.0**

Indicator	Percent			
	Northern of WB	Middle and South WB	Gaza ST.	Total
Q8 Concerning the projects that MDLF implements in your locality, how satisfied are you with the extent to which MDLF takes note of specific needs of your municipality with regards to:				
Q8_1. Timing of municipal advertising regarding fund allocation and its relation to the municipal budget				
Very satisfied	16.7	8.3	0.0	8.1
Satisfied	58.3	75.0	71.4	71.0
Not satisfied	25.0	16.7	28.6	21.0
Not satisfied at all	0.0	0.0	0.0	0.0
Total	**100.0**	**100.0**	**100.0**	**100.0**
Q8_2 Sufficiency of MDLF allocations regarding the implementation of necessary projects to meet the needs of municipality and its citizens				
Very satisfied	0.0	5.6	0.0	3.2
Satisfied	16.7	5.6	28.6	12.9
Not satisfied	83.3	88.9	71.4	83.9
Not satisfied at all	0.0	0.0	0.0	0.0
Total	**100.0**	**100.0**	**100.0**	**100.0**
Q9. What are the most notable problems regarding Q8_1 and Q8_2 N = 53				
1. Only covers part of the grant, so does not cover all the municipality's needs	100.0	63.6	60.0	69.8
2. Time period between advertising project and signing agreement is too long	30.0	3.0	0.0	7.5
9. Defining requirements of municipality in participating in project	0.0	12.1	0.0	7.5
17 Budgets not sufficient to cover municipal needs given dire conditions	0.0	0.0	40.0	7.5
13 Deciding upon municipal fund projects	0.0	6.1	0.0	3.8

Indicator	Percent			
	Northern of WB	Middle and South WB	Gaza ST.	Total
14. Information on the financing of projects, date of the tender, size of the budget to be factored into the overall municipal budget	0.0	6.1	0.0	3.8
10. Dependence on population size, and not needs	0.0	6.1	0.0	3.8
16. Absence of a clear vision and a timetable to start implementation of specific projects and length of time to complete them	0.0	0.0	20.0	3.8
3. Project timing must be appropriate to weather conditions	10.0	0.0	0.0	1.9
5. Municipality needs other projects that are not covered by the Fund (sewage and water systems)	0.0	3.0	0.0	1.9
6. Payment is at the beginning of the budget year, or at the end	0.0	3.0	0.0	1.9
7. The timing of payment of grants is not appropriate	0.0	3.0	0.0	1.9
8. Unfair allocation between municipalities	0.0	3.0	0.0	1.9
11. No interest in infrastructure projects in rural areas	0.0	3.0	0.0	1.9
12. Fund controls all possibilities	0.0	3.0	0.0	1.9
15. Unsuitable timing of grants (not suitable for the emergency needs)	0.0	3.0	0.0	1.9
18. Some projects were not approved	0.0	0.0	10.0	1.9
19. No specific timetable for the start of the implementation of projects that are allocated	0.0	0.0	10.0	1.9
20. Municipality not always able to proceed with most important projects	0.0	0.0	10.0	1.9

Indicator	Percent			
	Northern of WB	Middle and South WB	Gaza ST.	Total
Q9_1. How could this be improved? N = 53				
15. Additional funding	50.0	21.2	70.0	35.8
25. Adopting timetables for project implementation	0.0	0.0	30.0	5.7
23. Adopting projects that are relevant to infrastructural needs	10.0	0.0	20.0	5.7
1. Distribution of grants according to priorities and needs of each municipality	40.0	15.2	10.0	18.9
13. Fair distribution between municipalities	0.0	6.1	10.0	3.8
24. Adoption of projects in all fields	0.0	0.0	10.0	1.9
26. Specific timetable for closure of grants	0.0	0.0	10.0	1.9
27. Easier requirements for financing	0.0	0.0	10.0	1.9
2. Work on opening roads, parks and recreational areas	10.0	0.0	0.0	1.9
3. Reporting grants at suitable times so municipality can integrate this into their overall budget	10.0	6.1	0.0	5.7
4. Projects should be studied well in terms of timing and funding	10.0	12.1	0.0	9.4
6. Find other sources of funding to meet the needs of municipality	10.0	3.0	0.0	3.8
7. Fund pays the full grant after tender publication	0.0	6.1	0.0	3.8
8. Municipal projects to rehabilitate sewage networks	0.0	3.0	0.0	1.9
9. Increase coordination and communication and support	10.0	6.1	0.0	5.7
10. More tools	10.0	0.0	0.0	1.9
11. Expedite funding prior to implementation	0.0	3.0	0.0	1.9
12. Identify and study the needs of the city or municipality (for example, during a meeting with the municipality and the Fund)	0.0	9.1	0.0	5.7
14. Organize payment of full annual financial allocations	0.0	3.0	0.0	1.9

Indicator	Percent			
	Northern of WB	Middle and South WB	Gaza ST.	Total
16. Funding projects in villages	0.0	6.1	0.0	3.8
17. Not to define needs according to donors	0.0	3.0	0.0	1.9
18. Utilize municipal development as a criterion in the allocation of grants	0.0	9.1	0.0	5.7
20. The establishment of an information bank on local councils	0.0	3.0	0.0	1.9
21. Adopt criteria other than population size in the allocation of grants	0.0	9.1	0.0	7.5
22. Municipality plays a role in determining date of the tender and grant value	0.0	3.0	0.0	1.9
28. Renewal of information on municipality every 6 months	0.0	3.0	0.0	1.9
29. Change qualifying criteria for municipal grants	0.0	3.0	0.0	1.9
30. Grants should be allocated according to municipal estimates	0.0	3.0	0.0	1.9
Q10 Regarding to the selection of sub-projects by the MDLF, are the decisions taken by the MDLF transparent to the municipalities?				
Yes	91.7	100.0	92.9	96.8
No	8.3	0.0	7.1	3.2
Total	**100.0**	**100.0**	**100.0**	**100.0**
Q11. If no, why? N = 2				
1. Some municipalities get more projects than others	100.0	0.0	0.0	50.0
2. Adoption of criteria other than population, such as space, the importance of the project and long-term benefits	0.0	0.0	100.0	50.0
Total	**100.0**	**0.0**	**100.0**	**100.0**

Indicator	Percent			
	Northern of WB	Middle and South WB	Gaza ST.	Total
Q12 Regarding to the selection of sub-projects by the MDLF, do the municipalities think that the decisions taken by the MDLF are fair and balanced (in comparison to other municipalities)?				
Yes	58.3	88.9	71.4	79.0
No	33.3	11.1	14.3	16.1
Do not know	8.3	0.0	14.3	4.8
Total	**100.0**	**100.0**	**100.0**	**100.0**
Q13. Regarding the selection of sub-projects by the MDLF, does the MDLF give the municipalities the opportunity to be aware of projects selected by the MDLF?				
Yes	66.7	80.6	85.7	79.0
No	33.3	19.4	14.3	21.0
Total	**100.0**	**100.0**	**100.0**	**100.0**
Q14. How satisfied are you with MDLF efforts to solicit public participation in planning projects?				
Very satisfied	41.7	38.9	21.4	35.5
Satisfied	58.3	52.8	64.3	56.5
Not satisfied	0.0	8.3	0.0	4.8
Not satisfied at all	0.0	0.0	7.1	1.6
Do not know	0.0	0.0	7.1	1.6
Total	**100.0**	**100.0**	**100.0**	**100.0**
Q15. If you are not satisfied, why? N = 4				
1. A lack of coordination and workshops with the municipality	0.0	33.3	100.0	50.0
2. Projects imposed without planning and preparation	0.0	66.7	0.0	50.0
Total	**0.0**	**100.0**	**100.0**	**100.0**

Indicator	Percent			
	Northern of WB	Middle and South WB	Gaza ST.	Total
Q19. How satisfied are you with the following aspects of MDLF project implementation:				
Q19_1. Bid/tender management				
Very satisfied	16.7	38.9	21.4	30.6
Satisfied	83.3	61.1	78.6	69.4
Not satisfied	0.0	0.0	0.0	0.0
Not satisfied at all	0.0	0.0	0.0	0.0
Don't know	0.0	0.0	0.0	0.0
Total	**100.0**	**100.0**	**100.0**	**100.0**
Q19_2. Size of bid/tender documentation?				
Very satisfied	0.0	11.1	35.7	14.5
Satisfied	83.3	86.1	50.0	77.4
Not satisfied	8.3	0.0	14.3	4.8
Not satisfied at all	0.0	2.8	0.0	1.6
Don't know	8.3	0.0	0.0	1.6
Total	**100.0**	**100.0**	**100.0**	**100.0**
Q19_3. Supervision provided by MDLF concerning finance and administration (includes payment of sub-contractors)				
Very satisfied	16.7	41.7	0.0	27.4
Satisfied	66.7	52.8	71.4	59.7
Not satisfied	16.7	5.6	28.6	12.9
Not satisfied at all	0.0	0.0	0.0	0.0
Don't know	0.0	0.0	0.0	0.0
Total	**100.0**	**100.0**	**100.0**	**100.0**
Q19_4. MDLF efforts in strengthening communications with local communities through projects				
Very satisfied	25.0	30.6	0.0	22.6
Satisfied	75.0	61.1	71.4	66.1
Not satisfied	0.0	8.3	21.4	9.7
Not satisfied at all	0.0	0.0	0.0	0.0
Don't know	0.0	0.0	7.1	1.6
Total	**100.0**	**100.0**	**100.0**	**100.0**

Indicator	Percent			
	Northern of WB	Middle and South WB	Gaza ST.	Total
Q19_5. Monitoring and site-visits undertaken by MDLF				
Very satisfied	16.7	25.0	7.1	19.4
Satisfied	41.7	50.0	92.9	58.1
Not satisfied	25.0	25.0	0.0	19.4
Not satisfied at all	0.0	0.0	0.0	0.0
Don't know	16.7	0.0	0.0	3.2
Total	**100.0**	**100.0**	**100.0**	**100.0**
Q20. If you are not satisfied with any of the above, why? N = 21				
3. Too few visits by the municipal fund or its consultants	0.0	54.5	0.0	28.6
7. very large volume of documentation	25.0	9.1	33.3	19.0
4. No follow-up during implementation	25.0	18.2	0.0	14.3
9. No workshops with local community during the project and lack of communication	0.0	18.2	16.7	14.3
1. Field supervision is weak because middle-men do not do their work properly	50.0	0.0	0.0	9.5
6. Delays in payment of dues for a long time	0.0	9.1	16.7	9.5
2. Communication is only via phone and email	25.0	0.0	0.0	4.8
5. Many requirements for invoices and payments	0.0	9.1	0.0	4.8
8. Failure to involve financial management	0.0	9.1	0.0	4.8
10. More serious and effective follow-up	0.0	9.1	0.0	4.8
11. Inform the municipality on proposed projects	0.0	9.1	0.0	4.8
12. Small size of projects	0.0	0.0	16.7	4.8
13. Lack of credibility of the municipal fund in disbursement	0.0	0.0	16.7	4.8
14. Too slow with regard to payment of employees and contractors	0.0	0.0	16.7	4.8

Indicator	Percent			
	Northern of WB	Middle and South WB	Gaza ST.	Total
15. Meager daily wages for workers and unemployed	0.0	0.0	16.7	4.8
16. Highlight what has been done to improve services, which reflects positively on the citizens, and also highlight the role of the municipality	0.0	0.0	16.7	4.8
Q21. How satisfied are you with MDLF in project close-up				
Q21_1. Documents that municipality provides about the project, at the end of the project				
Very satisfied	33.3	27.8	21.4	27.4
Satisfied	58.3	69.4	64.3	66.1
Not satisfied	0.0	0.0	0.0	0.0
Not satisfied at all	0.0	0.0	0.0	0.0
Don't know	8.3	2.8	14.3	6.5
Total	**100.0**	**100.0**	**100.0**	**100.0**
Q21_2. Evaluations conducted by MDLF, and lessons learnt				
Very satisfied	16.7	27.8	7.1	21.0
Satisfied	58.3	61.1	85.7	66.1
Not satisfied	0.0	0.0	0.0	0.0
Not satisfied at all	0.0	0.0	0.0	0.0
Don't know	25.0	11.1	7.1	12.9
Total	**100.0**	**100.0**	**100.0**	**100.0**
Q21_3. Efforts made in disseminating lessons learnt through improving public awareness				
Very satisfied	8.3	8.3	0.0	6.5
Satisfied	41.7	58.3	35.7	50.0
Not satisfied	0.0	16.7	35.7	17.7
Not satisfied at all	0.0	0.0	7.1	1.6
Don't know	50.0	16.7	21.4	24.2
Total	**100.0**	**100.0**	**100.0**	**100.0**

