



Co-Funded by the European Union
بتمويل مشترك من الاتحاد الأوروبي



معاً للقضاء على الفساد
TOGETHER TO END CORRUPTION



NAZAHA: SUPPORT TO SOCIAL ACCOUNTABILITY AND EMPOWERING CIVIL SOCIETY FOR BETTER GOVERNANCE

Local Integrity Index

Report on The Current Situation Analysis of Municipalities

www.rasheedti.org

DISCLAIMER

This report and its findings are a result of a consultancy for Rasheed - Transparency International Jordan, under the framework of Nazaha, a project co-funded by the European Union, and AECID. The content of the report represents the views of the authors only and is his/her sole responsibility. The European Union and/or AECID are not responsible for any use that may be made of the information it contains.

CONTENTS

Executive Summary	7
Introduction	12
Methodology	13
Survey Outcomes	16
Ramtha Municipality Results	17
General Information	20
Resource Management	24
Challenges	26
Community Involvement and Communication	30
Openness, Integrity and Accountability	33
Local Development	35
Women Empowerment	37
Irbid Municipality Results	39
General Information	42
Resource Management	46
Challenges	48
Community Involvement and Communication	52
Openness, Integrity and Accountability	55
Local Development	57
Women Empowerment	59

Aen Al Basha Municipality Results	61
General Information	64
Resource Management	68
Challenges	70
Community Involvement and Communication	74
Openness, Integrity and Accountability	77
Local Development	79
Women Empowerment	81
Al Salt Municipality Results	83
General Information	86
Resource Management	90
Challenges	92
Community Involvement and Communication	96
Openness, Integrity and Accountability	99
Local Development	101
Women Empowerment	103
Russaifa Municipality Result	105
General Information	108
Resource Management	112
Challenges	114
Community Involvement and Communication	118
Openness, Integrity and Accountability	121

Local Development	123
Women Empowerment	125
Zarqa Municipality Results	127
General Information	130
Resource Management	134
Challenges	136
Community Involvement and Communication	140
Openness, Integrity and Accountability	143
Local Development	145
Women Empowerment	147
Sahab Municipality Results	149
General Information	152
Resource Management	156
Challenges	158
Community Involvement and Communication	162
Openness, Integrity and Accountability	165
Local Development	167
Women Empowerment	169
Madaba Municipality Results	171
General Information	174
Resource Management	178

Challenges	180
Community Involvement and Communication	184
Openness, Integrity and Accountability	187
Local Development	189
Women Empowerment	191
Karak Municipality Results	193
General Information	196
Resource Management	200
Challenges	202
Community Involvement and Communication	206
Openness, Integrity and Accountability	209
Local Development	211
Women Empowerment	213
Maan Municipality Results	215
General Information	218
Resource Management	222
Challenges	224
Community Involvement and Communication	228
Openness, Integrity and Accountability	231
Local Development	233
Women Empowerment	235
Bios of Peer Reviewers	237

EXECUTIVE SUMMARY

The survey has attempted to acquire respondents' perceptions and habits alongside expectations they have from their municipalities in order to better understand the current situation. This research targeted 10 municipalities across Jordan, namely: Ramtha, Irbid, Ain Al Basha, Al Salt, Russeifa, Zarqa, Sahab, Madaba, Karak, and Maan.

From a holistic point of view, the survey has shown that around two thirds of respondents have never visited their municipality building. The most common services that were the main goal of the visit is ordering some sort of service or licensing. Respondents have also stated participating in the local municipal elections at around 70%.

Municipality of Ma'an secured the top rank in terms of participation ratio in municipal elections, with 86% of respondents stating their engagement in the elections. Conversely, Municipality of Al-Russeifa was positioned at the bottom of the list with a rate of 43%.

In terms of service availability within the municipality, the least services that were available were youth or cultural centers and public parks, where other services seemed to be available in all locations and towards the satisfaction level of such services the same applied, where the construction of squares, parks, and recreational facilities achieved the lowest satisfaction levels at 30%. On the other hand, the perception of municipality duties was close for all components except for two components being Empowerment and support for PWDs and Women empowerment, where around half of respondents did not perceive such components being mandated to the municipality.

Looking each municipality individually, it was found that in terms of availability of services in the municipalities, the data showed that 100% of respondents in Municipality of Irbid perceived healthcare services as

available compared to 69% of respondents in Municipality of Salt held the same view. In terms of the availability of schools in the area, 100% of respondents in the municipalities of Irbid, Ain Al-Basha, Al-Rusaifa, and Ma'an reported the availability of schools. Whereas, the lowest percentage was in Municipality of Salt at 84%. In regards to the availability of public transportation, 100% of respondents in Municipality of Irbid stated that public transportation is available, while the lowest percentage was in the Municipality of Salt at 75%. Regarding the availability of places of worship, 99% of respondents in Municipality of Al-Karak reported their presence, while the lowest percentage was in Municipality of Salt at 88% and There is significant variation among the municipalities regarding the availability of public parks. The highest percentage of respondents indicating the availability of public parks was in Municipality of Irbid, at 99%. On the other hand, only 1% of respondents in Municipality of Ain Al-Basha reported the availability of public parks. About 71% of respondents in Municipality of Sahab stated the availability of youth and cultural clubs, while only 2% of respondents in Municipality of Ain Al-Basha reported the same. Lastly, 91% of respondents in Municipality of Irbid and Al-Ramtha reported the availability of markets and commercial shops in their neighborhoods. However, the lowest percentage was in Municipality of Madaba at 16%.

Satisfaction level with the general performance of municipalities or the service execution was at the half point (around 50% satisfaction). Those stating unsatisfactory results presented their reasoning behind it for mismanagement or lack of proper management and nepotism or favoritism being the two major reasons. When respondents were asked about their overall satisfaction with their municipalities, Municipality of Sahab ranked highest with a satisfaction rate of 82%. On the other hand, Municipality of Salt received the lowest level of satisfaction, with only 45% of respondents expressing satisfaction.

In regards to requesting information and grievance mechanisms, more than half the respondents stated their municipalities not having a clear procedure to request information compared to a quarter of respondents

stating clear procedures' availability. Around 15% of respondents have attempted to request information, half of which reported obtaining the requested information and about a fourth reporting not receiving the requested information. On the grievance level, around three fourths of respondents stated not knowing about the available channels to submit complaints or grievances. From those who knew the channels only 10% have used these grievance channels mainly through the complaints department within the municipality, half of respondents stated their complaint not being resolved at all and 25% stating it was resolved. The results indicated that the highest percentage of respondents who attempted to request information were in Municipality of Ain Al-Basha, with a rate of 48%, while the lowest percentage was attained by Municipality of Madaba at 7%.

On the subject of PWDs, half of the respondents reporting their municipalities not having adequate infrastructure for PWDs within their buildings, three fourths of respondents reported no adequate infrastructure for PWDs in public streets and areas. Three fourths of respondents reported that their municipalities do not support or empower PWDs within the community. Respondents who stated the availability of measures to support of PWDs reported practices such as providing business licensing or kiosks, employment assistance or integration within local events for PWDs. And the results revealed that Municipality of Sahab ranked first, with 32% of respondents stating that the infrastructure in their area is equipped for individuals with disabilities, while Municipality of Salt obtained the lowest percentage at 4%.

