

# Assessment Toolkit for Promoting Integrity, Transparency, and Accountability in Palestinian Local Government Units



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and Accountability in Palestinian  
Local Government Units**



United Nations Development Programme/Programme of Assistance  
to the Palestinian People (UNDP / PAPP)

In Cooperation with

the Ministry of Local Government, the Palestinian Association of Local Government Units, and  
the Municipalities of Tubas, Al-Mazra'a Al-Sharqia, and Hebron

# **Assessment Toolkit for Promoting Integrity, Transparency, and Accountability in Palestinian Local Government Units**

**Implementation:  
New Vision for Management Consulting**

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**Chapter I**

**Definition of the Integrity and  
Transparency Toolkit**

## **Introduction**

This toolkit is designed to identify and measure the degree of integrity in the Local Government Units, in order to enable them to upgrade their tasks and functions which will have a direct effect on the lives of citizens.

In this sense, the toolkit serves to enhance the performance of the LGUs through identifying their strengths and weaknesses, and thus work on their reform, and improve their quantitative and qualitative competence to provide services to citizens effectively and consistently.

This toolkit can also be regarded as a way to deepen and strengthen the principle of community participation in public affairs, through the concentration on Accountability and Transparency values, and fighting cronyism and corruption, which will be of direct benefit for citizens.

Referring to the weaknesses in performance of LGUs is in no way an indictment or questioning of anybody. Rather, it means urging the LGU members to improve and develop their performance, in order to avoid as many shortcomings and gaps as possible.

The interest in the topic of transparency in the case of the occupied Palestinian territory (and in the Local Government Units in particular) came as a requirement of the difficult internal and external circumstances through which the whole country is going. There is a great need that the Palestinians run their own affairs with a high degree of efficiency and integrity, so that they can alleviate the impact of the devastating effects of occupation.

The project's, research, and codes of behavior that have been developed by the Arab Thought Forum and the coalition of AMAN, in addition to many local and international organizations working in this field, were all used for the purpose of upgrading the first version of this toolkit.

The support of the Municipalities of Hebron, Al-Mazra'a Al-Sharqia, and Tubas, as well as their participation in the process of developing and examining such a toolkit was one of the most important factors that helped to achieve the desired goal of supporting and developing the Palestinian LGUs.

There was also a benefit from the workshops that were held for the purpose of discussing this toolkit. Three workshops were organized in this regard: the first was in Ramallah, the second in Hebron, and the third in Tubas, with the participation of a group of Mayors or their representatives from the neighboring Municipalities, in addition to some other representatives of civil and non-governmental organizations.

A visit to the Bureau of Financial & Administrative Control in Ramallah city was also made in order to make use of their expertise in this area.

This toolkit is considered as a viable option that can be developed and adjusted with regard to the Integrity, Transparency and Accountability aspects within Palestinian Local Governance, in relation to improving its strengths and reducing its weaknesses.

## **Definitions:**

\* **Transparency:** It is the institution's responsibility in relation to its citizens (beneficiaries, voters, or funders) and that procedures, goals, and objectives are in the public domain. This applies to all central government actions as well as the actions of institutions such as Local Government Units, and civil society institutions. A special toolkit will be used to measure this transparency in the LGUs.

\* **Integrity:** The system of values related to truthfulness, honesty, and devotion to work.

\* **The Local Government Unit:** The unit that manages all matters and services related to citizens, working to improve their living conditions, and develop the local community within a certain geographic and administrative region, according to the authorities and functions provided by the Palestinian Local Government Units' Law No.(1) for the year 1997, and the relevant laws and regulations.

\* **The Council:** It is the council of the Local Government Unit, and it may include the Municipal Council, the Local Council, the Village Council, the Administrative Committee, or the Projects' Committee, according to the stated Law of Local Government Units.

\* **The Mayor:** The elected or the designated chairman of the Local Government Unit's Council.

\***The Member:** Member of the LGU's council.

\* **Accountability:** Compliance of those who handle public posts, having legal, administrative, or ethical responsibility for their decisions and works.

\* **Favoritism:** Implementation of works for the benefit of an individual or group to which a certain person might belong; such as a party or a family, without having the necessary eligibility.

\* **Nepotism:** Preference of one party over another in providing certain services in return for certain interests.

\* **Mediation:** Interference on behalf of a certain individuals or group without considering the necessary basics of work and competence, like appointing a person in a certain position for reasons related to kinship despite his/her incompetence.

\* **Conflict of Interest:** The interference of desires and personal benefits in decision-making by people in power.

## **Objectives of Implementation of the Integrity, Transparency, and Accountability toolkit on the Local Government Units:**

**We can sum up the desired objectives for the process of developing the Integrity, Transparency and Accountability toolkit with the following:**

- 1- Identifying the level of performance of the LGUs, particularly in the areas related to integrity, transparency, and accountability.
- 2- Identifying the cognitive, directional, and behavioral points of strengths and weaknesses throughout the LGUs' work.
- 3- Enhancing the level of integrity and transparency of the LGUs in order to raise their awareness and empowerment.
- 4- Promoting the culture of accountability and participation among the public as well as raising its awareness and empowerment.
- 5- Encouraging the LGUs' members to adopt the rules of good management and good governance.
- 6- Strengthening the attention to, and respect for, the public interest.
- 7- Enhancing the awareness and the legal culture of the LGU members as well as the public.
- 8- Emphasizing the importance of institutional reform and translate it on the ground.
- 9- Adopting an effective and periodic mechanism to assess the performance and work of the LGUs.

## **What Do We Want to Measure?**

### **This toolkit aims at measuring the following:**

- 1- The quality of performance of the Local Government Unit in its areas of specialty and its authority, at the level of Integrity, Transparency, and Accountability as well as its relations with citizens.
- 2- The level of responsiveness of the LGU to the needs and rights of citizens.
- 3- The availability of procedures and mechanisms to promote integrity and fight corruption and abuse, as well as to promote transparency.
- 4- The extent to which the public is able to question the LGU and evaluate its performance.
- 5- The degree of the LGU's compliance with prevailing laws and regulations.

Through the examination of the above parameters, for any given Local Government Unit we will be able to measure a significant number of indicators related to transparency; most importantly good behavior, impartiality, integrity, confidentiality of information, ideal use of both financial and human resources, appointment, professional and correct recruitment, fighting of corruption, fairness and equality in providing services, preventing conflict of interests, prioritizing the public interest over personal interests, as well as compliance with laws and regulations.

## **LGU aspects that will be examined in order to measure their degree of transparency and integrity are:**

### **A- Administrative Regulations & Human Resources**

Administrative regulations considered as the document that systemizes the work of the Local Government Unit in all its aspects. Therefore, the degree of its presence as well as its application is considered as a key indicator of the integrity and transparency of the LGU.

In addition, it is important to measure the degree of accountability of the LGU when such regulations include a clear and written monitoring system that includes both members and staff of that LGU.

In this sense, measuring the Integrity, Transparency, and Accountability at the Local Government Units requires primarily the existence of laws and administrative regulations that govern and regulate the work of those LGUs.

### **B- Council (Chairman/ Mayor and Members)**

The Local Council is considered as the highest authority at the Local Government Unit, and thus all its decisions are influential to all members, including the Head of that Local Unit (the Mayor).

The role of the Local Council is to draw up general policies and strategies, and to work on developing the vision as well as the mission of the LGU in partnership with citizens and representatives of civil society.

The Local Council's decisions are divided into two parts:

- 1- Part one is about strategic and long-term decisions, related to the overall objectives of the LGU and preparing its structural plan as well as its strategic plan.
- 2- Part two is an executive aspect regarding the decisions of procurement, recruitment, licensing, and other specific procedural issues to be implemented within the daily routine of the LGU.

This important aspect of the Local Council's work will be examined through the completion of a special form (questionnaire) in cooperation with the Mayor, and another member who will be selected as the youngest member at that LGU, besides a female member of the Council.

**(1) The role of the researcher/consultant is only to clarify how to complete the questionnaire, and not to interfere in the answer itself.**

**(2) This represents the minimum number of the council's members, and there is no problem to add more members provided that the same number and type will apply to all targeted LGUs.**

The Chairman/Head of the Local Government Unit has been selected on the basis of the importance of his role, his knowledge of all matters in the LGU, and for the purpose of sharing information.

It was agreed that a meeting should be held together with another council member (male member) to be selected randomly, provided that he will be the youngest member representing the youth sector at the council. Note that this youngest member might be among the retired persons and old-aged.

It was also agreed that a meeting should be held with a female council member in order to know her opinion and the extent to which her information is compatible with other information, and then to assess her point of view about what is happening inside the LGU.

The examination of this section of the council's work and other issues related to the council's decisions will be done through a meeting with the LGU chairman, a female member, and the youngest member, as well as the interviews and the completion of questionnaires and the verification of documents related to this aspect.

The questionnaires and the interviews that will be conducted with the LGU's staff members, as well as people from outside and inside the LGU itself, will confirm or otherwise the information being gathered with the above-described method.

### **C- Finance**

The department of Finance is one of the most important departments at the Local Government Unit, since it is responsible primarily for the whole scope of the LGU's work as well as the implementation of its projects, depending on its budget and the physical and human potential to implement such programmes and projects.

The department of Finance & Accounting can be a very large one, subdivided to a group of sections and units, or it can be made up of one staff member, depending on the nature of each LGU as well as its size.

This department is directly responsible for the determination of the debts of the citizens as well as the suppliers, collection of fees and taxes, as well as the revenues of all services and public works from all the inhabitants of that LGU area.

Given this, the verification or verification of documents and meeting with either the accountant or the financial manager is considered among the basics to make any assessments to measure the Transparency and Integrity of the Local Government Units.

### **D- Department of Engineering & Organizing/ Management**

The Local Government Unit meets as the Local Council and as the Local Committee for planning and construction in that area.

This makes the most of the LGUs, which have the authority of a Local Committee for planning & construction, concentrate their work on the area of engineering; in respect to all issues related to the use of land, structural and detailed planning, as well as the compliance with all laws and regulations related to construction and planning aspects. This area is considered a very important and vital one in the lives of the inhabitants of these LGUs.

### **E- Supplies & Procurement (of works, goods, and consulting services):**

The Local Government Units implement many infrastructure projects each in their respective area; most of these projects consume the main financial resources of the LGUs.

Such projects and procurement sometimes cost significant amounts, which are collected as levied taxes and paid fees from citizens to the Municipality, or from the fees and taxes transferred from the central authority to the Municipalities, or from the funding of projects supported by donor organizations or local or foreign donors.

This department is one of the most 'vulnerable' departments whether in government or non-government institutions (private and civil), where there is a possibility for manipulation or corruption in the awarding of tenders as well as in procurement and supplies. Therefore, this department has been dealt with separately from the other departments, including the department of Finance.

In the systems of Local Government, supply & procurement depends on prevailing laws and regulations that are under continuous development, in order to meet the needs of the Palestinian LGUs.

This section will be examined through the completion of the questionnaire, besides the verification of documents.

### **F- Community Participation**

The overall objective of the Local Government Units is to serve the inhabitants and build a clean and beautiful environment that meets the requirements of a happy life. Therefore, the core objective of these LGUs, with their different types and levels, is to respond to the needs of citizens, as well as to provide quality services within a reasonable time.

Community participation/ involvement is the basis of proper planning and follow-up, as well as the monitoring and control for the purposes of commitment to the general principles of transparency and integrity.

Most modern institutions are built on the basis of the partnership principle between the employees and the leading units, and the beneficiaries in order

to create a partnership in the determination of needs, and hence design the service. This is done in order to enable the LGU to provide the proper services, as well as to follow-up what is after the provision of services, so that it can gain the satisfaction of both beneficiaries and employees, as well as the leading units inside the institution.

This section will be examined through the completion of the questionnaire, besides the verification of documents.

## **Chapter II**

# **Methodology**

## Toolkits and Components

This compound toolkit consists of five main toolkits designed for measuring the degree of transparency and integrity and their levels in the Local Government Units. These toolkits are:

- Questionnaire of the Municipality and its employees (weighs 35%)
  - Focus Groups (weighs 20%)
  - Revision/ verification of documents and records (weighs 20%)
  - Interviews (2) (weighs 10%)
  - Questionnaire of citizens and public audience (weighs 15%)
- Total: 100%**

The total weight of the components of this indicator will be (100) points and they equal (100%).

### **The questionnaire of the Local Government Unit's members and its employees:**

Through this questionnaire, a number of persons in different positions at the Local Government Unit are addressed with definite and detailed questions in order to know the level of transparency and integrity within the Local Government Unit.

As for the range of answers, it varies from (zero) to (10); where the (zero) answer represents the unavailability of this system at all, number (1) means that the availability degree is very low, whereas number (10) means that it is very high, and thus number (5) indicates a medium degree of availability. Besides, there is an empty box titled "I don't know" that aims at being honest in answering. Recurrences of this item are being calculated, but without giving them a weight throughout the analysis process. This box/ item (I do not know) is to be put before the (zero) box.

### **Implementation will be as follows:**

- a. In large and medium units (i.e, Local Councils), the questionnaire must be filled by (11) persons who are:
  - The Mayor, a female member in addition to the youngest member in that unit: where the questionnaire of the local council is to be completed with three of that council members.
  - The Financial Manager or accountant: he will complete the section related to the financial part of the application. We mean here the

highest post in the department of finance and accounting.

- The direct person in charge of the supplies and procurement in the local council, regardless of his job title, so he might be a specialized officer, an accountant, a secretary or whatever.
- The Local Government Unit's engineer or the head of the engineering department: he will complete the section related to the engineering part of the application.
- The Municipality director or its secretary: he will complete the section related to the Community Participation and other council's affairs.
- The Municipality staff: here the questionnaire will be completed by (4) different employees in the Municipality, who are: the secretary, the driver, the cleaner and any other staff member.