Indicator	Percent			
	Northern of WB	Middle and South WB	Gaza ST.	Total
Q22. How would you rate consultancy services in each project phase? (includes EMSRPII)				
Q22_1. Assistance provided to municipality in planning project				
Very satisfied	8.3	33.3	7.1	22.6
Satisfied	58.3	52.8	50.0	53.2
Not satisfied	16.7	8.3	21.4	12.9
Not satisfied at all	0.0	0.0	7.1	1.6
Don't know	16.7	5.6	14.3	9.7
Total	**100.0**	**100.0**	**100.0**	**100.0**
Q22_2. Assistance provided to municipality in bid documentation				
Very satisfied	16.7	36.1	28.6	30.6
Satisfied	58.3	50.0	28.6	46.8
Not satisfied	8.3	8.3	21.4	11.3
Not satisfied at all	0.0	0.0	7.1	1.6
Don't know	16.7	5.6	14.3	9.7
Total	**100.0**	**100.0**	**100.0**	**100.0**
Q22_3. Monitoring and site-visits during implementation				
Very satisfied	16.7	11.1	7.1	11.3
Satisfied	58.3	66.7	42.9	59.7
Not satisfied	8.3	16.7	28.6	17.7
Not satisfied at all	0.0	0.0	7.1	1.6
Don't know	16.7	5.6	14.3	9.7
Total	**100.0**	**100.0**	**100.0**	**100.0**
Q23. If the consultancy service that during the above were bad, why? N = 12				
1. Because it did not help in the preparation of the project or documents or follow-up, it requests for everything from an engineer, and submits it ready-made to the Fund	100.0	0.0	0.0	16.7
2. Did not give sufficient time for the project	0.0	33.3	0.0	16.7
3. Insufficient visits	0.0	50.0	25.0	33.3

Indicator	Percent			
	Northern of WB	Middle and South WB	Gaza ST.	Total
4. The imposition of new bureaucratic requirements	0.0	16.7	0.0	8.3
6. Prolong the financial transactions and delays in response, leading to delays in implementation	0.0	0.0	25.0	8.3
7. Differences in viewpoint between the consultant and the Fund, lack of awareness of procedures for the municipal fund	0.0	0.0	50.0	16.7
8. He lacks the experience of these type of projects	0.0	0.0	50.0	16.7
9. Lack of appropriate technical staff	0.0	0.0	25.0	8.3
Q24. Does the presence of a consultant help, or make easier, project realization				
Yes	58.3	77.8	50.0	67.7
No	33.3	16.7	42.9	25.8
Don't know	8.3	5.6	7.1	6.5
Total	**100.0**	**100.0**	**100.0**	**100.0**
Q25. If the answer in yes, in what stages does consultancy help make a difference? N = 42				
4. Simplifying documentation, evaluation and preparation of tenders	42.9	46.4	0.0	38.1
5. Follow-up work in all stages and conduct site visits	28.6	28.6	0.0	23.8
7. Preparation of documents at tender stage to facilitate the easy functioning of the project, as required in terms of preparation and follow-up	0.0	10.7	14.3	9.5
2. Receive invoices, and process financial claims	14.3	3.6	14.3	7.1
11. Link between the municipality and the Fund	0.0	10.7	0.0	7.1
8. Request for a plan of action from the contractor and communicate with them	14.3	3.6	0.0	4.8
12. Better time management of projects	0.0	7.1	0.0	4.8
1. Coordination of financials, administration and technical issues	14.3	3.6	0.0	4.8

Indicator	Percent			
	Northern of WB	Middle and South WB	Gaza ST.	Total
3. Introducing some useful suggestions and information for the implementation of the project	28.6	0.0	0.0	4.8
23. Undertake an audit of procedures and ensure consistency with requirements	0.0	0.0	28.6	4.8
6. Technical evaluation	0.0	3.6	0.0	2.4
9. Monitor performance within specifications	0.0	3.6	0.0	2.4
10. Laws, conflict resolution	0.0	3.6	0.0	2.4
13. Preparation for programs / information dissemination	0.0	3.6	0.0	2.4
14. Gain experience and law enforcement	0.0	3.6	0.0	2.4
15. Comprehensive implementation	0.0	3.6	0.0	2.4
16. Arrange financial matters upon project closure	0.0	3.6	0.0	2.4
17. Easy to communicate with the municipal fund	0.0	3.6	0.0	2.4
18. Description of items in the bills of quantities	0.0	0.0	14.3	2.4
19. Answer questions in response to risks	0.0	0.0	14.3	2.4
20. Follow up on reports	0.0	0.0	14.3	2.4
21. In queries about the project	0.0	0.0	14.3	2.4
22. Preparation of the project	0.0	0.0	14.3	2.4
Q26. If no, why? N = 16				
2. He was an obstacle as he did not work well, he did not know the laws of the Fund, he imposed bureaucratic requirements	50.0	16.7	0.0	18.8
4. Lack of follow-up during implementation	0.0	33.3	0.0	12.5
11. Absolute lack of familiarity with the required procedures and lack of previous experience	0.0	0.0	33.3	12.5
1. Because some things don't require a consultant	25.0	0.0	0.0	6.3

Indicator	Percent			
	Northern of WB	Middle and South WB	Gaza ST.	Total
3. He did not guide the municipality properly from the beginning	25.0	0.0	0.0	6.3
5. Speed with the completion of transactions	0.0	16.7	0.0	6.3
6. Technical team at municipality is better than consultancy team	0.0	16.7	0.0	6.3
7. Difficulty in communicating with him	0.0	16.7	0.0	6.3
8. Municipality is capable at implementing project	0.0	0.0	16.7	6.3
9. Delaying financial transactions	0.0	0.0	16.7	6.3
10. Reducing effort and time	0.0	0.0	16.7	6.3
12. Lack of experience causing the wastage of time and effort	0.0	0.0	16.7	6.3
Total	**100.0**	**100.0**	**100.0**	**100.0**
Q27. Would you prefer working with the MDLF directly, as opposed to a consultant?				
Yes	33.3	33.3	50.0	37.1
No	58.3	61.1	42.9	56.5
Don't know	8.3	5.6	7.1	6.5
Total	**100.0**	**100.0**	**100.0**	**100.0**
Q27_1 If you are satisfied with the performance of the consultant why you prefer MDLF? N =3				
2. Does not keep the promises he made during tender stage	0.0	50.0	0.0	33.3
5. So that work becomes easier	0.0	0.0	100.0	33.3
6. Lack of daily follow-up with regards to project	0.0	50.0	0.0	33.3
Total	**0.0**	**100.0**	**100.0**	**100.0**
Q28. If the project were to be re-implemented, would you prefer the presence of a consultant?				
Much preferred	0.0	33.3	28.6	25.8
Preferred to a certain extent	75.0	44.4	14.3	43.5
Not preferred	8.3	13.9	21.4	14.5
Not preferred at all	8.3	2.8	21.4	8.1
Don't know	8.3	5.6	14.3	8.1
Total	**100.0**	**100.0**	**100.0**	**100.0**

Indicator	Percent			
	Northern of WB	Middle and South WB	Gaza ST.	Total
For Municipalities that have Strategic Development Plan				
Q29. What type of support and assistance do you need from MDLF to support your strategic development plan (for the next five years, includes municipal letter, goals…..) N = 9				
3. Training courses to prepare technical personnel	---	50.0	100.0	66.7
1. Financial support	---	83.3	0.0	55.6
7. Logistical support	**---**	16.7	100.0	44.4
For Municipalities that do not have Strategic Development Plan				
Q30. Do you need a strategic development plans? N = 53				
Yes	100.0	90.0	100.0	94.3
No	0.0	10.0	0.0	5.7
Total	**100.0**	**100.0**	**100.0**	**100.0**
Q31. Does the municipality have the ability and staff to develop such a plan? N = 50				
Yes	25.0	63.0	81.8	58.0
No	75.0	37.0	18.2	42.0
Total	**100.0**	**100.0**	**100.0**	**100.0**
Q32. What type of help do you need from MDLF to be able to develop such plans? N = 48				
1. Training courses and workshops for municipal staff on how to prepare the plan and commit the municipality to it	33.3	51.9	22.2	41.7
2. Assist in the preparation of support staff and external consultancy	33.3	25.9	44.4	31.3
3. Assistance in preparing services	8.3	0.0	0.0	2.1
4. Preparation of qualified human resources, increasing their number and training them	8.3	7.4	0.0	4.2
5. Technical support, computerization of work, gaining experience	16.7	33.3	0.0	22.9
6. Financial support	25.0	25.9	44.4	29.2
7. Appointment of specialized staff	0.0	3.7	0.0	2.1

Indicator	Percent			
	Northern of WB	Middle and South WB	Gaza ST.	Total
8. Afford resources to help with planning	0.0	3.7	0.0	2.1
10. Professional support in the selection of qualifications	0.0	0.0	11.1	2.1
11. Equipment to meet municipal needs in data collection and processing	0.0	0.0	11.1	2.1
12. Hire specialized external consultants to develop plan	0.0	3.7	0.0	2.1
13. Develop a plan that takes into account new realities	0.0	3.7	0.0	2.1
14. Hire a consultant to determine logistical requirements	0.0	0.0	11.1	2.1
15. Undertake studies at the municipal level with the participation of local communities	0.0	3.7	0.0	2.1
Q33. Was the municipality provided with any spare parts, goods, or supplies as part of EMSRPII?				
Yes	33.3	33.3	85.7	45.2
No	66.7	66.7	14.3	54.8
Total	**100.0**	**100.0**	**100.0**	**100.0**
Q35 To what extent did provision match your needs? N = 28				
Very relevant	0.0	41.7	66.7	46.4
Relevant	75.0	50.0	25.0	42.9
Irrelevant	25.0	8.3	8.3	10.7
Not relevant at all	0.0	0.0	0.0	0.0
Total	**100.0**	**100.0**	**100.0**	**100.0**
Q36. Did this assistance save you from spending money or your budget? N = 28				
Yes, it saved a lot	50.0	33.3	83.3	57.1
Yes, is saved some	50.0	66.7	16.7	42.9
No, it didn't save anything	0.0	0.0	0.0	0.0
Don't know	0.0	0.0	0.0	0.0
Total	**100.0**	**100.0**	**100.0**	**100.0**

Indicator	Percent			
	Northern of WB	Middle and South WB	Gaza ST.	Total
Q37. How satisfied are you with methods utilized by fund in awareness-raising and advertising service to municipalities (through EMSRPII)				
Q37_1. Workshops about project start up				
Very satisfied	0.0	19.4	28.6	17.7
Satisfied	75.0	66.7	57.1	66.1
Not satisfied	8.3	5.6	14.3	8.1
Not satisfied at all	0.0	0.0	0.0	0.0
Don't know	16.7	8.3	0.0	8.1
Total	**100.0**	**100.0**	**100.0**	**100.0**
Q37_2. Workshops for raising municipality's awareness Workshops about project planning?				
Very satisfied	8.3	16.7	14.3	14.5
Satisfied	66.7	72.2	57.1	67.7
Not satisfied	0.0	11.1	14.3	9.7
Not satisfied at all	0.0	0.0	0.0	0.0
Don't know	25.0	0.0	14.3	8.1
Total	**100.0**	**100.0**	**100.0**	**100.0**
Q37_3. Workshops concerning bids, tenders, and documentation				
Very satisfied	0.0	22.2	21.4	17.7
Satisfied	75.0	75.0	57.1	71.0
Not satisfied	8.3	0.0	14.3	4.8
Not satisfied at all	0.0	0.0	0.0	0.0
Don't know	16.7	2.8	7.1	6.5
Total	**100.0**	**100.0**	**100.0**	**100.0**
Q37_4. Workshops about disbursement regulations				
Very satisfied	8.3	16.7	21.4	16.1
Satisfied	66.7	72.2	57.1	67.7
Not satisfied	8.3	5.6	7.1	6.5
Not satisfied at all	0.0	0.0	0.0	0.0
Don't know	16.7	5.6	14.3	9.7
Total	**100.0**	**100.0**	**100.0**	**100.0**