In terms of community involvement and communication, around three fourths of respondents reported their municipality not having conducted public meetings to discuss the needs of the community within the past year. For the 11% who stated they knew about such meetings, around 30% of those stated attending one or more of these meetings within the past year. In terms of communication assessment, two thirds of respondents had negative perception of the communication level of the local municipal council with the community and around half of respondents stating the

municipal council members being aware of local issues faced by the community. The communication level of municipalities was poorly perceived by the respondents at around 66%, additionally one third of the respondents stated their municipalities having social media pages. Around three fourths of respondents stated their municipalities not involving local community in addressing the needs of the community, on the other hand, around 10% of respondents stated their municipalities having issuing periodical material to create awareness about services, projects or meetings. The results indicated that 69% of respondents in Municipality of Sahab stated the presence of municipality pages on social media platforms, marking the highest percentage among the assessed municipalities. In contrast, Municipality of Madaba obtained the lowest percentage at 20%.

In regards to openness, integrity and accountability, around 10% of respondents reported presenting recommendations towards the improvement of the municipality's work performance, one fourth of these recommendations have been reported to be applied by the municipality. Around 10% of respondents stated their municipalities publishing its financial statements and work plans, and 10% of respondents have stated reading their municipality's plans and municipal council decisions. About 21% of respondents in Municipality of Sahab reported that the municipal council disseminates action plans and financial statements, placing it in the first rank. Conversely, Municipality of Ain Al-Basha occupied the last position, with less than 1% of respondents confirming this.

As for local development, around one fourth of respondents reported their municipality having investments within their areas such as rental of buildings or lands. Less than 15% of respondents reported their municipalities having attracted investment projects to the local community and around 10% of respondents reported the municipality have created partnerships with organizations and the private sector in order to create new investments. And lastly, around 10% of respondents reported their municipality having development plans readily developed for the local community or investors to access.

Finally, in regards to women empowerment, around 70% of respondents did not know the number of female municipal council members within their municipality, where an interesting hypothesis to be tested is to crossmatch the given number of members with the actual number to compare the results. Around 15% of respondents were aware of the existence of a women empowerment unit within their municipality and finally around 13% of respondents stated that there are events implemented by their municipality that contain activities related to women's economic empowerment. Municipality of Salt achieved the top rank in terms of conducting activities related to women's economic empowerment, with a percentage of 25%. In contrast, Municipality of Ain Al-Basha secured the last position with a rate of 4%.

INTRODUCTION

The Nazaha project aims to provide support to social accountability and empowering civil society for better governance. The project is co-funded by the Spanish Development Agency (AECID) and the European Union (ENI/2021/422-941), operating through three main pillars to strengthen the capacity and internal governance of CSOs and CBOs in order to contribute to the improvement of the effectiveness and transparency of the public sector towards the general population within Jordan.

The main pillars, custom tailored towards the enhancement of organizations' skills, capabilities and governance to align them with international standards related to governance, transparency. Accordingly, the main beneficiaries are CSOs, CBOs, Jordanian citizens in general and youth, women and vulnerable groups in specific.

As part of outcome 3, pertaining to participatory approach is tackled at all levels of the development processes to allow transparency and accountability towards citizens, the baseline assessment is the first annual survey conducted within 10 different municipalities in Jordan in order to identify citizens' concerns regarding public issues.

The following annual surveys therefore will allow for real-time monitoring of public perceptions on multiple pillars of the M&E framework of the Nazaha program, allowing AECID and the project's stakeholders and fellow implementors to generate impactful activities based on the perceptions of the citizens towards municipality performance and other associated levels such as resource management, openness, integrity and accountability.

METHODOLOGY

The methodology for this research suggesting quantitative tools through the implementation of a face-to-face survey with respondents within the target municipalities. The questionnaire was designed based on preliminary research about the project and its components to properly create a questionnaire tool that is informative enough to properly create adequate activities during the span of the project.



The survey was implemented based on an approved peer-reviewed questionnaire, the main goals and objectives of the questionnaire is to fulfil the general expectations of the baseline. This includes the following main components:

- Demographic data
- Resource management of the municipality
- Openness, integrity, and accountability within the municipality
- Community involvement in the decision-making process
- Access to information from the residents
- Grievance mechanisms used by residents
- Economic integration and local development
- Support and empowerment of women and people with disabilities

The sampling approach during the data collection activity within each municipality was based on randomized selection of households within the targeted areas (municipalities) as well as implementing a skipping approach of households, where if one household is targeted the ten

following households were skipped for the selection of the next household. It must be also specified that the household is any house, apartment building or living residence and does not consist of businesses or retail buildings, public buildings, or service buildings such as hospitals, schools ...etc. In addition, and in order to meet gender specifications of the sample, the enumerators were encouraged to conduct 1:1 ratio selection based on gender, where possible, meaning that an enumerator conducted one interview with a male respondent and the following interview with a female respondent.

The sample size, to reach representation on the group of 10 municipalities was at 1,200 allowing the data to be interpreted at 95% confidence interval and 5% margin of error on the municipality level. As for the breakdown of the sample amongst the different municipalities, the breakdown was conducted based on the population per municipality based on the Jordanian Department of Statistics (DoS) data.

Even though the suggested sample was set at 1,200 completed questionnaires, the data collection team managed to acquire 1,344 completed interviews between 4-15/5/2023 within all municipalities. The breakdown of the target vs. actual acquired sample size were as shown in the table below:

Municipality	Targeted Sample Size	Acquired Sample Size
Ramtha	100	143
Irbid	235	250
Aen Al Basha	90	112
Al Salt	102	106
Russeifa	160	161
Zarqa	210	252
Sahab	60	62
Madaba	100	104
Karak	91	91
Maan	60	63

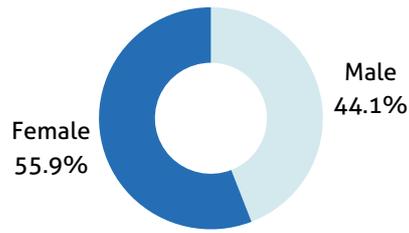
The survey was administered through personal interviews using Computer Aided Personal Interviews (CAPI) through using Kobo Collect, a data collection tool dedicated for Kobotoolbox. Moreover, the data analysis was conducted through SPSS 21, while open ended questions were analyzed through MS Excel.

An important point to mention is regarding statistical significance, where the minimum number of cases for a question to be considered statistically significant is at 25 cases. In cases where the cases were below 25, the charts are marked in red mentioning the number of cases. For interpretation, such cases are not to be generalized on the municipality level.