- b. As for small Local Government Units, the questionnaire within all its sections is completed by (10) persons in that unit, who are: the Mayor, a female member, the youngest member, the accountant/ or the cashier, the engineer, the director/ secretary of council, in addition to other (4) members of the Municipality, who are: the secretary, the cleaner, the driver, and any other staff member<sup>1</sup>.

### Focus Groups:

Working through "Focus Groups" aims at knowing the impressions and the estimates of different social categories that are aware of the level of transparency and integrity within the Local Government Unit, its weaknesses and strengths, through their direct communication with that unit, and through the awareness they can gain from their fields of specialty - work; which might include: engineers, contractors, civil society, and citizens.

This could be implemented through the selection of a certain group related to the performance of the Local Government Unit for each meeting with the focus groups. By the end of each meeting, a questionnaire that consists of about (20) questions will be distributed to the participants of those focus groups, in order to be completed. The answers are numbered from (0-10), and the researcher will perform the quantitative analysis based on the application, and the qualitative analysis based on group discussion.

**(1): Here, the (Supplies & Procurement) Officer is not included, but if he is, then the number of those who should complete this questionnaire must be (11) persons.**

Regarding the distribution of the "Focus Groups" meetings, and the number of their categories, it will be as follows:

- A. Large Local Government Units:** (3) focus group sessions for the following

categories:

1. The category of engineers, contractors (who usually represent the engineering offices which deal with that Local Government Unit), as well as representatives of the Engineers Syndicate.
  2. A category that represents the local community such as: youth clubs, women & charitable societies, Chamber of Commerce, Workers Syndicate and other vocational syndicates, a medical doctor of a health care center, a school principal, and any other people or institutions.
  3. The category of citizens: those will be among the residents of that Local Government Unit, who represent different types of people, women & men, young & old, different families, as well as various jobs that can make the sample as representative as possible to the nature of that population.
- B. Medium Local Government Units:** (2) focus groups sessions, one with some engineers and contractors, and the other with the representatives of local community and citizens.
- C. Small Local Government Units:** (1) focus group session, which includes different categories of engineers, contractors, local community representatives and citizens.

### Verification of Documents and Records:

The purpose of this toolkit is to examine the level of accuracy of information given by the members of the Local Government Unit via the completed questionnaires.

The documents and records that will be examined will include meeting minutes, documents of bids and tenders, appointments and employments files, and financial documents and papers.

### Interviews:

Interviews here are held in depth with officials who are familiar with the work of the Local Government Unit from the Ministry of Local Government in each area, in addition to the Department of Financial & Administrative Control. If the latter did not have information about the targeted Municipality, then they should speak to the Governor's office of that area, in order to measure the degree of compliance of that Local Government Unit to the regulations and instructions of the Ministry of Local Government.

In order to achieve this, a number of questions are being asked, through which a questionnaire is to be completed with numeric values from (0-10), and then the quantitative analysis will be based on that form, while the qualitative analysis is based on the interview.

## Questionnaires of Citizens' Opinions

Through such a toolkit, a random questionnaire is conducted on a group of people who deal with one of the active departments of the Local Government Unit during a normal working day.

Another questionnaire is conducted on another group of the public living in different areas and districts within that Municipality, in order to measure the degree of their satisfaction with the Local Government Unit's performance, and whether that Local Government unit is dealing with them in an efficient and respectful manner.

To achieve this, a questionnaire of about (20) questions will be distributed, in which each answer is graded from (0-10).

## Methodology of Work & Analysis

**Local Government Units:** After the completion of interviews, focus groups, documents' examination, and the external interviews; points are gathered under each item in order to come up with a general result for that Local Government Unit, noting that the sub-results are also very important, since such results are intended to identify the weaknesses of that Local Government Unit, and thus to work on a development plan in order to raise its performance and develop its work for the service of people in general.

Questions that were developed are divided into three types: (1) questions related to **Knowledge** (Cognitive Questions), (2) questions related to **Attitudes**, and (3) questions related to **Practices**. They are also related to the principles of **Integrity, Transparency, and Accountability**.

The division of questions and classifying them into types is intended to help in the process of results analysis of each Local Government Unit independently, in addition to gathering the necessary information and general results about the attitudes to knowledge, as well as checking whether each Local Government unit has an adequate amount of knowledge or not.

This is also about the regulations "laws" and general analysis, which will confirm or otherwise, in varying degrees, the relation between existing laws and legislation and the level of integrity and transparency in those units, and finally; questions related to the behavior and practices of those Local Government Units' members and their staff.

The analysis of questions also helps in developing mechanisms of intervention at the overall level, as well as suggesting mechanisms that can address weaknesses, whether at the national or individual levels.

## Numeration

I do not know

**0:** System does not exist

**1:** Exists, but never applied

**2:** Very bad performance

**3:** Bad performance

**4:** Very poor performance

**5:** Poor performance

**6:** Acceptable performance

**7:** Good performance

**8:** Very good performance

**9:** Excellent performance

**10:** Ideal/ perfect performance

**\* Each question/ Item is referred to as follows:**

Integrity:	<b>I</b>
Accountability	<b>Ac</b>
Transparency	<b>T</b>
Knowledge	<b>K</b>
Attitudes	<b>At</b>
Practices	<b>P</b>

\* In each question, the system (i.e., the item in question) might not exist at all.

The applicant shall decide first whether the system exists or not, by adding the (zero) mark in case it does not exist, and if it does but was never applied, then the applicant shall measure the degree of implementation from (1-10).

\* The (zero) mark is counted in measuring the final mark.

\* Questions with the (I do not know) answers are not counted in the measure, whereas their recurrences are counted.



**Chapter III**

**Field Implementation**

## **Methodology of Completing and Extracting the Integrity and Transparency Toolkit**

### **Steps for Conducting Interviews to Complete the Questionnaire**

- 1) Form a work team, which will consist of no more than two to three consultants for each local council.
- 2) The Consultant shall read the transparency-measuring toolkit, understand it in detail, and ask about any ambiguous matters.
- 3) If targeted municipalities are of different sizes, then it is better to start with the smaller ones, and then proceed with bigger ones.
- 4) UNDP shall inform the selected local councils about the project and ask them to designate a person in charge (Project Coordinator) to follow up the project, and to work as a liaison (contact point) with the Consultant.
- 5) The Consultant shall obtain a list of municipalities from the UNDP, as well as a list of the Project Coordinators who will serve as a liaison "contact point" between the local council and the consulting firm.
- 6) The Consultant shall communicate with the Project Coordinator in the Council, in order to introduce himself and the project, as well as schedule a date to visit the Council.
- 7) The first visit is an introductory one, during which the consultant will meet or get to know with the Mayor, the staff (engineer, financial manager, accountant,) and the various departments. The purpose of the visit is to inform the Mayor, the members, and the staff about the objectives and nature of the project.
- 8) The Consultant shall read and review the Local Council Law 1997, and review the procurement system, the financial system, and any other relevant material.
- 9) Another visit shall be scheduled in order to have the questionnaire completed by: the Mayor, Engineer of the Municipality, Secretary of the Municipality, Financial Manager, Tender and Quotation Officer, a female member of the council, the youngest member of the council, in addition to another four staff members from the Council.
- 10) Each Consultant shall meet with one staff member of the targeted council (so that interviews are conducted simultaneously).
- 11) The Consultant shall meet with each staff member individually, and ensure that there is no other person present during the interview.
- 12) The municipality will need three days to complete the questionnaire. However, there will be a minimum of two consultants.

- 13) In case there is no female member in the council, then the questionnaire shall be completed by another member of the council.
- 14) It is preferable to have the Mayor interviewed last, to conclude the project.
- 15) The questionnaire shall be checked and extracted after completion.
- 16) The consultant will conduct a further visit.
- 17) Completing the questionnaire during the interview will take between thirty minutes to one hour. This depends on the type of questionnaire, and the concerned person.

**Mechanism of Meeting with the Mayor “Chairman”, Members, and Staff:**

- 1) Introduce the project, and the objectives of the study (introduce the implementing party and the funder/donor).
- 2) Confirm to the staff that the information and answers are confidential and shall not be published.
- 3) Staff should be provided with an explanation of the evaluation mechanism and a copy of the questionnaire.
- 4) The Consultant shall read the questions from the questionnaire, and then ask the person to specify the answer based on the evaluation mechanism.
- 5) After the completion of the questionnaire, the Consultant shall thank the person for his cooperation.

**Scoring:**

I do not know

0: System does not exist

1: Exists, but never applied

2: Very bad performance

3: Bad performance

4: Very poor performance

5: Poor performance

6: Acceptable performance

7: Good performance

8: Very good performance

9: Ideal/ perfect performance.

10: Perfectly/ ideally applied

**Focus Groups**

In focus groups, groups in municipalities shall be divided as follows:

- 1) Major “Big” Municipalities: Classified as A, three focus groups shall be formed for Engineers and Contractors, Non-Government Organizations (NGOs) and Citizens.
- 2) Medium Size Municipalities: Classified as B, two focus groups shall be formed: The first one shall be for Engineers and Contractors while the second one shall include Non Government Organizations (NGOs) and citizens. The number of attendees shall not exceed 12 persons, so that general discussion can be conducted for all participants. Upon completion of the questionnaire, the Citizens’ questionnaire shall be given to all (Ideally there should be equal representative from NGOs and citizens).
- 3) Small Municipalities: Classified as C, D: One focus group shall be formed to include engineers, contractors, community based organizations, and citizens at the same time. Upon completions of the questionnaire, the citizens’ questionnaire will be given to all participants. (it is preferable if the number of engineers, NGOs and other citizens is similar).

**Work Mechanism to Conduct Interviews with Focus Groups of Engineers**

- Take a list of engineers who deal with the local council, and determine the number of transactions submitted by each engineer during the past or the current year.

Coordination shall be made with the Engineering Union in the city to select six engineers who have the highest number of transactions, and with four engineers who have the least number of transactions (in major and medium municipalities).

- Schedule and arrange a hall for the meeting which will be conducted for the engineers inside or outside the local council. Nobody else from the local council shall attend.
- The Council shall contact the engineers who have been selected by the Consultant, provide them with a brief description of the project, and invite them to attend the meeting.
- At the beginning of the meeting, the Consultant shall introduce himself, and then he shall get to know the attending engineers, and explain the objectives of the project.
- The consultant will assure that information shall be treated in a confidential manner, and with a high level of transparency.
- The consultant will distribute the general questions, related to engineers, read, discuss them, and take notes about the discussion.

- The questionnaire shall be distributed, together with an explanation of the scoring system.
- The Consultant shall interview engineers, read each question individually or collectively to indicate the appropriate score.
- The Consultant shall thank the Engineers.

### **Mechanism to Select Focus Group of Organizations**

- Bring a list of Community Organizations which deal with the Local Council, such as Chambers of Commerce, Unions, Societies, Women Associations, Clubs, Syndicates, and others.
- Select ten different organizations if available (in major municipalities)
- Contact selected organizations, and give them an idea about the project and its objectives. Invite the representative from each organization to attend the meeting.
- Arrange a venue and then schedule a meeting which will be held with representatives of organizations inside or outside the local council, and ensure that nobody from the local council will attend.
- At the beginning of the meeting, the consultant shall introduce himself, ask the attendants to introduce themselves and their organization, and then explain the objectives of the project.
- Assure attendees or participants that information will be treated in a confidential and transparent manner.
- Distribute the general questions which are relevant to community organizations. Read all questions; discuss them, during which the consultant will take notes about the discussion.
- The questionnaire shall be distributed, and the scoring mechanism shall be explained.
- The consultant shall read each question, and ask the representatives of the organization to specify the appropriate score in accordance with the mechanism.
- The consultant shall thank the participants "attendees"

### **Work Mechanism with Focus Group of Citizens**

- The Consultant shall visit the town, select a random sample of citizens, and invite them to a meeting.
- The Consultant shall select 10 citizens (major municipalities)
- The meeting with citizens shall be held in any place which is deemed appropriate by the Consultant.

- At the beginning of the meeting, the Consultant shall introduce himself, ask the participants to introduce themselves, and then explain the objectives of the project.
- Assure participants that the results of the study shall be confidential and not subject to publication.
- Distribute the general questions which are relevant to citizens. Read all questions; discuss them, during which the consultant will take notes about the discussion.
- The questionnaire shall be distributed, and the scoring mechanism will be explained.
- The consultant shall read each question, and ask the participants to specify the appropriate score in accordance with the mechanism.
- The consultant shall thank the participants "attendees"

### **Verification of Documents**

The following documents shall be examined during the documents examination process:

- Files which includes minutes of the Council's meetings.
- Hiring and Recruitment Files
- Tenders and Quotation Files.
- Finance Files and Documents

### **How to Examine Documents**

- The Consultant shall ask the Council during one of the visits to prepare the files.
- The Consultant shall review the files and select random samples.
- The Consultant shall complete the documents' examination form.
- The documents should be marked out of ten.
- The score shall be converted to five points by dividing 10 by 2
- The total score of the five documents will be mark out of 20.

### **Mechanism to Examine the Minutes**

- The consultant shall ask for the minutes of the Council, and study them according to the Minutes Examination Forms

### **Mechanism to Examine Hiring and Recruitment Files.**

- The Consultant shall ask for the hiring files, and study them according to the

questionnaire of examining the mechanism of recruitment and hiring.

### **Mechanism to Examine Procurement and Tenders**

- The Consultant shall ask for the procurement and tender files, and study them based on his Tender and Quotation Examination Form

### **Mechanism to Examine Finance Files**

- The Consultant shall ask for financial books and files, and study them based on his questionnaire to examine financial documents.