Indicator	Percent			
	Northern of WB	Middle and South WB	Gaza ST.	Total
Q37_5. Workshops concerning project closure and required documentation				
Very satisfied	8.3	22.2	14.3	17.7
Satisfied	66.7	58.3	50.0	58.1
Not satisfied	0.0	5.6	14.3	6.5
Not satisfied at all	0.0	0.0	0.0	0.0
Don't know	25.0	13.9	21.4	17.7
Total	**100.0**	**100.0**	**100.0**	**100.0**
Q38. If you are not satisfied with any of the above, why? N = 9				
1. Need courses and workshops on how to implement the tender from start to end	0.0	25.0	0.0	11.1
2. Insufficient workshops on expenditure regulations	50.0	0.0	33.3	22.2
3. Too few workshops	50.0	50.0	33.3	44.4
4. Focused only on project launch	0.0	0.0	33.3	11.1
5. Not enough to study documents, discuss them, and pose questions and suggestions	0.0	25.0	0.0	11.1
Indicator	**Percent**			
	Northern of WB	**Middle and South WB**	**Gaza ST.**	**Total**
7. Does not cover tender procedures	0.0	0.0	33.3	11.1
8. Does not cover project closure and required documentation	0.0	0.0	33.3	11.1
9. Non participation of mayors and departmental directors	0.0	0.0	33.3	11.1
For Municipalities that have NGO-LGU project				
Q39. How would you assess the partnership between your Municipality and the NGO during the implementation of joint projects? N = 21				
Very good	---	38.9	0.0	33.3
Good	---	55.6	33.3	52.4
Bad	---	0.0	66.7	9.5
Very bad	---	0.0	0.0	0.0
Don't know	---	5.6	0.0	4.8
Total	---	100.0	100.0	100.0

Indicator	Percent			
	Northern of WB	Middle and South WB	Gaza ST.	Total
Q40. If it was bad, why? N = 2				
1. They imposed a heavy burden on the municipality in implementation	---	0.0	50.0	50.0
2. Some CBOs did not respond to requirements	---	0.0	50.0	50.0
Total	---	**0.0**	**100.0**	**100.0**
Q41. How could the relationship between the municipality and NGOs be improved in the implementation of future projects? N = 2				
1. Participation in project management	---	0.0	50.0	50.0
8. Committing NGOs to coordination and organized work	---	0.0	50.0	50.0
9. Hold meetings with CBOs to resolve differences in some matters regarding the implementation of the project	---	0.0	50.0	50.0
Q42. What were the problems or weaknesses in MDLF performance?				
8. None	8.3	30.6	21.4	24.2
2. Inadequate allocation of funds and inadequate funding	25.0	13.9	14.3	16.1
1. The slow implementation of some projects and tasks, and long time to implement the project and make payments	33.3	11.1	0.0	12.9
10. Slow processes	0.0	5.6	14.3	6.5
30. Delayed payment of dues to contractors and suppliers	0.0	0.0	28.6	6.5
7. Consultancy	8.3	5.6	0.0	4.8
9. Lack of communication through workshops, and the lack of training programs for municipal staff	8.3	5.6	0.0	4.8
4. small size of projects	8.3	2.8	0.0	3.2
36. Schedules to start approved projects	0.0	0.0	14.3	3.2
12. Too much documentation	8.3	2.8	0.0	3.2
3. No increase in human resources to follow-up with municipalities	8.3	2.8	0.0	1.6

Indicator	Percent			
	Northern of WB	Middle and South WB	Gaza ST.	Total
5. Middle man did not monitor or evaluate on behalf of the fund	8.3	0.0	0.0	1.6
6. Too few meetings between municipality and Fund staff	8.3	0.0	0.0	1.6
11. Unclear requirements	0.0	2.8	0.0	1.6
13. Don't know	8.3	0.0	0.0	1.6
14. . Financial support does not alleviate the burden on the municipality, no support for development, only for operations	0.0	2.8	0.0	1.6
15. Too many municipalities	0.0	2.8	0.0	1.6
16. Distribution of Areas A, B, C	0.0	2.8	0.0	1.6
17. Weak fund administration	0.0	2.8	0.0	1.6
18. Length of time between implementing project and receiving grant	0.0	2.8	0.0	1.6
19. Differences resulting from the differences in currency exchange rate	0.0	2.8	0.0	1.6
20. Not taking into account special needs of large municipalities	0.0	2.8	0.0	1.6
21. Unfair distribution of adopted projects	0.0	2.8	0.0	1.6
22. Lack of routine monitoring	0.0	2.8	0.0	1.6
23. Lack of specialized staff for certain types of work	0.0	2.8	0.0	1.6
24. Fund releases all tenders in one go	0.0	2.8	0.0	1.6
31. Lack of raw materials due to embargo	0.0	0.0	7.1	1.6
32. Difficulties in correspondence	0.0	0.0	7.1	1.6
33. Restriction of credit and distribution mechanisms	0.0	0.0	7.1	1.6
34. Difficulties in communicating by phone	0.0	0.0	7.1	1.6
35. Face some difficulties after tendering, especially lack of raw materials	0.0	0.0	7.1	1.6
37. Lack of models to guide implementation	0.0	0.0	7.1	1.6

Indicator	Percent			
	Northern of WB	Middle and South WB	Gaza ST.	Total
Q43. What do you think are the causes of these problems or weaknesses? N = 47				
6. Donor's regulations	18.2	4.0	9.1	8.5
30. Embargo	0.0	0.0	36.4	8.5
3. Too few staff at Fund	18.2	4.0	0.0	6.4
5. Their capabilities are too little and the financial burden is too big	18.2	4.0	0.0	6.4
13. Lack of sufficient funding	0.0	12.0	0.0	6.4
15. Don't know	9.1	4.0	9.1	6.4
7. Technical studies take too long to complete	9.1	4.0	0.0	4.3
10. Too few employees at staff	9.1	4.0	0.0	4.3
26. Insufficient resources	0.0	4.0	9.1	4.3
11. Donor countries' abilities at financing	9.1	4.0	0.0	4.3
12. Unqualified consultants with limited availability	0.0	8.0	0.0	4.3
23. Imposing universal regulations on all municipalities	0.0	8.0	0.0	4.3
24. Distance	0.0	8.0	0.0	4.3
27. Regulations are too complicated	0.0	4.0	9.1	4.3
34. Financial processes are too centralized	0.0	0.0	18.2	4.3
35. Not adhering to procedures as defined at start of project implementation	0.0	0.0	18.2	4.3
1. Not allocating projects according to priorities and discriminating between citizens	9.1	0.0	0.0	2.1
2. Slow response in implementation of some projects	9.1	0.0	0.0	2.1
4. Not enough methods to perform work	9.1	0.0	0.0	2.1

Indicator	Percent			
	Northern of WB	Middle and South WB	Gaza ST.	Total
8. Consultant did not do any monitoring, resulting in additional time and effort burden	9.1	0.0	0.0	2.1
14. Increasing number of workshops	0.0	4.0	0.0	2.1
16. Lack of guidance plan at Fund	0.0	4.0	0.0	2.1
17. Insufficient operating budgets	0.0	4.0	0.0	2.1
18. Distribution of Areas A, B, C	0.0	4.0	0.0	2.1
19. Expansion of Fund's areas of work	0.0	4.0	0.0	2.1
20. Too many municipalities	0.0	4.0	0.0	2.1
21. Currency volatility	0.0	4.0	0.0	2.1
22. Slow procedures	0.0	4.0	0.0	2.1
25. Lack of qualified personnel	0.0	4.0	0.0	2.1
28. Too little support in project for municipality	0.0	0.0	9.1	2.1
29. Technical reasons	0.0	0.0	9.1	2.1
31. Development of rules and abiding by them	0.0	0.0	9.1	2.1
32. Employees are too busy	0.0	0.0	9.1	2.1
33. Donors changed	0.0	0.0	9.1	2.1
36. Lack of guidance materials	0.0	0.0	9.1	2.1
37. Lack of representation at Fund	0.0	4.0	0.0	2.1
Q44. What do you think needs to be done to improve the performance of MDLF, given the weaknesses that you identified, and how can this be done? N = 46				
4. Work to increase qualified staff and to educate citizens	27.3	8.3	0.0	10.9
8. Holding workshops and training courses on an ongoing basis with the municipalities in the presence of donor	9.1	12.5	0.0	8.7
16. Opening of Fund branch office in more than one province to support municipalities	0.0	12.5	9.1	8.7

Indicator	Percent			
	Northern of WB	Middle and South WB	Gaza ST.	Total
5. To increase allocations to municipalities, per their needs	9.1	8.3	9.1	8.7
6. To find more funding sources for more comprehensive projects	9.1	12.5	0.0	8.7
2. Quicker response rate in the implementation of some projects	9.1	8.3	0.0	6.5
9. Appoint a consultant in each area and supervise him/her	9.1	4.2	0.0	4.3
25. End embargo	0.0	0.0	18.2	4.3
35. Grant wider powers for the Office of the municipal fund in Gaza	0.0	0.0	18.2	4.3
36. Follow-up action to start implementing the projects with donors and to inform the municipality on a regular basis of what has been done	0.0	0.0	18.2	4.3
10. More active and interactive working systems	0.0	8.3	0.0	4.3
38. Hire people with expertise to develop models of projects and ensure that selection is based on merit	0.0	4.2	9.1	4.3
1. Work on the distribution of projects as required and without discrimination	9.1	0.0	0.0	2.2
3. Work to coordinate matters and procedures for projects	9.1	0.0	0.0	2.2
7. Follow-up and provide advise constantly so as to avoid re-submitting proposals due to errors	9.1	0.0	0.0	2.2
11. Comprehensive reviews of municipal employment hierarchies	0.0	4.2	0.0	2.2
12. Force municipalities to plan	0.0	4.2	0.0	2.2

Indicator	Percent			
	Northern of WB	Middle and South WB	Gaza ST.	Total
13. Don't know	9.1	0.0	0.0	2.2
14. Adoption of the Fund as a source of funding from the Government	9.1	0.0	0.0	2.2
15. Networking between donors and fund	9.1	0.0	0.0	2.2
17. Geographic distribution of members	0.0	4.2	0.0	2.2
18. New areas of work for municipalities in which they can play a key role	0.0	4.2	0.0	2.2
19. Use one currency in project budgets	0.0	4.2	0.0	2.2
20. Study specifications financially and technically	0.0	4.2	0.0	2.2
21. The adoption of a code of standards for projects	0.0	4.2	0.0	2.2
22. Increase communication between the municipality and the municipal fund and update data	0.0	4.2	0.0	2.2
23. Municipal participation in the project	0.0	4.2	0.0	2.2
24. The adoption of other criteria for projects	0.0	4.2	0.0	2.2
26. Provide raw materials	0.0	0.0	9.1	2.2
27. Improve and develop work procedures that are commensurate with the sites	0.0	0.0	9.1	2.2
28. Prevent the imposition of donors' projects that are not commensurate with needs	0.0	0.0	9.1	2.2
29. Improve communications through computerization	0.0	0.0	9.1	2.2