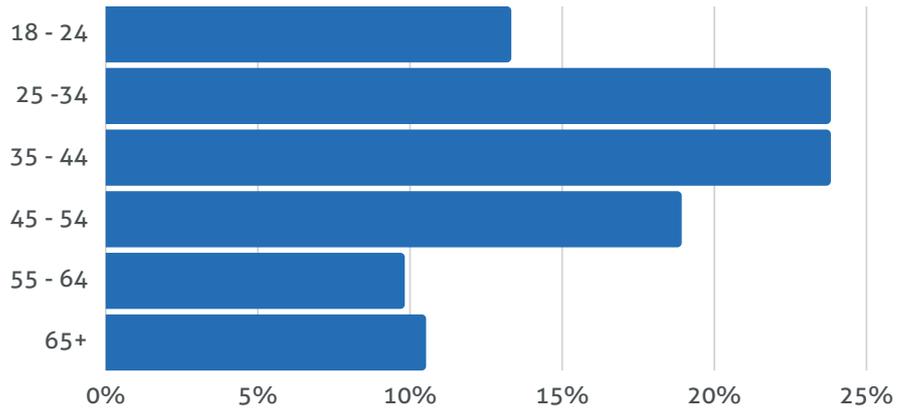
Survey Outcomes

Ramtha Municipality Results

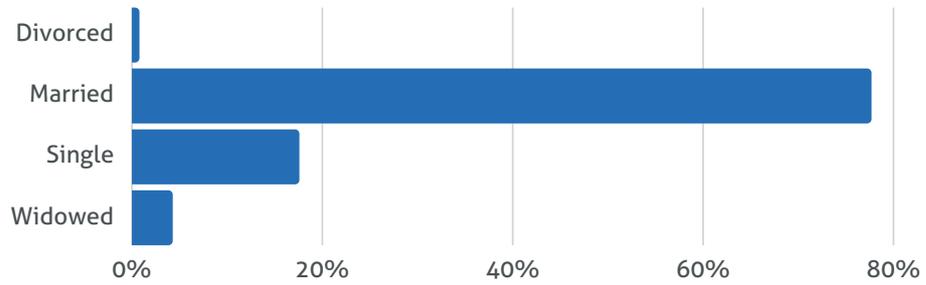
Gender of Respondent



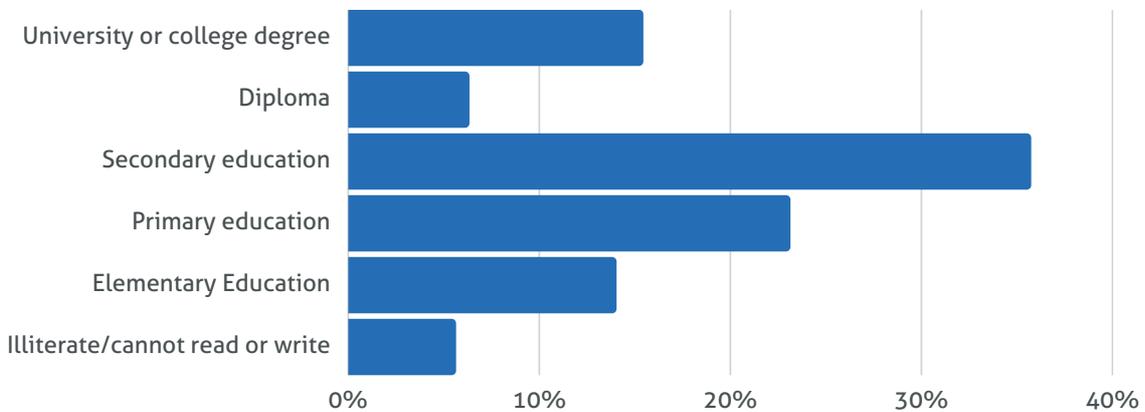
Age of Respondent



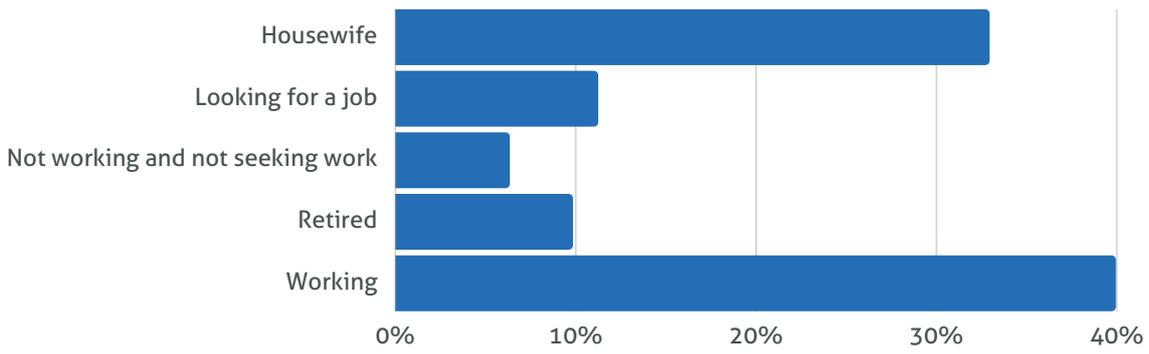
Social Status



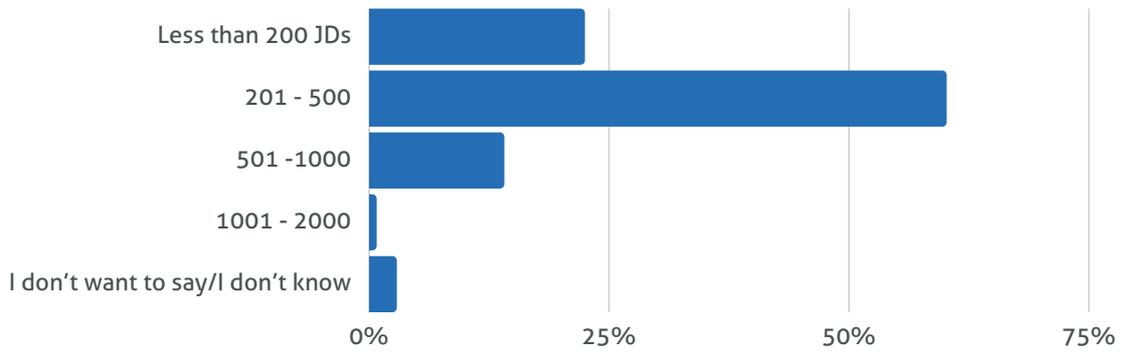
Level of Education



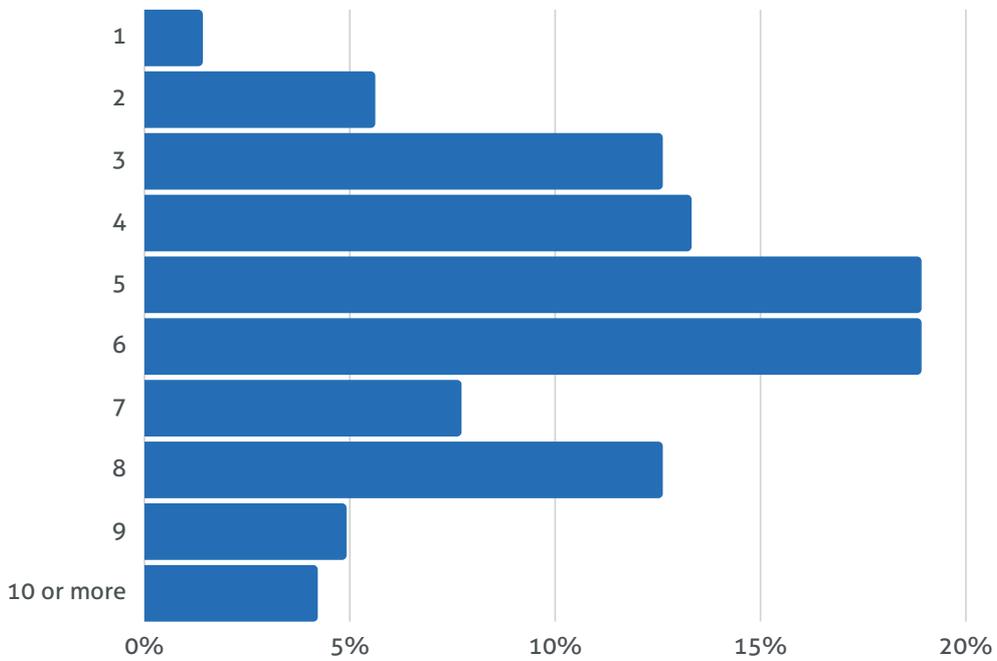
Work Status



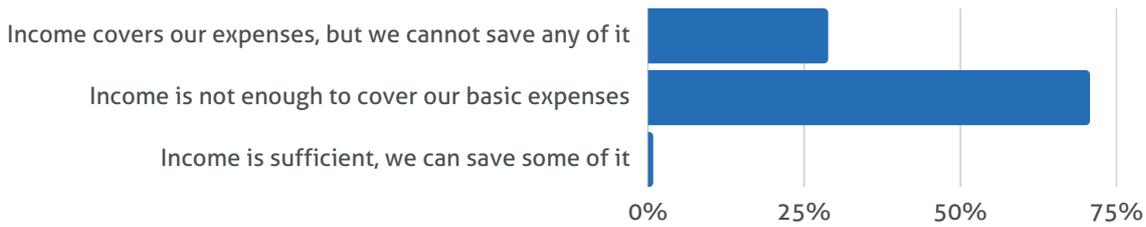
Average Household Income



Number of People within Household



Household Economic Condition

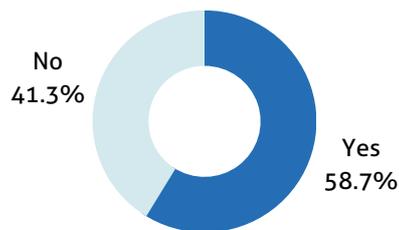


General Information

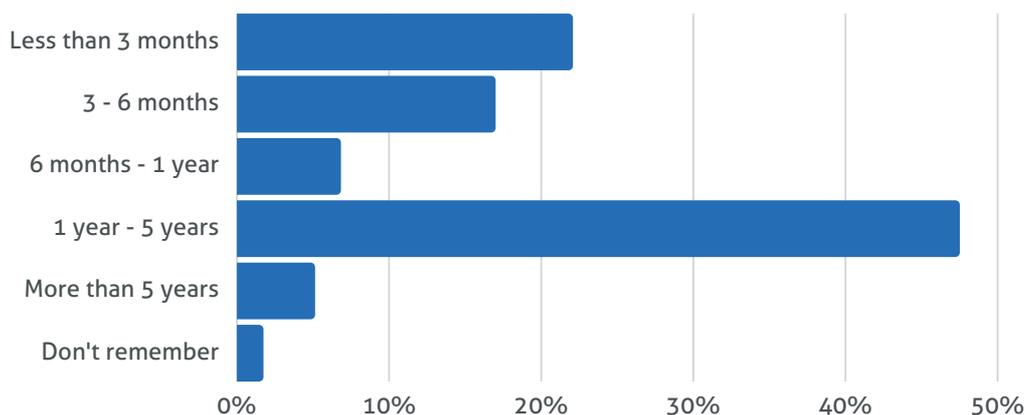
To start understanding the general perception of the respondents, the respondents were asked if they have visited their municipality, and if so, when was their last visit and for what service and their perception and level of satisfaction of that visit.