### **Work Mechanism of Detailed Interview**

- In this mechanism, the interview shall be conducted with two parties: The Director of Local Government in the area, the Financial and Administrative Auditing Bureau in Ramallah. In case information is not available at the Auditing Bureau about the targeted municipality, then the interview will be conducted with the person in charge at the Governor's Office of the targeted municipality.

#### **1) Director of the Local Governance Directorate in the Area**

- Communicate with the Director of the Local Governance in the area. Schedule an appointment to visit the Director of the Local Governance Directorate in the area, or his replacement, such as the inspector of the directorate.
- At the beginning of the meeting, the Consultant shall introduce himself, and then explain the objectives of the project.
- A questionnaire shall be given to the person in charge in order to keep him informed. The Consultant shall give the director the questionnaire, read the questions and complete the answers.
- The Consultant shall thank the person in charge.

#### **2) Administrative and Financial Auditing Bureau in Ramallah**

- Communicate with Bureau, and verify the auditing of the targeted municipality.
- At the beginning of the meeting, the Consultant shall introduce himself, and then explain the objectives of the project.
- A questionnaire shall be given to the person in charge for his review, and he will be asked to answer the questions based on his evaluation of the targeted municipality.
- The Consultant shall read the questions and complete the answers.
- The Consultant shall thank the person in charge.

### **3) Meeting the Governorate:**

- If the targeted municipality has not been audited by the Auditing Bureau, then an officer in charge at the Governor's Office within the area of the targeted municipality shall be interviewed, and the questionnaire shall be completed in accordance with the previous method.

### **Mechanism to Complete Citizens' and Visitors' Questionnaire**

1. The Consultant shall have at least 10 questionnaires to be completed by the visitors of different sections of the municipality.
2. Select a random sample, where the consultant shall have a minimum of 10 questionnaires completed by several quarters of the town which lies within the borders of the municipality. The Consultant shall go to stores, houses, factories, pedestrians, etc.

### **Mechanism to Extract Information:**

#### **1. Collating the Interview Questionnaires with the Municipality's staff and officers in charge**

The questionnaire is divided into several sections (Administrative System and Human Resources Section, Council and Staff Section, Finance Section, Engineering and Zoning Section, and Community Participation Section). Collating will be conducted as follows:

- To obtain the total score for the questionnaire, answers to all questions of the questionnaire shall be collected.
- The total score shall be divided by the number of questions in the questionnaire, in order to obtain the score of the whole questionnaire.
- Also, all questions for all sections of the questionnaire shall be collected.
- The total of answers related to each section shall be divided by the number of questions for the same section, so that we can have a separate score for each section of the questionnaire.

Note: The total of first theme and the total of the second theme shall be added and divided by the number of question in order to get the total score of the questionnaires, as follows:

$$(54 + 38) / 15 = 6.13 \text{ out of } 10$$

- Based on dividing the questions into questions related to knowledge, to trends, to behavior, and to come up with a score for the local council in each aspect. The answers for each aspect in all questionnaires shall be collected and divided by the number of questions of this aspect, in addition to come up with a sub-score for the local council in each questionnaire separately for each aspect.

The following is an example of a completed questionnaire which consists of two themes: The first theme is related to the Administrative Systems and Human Resources, while the second theme is related to the Council and the staff.

**Example:**

		Don't Know	0	1	2	3	4	5	6	7	8	9	10
	Administrative Systems and Human Resources												
1	The extent of using written and applicable administrative systems in the municipality				2								
2	The extent of implementing a unified salary scale for all staff									7			
3	The extent of setting fair and just salaries for all staff								6				
4	The extent that the work of staff is based on clear and approved job description					4							
5	The extent of using a written and applicable motivation system for the staff of the Council					4							
6	The extent of using a written grievance system for citizens									7			
7	The extent that financial and accounting systems of the Council are subject to auditing by the Financial and Administrative Auditing Bureau									7			

8	The extent if there is a permanent and consistent internal auditing department in the council.									1			
	The Council and Staff												
9	The extent of staff understanding their legal and ethical responsibilities in all aspects of work of the council											8	
10	How far changes in the institution occur based on information and facts, rather than by views and opinions.										7		
11	The extent that municipality staff are invited to attend meetings of the council which deal with specialized issues in order to explain their ideas										7		
12	The extent that members and staff of the council accept gifts from the public or from contractors for any job they do, and related to their jobs or positions.												9
13	The extent that members and staff of the council do not allow themselves to be controlled by their personal or political position when making a decision related to a service or work of the council.											8	
14	The extent that the relationship among the members of the council and staff is based on mutual respect											8	
15	The extent that members and staff of the Council are educated about the jurisdictions and powers assigned to them, and provide them with laws and regulations related to them.										7		

**2. Collating questionnaires of focus groups, detailed interview, and visitors “public”**

Questionnaires shall be analysed in the previous manner (there are not themes in the questionnaire), and come up with a score out of 10 for each questionnaire

- **Calculation of the total scores for the toolkit, and come up with a score for the council out of 100**

This compound toolkit consists of five main toolkits, which are:

**Interview Questionnaire with the Municipalities Officers in Charge and Staff (Weight 35%)**

Distribution of scores in the questionnaires shall be as follows for each section

	Score
Questionnaire of the Chair of the Council, the female Member, and youngest member of the Council (each questionnaire 4 points)	12
Municipality Secretary Questionnaire	5
Financial Manager	5
Engineers	5
Staff	5
Person in Charge of Procurement and Purchase	3
<b>Total</b>	<b>35</b>

**Questionnaire of the Chair of the Council, Female Member, and Youngest Member:**

scores of the three questionnaires shall be added so that the total score will be 30, then the score shall be divided by three so that it become 10, then it shall be multiplied by 12, and divided by 10, so that the total weight will be 13 points.

Example:

Three questionnaires completed by the chair and the members. The scores were as follows for each questionnaire: 9, 8, and 6, out of 10. The total score for the council shall be calculated as follows:

$$9+8+6 = 23$$

$$23 \div 3 = 7.66$$

$$(7.66 * 12) \div 10 = 9.192$$

Therefore, the total score from the chair and the members is 9.192

**Questionnaire of Municipality Secretary, Financial Manager, Engineers and Staff:**

After getting the score out of 10, the score shall be divided by 2 so that the score will be out of 5, for example if the score of the questionnaire is 8 out of 10, then it becomes 4

**Person in Charge of Procurement and Purchase:**

the score of the questionnaire shall be multiplied by 3 and divided by 10.

**1) Focus Groups (Weight%02)**

Under this item, the score shall be determined based on the size of the municipality:

A. Distribution of scores in major municipalities will be as follows:

Groups	Score
Engineers	7
Civil Society	7
Citizens	6
<b>Total</b>	<b>20</b>

B. Distribution of scores in medium municipalities shall be as follows:

Groups	Points
Engineers	10
Civil Society and Citizens	10
<b>Total</b>	<b>20</b>

C. Distribution of points in small municipalities will as follows for each section

Groups	Points
Engineers, Civil Society, and Citizens	20
<b>Total</b>	<b>20</b>

**2) Review of Documents and Records Weight (20%)**

Distribution of Points in the Questionnaire shall be as follows for each section

	Points
Minutes of the Council	5
Hiring and Recruitment Files	5
Procurement and Tender Files	5
Financial Files	5
Total	20

**3) Detailed Interview (Weight(10%**

Distribution of points in the Questionnaire shall be as follows for each section:

	Points
Interview with the Local Governance Directorate in the Area	5
Interview with the General Auditing Bureau .Interview with the person in charge in the Governor’s Office in case of absence of information.	5
Total	10

**4) Visitors’“Public” Questionnaire** Weight%15

Find the average total of questionnaires multiplied by 15 and divided by 10 to get the score for visitors

**The total of each section of the five performance sections shall be added in order to obtain the total score of the council, so that the total shall be out of 100**

## Chapter Four

# Questionnaires

## 1- Questionnaire of Municipality Manager/ Secretary

**Education:**  
**Name of Municipality:**  
**Age**

**Job Title:**  
**Sex:**

### Administrative Regulations & Human Resources

Item	Minimum											Maximum										
	I don't know	0	1	2	3	4	5	6	7	8	9	10										

1	Level of Application of <u>Administrative Regulations</u> within the Local Government Unit / Municipality.	I don't know	0	1	2	3	4	5	6	7	8	9	10
2	Level of Application of the " <u>Unified Salary Scale</u> " to all employees.	I don't know	0	1	2	3	4	5	6	7	8	9	10
3	Level of specifying <u>salaries</u> for all staff, fairly and equitably.	I don't know	0	1	2	3	4	5	6	7	8	9	10
4	Level of application of objective and fair mechanisms to monitor the performance of programmes & services provided by the local unit, as well as its evaluation and supervision.	I don't know	0	1	2	3	4	5	6	7	8	9	10
5	Level of participation of local unit's members through submitting <u>detailed reports</u> about each project to the council members.	I don't know	0	1	2	3	4	5	6	7	8	9	10
6	Level of following the policy of forming <u>employment &amp; interviews committees</u> .	I don't know	0	1	2	3	4	5	6	7	8	9	10

7	Level of transparency of the <u>employment process</u> , being based on competition.	I don't know	0	1	2	3	4	5	6	7	8	9	10
8	Level of the availability of clear instructions defining the time required to provide the citizens with <u>services</u> .	I don't know	0	1	2	3	4	5	6	7	8	9	10
<b>Council &amp; Employees</b>													
9	Level of awareness of the council members of their <u>legal responsibility</u> on different aspects of work related to that local council.	I don't know	0	1	2	3	4	5	6	7	8	9	10
10	Level of awareness of the employees of their <u>legal responsibility</u> on different aspects of work related to that local council.	I don't know	0	1	2	3	4	5	6	7	8	9	10
11	Level of change development in the institute through <u>information and facts</u> , rather than views and opinions.	I don't know	0	1	2	3	4	5	6	7	8	9	10
12	Frequency of calling the Municipality employees to attend council meetings on <u>specific issues</u> , in order to discuss such topics and explain their point of view.	I don't know	0	1	2	3	4	5	6	7	8	9	10
13	Level of rejecting <u>gifts</u> offered by <u>citizens</u> or contractors to the council members, in return for any kind of work they perform under that position in the Local Government Unit.	I don't know	0	1	2	3	4	5	6	7	8	9	10
14	Level of holding <u>periodic meetings</u> by the Mayor to the workers in order to guarantee their participation.	I don't know	0	1	2	3	4	5	6	7	8	9	10
15	Level of spreading <u>information</u> to all workers & employees, each in his area of specialty.	I don't know	0	1	2	3	4	5	6	7	8	9	10
16	Level of council's consistency to <u>hold</u> at least one weekly ordinary <u>session</u> .	I don't know	0	1	2	3	4	5	6	7	8	9	10

17	Level of taking over the duties of the Mayor by his <u>deputy\ acting Mayor</u> , in case of his absence, illness, or vacancy of position.	I don't know	0	1	2	3	4	5	6	7	8	9	10
18	Level of commitment of the local unit, not to discuss any topic that is not on the <u>agenda</u> , unless approved by 1/3 of members.	I don't know	0	1	2	3	4	5	6	7	8	9	10
19	Level of council's application of clear criteria & standards for the selection of <u>communities, and beneficiaries areas</u> .	I don't know	0	1	2	3	4	5	6	7	8	9	10
20	Level of discussion with relevant Ministries regarding the directions of <u>council's projects</u> .	I don't know	0	1	2	3	4	5	6	7	8	9	10
21	Level of supporting/ encouraging <u>individual initiatives</u> of local staff.	I don't know	0	1	2	3	4	5	6	7	8	9	10
22	The extent to which staff members can draw attention to any defect/ trouble in performance.	I don't know	0	1	2	3	4	5	6	7	8	9	10
23	Level of considering the <u>privacy/ particularity of gender in staff development</u> , and giving opportunities.	I don't know	0	1	2	3	4	5	6	7	8	9	10
24	Level of having opportunities for <u>staff development</u> without discrimination or exclusion.	I don't know	0	1	2	3	4	5	6	7	8	9	10
25	Level of involvement of workers in developing <u>council and Municipal plans</u> .	I don't know	0	1	2	3	4	5	6	7	8	9	10
26	Level of contribution of <u>workers</u> in making suggestions for the development of the council's work.	I don't know	0	1	2	3	4	5	6	7	8	9	10
27	Level of council's interest in the implementation of <u>plans</u> to develop staff career and education.	I don't know	0	1	2	3	4	5	6	7	8	9	10

28	Level of participation/ involvement of stakeholders or their representatives in the <u>planning process</u> for programmes and projects through committees or their representatives.	I don't know	0	1	2	3	4	5	6	7	8	9	10
29	Level of Council's commitment to announce <u>projects</u> to the public before starting their implementation.	I don't know	0	1	2	3	4	5	6	7	8	9	10
30	Level of council's commitment to work according to clear <u>implementation plans</u> .	I don't know	0	1	2	3	4	5	6	7	8	9	10
31	Level of using <u>strategic planning</u> to examine the council's compatibility to the social environment.	I don't know	0	1	2	3	4	5	6	7	8	9	10
32	Level of considering the needs of <u>those with special needs</u> in the process of planning and implementation of programmes and projects.	I don't know	0	1	2	3	4	5	6	7	8	9	10
33	Level of involvement of all <u>social categories</u> , especially the <u>marginalized ones</u> , in addition to <u>women</u> , in defining the council's strategy.	I don't know	0	1	2	3	4	5	6	7	8	9	10
34	Level of using the <u>questionnaire of citizens' opinions</u> by the local council/ or conducting public meetings with them in order to specify their needs as well as their problems.	I don't know	0	1	2	3	4	5	6	7	8	9	10
35	Level of complying (according to the Amended Law Draft) to publish its <u>budget</u> for the public.	I don't know	0	1	2	3	4	5	6	7	8	9	10
36	Level of working on the basis of the feedback coming from the <u>audience/ public</u> to the local council.	I don't know	0	1	2	3	4	5	6	7	8	9	10