Indicator	Percent			
	Northern of WB	Middle and South WB	Gaza ST.	Total
30. Cooperation between municipalities and the Fund to find alternatives	0.0	0.0	9.1	2.2
31. Pressure donors to increase allocations to municipalities	0.0	0.0	9.1	2.2
32. More flexibility in communications	0.0	0.0	9.1	2.2
33. No delays in the disbursements	0.0	0.0	9.1	2.2
34. Give the municipality a margin of change given embargo and the lack of raw materials	0.0	0.0	9.1	2.2
37. Review internal procedures of the Fund between the West Bank and Gaza Strip, because that leads to the slow action	0.0	0.0	9.1	2.2
Q45. Who are the most suitable parties to perform this? N = 47				
Municipality	9.1	20.0	9.1	14.9
MDLF	72.7	60.0	63.6	66.0
Donor	18.2	20.0	45.5	25.5
Government or Ministry of Local Government	18.2	8.0	0.0	8.5
Q46. Additional comments:				
4. . To increase the Fund's annual grants to the municipality as it needs to develop all its services	16.7	5.6	14.3	9.7
8. Thanks to the Fund	0.0	8.3	0.0	4.8
11. Increase the number of projects in the town especially sewage and water networks	0.0	8.3	0.0	4.8
27. Provision of necessary machinery and equipment for the municipality	0.0	0.0	21.4	4.8
9. Repetitive cycles of job creation	0.0	5.6	0.0	3.2

Indicator	Percent			
	Northern of WB	Middle and South WB	Gaza ST.	Total
34. Too slow in issuing no objection	0.0	0.0	14.3	3.2
18. Find alternatives to relieve the financial burden	8.3	2.8	0.0	3.2
1. Fund has to become more organized and systematic in its methods	8.3	0.0	0.0	1.6
2. Knowledge of municipal allocations in 2009	8.3	0.0	0.0	1.6
3. Te Fund should become responsible for all grants that comes from the Ministry of Local Government, the Ministry of Finance and the Ministry of Planning	8.3	0.0	0.0	1.6
5. Emphasis on providing technical support through training projects	8.3	0.0	0.0	1.6
6. Increase and raise the level of coordination and communication with municipalities	8.3	0.0	0.0	1.6
7. Follow up on consultancy services	0.0	2.8	0.0	1.6
10. Expediting the procedures for projects	0.0	2.8	0.0	1.6
12. Support necessary and urgent projects	0.0	2.8	0.0	1.6
14. The Fund should have responsibilities towards municipalities	8.3	0.0	0.0	1.6
16. Development and activation to cover the needs of municipalities	0.0	2.8	0.0	1.6
17. fair distribution of projects according to priorities	0.0	2.8	0.0	1.6
19. Transfer money from donor countries to the municipality and not directly to contractors	0.0	2.8	0.0	1.6
20. Visits by Fund monitors to project sites to make the right decision and not rely on reports solely	0.0	2.8	0.0	1.6
21. Open new branches for Fund	0.0	2.8	0.0	1.6

Indicator	Percent			
	Northern of WB	Middle and South WB	Gaza ST.	Total
22. Project budgets should be included in municipality's annual budgets	0.0	2.8	0.0	1.6
23. Improve disbursement processes	0.0	2.8	0.0	1.6
24. Visits by Fund supervisors	0.0	2.8	0.0	1.6
25. Set new standards to support the municipalities (activity, need, performance)	0.0	2.8	0.0	1.6
26. Take into account infrastructural needs	0.0	0.0	7.1	1.6
28. Pay attention to needs of smaller municipalities	0.0	0.0	7.1	1.6
29. Financial and professional support	0.0	0.0	7.1	1.6
30. The development of relations between the departments in the municipalities and the Fund, and hold workshops	0.0	0.0	7.1	1.6
31. Increase aid to municipalities and its scope	0.0	0.0	7.1	1.6
32. Budget allocation to raise the efficiency of teams, like buying Desktop PCs	0.0	0.0	7.1	1.6
33. Allocating a part for municipal wages	0.0	0.0	7.1	1.6
35. Dependence on emergency projects and not developmental projects	0.0	0.0	7.1	1.6
Respondent Job				
Management	33.3	33.3	35.7	33.9
Technical	33.3	33.3	35.7	33.9
Financial	33.3	33.3	28.6	32.3
Total	**100.0**	**100.0**	**100.0**	**100.0**

Indicator	Percent			
	Northern of WB	Middle and South WB	Gaza ST.	Total
Region				
Northern of WB	---	---	---	19.4
Middle and South WB	---	---	---	58.1
Gaza Strip	---	---	---	22.6
Total	---	---	---	**100.0**

Annex III: Citizens' Satisfaction Assessment - Results by Region

Indicator	Percent			
	Northern of WB	Middle and South WB	Gaza ST.	Total
Q1. How satisfied are you with the following aspects of electricity provided by your Municipality:				
Q1_1. Continuity of service (no power cuts)				
Very satisfied	41.1	0.0	---	39.6
Satisfied	51.2	100.0	---	53.0
Not satisfied	7.0	0.0	---	6.7
Not satisfied at all	0.8	0.0	---	0.7
Don't know	0.0	0.0	---	0.0
Total	**100.0**	**100.0**	**---**	**100.0**
Q1_2. Electric strength (current power)				
Very satisfied	28.7	0.0	---	27.6
Satisfied	66.7	100.0	---	67.9
Not satisfied	4.7	0.0	---	4.5
Not satisfied at all	0.0	0.0	---	0.0
Don't know	0.0	0.0	---	0.0
Total	**100.0**	**100.0**	**---**	**100.0**
Q1_3. Speed at which deficiencies/problems are fixed by specialists				
Very satisfied	24.8	0.0	---	23.9
Satisfied	51.2	100.0	---	53.0
Not satisfied	14.7	0.0	---	14.2
Not satisfied at all	1.6	0.0	---	1.5
Don't know	7.8	0.0	---	7.5
Total	**100.0**	**100.0**	**---**	**100.0**

Indicator	Percent			
	Northern of WB	Middle and South WB	Gaza	Total
Q1_4. Cost of electricity				
Very satisfied	3.1	0.0	---	3.0
Satisfied	27.9	100.0	---	30.6
Not satisfied	42.6	0.0	---	41.0
Not satisfied at all	20.9	0.0	---	20.1
Don't know	5.4	0.0	---	5.2
Total	**100.0**	**100.0**	**---**	**100.0**
Q2. How satisfied are you with the following aspects of water provided by your Municipality:				
Q2_1. Continuity of service (no water cuts)				
Very satisfied	27.9	0.9	3.0	8.2
Satisfied	36.4	25.2	40.1	36.3
Not satisfied	29.5	52.2	28.6	33.5
Not satisfied at all	6.2	20.9	28.3	21.9
Don't know	0.0	0.9	0.0	0.2
Total	**100.0**	**100.0**	**100.0**	**100.0**
Q2_2. Quality of the water with regards to taste, color and smell				
Very satisfied	14.7	5.2	0.3	4.5
Satisfied	61.2	77.4	12.3	36.3
Not satisfied	20.9	16.5	26.5	23.3
Not satisfied at all	2.3	0.0	60.5	35.4
Don't know	0.8	0.9	0.3	0.5
Total	**100.0**	**100.0**	**100.0**	**100.0**
Q2_3. Speed at which deficiencies/problems are fixed by specialists				
Very satisfied	20.2	0.9	2.7	6.3
Satisfied	51.2	76.5	33.1	45.8
Not satisfied	14.0	14.8	23.8	19.8
Not satisfied at all	2.3	0.0	27.7	16.5
Don't know	12.4	7.8	12.7	11.6
Total	**100.0**	**100.0**	**100.0**	**100.0**

Indicator	Percent			
	Northern of WB	Middle and South WB	Gaza	Total
Q2_4. Cost of service				
Very satisfied	8.5	0.9	0.6	2.4
Satisfied	55.0	70.4	22.9	39.7
Not satisfied	23.3	22.6	32.3	28.3
Not satisfied at all	7.0	0.0	26.5	16.8
Don't know	6.2	6.1	17.7	12.8
Total	**100.0**	**100.0**	**100.0**	**100.0**
Q3. How satisfied are you with the following aspects of sewage provided by your Municipality:				
Q3_1. Quality of sewage service overall				
Very satisfied	18.3	6.0	29.4	21.0
Satisfied	64.3	80.8	50.5	61.2
Not satisfied	14.8	7.9	10.0	10.4
Not satisfied at all	0.9	4.6	9.4	6.4
Don't know	1.7	0.7	0.6	0.9
Total	**100.0**	**100.0**	**100.0**	**100.0**
Q3_2. Speed at which deficiencies/problems are fixed by specialists				
Very satisfied	21.7	4.6	9.1	10.5
Satisfied	51.3	74.8	44.8	54.0
Not satisfied	14.8	8.6	17.2	14.5
Not satisfied at all	0.9	3.3	22.1	12.9
Don't know	11.3	8.6	6.8	8.2
Total	**100.0**	**100.0**	**100.0**	**100.0**
Q3_3. Cost of service				
Very satisfied	7.0	2.6	4.6	4.6
Satisfied	43.5	55.6	32.9	41.1
Not satisfied	6.1	18.5	23.7	18.8
Not satisfied at all	0.9	6.6	26.3	16.0
Don't know	42.6	16.6	12.5	19.6
Total	**100.0**	**100.0**	**100.0**	**100.0**

Indicator	Percent			
	Northern of WB	Middle and South WB	Gaza	Total
Q4. How satisfied are you with the following aspects of garbage / solid waste collection by your Municipality:				
Q4_1. Availability and sufficiency of street bins				
Very satisfied	15.5	6.5	7.5	8.9
Satisfied	38.8	50.0	32.2	38.4
Not satisfied	35.7	35.3	19.6	27.1
Not satisfied at all	8.5	8.2	39.8	24.9
Don't know	1.6	0.0	0.9	0.8
Total	100.0	100.0	100.0	100.0
Q4_2. System for collecting and disposing of solid waste				
Very satisfied	24.8	9.4	20.2	18.2
Satisfied	60.5	55.9	37.7	47.2
Not satisfied	11.6	30.6	23.8	23.1
Not satisfied at all	1.6	4.1	17.5	10.6
Don't know	1.6	0.0	0.9	0.8
Total	**100.0**	**100.0**	**100.0**	**100.0**
Q4_3. Removal of public health threats (not allowing garbage to pile up)				
Very satisfied	24.8	9.4	18.7	17.4
Satisfied	50.4	52.4	38.9	44.8
Not satisfied	21.7	30.6	22.0	24.2
Not satisfied at all	2.3	6.5	19.6	12.5
Don't know	0.8	1.2	0.9	1.0
Total	**100.0**	**100.0**	**100.0**	**100.0**
Q4_4. Cost of service				
Very satisfied	12.4	1.8	3.4	4.8
Satisfied	52.7	59.4	31.7	43.5
Not satisfied	10.1	18.8	28.7	22.2
Not satisfied at all	2.3	1.8	19.5	11.2
Don't know	22.5	18.2	16.8	18.3
Total	**100.0**	**100.0**	**100.0**	**100.0**

Indicator	Percent			
	Northern of WB	Middle and South WB	Gaza	Total
Q5. How satisfied are you with the following aspects of roads provided by your Municipality:				
Q5_1. Opening new roads / rehabilitation / maintenance / tarring				
Very satisfied	18.6	3.5	14.5	12.4
Satisfied	53.5	63.5	27.4	42.5
Not satisfied	17.8	27.1	28.3	25.8
Not satisfied at all	7.0	5.9	29.5	18.5
Don't know	3.1	0.0	0.3	0.8
Total	**100.0**	**100.0**	**100.0**	**100.0**
Q5_2. Rainwater drainage systems				
Very satisfied	12.5	3.0	16.3	11.9
Satisfied	50.8	76.2	32.6	48.1
Not satisfied	26.6	14.3	29.2	24.6
Not satisfied at all	7.8	4.8	20.6	13.7
Don't know	2.3	1.8	1.2	1.6
Total	**100.0**	**100.0**	**100.0**	**100.0**
Q5_3 Public lighting				
Very satisfied	28.7	6.5	24.2	20.3
Satisfied	55.0	69.2	28.4	44.8
Not satisfied	14.0	20.7	27.8	23.1
Not satisfied at all	0.8	3.6	19.6	11.4
Don't know	1.6	0.0	0.0	0.3
Total	**100.0**	**100.0**	**100.0**	**100.0**
Q5_4.Traffic signs				
Very satisfied	16.4	1.8	11.4	9.9
Satisfied	54.7	51.2	52.1	52.4
Not satisfied	9.4	32.1	25.9	24.2
Not satisfied at all	6.3	14.3	9.9	10.4
Don't know	13.3	0.6	0.6	3.2
Total	**100.0**	**100.0**	**100.0**	**100.0**