A total of 41% of respondents stated that they have visited their municipality building at one point during their residency period. The majority of visits have occurred within the period of up to 5 years since the time of the interview, where the highest rate was 48% of respondents stating their last visit occurring within 1-5 years ago.

Have you ever visited the municipality building?

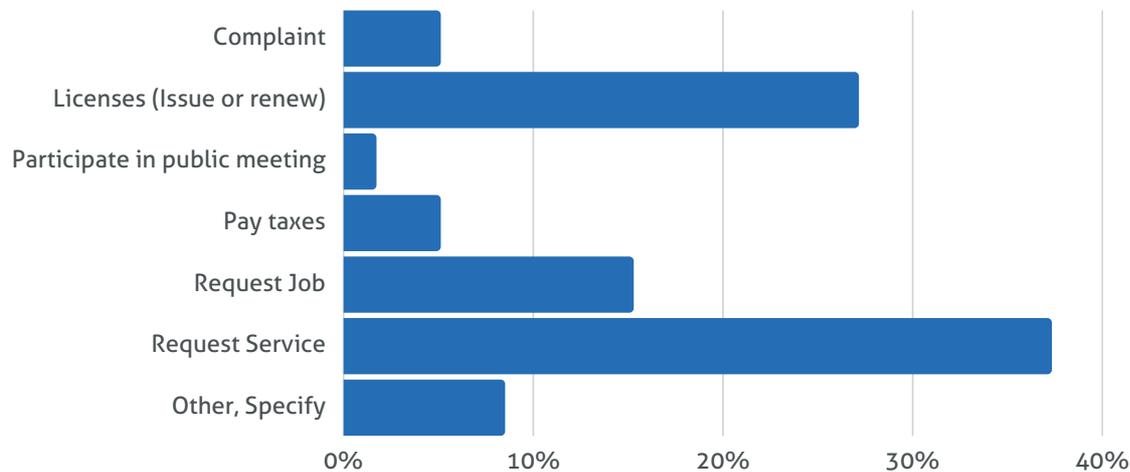


Last visit to municipality building



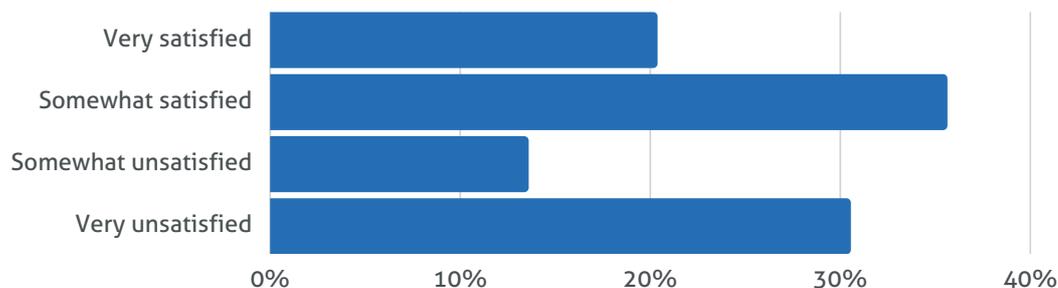
As for the reason of the visit to the municipality building, the top three reasons were to request a service at 37%, followed by issuing or renewing a license at 27% and request a job at 15%.

What was the service you needed within the municipality during your last visit?