37	Level of <u>public / audience's</u> interest in the so-called "Public Control" on the council's works.	I don't know	0	1	2	3	4	5	6	7	8	9	10
38	Level of encouraging <u>social categories</u> to take the initiatives and sharing them with the local council.	I don't know	0	1	2	3	4	5	6	7	8	9	10
39	Level of dependence of the local council in its <u>programmes &amp; projects</u> on examining the needs and problems of the target groups.	I don't know	0	1	2	3	4	5	6	7	8	9	10
40	Level of working according to the principle of <u>responding to the needs of citizens</u> , rather than the personal desires of officials and people in power.	I don't know	0	1	2	3	4	5	6	7	8	9	10
41	Level of acceptance/ receiving of citizens' complaints via the <u>complaints department/ box</u> .	I don't know	0	1	2	3	4	5	6	7	8	9	10
42	Level of commitment of <u>specialized staff</u> to follow-up citizens' complaints.	I don't know	0	1	2	3	4	5	6	7	8	9	10

## 2- Questionnaire of Mayor, Female member, and the youngest member

Item	Minimum											Maximum											
	I don't know	0	1	2	3	4	5	6	7	8	9	10	I don't know	0	1	2	3	4	5	6	7	8	9

### Administrative Regulations & Human Resources

1	Level of application of <u>Administrative Regulations</u> within the Local Government Unit / Municipality.	I don't know	0	1	2	3	4	5	6	7	8	9	10
2	Level of Application of the "Unified <u>Salary Scale</u> " to all employees.	I don't know	0	1	2	3	4	5	6	7	8	9	10
3	Level of specifying <u>salaries</u> for all staff, fairly and equitably.	I don't know	0	1	2	3	4	5	6	7	8	9	10
4	Level of working according to a clear, accredited, and endorsed <u>job description</u> .	I don't know	0	1	2	3	4	5	6	7	8	9	10
5	Level of working according to a <u>system of incentives for workers</u> , written and applied by the local council.	I don't know	0	1	2	3	4	5	6	7	8	9	10
6	Level of working according to a written system of citizens' complaints at the Local Government Unit.	I don't know	0	1	2	3	4	5	6	7	8	9	10
7	Level of the availability of a permanent <u>internal auditing department</u> at the Local Government Unit.	I don't know	0	1	2	3	4	5	6	7	8	9	10
8	Level of the availability of <u>structures and formations governed by laws and regulations</u> in order to organize and coordinate its activities and achieve its desired goals.	I don't know	0	1	2	3	4	5	6	7	8	9	10

9	Level of including the local governance laws related to the <u>functions &amp; responsibilities of the Local Government Unit</u> , detailed and suitable to its needs.	I don't know	0	1	2	3	4	5	6	7	8	9	10
10	Level of implementation of a written and clear <u>monitoring &amp; evaluation system</u> , and a follow-up one by the council, that includes both members and employees.	I don't know	0	1	2	3	4	5	6	7	8	9	10

### Council & Employees

11	Level of awareness of the council members of their <u>legal responsibility</u> on different aspects of work related to that local council.	I don't know	0	1	2	3	4	5	6	7	8	9	10
12	Level of the integrity as well as the transparency of the local council on the level of <u>employment</u> .	I don't know	0	1	2	3	4	5	6	7	8	9	10
13	Level of the integrity as well as the transparency of the local council on the level of <u>procurement and supply</u> .	I don't know	0	1	2	3	4	5	6	7	8	9	10
14	Level of commitment to submit a written invitation along with an <u>agenda</u> for the council's meeting according to the deadline.	I don't know	0	1	2	3	4	5	6	7	8	9	10
15	Percentage of Members who are familiar with what has been <u>agreed upon</u> during the last session for endorsement.	I don't know	0	1	2	3	4	5	6	7	8	9	10
16	Level of commitment of the Local Government Unit to ensure that there is a quorum that consists of the majority of the Council Members during the whole period of the <u>meeting</u> .	I don't know	0	1	2	3	4	5	6	7	8	9	10

17	Level of Mayor's commitment to head the <u>council's sessions</u> as well as to be in charge of their management, and maintain their order.	<b>I don't know</b>	0	1	2	3	4	5	6	7	8	9	10
18	Degree of Mayor's compliance (within all municipal categories: A, B, C, D) to devote his full time to the work of council, and not to combine <u>the presidency of the council</u> with any other job or profession.	<b>I don't know</b>	0	1	2	3	4	5	6	7	8	9	10
19	Degree of Mayor's efficiency in making use of the <u>time of the sessions</u> .	<b>I don't know</b>	0	1	2	3	4	5	6	7	8	9	10
20	Degree of Mayor's commitment to set an annual schedule of performance, including the <u>works</u> already implemented and those under implementation.	<b>I don't know</b>	0	1	2	3	4	5	6	7	8	9	10
21	Degree of commitment of Mayor to the <u>Council resolutions</u> as well as working on their implementation.	<b>I don't know</b>	0	1	2	3	4	5	6	7	8	9	10
22	Giving a space for all members to participate in the <u>discussion and deliberation, as well as decision-making and policy-making, planning, and monitoring and etc.</u>	<b>I don't know</b>	0	1	2	3	4	5	6	7	8	9	10
23	The Council is to take its <u>decisions</u> by consensus or by the majority of votes in public.	<b>I don't know</b>	0	1	2	3	4	5	6	7	8	9	10
24	The Council is to designate certain members to carry out some <u>functions</u> .	<b>I don't know</b>	0	1	2	3	4	5	6	7	8	9	10
25	The Local Government Unit is committed not to mix between the roles of council members, and those of <u>staff</u> and their authorities, regarding its management.	<b>I don't know</b>	0	1	2	3	4	5	6	7	8	9	10

26	Level of <u>commitment of Mayor or any other council member</u> not to attend any session during which a discussion about them or any of their close relatives is being discussed.	<b>I don't know</b>	0	1	2	3	4	5	6	7	8	9	10
27	Level of awareness of Council members when taking any <u>decision (resolution)</u> that this procedure is considered within the authorities of the council and the contradict with law.	<b>I don't know</b>	0	1	2	3	4	5	6	7	8	9	10
28	The extent to which <u>members of the organizational committee</u> are aware that any three of them may object to any decision made by the committee, then that decision will be forwarded to the regional committee.	<b>I don't know</b>	0	1	2	3	4	5	6	7	8	9	10
29	Level of understanding that the <u>local council</u> has 2 functions: first as a council for the Local Government Unit, and secondly as a local committee/ body for construction and organization.	<b>I don't know</b>	0	1	2	3	4	5	6	7	8	9	10
30	Level of using the Mayor's <u>exceptional authorities</u> in order to collect the amounts due to the local council from the person in charge, in case he was an employee with a fixed salary or wage.	<b>I don't know</b>	0	1	2	3	4	5	6	7	8	9	10
31	The extent to which the council might work <u>according to a written and accredited policy in case of having a conflict of interest</u> .	<b>I don't know</b>	0	1	2	3	4	5	6	7	8	9	10
32	Level of awareness of the employees of their <u>legal responsibility</u> on different aspects of work related to that local council.	<b>I don't know</b>	0	1	2	3	4	5	6	7	8	9	10

33	Level of change development in the institute through <u>information and facts</u> , rather than views and opinions.	<b>I don't know</b>	0	1	2	3	4	5	6	7	8	9	10
34	Frequency of calling the Municipality employees to attend council meetings on <u>specific issues</u> , in order to discuss such topics and explain their point of view.	<b>I don't know</b>	0	1	2	3	4	5	6	7	8	9	10
35	Level of rejecting <u>gifts</u> offered by <u>citizens</u> or contractors to the council members, in return for any kind of work they perform under that position in the Local Government Unit.	<b>I don't know</b>	0	1	2	3	4	5	6	7	8	9	10
36	The extent to which any of the Local Government Unit members or staff will not allow themselves to have any inclinations/ take sides according to their personal or political attitudes when making a <u>decision concerning a service or any of that local unit's works</u> .	<b>I don't know</b>	0	1	2	3	4	5	6	7	8	9	10
37	The extent to which the relation between the <u>council members themselves and the employees</u> is based on mutual respect.	<b>I don't know</b>	0	1	2	3	4	5	6	7	8	9	10
38	The extent to which the council members as well as its employees are educated about <u>their own authorities and their provision of related laws and regulations</u> .	<b>I don't know</b>	0	1	2	3	4	5	6	7	8	9	10
39	Level of supporting/ encouraging <u>individual initiatives of local staff</u> .	<b>I don't know</b>	0	1	2	3	4	5	6	7	8	9	10
40	Availability of a website for the Local Government Unit that contains all necessary information.	<b>I don't know</b>	0	1	2	3	4	5	6	7	8	9	10

41	Availability of a clear vision for the local council, as well as a clearly written, applied, and published mission.	<b>I don't know</b>	0	1	2	3	4	5	6	7	8	9	10
42	The extent to which <u>work and financial plan</u> are presented to the council members when finalized, for discussion and endorsement.	<b>I don't know</b>	0	1	2	3	4	5	6	7	8	9	10
43	The extent to which the council works on defining the <u>developmental needs of its staff</u> in a professional manner.	<b>I don't know</b>	0	1	2	3	4	5	6	7	8	9	10
44	Frequency of conducting an annual <u>assessment of staff performance</u> .	<b>I don't know</b>	0	1	2	3	4	5	6	7	8	9	10
45	Extent of developing <u>annual work plans</u> regularly by the local council.	<b>I don't know</b>	0	1	2	3	4	5	6	7	8	9	10
<b>Finance</b>													
46	Level of commitment of the Local Government Unit to publish its <u>financial reports</u> periodically and publicly.	<b>I don't know</b>	0	1	2	3	4	5	6	7	8	9	10
47	Level of commitment of the local council to <u>evaluate/ assess its financial situation</u> by the end of the fiscal year.	<b>I don't know</b>	0	1	2	3	4	5	6	7	8	9	10
48	Level of discussing the <u>budget</u> by any of the council's committees before submitting it to the council.	<b>I don't know</b>	0	1	2	3	4	5	6	7	8	9	10
49	The extent to which the local council may hold a <u>workshop in order to discuss the preliminary draft budget</u> that is being prepared in cooperation with the public and those of required experience and competence.	<b>I don't know</b>	0	1	2	3	4	5	6	7	8	9	10

50	The extent to which the Local Government Unit's council can ask the financial department for reports to compare the budget with the actual performance as well as to follow-up on <u>budget</u> implementation periodically.	I don't know	0	1	2	3	4	5	6	7	8	9	10
51	Level of <u>budget ratification/ adoption</u> on specified time.	I don't know	0	1	2	3	4	5	6	7	8	9	10
52	Level of submitting a <u>final account</u> from the Mayor to the Minister within two months (as a maximum) of finalizing budget, for purposes of endorsement.	I don't know	0	1	2	3	4	5	6	7	8	9	10
53	The availability of a <u>list of assets</u> for the Local Government Unit, including furniture, land and other property.	I don't know	0	1	2	3	4	5	6	7	8	9	10
54	The extent to which the council is familiar with the <u>financial reports</u> being prepared and submitted regularly.	I don't know	0	1	2	3	4	5	6	7	8	9	10
55	Level of preparing the <u>Annual Financial Report</u> and publishing it periodically.	I don't know	0	1	2	3	4	5	6	7	8	9	10
56	The extent to which <u>cheques</u> issued by the council contain the Mayor's (or those who act on his behalf) signature.	I don't know	0	1	2	3	4	5	6	7	8	9	10
57	The extent to which the <u>financial and the accounting systems</u> of the local council are under the monitoring and auditing of the Ministry of Local Government.	I don't know	0	1	2	3	4	5	6	7	8	9	10

Procurement & Tenders/ Bids													
58	Level of participation of a <u>representative from the Ministry of Local Government</u> in the opening of tenders.	I don't know											
59	The extent to which the <u>Committee of Tenders' Opening</u> consists of members & employees of the local council, as well as those of the necessary experience and competence, provided that they shall not be less than three members, including the local council's accountant.	I don't know											
60	The extent to which all <u>tenders</u> (attached to the minutes of tenders' opening) are submitted to the Mayor.	I don't know											
61	The extent to which the Mayor is to review <u>measures/ actions</u> followed by the tender's opening committee.	I don't know											
62	Level of commitment of the local council to be in the only part in charge of the final disposition/ settlement of <u>tenders and bids</u> .	I don't know											
Community Participation													
63	Level of using the <u>questionnaire of citizens' opinions</u> by the local council/ or conducting public meetings with them to specify their needs as well as their problems.	I don't know	0	1	2	3	4	5	6	7	8	9	10
64	Level of Council's commitment to announce its <u>services and projects</u> to the community, the targeted groups or targeted areas, before starting their implementation.	I don't know	0	1	2	3	4	5	6	7	8	9	10

65	The extent to which the local council can investigate corruption in case a <u>citizen has claimed so.</u>	<b>I don't know</b>	0	1	2	3	4	5	6	7	8	9	10
66	Level of availability of <u>clear instructions specifying the time needed to provide citizens with services.</u>	<b>I don't know</b>	0	1	2	3	4	5	6	7	8	9	10
67	Level of responding to <u>citizens' complaints on time.</u>	<b>I don't know</b>	0	1	2	3	4	5	6	7	8	9	10

### 3- Questionnaire from the Financial Manager (Accountant)

**Education:** \_\_\_\_\_ **Job Title:** \_\_\_\_\_  
**Age:** \_\_\_\_\_  
**Name of Municipality** \_\_\_\_\_  
**Sex:** \_\_\_\_\_