Indicator	Percent			
	Northern of WB	Middle and South WB	Gaza	Total
Q5_5. Speed bumps				
Very satisfied	13.2	3.0	8.2	7.8
Satisfied	50.4	44.4	48.8	47.9
Not satisfied	17.1	27.8	34.2	29.0
Not satisfied at all	3.1	23.1	8.5	11.3
Don't know	16.3	1.8	0.3	4.0
Total	**100.0**	**100.0**	**100.0**	**100.0**
Q5_6. Availability of sidewalks				
Very satisfied	8.6	3.6	10.8	8.4
Satisfied	57.0	56.8	44.3	50.2
Not satisfied	24.2	34.9	28.3	29.3
Not satisfied at all	9.4	4.7	16.0	11.6
Don't know	0.8	0.0	0.6	0.5
Total	**100.0**	**100.0**	**100.0**	**100.0**
Q5_7. Organization of road system (exits, junctions, road width)				
Very satisfied	11.6	2.4	10.2	8.4
Satisfied	66.7	67.1	57.5	62.0
Not satisfied	15.5	24.1	26.8	23.8
Not satisfied at all	3.9	5.9	5.1	5.1
Don't know	2.3	0.6	0.3	0.8
Total	**100.0**	**100.0**	**100.0**	**100.0**
Q6. How satisfied are you with the following aspects of parks and entertainment services provided by your Municipality:				
Q6_1. Availability and sufficiency				
Very satisfied	1.7	2.4	20.8	12.1
Satisfied	43.8	23.8	33.1	32.7
Not satisfied	48.8	38.7	21.4	31.4
Not satisfied at all	2.5	35.1	23.8	22.7
Don't know	3.3	0.0	0.9	1.1
Total	**100.0**	**100.0**	**100.0**	**100.0**

Indicator	Percent			
	Northern of WB	Middle and South WB	Gaza	Total
Q6_2. Ease at which they can be accessed				
Very satisfied	17.4	1.8	21.1	15.1
Satisfied	71.1	65.5	34.9	50.2
Not satisfied	8.3	25.0	24.1	21.3
Not satisfied at all	0.8	7.7	19.0	12.4
Don't know	2.5	0.0	0.9	1.0
Total	**100.0**	**100.0**	**100.0**	**100.0**
Q6_3. Regular maintenance by municipality				
Very satisfied	2.5	2.4	16.6	10.0
Satisfied	46.3	39.3	44.3	43.3
Not satisfied	18.2	25.6	11.4	16.6
Not satisfied at all	3.3	7.7	8.7	7.4
Don't know	29.8	25.0	19.0	22.7
Total	**100.0**	**100.0**	**100.0**	**100.0**
Q6_4. Organization and tidiness of facilities				
Very satisfied	3.3	2.4	16.9	10.3
Satisfied	44.6	35.1	43.1	41.2
Not satisfied	24.0	29.8	13.6	20.0
Not satisfied at all	3.3	9.5	8.1	7.6
Don't know	24.8	23.2	18.4	20.9
Total	**100.0**	**100.0**	**100.0**	**100.0**
Q7. How satisfied are you with the following?				
Q7_1. Cleanliness of town or city				
Very satisfied	11.6	4.7	8.4	8.1
Satisfied	56.6	64.1	51.5	55.9
Not satisfied	27.1	28.2	20.2	23.8
Not satisfied at all	4.7	2.9	19.9	12.2
Don't know	0.0	0.0	0.0	0.0
Total	**100.0**	**100.0**	**100.0**	**100.0**

Indicator	Percent			
	Northern of WB	Middle and South WB	Gaza	Total
Q7_2. Organization of fruit and vegetable markets, if they are available				
Very satisfied	0.9	2.4	11.7	7.2
Satisfied	54.8	61.9	56.0	57.4
Not satisfied	30.4	22.6	19.3	22.3
Not satisfied at all	11.3	8.3	9.3	9.4
Don't know	2.6	4.8	3.6	3.7
Total	**100.0**	**100.0**	**100.0**	**100.0**
Q8. What are the most important problems in service delivery by the Municipality?				
14. Discontinuity of water and water cuts	20.9	41.2	27.4	29.8
11. Quality of the water with regards to taste, color and smell	3.1	1.2	53.9	29.3
1 The roads are bad / the sidewalks are bad / no attention is paid to the way roads are built / no maintenance	8.5	17.1	37.3	26.0
10 Problems with solid waste disposal, public garbage dumps, cleanliness	17.1	20.6	31.0	25.4
15 Lack of available parks, public parks and public amenities	14.0	20.0	16.3	16.8
2 Town is not clean, no-one is assigned responsibility of maintaining cleanliness	7.8	10.0	17.2	13.3
17 Increase in the price of electricity and water	21.7	12.4	8.7	12.4
7. Problems with street lighting, generators and the number of lamp-posts is not enough	2.3	4.1	18.4	11.3
13 Problems with sanitary drainage, its not available or there is no-one to maintain it	6.2	5.9	14.2	10.3
28 Too few tunnels for distribution of water system, they're not good enough	3.1	1.8	8.4	5.5

Indicator	Percent			
	Northern of WB	Middle and South WB	Gaza	Total
12 Too few traffic signs, hence a lot of accidents	7.0	7.6	2.4	4.8
35 Insects and wild animals	0.0	0.6	8.4	4.6
Q9. Suggestions on how service delivery can be improved				
12.0 Cleaning, disinfecting and improving the quality of water in association with Ministry of Health, improving water pressure and availability / solving water problems (providing storage tanks, infrastructure, collections pools, durable network, improving water allocation system)	17.9	28.8	79.8	53.7
11.0 Choosing safe methods to get rid of waste (public garbage chutes, distant from people's homes)	7.8	11.2	30.1	20.4
1.0 Tarring roads, installing pavements and cleaning them	3.9	5.9	28.6	17.4
18.0 Building and developing parks, organizing them and maintaining them	10.1	11.8	15.7	13.5
47.0 Paying attention to street lighting and providing lamp posts	0.0	1.2	21.1	11.4
21.0 Reduce price of electricity and water services	13.2	12.4	9.0	10.8

Indicator	Percent			
	Northern of WB	Middle and South WB	Gaza	Total
2.0 Improving cleanliness in town, getting rid of solid waste on daily basis	2.3	5.9	15.1	10.0
14.0 Paying attention to roads, sanitation network and hiring people to take care of them	1.6	1.2	14.8	8.4
20.0 Paving roads and organizing them (building sidewalks), decorations, speed bumps, and water control barriers	7.8	6.5	8.1	7.6
8.0 There should be a quick response time concerning all services provided by municipality	2.3	6.5	3.9	4.3
13.0 Asking Ministry of Transport to install traffic signs	6.2	4.1	3.6	4.3
37.0 Getting rid of wild animals that cause damage, insect control	0.8	0.6	7.2	4.1
Q10. If the quality of service delivery could be improved by increasing prices or taxes, would you agree to this?				
Yes	25.6	51.8	19.3	29.3
No	74.4	48.2	80.7	70.7
Total	**100.0**	**100.0**	**100.0**	**100.0**
Q11. Did you ever visit the municipality to obtain a particular service?				
Yes	58.1	45.9	37.7	44.1
No	41.9	54.1	62.3	55.9
Total	**100.0**	**100.0**	**100.0**	**100.0**

Indicator	Percent			
	Northern of WB	Middle and South WB	Gaza	Total
Q12. How would you rate the treatment that you received from employees?				
Very good	37.3	33.3	24.8	30.6
Good	41.3	51.3	57.6	51.4
Bad	14.7	11.5	10.4	11.9
Very bad	6.7	3.8	7.2	6.1
Total	**100.0**	**100.0**	**100.0**	**100.0**
Q13. Did you obtain the required service as a result of your visit?				
Yes	72.0	74.4	74.4	73.7
No	28.0	25.6	25.6	26.3
Total	**100.0**	**100.0**	**100.0**	**100.0**
Q14. Did you ever submit a complaint to the municipality?				
Yes	24.0	11.8	12.0	14.4
No	76.0	88.2	88.0	85.6
Total	**100.0**	**100.0**	**100.0**	**100.0**
Q15. What was the complaint about? N = 91				
9.0 Lack of public sanitation networks	12.9	15.0	7.5	11.0
12.0 Lack of solid waste disposal	3.2	10	17.5	11.0
5.0 Water was polluted as it got contaminated by sewage	3.2	0.0	15.0	7.7
Health	9.7	0.0	5.0	5.5
21.0 Water cuts and delays in its provision	0.0	15	5.0	5.5
19.0 Demand privatization of electricity	3.2	15.0	0.0	4.4
31.0 Tarring home entrances	3.2	0.0	7.5	4.4
34.0 Dangerous animals that cause damage	0.0	0.0	10.0	4.4

Indicator	Percent			
	Northern of WB	Middle and South WB	Gaza	Total
Q16. Did the municipality follow up / deal with the complaint?				
Yes	54.8	40.0	45.0	47.3
No	45.2	60.0	55.0	52.7
Total	**100.0**	**100.0**	**100.0**	**100.0**
Q17. Was the problem solved?				
Yes	70.6	100.0	61.1	72.1
No	29.4	0.0	38.9	27.9
Total	**100.0**	**100.0**	**100.0**	**100.0**
Q18. Were you satisfied with the way it was resolved?				
Yes	91.7	62.5	54.5	71.0
No	8.3	37.5	45.5	29.0
Total	**100.0**	**100.0**	**100.0**	**100.0**
Q19. Overall, are you satisfied with municipal services in the town in which you live?				
Very satisfied	9.3	5.9	4.5	5.9
Satisfied	74.4	69.4	43.1	56.6
Not satisfied	14.0	22.4	38.3	29.0
Not satisfied at all	2.3	2.4	14.2	8.6
Total	**100.0**	**100.0**	**100.0**	**100.0**
Q20. How satisfied are you with municipal employees that run services and projects?				
Very satisfied	6.2	4.7	2.7	4.0
Satisfied	71.3	68.2	37.0	52.5
Not satisfied	11.6	15.9	19.9	17.1
Not satisfied at all	2.3	1.8	11.4	7.0
Don’t know	8.5	9.4	28.9	19.5
Total	**100.0**	**100.0**	**100.0**	**100.0**

Indicator	Percent			
	Northern of WB	Middle and South WB	Gaza	Total
Q21. How would you compare the service provided by your municipality to those provided by municipalities in neighboring towns?				
Better	44.2	34.7	16.6	27.1
Similar	15.5	31.2	41.0	33.1
Worse	11.6	12.9	5.7	8.9
Don't know	28.7	21.2	36.7	30.9
Total	**100.0**	**100.0**	**100.0**	**100.0**
Q22. If worse, why? N = 56				
1.0 Other municipalities provide better services	33.3	31.8	31.6	32.1
4.0 Not paying attention to roads and their maintenance	13.3	22.7	10.5	16.1
5.0 Lack of public parks	33.3			10.7
14.0 Insufficient availability of services like roads and water		4.5	26.3	10.7
3.0 Same as always, it never improves	20.0		10.5	8.9
Q24 Were you ever made aware of the following information, directly or indirectly, by the Municipality? (list choices)				
Q24_1 Imperativeness of paying bills				
Yes	76.0	74.1	79.8	77.5
No	24.0	25.9	20.2	22.5
Total	**100.0**	**100.0**	**100.0**	**100.0**
Q24_2. Fees and taxes for municipal services				
Yes	46.5	50.0	45.5	46.9
No	53.5	50.0	54.5	53.1
Total	**100.0**	**100.0**	**100.0**	**100.0**