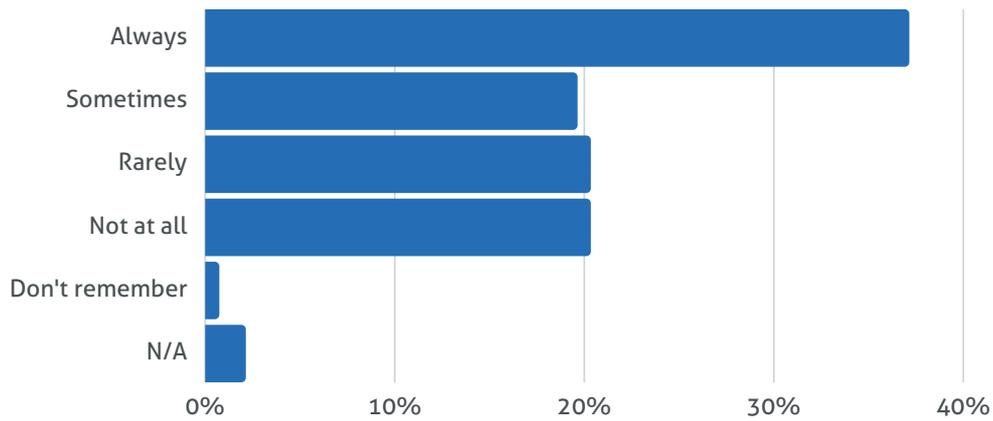
During their last visit, 56% of respondents stated being satisfied or somewhat satisfied and the remaining respondents stated being somewhat or very unsatisfied. The reasons behind their satisfaction or dissatisfaction was not captured during the interview.

Satisfaction level during last service acquired from municipality



Following this initial perception, the respondents were asked about how frequently they participate in municipal elections, where 77% of respondents stated participating to one extent in municipal elections, a minor percentage of around 2% have stated this is not applicable due to their age at the time of the last election held (being under 18 years of age at the time).

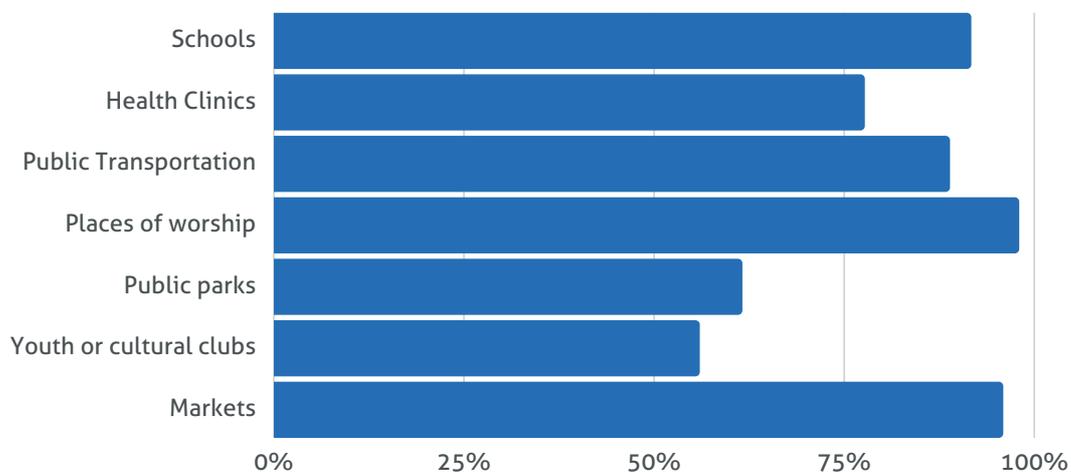
Frequency of participation in municipal elections



To follow up, the respondents were asked two questions, the first is a checklist of the services that are provided or available within their municipality, and the second is the perception of some services and for the respondents to identify if such services were part of the duties of their municipalities or not.

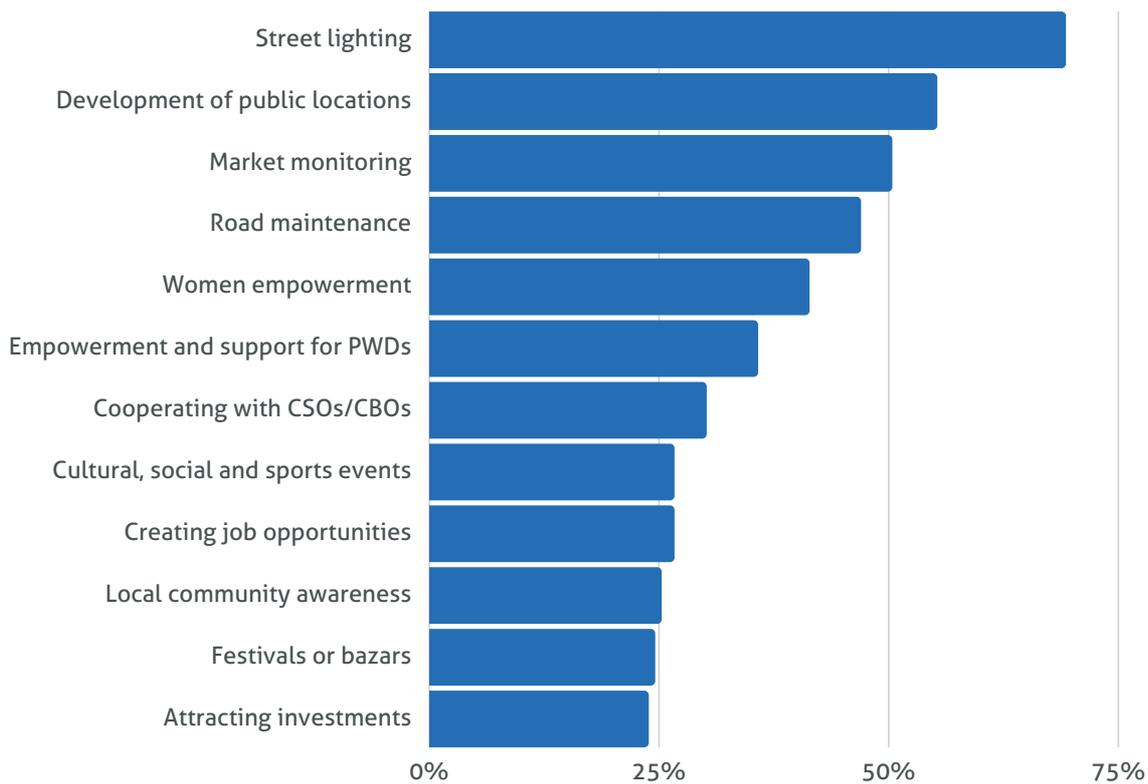
In terms of the availability of services within their neighborhoods, as shown in the figure below, places of worship was the most available at 98%, followed by markets at 96%, schools at 91%, public transportation at 89%, and around 78% of respondents stating the health clinics within their neighborhoods. On the other hand, youth or cultural clubs and public parks were the least available at 56% and 61% respectively.