Item	Maximum					Minimum				
	I don't know	10	9	8	7	6	5	4	3	2

#### Administrative Regulations & Human Resources

1	Level of Application of <u>Administrative Regulations</u> within the Local Government Unit / Municipality.	<b>I don't know</b>	0	1	2	3	4	5	6	7	8	9	10
2	Level of Application of the "Unified <u>Salary Scale</u> " to all employees.	<b>I don't know</b>	0	1	2	3	4	5	6	7	8	9	10
3	Level of specifying <u>salaries</u> for all staff, fairly and equitably.	<b>I don't know</b>	0	1	2	3	4	5	6	7	8	9	10
4	Level of application of objective and fair mechanisms to monitor the performance of programmes & services provided by the local unit, as well as its evaluation and supervision.	<b>I don't know</b>	0	1	2	3	4	5	6	7	8	9	10
5	Level of participation of local unit's members through submitting <u>detailed reports</u> about each project to the council members.	<b>I don't know</b>	0	1	2	3	4	5	6	7	8	9	10
6	Level of following the policy of forming <u>employment &amp; interviews committees.</u>	<b>I don't know</b>	0	1	2	3	4	5	6	7	8	9	10
7	Level of transparency of the <u>employment process</u> , being based on competition.	<b>I don't know</b>	0	1	2	3	4	5	6	7	8	9	10
8	Level of the availability of clear instructions defining the time required to provide citizens with <u>services.</u>	<b>I don't know</b>		1	2	3	4	5	6	7	8	9	10

Council & Employees													
9	Level of awareness of the council members of their <u>legal responsibility</u> for different aspects of work related to that local council.	<b>I don't know</b>	0	1	2	3	4	5	6	7	8	9	10
10	Level of awareness of the employees of their <u>legal responsibility</u> for different aspects of work related to that local council.	<b>I don't know</b>	0	1	2	3	4	5	6	7	8	9	10
11	Level of change development in the institute through <u>information and facts</u> , rather than views and opinions.	<b>I don't know</b>	0	1	2	3	4	5	6	7	8	9	10
12	Level of supporting/ encouraging <u>individual initiatives of local staff</u> .	<b>I don't know</b>	0	1	2	3	4	5	6	7	8	9	10
13	Frequency of calling the Municipality employees to attend council meetings on <u>specific issues</u> , in order to discuss such topics and explain their point of view.	<b>I don't know</b>	0	1	2	3	4	5	6	7	8	9	10
14	Level of rejecting gifts offered by <u>citizens or contractors</u> to the council members, in return for any kind of work they perform under that position in the Local Government Unit.	<b>I don't know</b>	0	1	2	3	4	5	6	7	8	9	10
15	Level of council's integrity as well as transparency regarding the <u>employment process</u> .	<b>I don't know</b>	0	1	2	3	4	5	6	7	8	9	10
16	Level of council's integrity as well as transparency regarding the <u>procurement &amp; supply issues</u> .	<b>I don't know</b>	0	1	2	3	4	5	6	7	8	9	10
17	The extent to which you might provide the council with the <u>necessary information of accountancy</u> to facilitate the process of supervising the Local Government Unit, as well as steering its financial policies.	<b>I don't know</b>	0	1	2	3	4	5	6	7	8	9	10
Finance													
18	Level of dependancy on <u>clear &amp; specific mechanisms and procedures</u> about expenditures/ exchange.	<b>I don't know</b>	0	1	2	3	4	5	6	7	8	9	10
19	Level of implementing the exchange process/ expenditures along with the necessary <u>supporting documents</u> (tax invoice at least).	<b>I don't know</b>	0	1	2	3	4	5	6	7	8	9	10

20	The extent to which the following items are available within the bill of exchange: <u>- The Auditor</u>	<b>I don't know</b>	0	1	2	3	4	5	6	7	8	9	10
21	<u>- The Financial Officer</u> , his deputy or replacement.	<b>I don't know</b>	0	1	2	3	4	5	6	7	8	9	10
22	<u>- The Chairman of the LGU</u> , his deputy or replacement.	<b>I don't know</b>	0	1	2	3	4	5	6	7	8	9	10
23	Level of numbering all bills of <u>exchange</u> with annual serial numbers.	<b>I don't know</b>	0	1	2	3	4	5	6	7	8	9	10
24	The extent to which <u>the received amounts</u> on a daily basis (weekly basis for the small or remote LGUs from banks) are deposited in the bank accounts of that Local Government Unit.	<b>I don't know</b>	0	1	2	3	4	5	6	7	8	9	10
25	The extent to which all paid <u>cheques</u> might include the signature of the LGU's chairman.	<b>I don't know</b>	0	1	2	3	4	5	6	7	8	9	10
26	Degree of changing the <u>Municipal funds</u> from one currency to another through the following:  (Please, choose one answer only)  1- The authorized person (in case your answer for "no.4" was Yes).  2- A committee of (3) people at least (in case your answer for "no.8" was yes).  3- The authorized bank (in case your answer for "no.6" was Yes).	<b>I don't know</b>	0	1	2	3	4	5	6	7	8	9	10
27	Degree of adjusting the funds according to <u>the current rate of exchange</u> on a periodic basis through the authorized employee (please, choose one answer only):  - If your answer for "no.9" was (daily), for "no.4" was (monthly), and for "no.7" was (weekly).	<b>I don't know</b>	0	1	2	3	4	5	6	7	8	9	10
28	The extent to which the council adopts a system to register all inputs (processes) and summarizes them in the <u>official and approved accounting books</u> .	<b>I don't know</b>	0	1	2	3	4	5	6	7	8	9	10

29	Degree of Compliance about entering all <u>accounting processes</u> related to the Committee, based on documents and files of each process.	<b>I don't know</b>	0	1	2	3	4	5	6	7	8	9	10
30	Level of dealing with the <u>cash system</u> - (In case your answer for "no.4" was Yes).  - There is a use for the adjusted due/ average system (in case your answer for no."7" was Yes).	<b>I don't know</b>	0	1	2	3	4	5	6	7	8	9	10
31	Level of recruiting an <u>external auditor</u> to be in charge of auditing the bank accounts.	<b>I don't know</b>	0	1	2	3	4	5	6	7	8	9	10
32	Level of Council's compliance with the <u>auditor's remarks</u> .	<b>I don't know</b>	0	1	2	3	4	5	6	7	8	9	10
33	Degree of making <u>periodic bank settlements</u> for the purpose of reconciliation of cash balances (according to the bank statements) with the cash balances registered within the records of that LGU.	<b>I don't know</b>	0	1	2	3	4	5	6	7	8	9	10
34	The availability of an Annual <u>Approved Budget</u> for the Local Council.	<b>I don't know</b>	0	1	2	3	4	5	6	7	8	9	10
35	The extent to which the preparation (drafting) of the budget is restricted to the <u>Financial Manager (or the Accountant)</u> .	<b>I don't know</b>	0	1	2	3	4	5	6	7	8	9	10
36	The extent to which the <u>preparation of budget</u> is made in cooperation with all departments.	<b>I don't know</b>	0	1	2	3	4	5	6	7	8	9	10
37	The degree (percentage) of <u>attendance</u> of the Council's meeting to discuss the budget by the <u>Financial Manager</u> .	<b>I don't know</b>	0	1	2	3	4	5	6	7	8	9	10
38	The extent to which the Council's budget is distributed on a quarterly as well as semi-annual basis.	<b>I don't know</b>	0	1	2	3	4	5	6	7	8	9	10
39	The degree of making consistent <u>amendments to the budget</u> .	<b>I don't know</b>	0	1	2	3	4	5	6	7	8	9	10
40	The extent to which the budget is entered into the <u>accounting system</u> with its endorsed numbers.	<b>I don't know</b>	0	1	2	3	4	5	6	7	8	9	10

41	The degree of approval (ratification) of <u>annual budgets</u> by the Local Council.	<b>I don't know</b>	0	1	2	3	4	5	6	7	8	9	10
42	The extent to which the <u>process of budgeting</u> goes through its main stages of: Preparation (drafting), approval (ratification), implementation, auditing, and publishing of periodic reports.	<b>I don't know</b>	0	1	2	3	4	5	6	7	8	9	10
43	The extent to which the <u>budgeting committee</u> at the LGU performs its main functions- it is the committee in charge of the preparation of budget and drafting its estimates.	<b>I don't know</b>	0	1	2	3	4	5	6	7	8	9	10
44	The extent to which the authorized person (of the reception of funds) might <u>register the accounting process</u> .	<b>I don't know</b>	0	1	2	3	4	5	6	7	8	9	10
45	Degree of performing a <u>posting of accounts</u> on a daily basis.	<b>I don't know</b>	0	1	2	3	4	5	6	7	8	9	10
46	Degree of separation between the tasks of the <u>secretary (the treasurer)</u> and the accountant.	<b>I don't know</b>	0	1	2	3	4	5	6	7	8	9	10
47	The availability of <u>periodic financial reports</u> .	<b>I don't know</b>	0	1	2	3	4	5	6	7	8	9	10
48	The extent to which the <u>accounting processes</u> are being audited by more than one person.	<b>I don't know</b>	0	1	2	3	4	5	6	7	8	9	10
49	Degree of reconciliation of <u>all bank accounts</u> regularly.	<b>I don't know</b>	0	1	2	3	4	5	6	7	8	9	10
50	Degree of working according to a guideline (manual) for the <u>financial and accounting polices and procedures</u> of the Municipality.	<b>I don't know</b>	0	1	2	3	4	5	6	7	8	9	10
51	Degree of adopting/ depending on a clear <u>accounting system</u> .	<b>I don't know</b>	0	1	2	3	4	5	6	7	8	9	10
52	The extent to which financial & accounting systems at the LGU complies with the control and auditing by the <u>Financial &amp; Administrative Auditing Bureau</u> .	<b>I don't know</b>	0	1	2	3	4	5	6	7	8	9	10
53	Degree of having a <u>written structure for the Financial &amp; Accounting department</u> at the LGU.	<b>I don't know</b>	0	1	2	3	4	5	6	7	8	9	10

54	The availability of a <u>written chart (list) of authorities for the Financial department.</u>	<b>I don't know</b>	0	1	2	3	4	5	6	7	8	9	10
55	The extent to which the <u>number of employees at the Financial department</u> is sufficient.	<b>I don't know</b>	0	1	2	3	4	5	6	7	8	9	10
56	The level of <u>staff qualifications</u> at the Financial department is suitable.	<b>I don't know</b>	0	1	2	3	4	5	6	7	8	9	10
57	Level of <u>using technology</u> at the Financial & Accounting department.	<b>I don't know</b>	0	1	2	3	4	5	6	7	8	9	10
<b>Community Participation</b>													
58	Level of using the <u>questionnaire of citizens' opinions</u> by the local council/ or conducting public meetings with them in order to specify their needs as well as their problems.	<b>I don't know</b>	0	1	2	3	4	5	6	7	8	9	10
59	The extent to which the budget might be discussed with the local community.	<b>I don't know</b>	0	1	2	3	4	5	6	7	8	9	10
60	The extent to which <u>citizens might be given discounts</u> by the Local Council's decision.	<b>I don't know</b>	0	1	2	3	4	5	6	7	8	9	10
61	Level of encouraging <u>social categories</u> to take the initiatives and share them with the local council.	<b>I don't know</b>	0	1	2	3	4	5	6	7	8	9	10
62	Level of dependence of the local council in its programmes & <u>projects</u> on examining the needs and problems of the targeted groups.	<b>I don't know</b>	0	1	2	3	4	5	6	7	8	9	10
63	Level of working according to the principle of <u>responding to the needs of citizens</u> , rather than the personal desires of officials and people in power.	<b>I don't know</b>	0	1	2	3	4	5	6	7	8	9	10
64	Level of acceptance/ receiving of citizens' complaints by the Municipality via the <u>complaints department/ box.</u>	<b>I don't know</b>	0	1	2	3	4	5	6	7	8	9	10
65	Level of commitment of <u>specialized staff</u> to follow-up citizens' complaints.	<b>I don't know</b>	0	1	2	3	4	5	6	7	8	9	10

**Question (1). Municipality's estimated budget for the current Year: -----**

**Question (2). Municipality's actual budget for the previous Year: -----**

#### 4- Questionnaire for Procurement & Tenders' Officer

**Education:**

**Age:**

**Job Title:**

**Name of Municipality:**

**Sex:**

Item	Maximum		Minimum									
	I don't know	0	1	2	3	4	5	6	7	8	9	10

#### Administrative Regulations & Human Resources

1	Level of Application of <u>Administrative Regulations</u> within the Local Government Unit /Municipality.	<b>I don't know</b>	0	1	2	3	4	5	6	7	8	9	10
2	Level of Application of the " <u>Unified Salary Scale</u> " to all employees.	<b>I don't know</b>	0	1	2	3	4	5	6	7	8	9	10
3	Level of specifying <u>salaries</u> for all staff, fairly and equitably.	<b>I don't know</b>	0	1	2	3	4	5	6	7	8	9	10
4	Availability of a <u>written manual of supplies</u> for the use of Municipality.	<b>I don't know</b>	0	1	2	3	4	5	6	7	8	9	10
5	Level of depending on the <u>Procurement &amp; Tenders System/ law of the Local Government Unit</u> for the year 1998.	<b>I don't know</b>	0	1	2	3	4	5	6	7	8	9	10
6	Level of working according to written regulations for <u>stores and warehouses.</u>	<b>I don't know</b>	0	1	2	3	4	5	6	7	8	9	10
<b>Council &amp; Employees</b>													
7	Level of awareness of the council members of their <u>legal responsibility</u> for different aspects of work related to that local council.	<b>I don't know</b>	0	1	2	3	4	5	6	7	8	9	10