Indicator	Percent			
	Northern of WB	Middle and South WB	Gaza	Total
Q24_3. Projects implemented by municipality				
Yes	16.3	21.2	7.5	13.0
No	83.7	78.8	92.5	87.0
Total	**100.0**	**100.0**	**100.0**	**100.0**
Q24_4. Municipal budgets, expenses and liabilities				
Yes	5.4	9.4	2.1	4.8
No	94.6	90.6	97.9	95.2
Total	**100.0**	**100.0**	**100.0**	**100.0**
Q24_5. Achievements that were realized				
Yes	17.1	14.1	4.5	9.7
No	82.9	85.9	95.5	90.3
Total	**100.0**	**100.0**	**100.0**	**100.0**
Q25. How satisfied are you with this improved awareness?				
Very satisfied	5.8	2.3	9.0	6.6
Satisfied	65.4	33.6	45.9	46.8
Not satisfied	26.9	46.9	33.2	35.4
Not satisfied at all	1.9	17.2	11.9	11.2
Total	**100.0**	**100.0**	**100.0**	**100.0**
Q26. Were you ever invited to discuss projects that the municipality wants to implement, individually or as part of a group?				
Yes	5.4	4.1	5.4	5.1
No	94.6	95.9	94.6	94.9
Total	**100.0**	**100.0**	**100.0**	**100.0**
Q27 Did you take up the invitation i.e. did you participate? N = 32				
Yes	42.9	57.1	38.9	43.8
No	57.1	42.9	61.1	56.3
Total	**100.0**	**100.0**	**100.0**	**100.0**

Indicator	Percent			
	Northern of WB	Middle and South WB	Gaza	Total
Q28. How satisfied were you with the event in which you participated? N = 14				
Very satisfied	33.3	25.0	42.9	35.7
Satisfied	66.7	75.0	42.9	57.1
Not satisfied	0.0	0.0	0.0	0.0
Not satisfied at all	0.0	0.0	14.3	7.1
Total	**100.0**	**100.0**	**100.0**	**100.0**
Q29. Did you ever hear about any projects or activities that the municipality implemented?				
Yes	47.3	29.4	18.4	27.3
No	52.7	70.6	81.6	72.7
Total	**100.0**	**100.0**	**100.0**	**100.0**
Q30. Did you ever participate in any such activities or programs?				
Yes	11.5	12.0	23.0	15.7
No	88.5	88.0	77.0	84.3
Total	**100.0**	**100.0**	**100.0**	**100.0**
Q31. What was the nature of this activity or program? N = 27				
Festival	14.3	16.7	14.3	14.8
Conference	28.6	0.0	42.9	29.6
Summer camp	0.0	33.3	0.0	7.4
Public meeting	14.3	33.3	7.1	14.8
Computer course	14.3	0.0	14.3	11.1
Medial day	28.6	0.0	0.0	7.4
Others	0.0	16.7	21.4	14.9
Total	**100.0**	**100.0**	**100.0**	**100.0**
Q32. What was the topic/content of this activity? N = 27				
Medical day, with health advice	28.6	0.0	7.1	11.1
Environmental protection and construction	14.3	0.0	14.3	11.1
School and road cleanliness	0.0	16.7	7.1	7.4
First aid	0.0	16.7	7.1	7.4

Indicator	Percent			
	Northern of WB	Middle and South WB	Gaza	Total
Q33. How would you assess this activity? N = 25				
Very good	71.4	83.3	58.3	68.0
Good	28.6	16.7	41.7	32.0
Not good	0.0	0.0	0.0	0.0
Not good at all	0.0	0.0	0.0	0.0
Total	**100.0**	**100.0**	**100.0**	**100.0**
Q34. Do you feel the municipality is transparent in working with, and providing services to, its citizens? (There are no spin and lies, information is presented clearly and not selectively, citizens are made aware of all that they need to know)				
Yes	40.3	45.3	37.7	40.3
No	48.8	53.5	48.5	49.9
Do not know	10.9	1.2	13.9	9.8
Total	**100.0**	**100.0**	**100.0**	**100.0**
Q35. If the answer to Q34 is yes, how? N = 251				
4.0 Giving services to citizens without favoritism, and helping them	38.8	18.2	44.0	35.1
8.0 Transparency and honesty in dealing with all	26.5	33.8	36.0	33.5
2.0 Responding to citizens' requests	6.1	10.4	8.0	8.4
12.0 Providing services to the best of its abilities	0.0	10.4	8.0	7.2
5.0 Providing details and information on services	6.1	9.1	1.6	4.8
Q36. If the answer is no, what makes you feel that the Municipality is not transparent? N = 311				
9.0 Lack of clarity and transparency in dealing with citizens, hiding certain information	19.7	27.5	31.4	28.0
1.0 There is a lot of calculation	36.1	20.9	11.3	19.0
11.0 Favoritism in service provision, according to areas and people	11.5	24.2	17.6	18.3
2.0 Slack provision of certain services	8.2	11.0	17.0	13.5

Indicator	Percent			
	Northern of WB	Middle and South WB	Gaza	Total
13.0 Not paying attention to following-up on citizens' complaints	8.2	1.1	9.4	6.8
Q37. Do you feel that the municipality discriminates in its provision of services?				
Yes, very much so	20.9	35.3	27.7	28.4
Yes, to a certain extent	20.9	17.1	12.3	15.4
No	45.0	47.6	59.6	53.4
Do not know	13.2	0.0	0.3	2.9
Total	**100.0**	**100.0**	**100.0**	**100.0**
Q38. If the answer is yes, it discriminates, how?				
1.0 Favoritism towards certain noteworthy individuals, who are either 'important' at the Municipality or in the community	50.0	27.3	38.3	36.9
4.0 Clear favoritism in distributing water and electricity and sanitation	2.0	15.9	28.6	19.6
5.0 Favoritism in organizing roads and new projects	6.0	18.2	11.3	12.5
8.0 Provision of water in some areas is better than others	2.0	20.5	8.3	11.1
20.0 Focus on richer areas rather than areas with people who have limited incomes	2.0	8.0	13.5	9.6
2.0 Tarring roads and planting trees is better in some areas than others	4.0	8.0	4.5	5.5

Indicator	Percent			
	Northern of WB	Middle and South WB	Gaza	Total
19.0 Focus only on town center and main roads; neglect distant town areas and secondary roads	0.0	6.8	6.8	5.5
Q39. If the answer is yes, it discriminates, why?				
1.0 Knowledge and intelligence / presence of popular, responsible people at the municipality or in the community	66.0	73.8	55.7	63.2
8.0 A lot of visitors to the area (commercial area)	4.3	8.8	12.2	9.7
11.0 Because they are main roads	0.0	3.8	6.9	4.7
13.0 Presence of important institutions, universities, security services	2.1	0.0	8.4	4.7
Total				
Q40. Are you aware of the strategic development plan that is approved by your municipality?				
Yes	---	10.0	4.2	5.9
No	---	90.0	95.8	94.1
Total	---	**100.0**	**100.0**	**100.0**
Q41. Did you participate in the development of this plan? N = 24				
Yes	---	0.0	8.3	4.2
No	---	100.0	91.7	95.8
Total	---	**100.0**	**100.0**	**100.0**

Indicator	Percent			
	Northern of WB	Middle and South WB	Gaza	Total
Q42. At what stage did you participate?				
Q42_1. Putting the plan together N = 1				
Yes	---	0.0	100.0	100.0
No	---	0.0	0.0	0.0
Total	---	0.0	**100.0**	**100.0**
Q42_2. Determining people's priorities N = 1				
Yes	---	0.0	0.0	0.0
No	---	0.0	100.0	100.0
Total	---	0.0	**100.0**	**100.0**
Q42_3. Budget development N = 1				
Yes	---	0.0	0.0	0.0
No	---	0.0	100.0	100.0
Total	---	0.0	**100.0**	**100.0**
Q42_4. Implementation stages (workshops) N = 1				
Yes	---	0.0	0.0	0.0
No	---	0.0	100.0	100.0
Total	---	0.0	**100.0**	**100.0**
Q43. Are you satisfied with this participation? N = 1				
Very satisfied	---	0.0	0.0	0.0
Satisfied	---	0.0	100.0	100.0
Not satisfied	---	0.0	0.0	0.0
Not satisfied at all	---	0.0	0.0	0.0
Total	---	0.0	**100.0**	**100.0**
Q44. Do you feel that this plan matches the priorities of your town?				
Yes	---	0.0	100.0	100.0
No	---	0.0	0.0	0.0
Don't know	---	0.0	0.0	0.0
Total	---	0.0	**100.0**	**100.0**

Indicator	Percent			
	Northern of WB	Middle and South WB	Gaza	Total
Q45. Have you ever heard of the public services center at your municipality (where you can pay bills, submit complaints) or a center where you can complete all municipal transactions?				
Yes	51.9	59.7	39.9	47.4
No	48.1	40.3	60.1	52.6
Total	**100.0**	**100.0**	**100.0**	**100.0**
Q46. Did you ever visit that service center? N = 242				
Yes	70.7	43.0	35.7	44.2
No	29.3	57.0	64.3	55.8
Total	**100.0**	**100.0**	**100.0**	**100.0**
Q47. How satisfied are you with this service center? N = 107				
Very satisfied	6.9	24.3	17.1	16.8
Satisfied	86.2	75.7	61.0	72.9
Not satisfied	3.4	0.0	7.3	3.7
Not satisfied at all	3.4	0.0	14.6	6.5
Total	**100.0**	**100.0**	**100.0**	**100.0**
Q48. If you are not satisfied, why? N = 11				
1. No response from people who work at center	50.0	0.0	33.3	36.4
2. Employees are too busy, they don't answer citizens' questions	50.0	0.0	0.0	9.1
3. Inside connections and corruption	0.0	0.0	22.2	18.2
4. Not being able to realize goals	0.0	0.0	22.2	18.2
5. It doesn't give people quality services	0.0	0.0	11.1	9.1
6. Lack of qualified employees	0.0	0.0	11.1	9.1
7. Bad treatment	0.0	0.0	11.1	9.1

Indicator	Percent			
	Northern of WB	Middle and South WB	Gaza	Total
Q49. What method would you prefer for the municipality to make you aware of its programs and activities?				
Q49_1. Email	12.4	26.5	4.8	12.2
Q49_2. Municipal website	11.6	28.8	1.8	11.1
Q49_3 .Publications	54.3	53.5	50.6	52.1
Q49_4. Public sign posts	21.7	48.8	26.5	31.5
Q49_5. Local TV and radio	66.7	57.1	59.6	60.4
Q49_6. Local press	30.2	44.7	18.4	27.9
Telephone	3.9	0.6	10.2	6.3
Workshops, courses, discussion groups, meetings	1.6	1.8	9.3	5.7
Employees	3.1	1.2	3.0	2.5
SMS / calls in Jawwal	0.0	1.8	3.6	2.4
Q50 Additional comments:				
25. No favoritism in deciding locations / people who would benefit from services	0.0	1.2	14.5	7.9
28. Improving and developing quality of services	3.1	8.8	1.5	3.8
32. Provision of sufficient water, paying attention to how water is rationed / divided	0.8	5.9	0.6	2.1
40. Public consultations and meetings – a lot of them	0.0	0.6	3.3	1.9

Indicator	Percent			
	Northern of WB	Middle and South WB	Gaza	Total
B1. Interviewee's relation with the head of household				
Head of household	44.2	42.9	43.7	43.6
Wife / spouse	38.0	38.8	37.0	37.7
Son	10.1	10.6	10.2	10.3
Daughter	6.2	4.7	4.5	4.9
Father	0.0	1.8	0.3	0.6
Mother	0.0	0.0	2.4	1.3
Brother	1.6	0.6	0.0	0.5
Sister	0.0	0.0	0.9	0.5
Daughter-in-law	0.0	0.6	0.9	0.6
Total	**100.0**	**100.0**	**100.0**	**100.0**
B2. Type of house in which you live?				
Independent house	31.0	52.9	30.1	36.5
Building for family	30.2	22.9	45.2	36.1
Apartment	38.8	24.1	24.7	27.4
Total	**100.0**	**100.0**	**100.0**	**100.0**
B3. If house				
Owned	65.9	78.8	89.8	81.9
Rented	34.1	21.2	10.2	18.1
Total	**100.0**	**100.0**	**100.0**	**100.0**
B4. Gender				
Male	46.5	51.8	50.6	50.1
Female	53.5	48.2	49.4	49.9
Total	**100.0**	**100.0**	**100.0**	**100.0**