Services available within neighbourhood



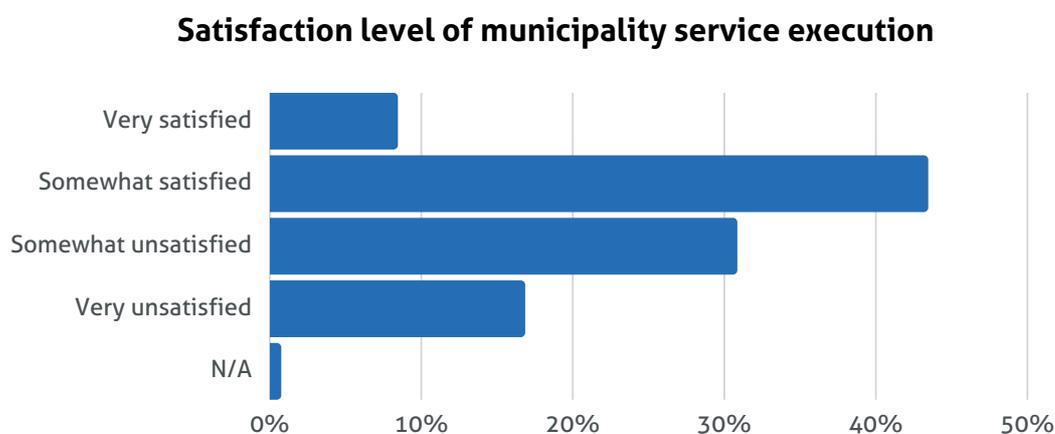
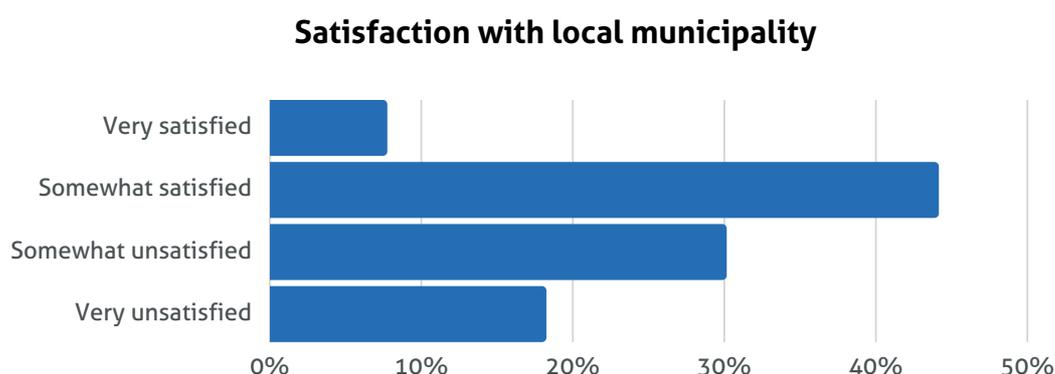
As for the perception of respondents regarding services being the duty or responsibility of the municipality, the highest area where the citizens perceive the service being the duty under the municipality’s mandate, were street lighting (69%). Medium perception was towards services including attracting development of public locations (55%), market monitoring (50%), road maintenance (47%), and women empowerment (41%). Finally, the lowest perception was for empowerment support for people with disabilities (PWDs) (36%), cooperating with CSOs or CBOs (30%), implementation of cultural/ social/ sports events (27%), creating job opportunities for citizens (26%), local community awareness (25%), development or management of festivals or bazars (24%), and investments (24%).

**Perception of services
being the duty of the municipality**



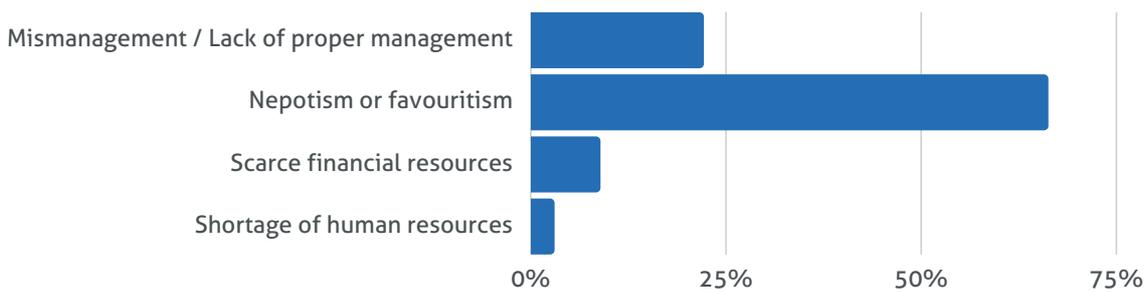
Resource Management

The respondents were asked about their general satisfaction about their municipality and its execution of services. 52% of respondents stated they were very or somewhat satisfied about their municipality in general compared to 48% stating their dissatisfaction. Moreover, regarding the service execution, the respondents were stated the same, where 52% stated some level of satisfaction compared to 48% stating their dissatisfaction.



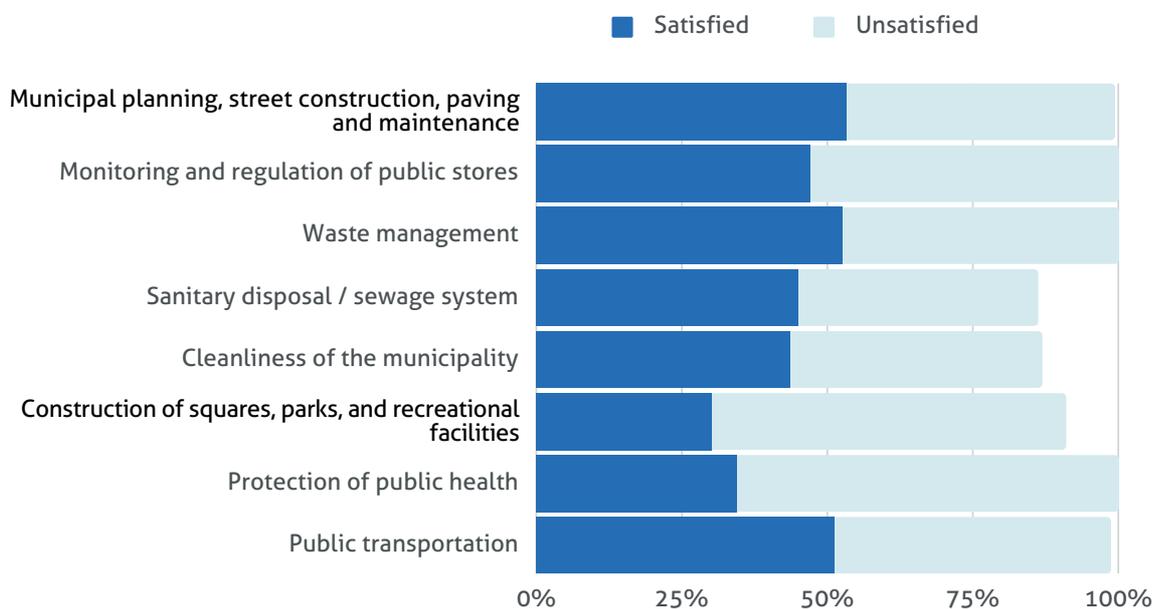
For respondents who stated their dissatisfaction regarding the execution of municipal services, the respondents were asked to pick the reason behind such assessment. 66% stated nepotism or favoritism, 22% mismanagement or the lack of proper management as the cause behind their dissatisfaction, 9% stated scarcity of financial resources, and 3% selected the shortage or lack of human resources to execute services.