8	Level of awareness of the employees of their <u>legal responsibility</u> for different aspects of work related to that local council.	I don't know	0	1	2	3	4	5	6	7	8	9	10	
9	Level of change development in the institute through <u>information and facts</u> , rather than views and opinions.	I don't know	0	1	2	3	4	5	6	7	8	9	10	
10	Frequency of calling the Municipality employees to attend council meetings on <u>specific issues</u> , in order to discuss such topics and explain their point of view.	I don't know	0	1	2	3	4	5	6	7	8	9	10	
11	Level of rejecting gifts offered by <u>citizens</u> or contractors to the council members, in return for any kind of work they perform under that position in the Local Government Unit.	I don't know	0	1	2	3	4	5	6	7	8	9	10	
12	Level of supporting/encouraging <u>individual initiatives of local staff</u> .	I don't know	0	1	2	3	4	5	6	7	8	9	10	
13	Level of council's integrity as well as its transparency regarding the <u>employment process</u> .	I don't know	0	1	2	3	4	5	6	7	8	9	10	
14	Level of council's <u>integrity</u> as well as its <u>transparency</u> regarding the procurement & supplies issues.	I don't know	0	1	2	3	4	5	6	7	8	9	10	
<b>Procurement &amp; Tenders</b>														
15	Degree of participation of the Municipality in the <u>supply procedures</u> being submitted by donors, according to their own procedures.	I don't know	0	1	2	3	4	5	6	7	8	9	10	
P.I	16	Level of compliance with the number of envelopes required for the <u>tender opening</u> (at least 3 envelopes).	I don't know	0	1	2	3	4	5	6	7	8	9	10
P.I	17	Level of compliance with bidding for (3) times if the number of envelopes was <u>insufficient to open the tender</u> .	I don't know	0	1	2	3	4	5	6	7	8	9	10

P.I	18	Level of compliance with <u>opening the envelopes</u> regardless of their number after bidding for (3) times.	I don't know	0	1	2	3	4	5	6	7	8	9	10
P.I	19	The extent to which the Municipality might ensure the availability of a <u>quittance</u> (for the supplier/ contractor) before entering a bid.	I don't know	0	1	2	3	4	5	6	7	8	9	10
P.T	20	The extent to which the council is a decision maker regarding the <u>procurement &amp; tenders issues</u> .	I don't know	0	1	2	3	4	5	6	7	8	9	10
P.I	21	Degree of compliance by the contractors to <u>attach a bank guarantee</u> with the tender/ bidding request.	I don't know	0	1	2	3	4	5	6	7	8	9	10
P.T	22	The extent to which the council will designate a <u>tender opening committee</u> .	I don't know	0	1	2	3	4	5	6	7	8	9	10
P.I	23	The extent to which the <u>tender opening committee</u> will include council members, in addition to those with enough experience and competence, provided that the number of the committee members will not be less than (3), including the council's accountant.	I don't know	0	1	2	3	4	5	6	7	8	9	10
P.I	24	The extent to which an employee from the Ministry of Local <u>Government</u> is <u>invited to the tender opening committee</u> .	I don't know	0	1	2	3	4	5	6	7	8	9	10
P.I	25	The extent to which the submitted applications are put in a <u>(tender box)</u> that is locked with two different locks.	I don't know	0	1	2	3	4	5	6	7	8	9	10
P.I	26	The extent to which the tender committee opens the tender applications within <u>the period specified in the announcement</u> .	I don't know	0	1	2	3	4	5	6	7	8	9	10
P.I	27	The extent to which all submitted tenders along with the <u>tender opening minutes</u> are submitted to the Mayor.	I don't know	0	1	2	3	4	5	6	7	8	9	10
P.I	28	The extent to which the Mayor might review the <u>procedures of the tender opening committee</u> .	I don't know	0	1	2	3	4	5	6	7	8	9	10

P.T	29	Degree of compliance to consider <u>the action committee</u> (consisting of all members of the Municipal Council), the entity which owns the final decision of the tender award to the winning party.	I don't know	0	1	2	3	4	5	6	7	8	9	10
P.I	30	Degree of compliance by the Council's Chairman to sign the tender opening minutes and send it to the action committee.	I don't know	0	1	2	3	4	5	6	7	8	9	10
P.I	31	Level of sending the tenders to a <u>technical committee</u> for revision if necessary. This committee shall include external experts as well as specialists from the Ministry of Local Government.	I don't know	0	1	2	3	4	5	6	7	8	9	10
P.I	32	The extent to which the <u>technical assessment committee might attach its evaluation</u> (weight, marks, success or failure) and send it to the awarding committee (the Municipal Council) to review and take action.	I don't know	0	1	2	3	4	5	6	7	8	9	10
P.I	33	The extent to which the Council might make a study to <u>award the contract</u> to the contractor of the lowest price, and write this down in the committee's minutes.	I don't know	0	1	2	3	4	5	6	7	8	9	10
P.I	34	The extent to which the Council might ask for a <u>detailed analysis of the contractor's prices</u> , in the case of uncertainty of the authorized action committee (the Municipal Council) of the contractor's ability to implement/ undertake the contract due to his unreasonably low prices.	I don't know	0	1	2	3	4	5	6	7	8	9	10
P.I	35	Degree of renewing the <u>registration or inventory of assets on an annual basis</u> .	I don't know	0	1	2	3	4	5	6	7	8	9	10

## 5- Questionnaire for Engineers

Education:

Job Title:

Age:

Name of Municipality:

Sex:

	Item	Minimum										Maximum									
		I don't know	0	1	2	3	4	5	6	7	8	9	10								

### Administrative Regulations & Human Resources

1	Level of Application of <u>Administrative Regulations</u> within the Local Government Unit /Municipality.	I don't know	0	1	2	3	4	5	6	7	8	9	10
2	Level of Application of the "Unified <u>Salary Scale</u> " to all employees.	I don't know	0	1	2	3	4	5	6	7	8	9	10
3	Level of specifying <u>salaries</u> for all staff, fairly and equitably.	I don't know	0	1	2	3	4	5	6	7	8	9	10
4	Level of application of objective and fair mechanisms to monitor the performance of programmes & services provided by the local unit, as well as its evaluation and supervision.	I don't know	0	1	2	3	4	5	6	7	8	9	10
5	Level of participation of local unit's members through submitting <u>detailed reports</u> about each project to the council members.	I don't know	0	1	2	3	4	5	6	7	8	9	10
6	Level of following the policy of forming <u>employment &amp; interviews committees</u> .	I don't know	0	1	2	3	4	5	6	7	8	9	10
7	Level of transparency of the <u>employment process</u> , being based on competition.	I don't know	0	1	2	3	4	5	6	7	8	9	10
8	Level of the availability of clear instructions defining the time required to provide citizens with <u>services</u> .	I don't know	0	1	2	3	4	5	6	7	8	9	10
9	Level of awareness of council members of their <u>legal responsibility</u> for different aspects of work related to that local council.	I don't know	0	1	2	3	4	5	6	7	8	9	10

10	Level of awareness of the employees of their <u>legal responsibility</u> for different aspects of work related to that local council.	<b>I don't know</b>	0	1	2	3	4	5	6	7	8	9	10
11	Level of change development in the institute through <u>information and facts</u> , rather than views and opinions.	<b>I don't know</b>	0	1	2	3	4	5	6	7	8	9	10
12	Frequency of calling the Municipality employees to attend council meetings on <u>specific issues</u> , in order to discuss such topics and explain their point of view.	<b>I don't know</b>	0	1	2	3	4	5	6	7	8	9	10
13	Level of rejecting <u>gifts</u> offered by <u>citizens</u> or contractors to the council members, in return for any kind of work they perform under that position in the Local Government Unit.	<b>I don't know</b>	0	1	2	3	4	5	6	7	8	9	10
14	Level of supporting/ encouraging <u>individual initiatives of local staff</u> .	<b>I don't know</b>	0	1	2	3	4	5	6	7	8	9	10
15	Level of the integrity as well as the transparency of the employment process.	<b>I don't know</b>	0	1	2	3	4	5	6	7	8	9	10
16	Level of considering the <u>local council as a whole as the local committee for construction and organization</u> .	<b>I don't know</b>	0	1	2	3	4	5	6	7	8	9	10
17	Level of availability of a <u>sub-committee</u> of the council for the purpose of discussing the construction & organizing issues.	<b>I don't know</b>	0	1	2	3	4	5	6	7	8	9	10
18	Level of conducting <u>periodic meetings</u> for the local committee of construction & organization.	<b>I don't know</b>	0	1	2	3	4	5	6	7	8	9	10
19	The extent to which the Municipality does not allow <u>discrimination</u> in giving licenses.	<b>I don't know</b>	0	1	2	3	4	5	6	7	8	9	10
20	The availability of offering <u>training courses</u> to the employees.	<b>I don't know</b>	0	1	2	3	4	5	6	7	8	9	10
21	Level of conducting an <u>evaluation to the performance of employees</u> .	<b>I don't know</b>	0	1	2	3	4	5	6	7	8	9	10
22	Level of <u>attending</u> the sub-committee meetings by the <u>engineer</u> .	<b>I don't know</b>	0	1	2	3	4	5	6	7	8	9	10

23	Level of attending the meetings of the local committee of construction & organization by the <u>engineer</u> .	<b>I don't know</b>	0	1	2	3	4	5	6	7	8	9	10
24	Level of the <u>engineer's participation</u> in voting during the local committee's meetings.	<b>I don't know</b>	0	1	2	3	4	5	6	7	8	9	10
25	The extent to which the <u>Municipality's engineer is to take the role of a "facilitator"</u> to explain information to the local committee.	<b>I don't know</b>	0	1	2	3	4	5	6	7	8	9	10
26	Level of commitment of engineers, acting as members of the local committee for construction & organization, not to submit any building transactions from their <u>own offices</u> .	<b>I don't know</b>	0	1	2	3	4	5	6	7	8	9	10
27	Level of conducting <u>courses or workshops</u> for the local committee members on the topics of building licenses and regulations.	<b>I don't know</b>	0	1	2	3	4	5	6	7	8	9	10
28	Level of <u>writing &amp; publishing periodic reports</u> by the engineering department.	<b>I don't know</b>	0	1	2	3	4	5	6	7	8	9	10
29	Level of having a complaints box/ department regarding the work you do.	<b>I don't know</b>	0	1	2	3	4	5	6	7	8	9	10
30	The extent to which the person who reviews the complaints box/ department is the authorized person.	<b>I don't know</b>	0	1	2	3	4	5	6	7	8	9	10
31	Level of control over construction & reconstruction works, in order to ensure compliance with the <u>terms of license and provisions of law</u> .	<b>I don't know</b>	0	1	2	3	4	5	6	7	8	9	10
32	The availability of a <u>structural plan for the city</u> .	<b>I don't know</b>	0	1	2	3	4	5	6	7	8	9	10
33	The extent to which the <u>higher council of organization adopts the structural plan</u> .	<b>I don't know</b>	0	1	2	3	4	5	6	7	8	9	10
34	The extent to which the structural plan is <u>up to date</u> (less than 5 years old).	<b>I don't know</b>	0	1	2	3	4	5	6	7	8	9	10
35	Level of participation of <u>experts and specialists from outside the Council</u> in the Committee of Organization and Construction.	<b>I don't know</b>	0	1	2	3	4	5	6	7	8	9	10

36	Level of compliance with the <u>structural plan</u> after its approval/ adoption.	I don't know	0	1	2	3	4	5	6	7	8	9	10
37	Level of discussing/ going through the objections to the structural project.	I don't know	0	1	2	3	4	5	6	7	8	9	10
38	The extent of having <u>settlement plans of land registration</u> in the city.	I don't know	0	1	2	3	4	5	6	7	8	9	10
39	The extent to which the engineering department is <u>well equipped</u> .	I don't know	0	1	2	3	4	5	6	7	8	9	10
40	Level of working according to <u>computerized systems</u> at the engineering department.	I don't know	0	1	2	3	4	5	6	7	8	9	10
41	Level of consulting experts in some <u>organizational issues</u> .	I don't know	0	1	2	3	4	5	6	7	8	9	10
42	Level of working according to a <u>structure for the engineering department</u> .	I don't know	0	1	2	3	4	5	6	7	8	9	10
43	Level of working according to a <u>job description</u> for each staff member in the engineering department.	I don't know	0	1	2	3	4	5	6	7	8	9	10
44	Level of submitting <u>written &amp; clear instructions</u> that explain to citizens the license requirements and other kinds of services.	I don't know	0	1	2	3	4	5	6	7	8	9	10
45	Level of compliance with the <u>Unified Palestinian Law of Building for the year 1996</u> along with its amendments.	I don't know	0	1	2	3	4	5	6	7	8	9	10
46	Level of compliance with the <u>laws and regulations of planning and organizing</u> of a town or a village.	I don't know	0	1	2	3	4	5	6	7	8	9	10
47	Level of applying <u>laws &amp; regulations</u> to everyone equally.	I don't know	0	1	2	3	4	5	6	7	8	9	10
48	Level of <u>conducting periodic assessments of properties &amp; real estates</u> , for purposes of taxation and imposing fees.	I don't know	0	1	2	3	4	5	6	7	8	9	10
49	Level of citizens' compliance with <u>building laws &amp; regulations</u> .	I don't know	0	1	2	3	4	5	6	7	8	9	10