Indicator	Percent			
	Northern of WB	Middle and South WB	Gaza	Total
B5. Age, in years				
18 – 25	13.2	18.8	14.5	15.4
26 – 35	22.5	31.8	23.5	25.5
36 – 45	30.2	27.6	28.0	28.4
46 – 55	18.6	10.0	19.9	17.0
> 55	15.5	11.8	14.2	13.8
Total	**100.0**	**100.0**	**100.0**	**100.0**
B6. Social status				
Single	18.6	18.2	12.7	15.4
Married	73.6	80.0	81.3	79.4
Divorced	0.0	0.0	0.9	0.5
Widow	7.8	1.2	5.1	4.6
Separated	0.0	0.6	0.0	0.2
Total	**100.0**	**100.0**	**100.0**	**100.0**
B7. Educational attainment				
High school or less	68.2	65.9	76.7	72.1
Diploma	15.5	12.9	8.2	11.0
BA/BS	13.2	20.0	13.9	15.4
MA/MS	3.1	1.2	0.6	1.3
PhD	0.0	0.0	0.6	0.3
Total	**100.0**	**100.0**	**100.0**	**100.0**
B8. Employment status				
Employees	47.3	51.8	29.3	39.0
Pensioner	2.3	1.2	3.0	2.4
University student	5.4	4.7	7.3	6.2
Female head of household	38.8	34.1	42.3	39.4
Unemployed	6.2	8.2	18.1	13.0
Total	**100.0**	**100.0**	**100.0**	**100.0**

Indicator	Percent			
	Northern of WB	Middle and South WB	Gaza	Total
B9. Your place of work is at				
Town or village in which I live	85.2	90.9	93.8	90.7
Outside town or village in which I live	14.8	9.1	6.2	9.3
Total	**100.0**	**100.0**	**100.0**	**100.0**
B10. Employment sector				
Trade	36.1	38.6	18.8	30.2
Industry	8.2	11.4	7.3	9.0
Agriculture	4.9	0.0	3.1	2.4
Construction	4.9	8.0	5.2	6.1
Transport and telecoms	0.0	1.1	3.1	1.6
Services	27.9	15.9	22.9	21.6
Public sector	18.0	22.7	34.4	26.1
UNRWA	0.0	2.3	5.2	2.9
Total	**100.0**	**100.0**	**100.0**	**100.0**
B11. Monthly household income in shekels:				
Less than 1000	18.9	8.3	42.6	28.8
1000 – 2000	49.5	45.2	41.0	43.8
2001 – 3000	16.2	23.2	9.4	14.5
> 3000	15.3	23.2	7.0	13.0
Total	**100.0**	**100.0**	**100.0**	**100.0**
B12. Number of household members, including yourself				
1 – 3	14.0	24.1	10.8	15.1
4 – 6	50.4	44.1	33.1	39.6
7 – 9	31.8	28.2	34.6	32.3
> 9	3.9	3.5	21.4	13.0
Total	**100.0**	**100.0**	**100.0**	**100.0**

Annex IV: Questionnaire - Client (Municipality Staff) Satisfaction Assessment

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Alpha for Polling, Research and Informatics

Satisfaction of Municipal Employees with Municipal Development Fund (MDLF)

	Questionnaire Number (for office use only): …….
☐	Town/City: ……..
☐	Interviewee's name: …….
☐☐	Interviewee's Position 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 In working with MDLF, how would you assess interaction and communications** 1. Very good 2. Good 3. Bad 4. Very bad
☐☐	**Q2 What is the nature of your relationship with MDLF?** ....
☐☐	**Q3 What are the major points of difference between your municipality and MDLF?** ....
☐	**Q4 How would you rate the methods that MDLF utilizes to support municipalities?** 1. Very satisfied 2. Satisfied 3. Not satisfied 4. Not satisfied at all
☐☐	**Q5 If you are not satisfied, why?** ....
☐	**Q6 How responsive is MDLF to your requests for clarification, approval, and general communications?** 1. Very satisfied 2. Satisfied 3. Not satisfied 4. Not satisfied at all
☐	**Q7 How relevant are MDLF projects to the needs of your town/city?** 1. Very relevant 2. Relevant 3. Not relevant 4. No relevant at all
Q8 Concerning the projects that MDLF implements in your locality, how satisfied are you with the extent to which MDLF takes note of specific needs of your municipality with regards to:	
☐	**Q8_1 Timing of municipal advertising regarding specifications and its relation to the municipal budget** 1. Very satisfied 2. Satisfied 3. Not satisfied 4. Not satisfied at all
☐	**Q8_2 Sufficiency of MDLF allocations regarding the implementation of necessary projects to meet the needs of municipality and its citizens** 1. More than sufficient 2. Sufficient 3. Not sufficient 4. Not sufficient at all
☐☐	**Q9 What are the most notable problems regarding Q8_1 and Q8_2** ....
☐☐	**Q9_1 How could this be improved?** ....
☐	**Q10 Regarding to the selection of sub-projects by the MDLF, are the decisions taken by the MDLF transparent to the municipalities?** 1. Yes 2. No
☐☐	**Q11 If no, why?** ....
☐	**Q12 Regarding to the selection of sub-projects by the MDLF, do the municipalities think that the decisions taken by the MDLF are fair and balanced (in comparison to other municipalities)?** 1. Yes 2. No

☐	**Q13. Regarding the selection of sub-projects by the MDLF, does MDLF give the municipalities the opportunity to be informed on its decisions in projects selection?** 1. Yes 2. No
☐	**Q14 How satisfied are you with MDLF efforts to solicit public participation in planning projects?** 1. Very satisfied 2. Satisfied 3. Not satisfied 4. Not satisfied at all
☐☐	**Q15 If you are not satisfied, why?** ....
☐	**Q16 How satisfied are you with project appraising criteria?** 1. Very satisfied 2. Satisfied 3. Not satisfied 4. Not satisfied at all
☐☐	**Q17 If you are not satisfied, why?** ....
☐☐	**Q18 Suggestions for improvement?** ....
Q 19 How satisfied are you with the following aspects of MDLF project implementation:	
☐	**Q19_1 Bid/tender management** 1. Very satisfied 2. Satisfied 3. Not satisfied 4. Not satisfied at all 5. Don't know
☐	**Q19_2 Size of bid/tender documentation?** 1. Very satisfied 2. Satisfied 3. Not satisfied 4. Not satisfied at all 5. Don't know
☐	**Q19_3 Supervision provided by MDLF concerning finance and administration (includes payment of sub-contractors)** 1. Very satisfied 2. Satisfied 3. Not satisfied 4. Not satisfied at all 5. Don't know
☐	**Q19_4 MDLF efforts in strengthening communications with local communities through projects** 1. Very satisfied 2. Satisfied 3. Not satisfied 4. Not satisfied at all 5. Don't know
☐	**Q19_5 Monitoring and site-visits undertaken by MDLF** 1. Very satisfied 2. Satisfied 3. Not satisfied 4. Not satisfied at all 5. Don't know
☐☐	**Q20 If you are not satisfied with any of the above, why?** ....
Q21 How satisfied are you with MDLF in project close-up	
☐	**Q21_1 Documents that municipality provides about the project, at the end of the project** 1. Very satisfied 2. Satisfied 3. Not satisfied 4. Not satisfied at all 5. Don't know
☐	**Q21_2 Evaluations conducted by MDLF, and lessons learnt** 1. Very satisfied 2. Satisfied 3. Not satisfied 4. Not satisfied at all 5. Don't know

☐	**Q21_3 Efforts made in disseminating lessons learnt through improving public awareness** 1. Very satisfied 2. Satisfied 3. Not satisfied 4. Not satisfied at all 5. Don't know
Q22 How would you rate consultancy services in each project phase? (includes EMSRPII)	
☐	**Q22_1 Assistance provided to municipality in planning project** 1. Very satisfied 2. Satisfied 3. Not satisfied 4. Not satisfied at all 5. Don't know
☐	**Q22_2 Assistance provided to municipality in bid documentation** 1. Very satisfied 2. Satisfied 3. Not satisfied 4. Not satisfied at all 5. Don't know
☐	**Q22_3 Monitoring and site-visits during implementation** 1. Very satisfied 2. Satisfied 3. Not satisfied 4. Not satisfied at all 5. Don't know
☐☐	**Q23 If the consultancy service that during the above were bad, why?** ....
☐	**Q24 Does the presence of a consultant help, or make easier, project realization** 1. Yes 2. No (Go to Q26)
☐☐	**Q25 If the answer in yes, in what stages does consultancy help make a difference?** ....
☐☐	**Q26 If no, why?** ....
☐	**Q27 Would you prefer working with the MDLF directly, as opposed to a consultant?** 1. Yes 2. No
☐ ☐	**Q27_1 If yes, why?**..... .....
☐	**Q28 If the project were to be re-implemented, would you prefer the presence of a consultant?** 1. Much preferred 2. Preferred to a certain extent 3. Not preferred 4. Not preferred at all
Part Two: Strategic Development Plan	
☐☐	**Q29 What type of support and assistance do you need from MDLF to support your strategic development plan (for the next five years, includes municipal letter, goals…..)** ....
Part Three: For Municipalities that do not have Strategic Development Plan	
☐	**Q30 Do you need a strategic development plans?** 1. Yes 2. No (Go to Q33)
☐	**Q31 Does the municipality have the ability and staff to develop such a plan?** 1. Yes 2. No
☐☐	**Q32 What type of help do you need from MDLF to be able to develop such plans?** ....

I am going to ask you a few questions about EMSRPII	
☐	**Q33 Was the municipality provided with any spare parts, goods, or supplies as part of EMSRPII?** 1. Yes 2. No (Go to Q37)
☐☐	**Q34 What was the municipality provided with?** ....
☐	**Q35 To what extent did provisions match your needs?** 1. Very relevant 2. Relevant 3. Irrelevant 4. Not relevant at all
☐	**Q36 Did this assistance save you from spending money from your budget?** 1. Yes, it saved a lot 2. Yes, is saved some 3. No, it didn't save anything 4. Don't know
Q37 How satisfied are you with methods utilized by fund in awareness-raising and advertising service to municipalities (through EMSRPII)	
☐	**Q37_1 Workshops about project launch** 1. Very satisfied 2. Satisfied 3. Not satisfied 4. Not satisfied 5. Don't know
☐	**Q37_2 Workshops for raising municipality's awareness about project planning?** 1. Very satisfied 2. Satisfied 3. Not satisfied 4. Not satisfied 5. Don't know
☐	**Q37_3 Workshops concerning bids, tenders, and documentation** 1. Very satisfied 2. Satisfied 3. Not satisfied 4. Not satisfied 5. Don't know
☐	**Q37_4 Workshops about spending regulations** 1. Very satisfied 2. Satisfied 3. Not satisfied 4. Not satisfied 5. Don't know
☐	**Q37_5 Workshops concerning project closure and required documentation** 1. Very satisfied 2. Satisfied 3. Not satisfied 4. Not satisfied 5. Don't know
☐☐	**Q38 If you are not satisfied with any of the above, why?** ....
For Municipalities that have NGO-LGU project	
☐	**Q39. How would you assess the partnership between your Municipality and the NGO during the implementation of joint projects?** 1. Very good 2. Good 3. Bad 4. Very bad 5. Not relevant
☐	**Q40 If it was bad, why?** ....
☐	**Q41 How could the relationship between the municipality and NGOs be improved in the implementation of future projects?** ....
These questions are concerned with MDLF in general including EMSRPII	
☐☐	**Q42 What were the problems or weaknesses in MDLF performance?** ....

☐☐	**Q43 What do you think are the causes of these problems or weaknesses?** ....
☐☐	**Q44 What do you think needs to be done to improve the performance of MDLF, given the weaknesses that you identified, and how can this be done?** ....
☐☐	**Q45 Who are the most suitable parties to perform this?** 1. Municipality 2. MDLF 3. Donor 4. Other, specify: ……
☐☐ ☐	**Q46 Additional comments:** ....