Reasons behind unsatisfactory municipal services



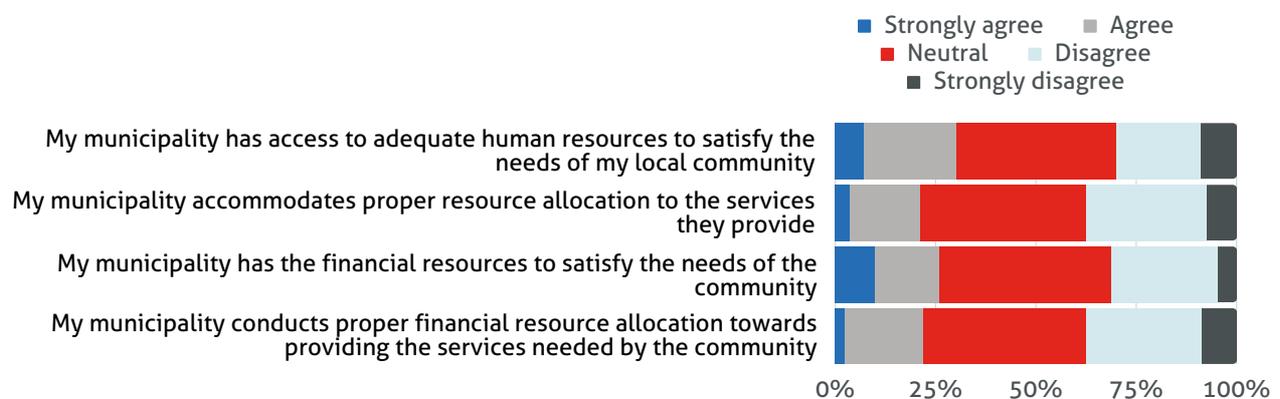
Following this general assessment, the respondents were asked to assess their satisfaction regarding specific services that are offered, or are the duty of, the municipality. The highest satisfaction levels were for municipal planning/ construction and maintenance, waste management, and public transportation, at 53%, 52% and 51%, respectively. As for the lowest satisfaction levels, they were towards protection of cleanliness of the municipality, public health, and construction of recreational facilities at 43%, 34% and 30%, respectively.

Citizen's satisfaction towards specific municipal services



The respondents were asked to assess their level of agreement towards statements about their municipality. The first statement was towards the municipality's access to adequate human resources that allows them to provide the local community's needs, 30% of respondents agreed with this statement compared to 30% stating their disagreement with this

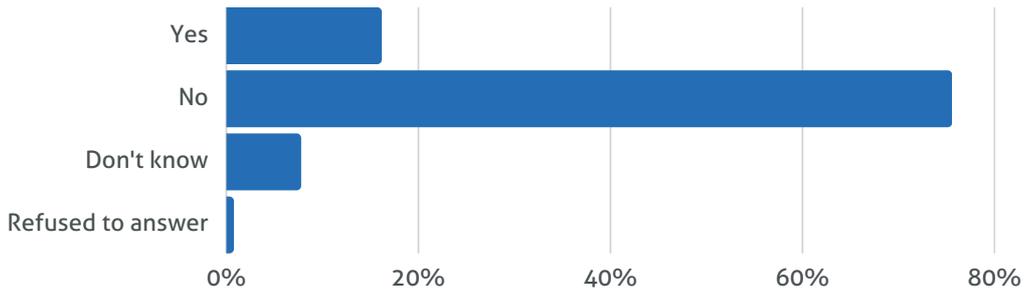
statement. The second statement was towards the municipality's accommodation of proper resource allocation for the services provided, 21% of respondents agreed with this statement compared to 38% disagreeing with it. The third statement was towards the municipality having financial resources or capabilities to satisfy the needs of the community, 26% of respondents agreed with this statement compared to 32% stating their disagreement. The final statement was towards the municipality conducting proper financial resource allocation towards the services needed by the community, 22% of respondents agreed with this statement compared to 38% stating their disagreement with the statement.



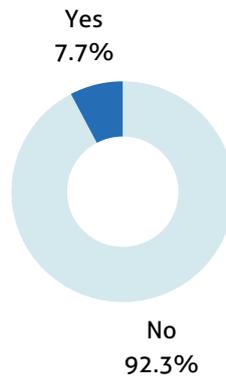
Challenges

Starting with requesting information from the municipality, the respondents were asked if their municipality has clear procedures related to request official information. 16% stated their municipality has clear procedures compared to 76% stating the opposite. Respondents were also asked if they have tried to request information from their municipality, where 8% of respondents have previously requested or have tried to request information from their municipality while 92% have not. For those who have tried to request information, respondents were asked about the outcomes of their request, 73% stated they have indeed got the information they have requested, 18% were still waiting to receive the information and 9% stated not receiving any information they had requested.

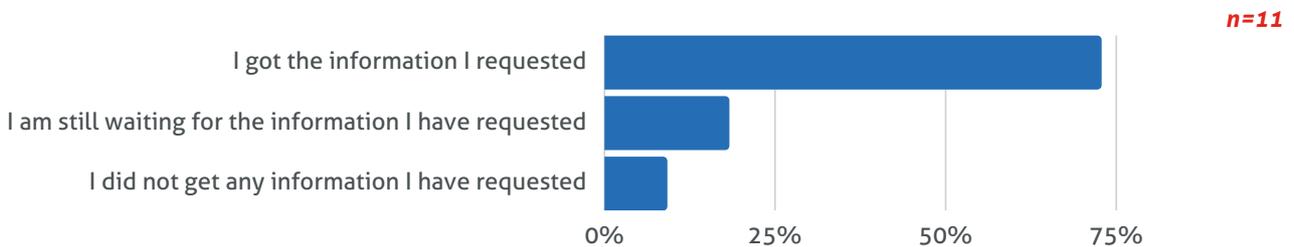
Does your local municipality have a clear procedure to request information?



Have you tried to request any information from your local municipality?



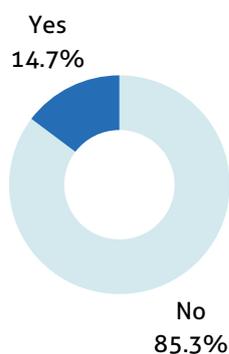
Outcomes of your request for information



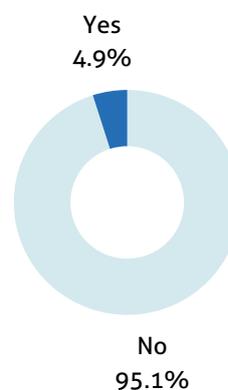
In terms of grievance mechanisms, the respondents were asked if they have knowledge about the available channels to submit complaints to their municipality. 15% of respondents stated they actually know how to submit a complaint while 85% did not have any knowledge about the procedure to submit an official complaint. For those who stated knowing the procedure on how to submit a complaint, 5% of those respondents have tried to submit a complaint while the remaining 95% who know the procedure have not ever submitted a complaint. For those who submitted a complaint, the respondents were asked about where have they placed their complaint, 71% have submitted a complaint through the complaints department within the municipality while 14% have chosen Ministry of Local Administration, and 14% have chosen other channels.

To finalize the complaints sub-section, the respondents who submitted a complaint were asked about the outcome of their officially submitted complaint, 20% stated their complaint was resolved with them being satisfied about its outcomes, 20% had resolved complaints but were not satisfied with the outcomes, and a staggering 60% stated their complaint was not resolved at all.