50	The extent to which the council takes <u>an action against the violators</u> of building regulations.	I don't know	0	1	2	3	4	5	6	7	8	9	10
<b>Community Participation</b>													
51	Level of using the <u>questionnaire of citizens' opinions</u> by the local council/ or conducting public meetings with them to specify their needs as well as their problems.	I don't know	0	1	2	3	4	5	6	7	8	9	10
52	Level of involvement of the <u>local community</u> as well as the inhabitants in defining the <u>nature of the structural plan</u> .	I don't know	0	1	2	3	4	5	6	7	8	9	10
53	Level of working according to <u>written &amp; clear instructions</u> that explain to citizens the license requirements and other kinds of services.	I don't know	0	1	2	3	4	5	6	7	8	9	10
54	The extent to which the <u>Municipality issues brochures, and distributes them to beneficiaries</u> on the topic of building & licensing measures.	I don't know	0	1	2	3	4	5	6	7	8	9	10
55	The extent to which <u>citizens are informed with the decisions</u> made by the council regarding construction and organization.	I don't know	0	1	2	3	4	5	6	7	8	9	10
56	The extent to which the local council might <u>cooperate with the citizen</u> whose building license is being rejected (within one month of being informed of this rejection), in the process of referring his request to the regional organizing committee.	I don't know	0	1	2	3	4	5	6	7	8	9	10

## 6- Questionnaire for Municipality Employees

Education:

Job Title:

Age:

Name of Municipality:

Sex:

	Item	Minimum										Maximum											
		I don't know	0	1	2	3	4	5	6	7	8	9	10	I don't know	0	1	2	3	4	5	6	7	8

1	Level of specifying salaries for all staff, fairly and equitably.	I don't know	0	1	2	3	4	5	6	7	8	9	10
2	Level of holding periodic meetings by the Mayor to the workers in order to guarantee their participation.	I don't know	0	1	2	3	4	5	6	7	8	9	10
3	Level of encouraging individual initiatives of employees.	I don't know	0	1	2	3	4	5	6	7	8	9	10
4	Level of having opportunities for staff development without discrimination or exclusion.	I don't know	0	1	2	3	4	5	6	7	8	9	10
5	Level of workers' participation in providing suggestions for developing the council's work.	I don't know	0	1	2	3	4	5	6	7	8	9	10
6	Level of using the questionnaire of citizens' opinions by the local council/ or conducting public meetings with them in order to follow up their priorities, needs as well as their problems.	I don't know	0	1	2	3	4	5	6	7	8	9	10
7	Extent to which the local council is interested in having a complaints box/ department regarding the work it provides.	I don't know	0	1	2	3	4	5	6	7	8	9	10
8	Extent to which complaints are dealt with on time.	I don't know	0	1	2	3	4	5	6	7	8	9	10
9	Level of council's integrity and transparency regarding the employment process.	I don't know	0	1	2	3	4	5	6	7	8	9	10

10	Level of council's integrity and transparency regarding supplies & procurement issues.	I don't know	0	1	2	3	4	5	6	7	8	9	10
11	Level of awareness of the council members of their legal responsibility for different aspects of work related to that local council.	I don't know	0	1	2	3	4	5	6	7	8	9	10
12	Level of change development in the institute through information and facts, rather than views and opinions.	I don't know	0	1	2	3	4	5	6	7	8	9	10
13	Level of rejecting gifts offered by citizens or contractors to the council members, in return for any kind of work they perform under that position in the Local Government Unit.	I don't know	0	1	2	3	4	5	6	7	8	9	10
14	The extent to which the relationship between the council's members themselves and the employees is based on mutual respect.	I don't know	0	1	2	3	4	5	6	7	8	9	10
15	The extent to which the council members as well as its employees are well informed/ educated about their authorities, and their provision with related laws and regulations.	I don't know	0	1	2	3	4	5	6	7	8	9	10
16	Level of holding meetings with the public in order to discuss Municipality problems.	I don't know	0	1	2	3	4	5	6	7	8	9	10
17	Level of facilitating measures for the beneficiaries in order to accomplish their business quickly and efficiently.	I don't know	0	1	2	3	4	5	6	7	8	9	10
18	The extent to which the relationship between You and the citizens is based on mutual respect.	I don't know	0	1	2	3	4	5	6	7	8	9	10
19	Level of using technology at the Municipality.	I don't know	0	1	2	3	4	5	6	7	8	9	10
20	The extent to which you are satisfied about the Municipality performance in general.	I don't know	0	1	2	3	4	5	6	7	8	9	10

## 7- Questionnaire for Customers & Citizens

	Item	Minimum										Maximum											
		I don't know	0	1	2	3	4	5	6	7	8	9	10	I don't know	0	1	2	3	4	5	6	7	8

1	Level of <u>facilitating procedures</u> for you to perform your transactions rapidly and efficiently.	I don't know	0	1	2	3	4	5	6	7	8	9	10
2	Degree of <u>equality among all citizens</u> regarding the provision of services without any bias.	I don't know	0	1	2	3	4	5	6	7	8	9	10
3	Level of <u>cooperation of the Municipality staff</u> with you.	I don't know	0	1	2	3	4	5	6	7	8	9	10
4	Level of speed of the <u>Municipality staff</u> in the provision of services.	I don't know	0	1	2	3	4	5	6	7	8	9	10
5	Level of <u>punctuality and efficiency</u> in the provision of services.	I don't know	0	1	2	3	4	5	6	7	8	9	10
6	Level of <u>presence of the concerned employee at his office</u> when needed.	I don't know	0	1	2	3	4	5	6	7	8	9	10
7	Level of <u>compliance of the staff member</u> with the announced working hours.	I don't know	0	1	2	3	4	5	6	7	8	9	10
8	The extent to which you can get <u>clear answers</u> by the Municipality staff when you ask about certain issues.	I don't know	0	1	2	3	4	5	6	7	8	9	10
9	The extent to which the <u>Municipality might cooperate</u> with other organizations in solving the problems of citizens.	I don't know	0	1	2	3	4	5	6	7	8	9	10
10	Level of <u>knowledge as well as awareness of the employee about what to do</u> when being reviewed (e.g. by a customer).	I don't know	0	1	2	3	4	5	6	7	8	9	10

11	The extent to which the customer might be <u>informed</u> that his transaction is finished or rejected within the due time.	I don't know	0	1	2	3	4	5	6	7	8	9	10
12	Level of <u>commitment of the employee to perform his duty correctly</u> .	I don't know	0	1	2	3	4	5	6	7	8	9	10
13	The extent to which the <u>relationship between you and the employee is based on mutual respect</u> .	I don't know	0	1	2	3	4	5	6	7	8	9	10
14	Level of interest to have a <u>special complaints box</u> for the customers.	I don't know	0	1	2	3	4	5	6	7	8	9	10
15	Level of using <u>technology</u> at the Municipality.	I don't know	0	1	2	3	4	5	6	7	8	9	10
16	Level of your satisfaction of the <u>living quality</u> in your own city.	I don't know	0	1	2	3	4	5	6	7	8	9	10
17	Level of <u>council's integrity as well as transparency</u> regarding the employment process.	I don't know	0	1	2	3	4	5	6	7	8	9	10
18	Level of <u>council's integrity as well as transparency</u> regarding procurement.	I don't know	0	1	2	3	4	5	6	7	8	9	10
19	Level of your <u>general satisfaction</u> of the performance of the Municipality.	I don't know	0	1	2	3	4	5	6	7	8	9	10
20	Level of your follow-up to your <u>transactions</u> at the Municipality.	I don't know	0	1	2	3	4	5	6	7	8	9	10

## 8- Questionnaire for Focus Groups: Citizens

	Item	Minimum										Maximum											
		I don't know	0	1	2	3	4	5	6	7	8	9	10	I don't know	0	1	2	3	4	5	6	7	8

1	Level of using the questionnaire of citizens' opinions by the local council/ or conducting public meetings with them in order to follow up their <u>priorities and needs</u> , as well as their problems.	I don't know	0	1	2	3	4	5	6	7	8	9	10
2	Level of providing citizens with <u>services</u> on an equal basis and without any discrimination.	I don't know	0	1	2	3	4	5	6	7	8	9	10
3	Level of working according to a <u>written system for complaints</u> , as well as responding to citizens' complaints, suggestions, and dealing with them.	I don't know	0	1	2	3	4	5	6	7	8	9	10
4	Level of publishing the <u>budget's main tables</u> on the announcement board within the Municipality and making them accessible for citizens.	I don't know	0	1	2	3	4	5	6	7	8	9	10
5	The extent to which the council's <u>projects and programmes are being established according to a study of needs of the different categories</u> and their problems through the local community.	I don't know	0	1	2	3	4	5	6	7	8	9	10
6	Level of announcing <u>projects</u> by the local council before starting their implementation.	I don't know	0	1	2	3	4	5	6	7	8	9	10
7	Level of <u>encouraging citizens to participate in the local council's work</u> .	I don't know	0	1	2	3	4	5	6	7	8	9	10
8	Level of working according to the principle of <u>responding to the needs of citizens</u> , rather than the personal desires of officials and people in power.	I don't know	0	1	2	3	4	5	6	7	8	9	10
9	Level of <u>adoption of clear, objective, and declared standards and criteria in the selection of communities</u> , as well as the beneficiaries' areas.	I don't know	0	1	2	3	4	5	6	7	8	9	10

10	The extent to which the relationship <u>between the Municipality's employees and the citizens is based on mutual respect</u> .	I don't know	0	1	2	3	4	5	6	7	8	9	10
11	The extent to which the Municipality's <u>employees</u> are working/ dealing with citizens according to <u>clear instructions</u> so as to facilitate things for them.	I don't know	0	1	2	3	4	5	6	7	8	9	10
12	Level of <u>citizens' follow-up to their business</u> at the local council.	I don't know	0	1	2	3	4	5	6	7	8	9	10
13	Level of having <u>the right person in the right place</u> at the Municipality.	I don't know	0	1	2	3	4	5	6	7	8	9	10
14	The extent to which the <u>employment process depends on competence</u> .	I don't know	0	1	2	3	4	5	6	7	8	9	10
15	The extent to which <u>works and operations</u> are being provided at the Municipality on professional and correct basis, without any personal interests.	I don't know	0	1	2	3	4	5	6	7	8	9	10
16	Level of considering the needs of <u>those with special needs</u> in the process of planning and implementation of programmes and projects.	I don't know	0	1	2	3	4	5	6	7	8	9	10
17	Level of involvement of all <u>social categories</u> , especially the <u>marginalized ones</u> , in addition to <u>women</u> , in defining the <u>council's strategy</u> .	I don't know	0	1	2	3	4	5	6	7	8	9	10
18	Level of <u>encouraging the different social categories to take initiatives and submitting them to the council</u> .	I don't know	0	1	2	3	4	5	6	7	8	9	10
19	Level of using <u>technology</u> within the Municipality.	I don't know	0	1	2	3	4	5	6	7	8	9	10
20	Level of efficiency of the <u>council's work</u> in general.	I don't know	0	1	2	3	4	5	6	7	8	9	10

## 9- Questionnaire for Focus Groups Engineers & Contractors

	Item	Minimum										Maximum											
		I don't know	0	1	2	3	4	5	6	7	8	9	10	I don't know	0	1	2	3	4	5	6	7	8

1	The extent to which the local council complies with <u>laws and regulations</u> regarding the <u>planning &amp; organization</u> of towns/ villages.	I don't know	0	1	2	3	4	5	6	7	8	9	10	I don't know	0	1	2	3	4	5	6	7	8	9	10
2	Level of involvement of the <u>local community</u> in defining the <u>structural plan</u> and its nature.	I don't know	0	1	2	3	4	5	6	7	8	9	10	I don't know	0	1	2	3	4	5	6	7	8	9	10
3	Level of participation of the city/ town <u>engineers</u> in defining the <u>structural plan</u> and its nature.	I don't know	0	1	2	3	4	5	6	7	8	9	10	I don't know	0	1	2	3	4	5	6	7	8	9	10
4	The availability of a <u>definite/ adopted structural plan</u> that the local council can work within its frame.	I don't know	0	1	2	3	4	5	6	7	8	9	10	I don't know	0	1	2	3	4	5	6	7	8	9	10
5	The extent to which the <u>structural plan</u> is <u>up to date</u> (less than 5 years old).	I don't know	0	1	2	3	4	5	6	7	8	9	10	I don't know	0	1	2	3	4	5	6	7	8	9	10
6	Level of <u>complying with the structural plan</u> after being adopted.	I don't know	0	1	2	3	4	5	6	7	8	9	10	I don't know	0	1	2	3	4	5	6	7	8	9	10
7	Level of functioning based on having the <u>municipal council</u> as a <u>whole being the local committee</u> for organization/planning & construction.	I don't know	0	1	2	3	4	5	6	7	8	9	10	I don't know	0	1	2	3	4	5	6	7	8	9	10
8	Level of Municipality commitment to organize <u>periodic meetings</u> for the <u>local committee</u> of construction & organization.	I don't know	0	1	2	3	4	5	6	7	8	9	10	I don't know	0	1	2	3	4	5	6	7	8	9	10
9	The extent to which you are invited to attend the <u>courses &amp; workshops</u> organized by the Municipality on the topics of building licenses measures and regulations.	I don't know	0	1	2	3	4	5	6	7	8	9	10	I don't know	0	1	2	3	4	5	6	7	8	9	10
10	Level of <u>commitment of members</u> of the <u>local committee of building &amp; organization (engineers)</u> not to provide <u>building transactions</u> from their own <u>offices</u> .	I don't know	0	1	2	3	4	5	6	7	8	9	10	I don't know	0	1	2	3	4	5	6	7	8	9	10