Annex V: Questionnaire – Citizens' Satisfaction Assessment

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Alpha for Polling, Research and Informatics

Satisfaction of Citizens with Municipal Services

	Questionnaire Number (for office use only): …….
☐	Town/City: ……..
☐	Governorate: …….
☐☐	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 How satisfied are you with the following aspects of electricity provided by your Municipality:			
☐	**Q1_1 Continuity of service (no power cuts)**		
	1. Very satisfied	2. Satisfied	3. Not satisfied
	4. Not satisfied at all	5. Don't know	6. Not relevant
☐	**Q1_2 Electric strength (current power)**		
	1. Very satisfied	2. Satisfied	3. Not satisfied
	4. Not satisfied at all	5. Don't know	6. Not relevant
☐	**Q1_3 Speed at which deficiencies/problems are fixed by specialists**		
	1. Very satisfied	2. Satisfied	3. Not satisfied
	4. Not satisfied at all	5. Don't know	6. Not relevant
☐	**Q1_4 Cost of electricity**		
	1. Very satisfied	2. Satisfied	3. Not satisfied
	4. Not satisfied at all	5. Don't know	6. Not relevant
Q2 How satisfied are you with the following aspects of water provided by your Municipality:			
☐	**Q2_1 Continuity of service (no water cuts)**		
	1. Very satisfied	2. Satisfied	3. Not satisfied
	4. Not satisfied at all	5. Don't know	6. Not relevant
☐	**Q2_2 Quality of the water with regards to taste, color and smell**		
	1. Very satisfied	2. Satisfied	3. Not satisfied
	4. Not satisfied at all	5. Don't know	6. Not relevant
☐	**Q2_3 Speed at which deficiencies/problems are fixed by specialists**		
	1. Very satisfied	2. Satisfied	3. Not satisfied
	4. Not satisfied at all	5. Don't know	6. Not relevant
☐	**Q2_4 Cost of service**		
	1. Very satisfied	2. Satisfied	3. Not satisfied
	4. Not satisfied at all	5. Don't know	6. Not relevant
Q3 How satisfied are you with the following aspects of sewage provided by your Municipality:			
☐	**Q3_1 Quality of sewage service overall**		
	1. Very satisfied	2. Satisfied	3. Not satisfied
	4. Not satisfied at all	5. Don't know	6. Not relevant
☐	**Q3_2 Speed at which deficiencies/problems are fixed by specialists**		
	1. Very satisfied	2. Satisfied	3. Not satisfied
	4. Not satisfied at all	5. Don't know	6. Not relevant
☐	**Q3_3 Cost of service**		
	1. Very satisfied	2. Satisfied	3. Not satisfied
	4. Not satisfied at all	5. Don't know	6. Not relevant
Q4 How satisfied are you with the following aspects of garbage / solid waste collection by your Municipality:			
☐	**Q4_1 Availability and sufficiency of street bins**		
	1. Very satisfied	2. Satisfied	3. Not satisfied
	4. Not satisfied at all	5. Don't know	6. Not relevant
☐	**Q4_2 System for collecting and disposing of solid waste**		
	1. Very satisfied	2. Satisfied	3. Not satisfied
	4. Not satisfied at all	5. Don't know	6. Not relevant

☐	**Q4_3 Removal of public health threats (not allowing garbage to pile up)** 1. Very satisfied 2. Satisfied 3. Not satisfied 4. Not satisfied at all 5. Don't know 6. Not relevant
☐	**Q4_4 Cost of service** 1. Very satisfied 2. Satisfied 3. Not satisfied 4. Not satisfied at all 5. Don't know 6. Not relevant
Q5 How satisfied are you with the following aspects of roads provided by your Municipality:	
☐	**Q5_1 Opening new roads / rehabilitation / maintenance / tarring** 1. Very satisfied 2. Satisfied 3. Not satisfied 4. Not satisfied at all 5. Don't know 6. Not relevant
☐	**Q5_2 Rainwater drainage systems** 1. Very satisfied 2. Satisfied 3. Not satisfied 4. Not satisfied at all 5. Don't know 6. Not relevant
☐	**Q5_3 Public lighting** 1. Very satisfied 2. Satisfied 3. Not satisfied 4. Not satisfied at all 5. Don't know 6. Not relevant
☐	**Q5_4 Traffic signs** 1. Very satisfied 2. Satisfied 3. Not satisfied 4. Not satisfied at all 5. Don't know 6. Not relevant
☐	**Q5_5 Speed bumps** 1. Very satisfied 2. Satisfied 3. Not satisfied 4. Not satisfied at all 5. Don't know 6. Not relevant
☐	**Q5_6 Availability of, and state of, sidewalks** 1. Very satisfied 2. Satisfied 3. Not satisfied 4. Not satisfied at all 5. Don't know 6. Not relevant
☐	**Q5_7 Organization of road system (exits, junctions, road width)** 1. Very satisfied 2. Satisfied 3. Not satisfied 4. Not satisfied at all 5. Don't know 6. Not relevant
Q6 How satisfied are you with the following aspects of parks and entertainment services provided by your Municipality:	
☐	**Q6_1 Availability and sufficiency** 1. Very satisfied 2. Satisfied 3. Not satisfied 4. Not satisfied at all 5. Don't know 6. Not relevant
☐	**Q6_2 Ease at which they can be accessed** 1. Very satisfied 2. Satisfied 3. Not satisfied 4. Not satisfied at all 5. Don't know 6. Not relevant
☐	**Q6_3 Regular maintenance by municipality** 1. Very satisfied 2. Satisfied 3. Not satisfied 4. Not satisfied at all 5. Don't know 6. Not relevant
☐	**Q6_4 Organization and tidiness of facilities** 1. Very satisfied 2. Satisfied 3. Not satisfied 4. Not satisfied at all 5. Don't know 6. Not relevant
Q7 How satisfied are you with the following?	
☐	**Q7_1 Cleanliness of town or city** 1. Very satisfied 2. Satisfied 3. Not satisfied 4. Not satisfied at all 5. Don't know
☐	**Q7_2 Organization of fruit and vegetable markets, if they are available** 1. Very satisfied 2. Satisfied 3. Not satisfied 4. Not satisfied at all 5. Don't know 6. Not relevant

☐☐ ☐	**Q8 What are the most important problems in service delivery by the Municipality?** ....
☐☐ ☐	**Q9 Suggestions on how service delivery can be improved** ....
☐	**Q10 If the quality of service delivery could be improved by increasing prices or taxes, would you agree to this?** 1. Yes 2. No
☐	**Q11 Did you ever visit the municipality to obtain a particular service?** 1. Yes 2. No (If 2, jump to Q14)
☐	**Q12 How would you rate the treatment that you received from employees?** 1. Very good 2. Good 3. Bad 4. Very bad
☐	**Q13 Did you obtain the required service as a result of your visit?** 1. Yes 2. No
☐	**Q14 Did you ever submit a complaint to the municipality?** 1. Yes 2. No (If 2, jump to Q19)
☐	**Q15 What was the complaint about?** .....
☐	**Q16 Did the municipality follow up / deal with the complaint?** 1. Yes 2. No (If 2, jump to Q19)
☐	**Q17 Was the problem solved?** 1. Yes 2. No (If 2, jump to Q19)
☐	**Q18 Were you satisfied with the way it was resolved?** 1. Yes 2. No
☐	**Q19 Overall, are you satisfied with municipal services in the town in which you live?** 1. Very satisfied 2. Satisfied 3. Not satisfied 4. Not satisfied at all
☐	**Q20 How satisfied are you with municipal employees that run services and projects?** 1. Very satisfied 2. Satisfied 3. Not satisfied 4. Not satisfied at all 5. Don't know
☐	**Q21 How would you compare the service provided by your municipality to those provided by municipalities in neighboring towns?** 1. Better (go to Q24) 2. Similar (go to Q24) 3. Worse 4. Don't know (go to Q24)
☐☐	**Q22 If worse, why?** ....
☐☐	**Q23 Please provide names of municipalities that provide better services** ....

Q24 Were you ever made aware of the following information, directly or indirectly, by the Municipality? (list choices)			
☐	**Q24_1 Imperativeness of paying bills**	1. Yes	2. No
☐	**Q24_2 Fees and taxes for municipal services**	1. Yes	2. No
☐	**Q24_3 Projects implemented by municipality**	1. Yes	2. No
☐	**Q24_4 Municipal budgets, expenses and liabilities**	1. Yes	2. No
☐	**Q24_5 Achievements that were realized**	1. Yes	2. No
☐	**Q25 How satisfied are you with this improved awareness?** 1. Very satisfied 2. Satisfied 3. Not satisfied 4. Not satisfied at all		
☐	**Q26 Were you ever invited to discuss projects that the municipality wants to implement, individually or as part of a group?** 1. Yes 2. No (If 2, jump to Q29)		
☐	**Q27 Did you take up the invitation i.e. did you participate?** 1. Yes 2. No (If 2, jump to Q29)		
☐	**Q28 How satisfied were you with the event in which you participated?** 1. Very satisfied 2. Satisfied 3. Not satisfied 4. Not satisfied at all		
☐	**Q29 Did you ever hear about any projects or activities that the municipality implemented?** **This question refers to municipal activities outside the sphere of service delivery, such as awareness-raising campaigns, workshops, public consultations, ceremonies, and other activities that many be environmental, social, educational or health-focused** 1. Yes 2. No (If 2, jump to Q34)		
☐	**Q30 Did you ever participate in any such activities or programs?** 1. Yes 2. No (If 2, jump to Q34)		
☐	**Q31 What was the nature of this activity or program?** 1. Festival 2. Conference 3. Summer camp 4. Public meeting 5. Other, specify:……..		
☐	**Q32 What was the topic/content of this activity?** **……**		
☐	**Q33 How would you assess this activity?** 1. Very good 2. Good 3. Not good 4. Not good at all		
☐	**Q34 Do you feel the municipality is transparent in working with, and providing services to, its citizens? (There are no spin and lies, information is presented clearly and not selectively, citizens are made aware of all that they need to know)** 1. Yes 2. No (If 2, jump to Q36)		

☐☐	**Q35 If the answer to Q34 is yes, how?** **……..**
☐☐	**Q36 If the answer is no, what makes you feel that the Municipality is not transparent?** .....
☐	**Q37 Do you feel that the municipality discriminates in its provision of services?** 1. Yes, very much so 2. Yes, to a certain extent 3. No (Go to Q40)
☐☐	**Q38 If the answer is yes, it discriminates, how?** ....
☐☐	**Q39 If the answer is yes, it discriminates, why?** ....
☐	**Q40 Are you aware of the strategic development plan that is approved by your municipality?** 1. Yes 2. No (Go to Q45) 3. Not relevant (Go to Q45)
☐	**Q41 Did you participate in the development of this plan?** 1. Yes 2. No (Go to Q45)
	Q42 At what stage did you participate?
☐	**Q42_1 Putting the plan together** 1. Yes 2. No
☐	**Q42_2 Determining people's priorities** 1. Yes 2. No
☐	**Q42_3 Budget development** 1. Yes 2. No
☐	**Q42_4 Implementation stages (workshops)** 1. Yes 2. No
☐	**Q42_5 Other, please specify: ……..**
☐	**Q43 Are you satisfied with this participation?** 1. Very satisfied 2. Satisfied 3. Not satisfied 4. Not satisfied at all
☐	**Q44 Do you feel that this plan matches the priorities of your town?** 1. Yes 2. No 3. I don't know
☐	**Q45 Have you ever heard of the public services center at your municipality (where you can pay bills, submit complaints) or a center where you can complete all municipal transactions?** 1. Yes 2. No (Go to Q49) 3. Not relevant (Go to Q49)
☐	**Q46 Did you ever visit that service center?** 1. Yes 2. No (Go to Q49)

☐	**Q47 How satisfied are you with this service center?** 1. Very satisfied 2. Satisfied 3. Not satisfied 4. Not satisfied at all		
☐☐	**Q48 If you are not satisfied, why?**		
Q49 What method would you prefer for the municipality to make you aware of its programs and activities?			
☐	**Q49_1 Email**	1. Yes	2. No
☐	**Q49_2 Municipal website**	1. Yes	2. No
☐	**Q49_3 Publications**	1. Yes	2. No
☐	**Q49_4 Public sign posts**	1. Yes	2. No
☐	**Q49_5 Local TV and radio**	1. Yes	2. No
☐	**Q49_6 Local press**	1. Yes	2. No
☐	**Q49_7 Other, please specify: ……..**		
☐☐ ☐	**Q50 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**: ……..
	B13 Interviewer's name: ……
	B14 Mobile / phone number: ……..