11	The extent to which the Municipality is <u>committed to provide the appropriate instructions</u> on submitted documents for the purposes of building licensing.	I don't know	0	1	2	3	4	5	6	7	8	9	10	I don't know	0	1	2	3	4	5	6	7	8	9	10
12	The extent to which the Municipality complies with the <u>Palestinian Unified Law of Building</u> for the year 1996.	I don't know	0	1	2	3	4	5	6	7	8	9	10	I don't know	0	1	2	3	4	5	6	7	8	9	10
13	The extent to which the <u>Municipality</u> issues brochures and distributes them <u>to beneficiaries</u> on the topic of <u>building &amp; licensing</u> measures.	I don't know	0	1	2	3	4	5	6	7	8	9	10	I don't know	0	1	2	3	4	5	6	7	8	9	10
14	Availability of a <u>complaints department/ box</u> for the work of the engineering department.	I don't know	0	1	2	3	4	5	6	7	8	9	10	I don't know	0	1	2	3	4	5	6	7	8	9	10
15	How far the <u>engineering department</u> is well equipped.	I don't know	0	1	2	3	4	5	6	7	8	9	10	I don't know	0	1	2	3	4	5	6	7	8	9	10
16	Level of having clear and accessible information about the organization & licensing systems of the Municipality.	I don't know	0	1	2	3	4	5	6	7	8	9	10	I don't know	0	1	2	3	4	5	6	7	8	9	10
17	Level of Municipality commitment to use <u>suitable human &amp; technical potentials</u> in order to carry out its engineering works.	I don't know	0	1	2	3	4	5	6	7	8	9	10	I don't know	0	1	2	3	4	5	6	7	8	9	10
18	Level of working with a <u>training system</u> for the Municipality engineers.	I don't know	0	1	2	3	4	5	6	7	8	9	10	I don't know	0	1	2	3	4	5	6	7	8	9	10
19	Level of Municipality commitment to monitor the <u>building &amp; construction works</u> to make sure that they comply with the licensing measures, as well with the legal terms.	I don't know	0	1	2	3	4	5	6	7	8	9	10	I don't know	0	1	2	3	4	5	6	7	8	9	10
20	The extent to which the local council might <u>cooperate with the citizen</u> whose building license is being rejected (within one month as of being informed of this rejection), in the process of referring his request to the regional organizing committee.	I don't know	0	1	2	3	4	5	6	7	8	9	10	I don't know	0	1	2	3	4	5	6	7	8	9	10
21	Level of your <u>satisfaction with the council's performance</u> in general.	I don't know	0	1	2	3	4	5	6	7	8	9	10	I don't know	0	1	2	3	4	5	6	7	8	9	10
22	Level of council's integrity regarding <u>procurement &amp; tenders/ bids</u> issues.	I don't know	0	1	2	3	4	5	6	7	8	9	10	I don't know	0	1	2	3	4	5	6	7	8	9	10

## Questionnaire no. (10)

### Focus Groups

#### General Questions

##### Questions to be discussed during the focus groups meetings:

###### - Engineers:

1. How could you evaluate the Municipality performance regarding the area of building & facility licensing? Could it be described as being efficient, clear, and transparent?
2. Does the Municipality comply with laws and regulations correctly?
3. Does the Municipality oblige citizens to comply with equal construction lines (setback lines) off streets regardless of any individual interests?
4. Does the Municipality respond to your suggestions, requests, and complaints?
5. Are you familiar with the Municipality's plans and policies within the engineering area?
6. Could the Municipality work within this area (engineering) be described of being professional, and that it considers the public interest?
7. What kind of relationships do you have with the Municipality? Is it one of harmony/ agreement and cooperation? Or other than this?
8. Are you satisfied with the Municipality's performance in general?

###### - Civil Society:

1. Does the Municipality take its decisions in coordination with you? Have you been familiar with its plans & policies within different areas?
2. Do you think that the Municipality considers the public interest in its decisions as well as in the services it provides?
3. Does the Municipality respond to your suggestions and requests?
4. What kind of relationship do you have with the Municipality? Is it one of harmony/ agreement and cooperation? Or other than that?
5. Are you satisfied with the Municipality's performance in general?

6. Are community organizations considered as partners in making decisions with the local council?
7. Do community organizations support the municipality in the process of planning and implementation?

###### - Citizens:

1. Does the Municipality take its decisions in coordination with you? Have you been familiar with its plans & policies within different areas?
2. Do you think that the Municipality considers the public interest in its decisions as well as in the services it provides?
3. Does the Municipality respond to your suggestions, requests, claims, and complaints?
4. Are you satisfied with the types of services provided by the Municipality?
5. Does the Municipality distribute projects and services according to the priority of all districts as well as of citizens?
6. What kind of relationship do you have with the Municipality? Is it one of harmony/ agreement and cooperation? Or other than that?
7. Are you satisfied with the Municipality's performance in general?
8. Are you satisfied with the employment policy of the Municipality regarding issues of integrity & transparency?
9. Are you satisfied with the supply & procurement policy followed by the Municipality regarding the issues of integrity & transparency?

## 11- Questionnaire for Focus Groups Civil Society & Non-Governmental Organizations

	Item	Minimum										Maximum											
		I don't know	0	1	2	3	4	5	6	7	8	9	10	I don't know	0	1	2	3	4	5	6	7	8

1	Level of council's commitment to <u>announce its services and projects to the community</u> as well as to the targeted group or targeted areas before starting the implementation.	I don't know	0	1	2	3	4	5	6	7	8	9	10	I don't know	0	1	2	3	4	5	6	7	8	9	10
2	Level of <u>participation of the beneficiaries or those representing them</u> in the process of planning for programmes or projects, through either committees or representatives.	I don't know	0	1	2	3	4	5	6	7	8	9	10	I don't know	0	1	2	3	4	5	6	7	8	9	10
3	The extent to which <u>social institutions are interested to submit proposals</u> and written projects to the Municipality.	I don't know	0	1	2	3	4	5	6	7	8	9	10	I don't know	0	1	2	3	4	5	6	7	8	9	10
4	The extent to which the council is interested in the <u>beneficiaries' opinion</u> about the project, and whether it considers their evaluation of projects & programmes.	I don't know	0	1	2	3	4	5	6	7	8	9	10	I don't know	0	1	2	3	4	5	6	7	8	9	10
5	The extent to which the local council is interested to conduct <u>workshops to discuss the preliminary draft budget</u> being prepared with public as well as with those of enough experience and competence.	I don't know	0	1	2	3	4	5	6	7	8	9	10	I don't know	0	1	2	3	4	5	6	7	8	9	10
6	The extent to which the council is interested in <u>citizen's priorities, problems, and needs</u> through a questionnaire on opinions or conducting public meetings with them.	I don't know	0	1	2	3	4	5	6	7	8	9	10	I don't know	0	1	2	3	4	5	6	7	8	9	10
7	Level of having the so-called " <u>Public Control</u> " on the council's works.	I don't know	0	1	2	3	4	5	6	7	8	9	10	I don't know	0	1	2	3	4	5	6	7	8	9	10

8	Level of establishing the council's programmes <u>and projects</u> according to a study of needs & problems of different categories.	I don't know	0	1	2	3	4	5	6	7	8	9	10	I don't know	0	1	2	3	4	5	6	7	8	9	10
9	Level of considering the needs of <u>those with special needs</u> in the process of planning and implementation of programmes and projects.	I don't know	0	1	2	3	4	5	6	7	8	9	10	I don't know	0	1	2	3	4	5	6	7	8	9	10
10	Level of involvement of <u>all social categories</u> , especially the marginalized ones, in addition to women, in defining the council's strategy.	I don't know	0	1	2	3	4	5	6	7	8	9	10	I don't know	0	1	2	3	4	5	6	7	8	9	10
11	Level of working according to the <u>principle of the right person in the right place</u> at the Municipality.	I don't know	0	1	2	3	4	5	6	7	8	9	10	I don't know	0	1	2	3	4	5	6	7	8	9	10
12	The extent to which the <u>council's laws and regulations are implemented on the council itself</u> .	I don't know	0	1	2	3	4	5	6	7	8	9	10	I don't know	0	1	2	3	4	5	6	7	8	9	10
13	Level of using technology within the council, for purposes of achieving as much progress as possible.	I don't know	0	1	2	3	4	5	6	7	8	9	10	I don't know	0	1	2	3	4	5	6	7	8	9	10
14	Level of council's commitment to organize <u>periodic meetings</u> for social institutions to guarantee their participation, as well as their consultation & coordination.	I don't know	0	1	2	3	4	5	6	7	8	9	10	I don't know	0	1	2	3	4	5	6	7	8	9	10
15	The extent to which the <u>information is conveyed to social institutions</u> in a fair and objective manner.	I don't know	0	1	2	3	4	5	6	7	8	9	10	I don't know	0	1	2	3	4	5	6	7	8	9	10
16	Level of <u>council's integrity and transparency</u> regarding the employment process.	I don't know	0	1	2	3	4	5	6	7	8	9	10	I don't know	0	1	2	3	4	5	6	7	8	9	10
17	Level of <u>council's integrity and transparency</u> regarding the procurement & supplies issues.	I don't know	0	1	2	3	4	5	6	7	8	9	10	I don't know	0	1	2	3	4	5	6	7	8	9	10
18	Level of working on <u>joint projects between your organization and the Municipality</u> .	I don't know	0	1	2	3	4	5	6	7	8	9	10	I don't know	0	1	2	3	4	5	6	7	8	9	10
19	Level of using the committees of civil society to support the local council.	I don't know	0	1	2	3	4	5	6	7	8	9	10	I don't know	0	1	2	3	4	5	6	7	8	9	10
20	Level of your satisfaction about the <u>council's performance</u> in general.	I don't know	0	1	2	3	4	5	6	7	8	9	10	I don't know	0	1	2	3	4	5	6	7	8	9	10



**Chapter Five**

**Documents**

### Questionnaire of Documents' Verification

#### Agenda of Meeting

Questions		Yes/ No	Comments	Mark
1	Are the previous meeting minutes available?			1
2	Was the number of attendants for the previous meeting recorded?			1
3	Was the previous meeting/ session adopted/ approved?			1
4	Was the terms of the current meeting/ session being confirmed?			1
5	Were the date and the number of the current session confirmed to be correct?			1
6	Were the serial numbers of the sessions confirmed to be correct?			1
7	Does the documentation suit/ match the terms of the session?			1
8	Were the files being arranged?			1
9	Are the numbers of sessions being arranged successively in one book?			1
10	Is there a place to keep files?			1
<b>Total</b>				

### Questionnaire of Documents' Verification

#### Finance

Questions		Yes/ No	Comments	Mark
1	Does the Municipality depend on the estimated budget?			1
2	Is the budget approved?			1
3	Does the Financial Department use a computerized programme?			1
4	Is there a separation of authorities between the accountant and the cashier?			1
5	Is there a periodical bank settlement?			1
6	Are there any financial reports about the status of the institution to be submitted to the highest level in the Municipality?			1
7	Are there any legal guarantees for those who have financial obligations?			1
8	Is there a periodic inventory for those who have financial obligations, organized by official minutes?			1
9	Is there a documentary period?			1
10	Is there a questionnaire for the documentary period?			1
<b>Total</b>				

### Documents' Verification

#### Tender/ Bid

Questions		Yes/ No	Comments	Mark
1	Does the Municipality have its own Manual of Supplies?			1
2	Is there a Tender Commission, or an entrusted department to perform this task by an official letter?			1
3	Were the names of attendants to include members and staff recorded?			1
4	Is there an announcement for this tender in the newspapers?			1
5	Is there a Tender Opening Minutes?			1
6	Are tenders and supplies being performed according to the usual way followed by the local unit?			1
7	Is there a technical commission to assess the tender?			1
8	Were the tenders opened at the time announced in the newspaper?			1
9	Is there a locked box with at least (2) keys\ locks?			1
10	Are the documents arranged in an easy way to be revised?			1
<b>Total</b>				

### Questionnaire of Documents' Verification

#### Agenda of Meeting

Questions		Yes/ No	Comments	Mark
1	Are the previous meeting minutes available?			1
2	Was the number of attendants for the previous meeting recorded?			1
3	Was the previous meeting/ session adopted/ approved?			1
4	Were the terms of the current meeting/ session being confirmed?			1
5	Was the date and the number of the current session confirmed to be correct?			1
6	Were the serial numbers of the sessions confirmed to be correct?			1
7	Does the documentation suit/ match the terms of the session?			1
8	Were the files being arranged?			1
9	Are the numbers of sessions being arranged successively in one book?			1
10	Is there a place to keep files?			1
<b>Total</b>				



**Chapter Six**

**Annexes**

## **A- Code of Ethics**

### **Professional & Ethical Criteria for the rules of behavior of the Heads of Local Government Units (Mayors), members, and employees:**

#### **First: Compliance with Laws & Principles:**

It's very important to commit to the provisions of the Palestinian Local Government Units Law, as well as to comply with its regulations and instructions, and to activate the relevant legislation to achieve the following:

- Monitor errors and achieve the principle of accountability in accordance with these legislations.
- Not to violate laws, legislation, and decisions of the Local Government Unit's Council.

#### **Second: Commitment to the values of Integrity:**

The availability of what is known as (The System of Integrity) is one of the most important elements that should characterize the Local Government Units' work. This concept means the availability of a written reference to the Local Government Unit that can be identified with the following:

1. Compliance with a clear system in procurement and tenders.
2. Commitment to adopt an "open-door" policy with citizens.
3. Ability to meet all needs of services rapidly when requested by community members, and devoting positions to serve the public interest.
4. Conservation of public funds under the law and refrain from any act of corruption.
5. Employment using a professional and fair manner to all applicants.

#### **Third: Commitment to the principles of Transparency:**

Transparency is all about openness to the public (customers), staff members, donors, and voters, particularly regarding the mechanism of decision-making and other activities carried out, as well as ways of conveying information and decisions to the target groups on time.

#### **Fourth: Compliance with regulations of Accountability:**

In order to enhance the regulations of accountability through the work of Local Government Units, the following must be provided:

- A written and published system of complaints.

- A Commitment to have a process of auditing and external control.

## **B- Contact Information**

### **For more information and details on project, please contact:**

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