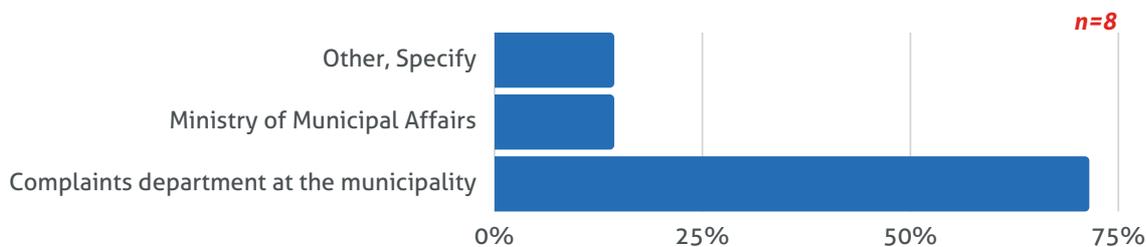
Knowledge of available channels to submit complaints



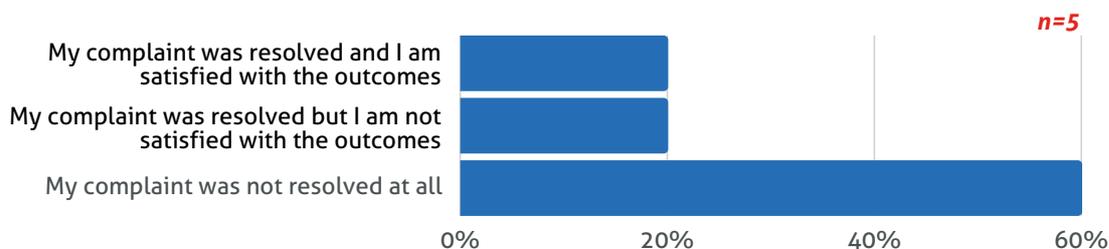
Have you tried to place a complaint within your municipality?



Where have you placed your complaint?

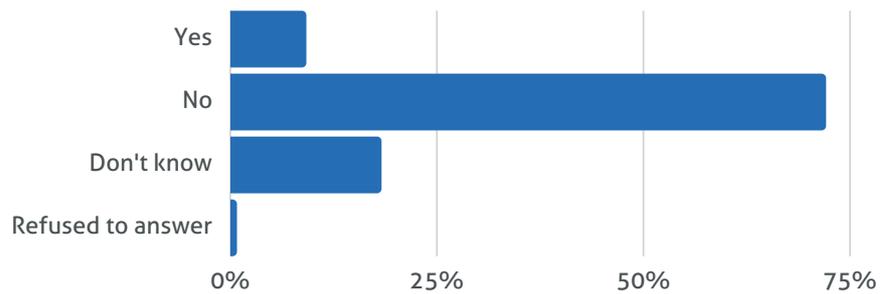


Results of complaint

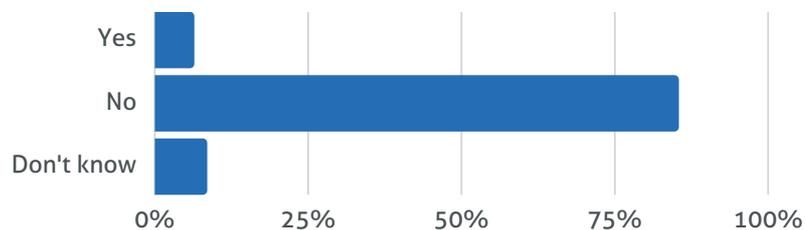


For PWDs, the respondents were asked if their municipality has proper or adequate infrastructure within its buildings for PWDs to use, 9% of respondents believed that their municipality can accommodate PWDs while 72% indicated that there was not adequate infrastructure to accommodate PWDs within municipality buildings. On another level, the respondents were asked the same question but for infrastructure within public areas and streets, where 6% of respondents agreed that their municipality can accommodate PWDs while 85% of respondents stated that there was no infrastructure within streets or public areas to accommodate the need of PWDs. Moreover, respondents were asked if their municipality conducts any support or empowerment measures for PWDs within their communities were only 2% stated their municipality supporting or empowering PWDs while 85% of respondents stated that municipality don't supporting or empowering PWDs.

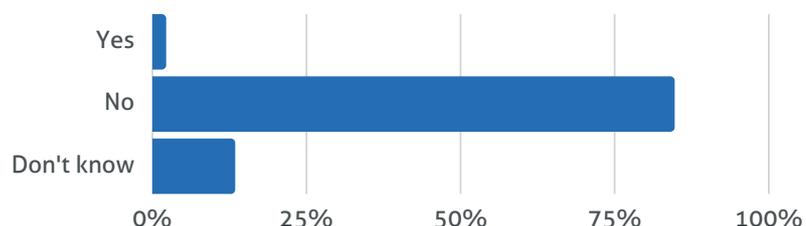
Does your municipality have proper infrastructure for PWDs within its buildings?



Does your municipality have proper infrastructure for PWDs within public streets and areas?

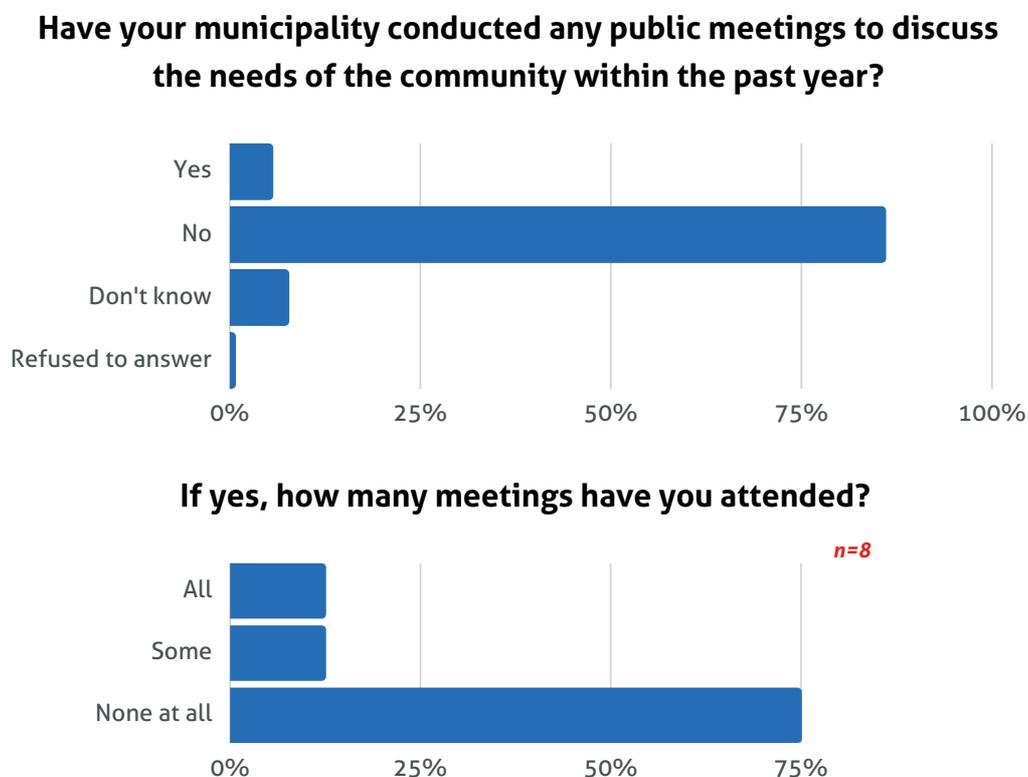


Does your municipality conduct any measures to support or empower PWDs within your community?



Community Involvement and Communication

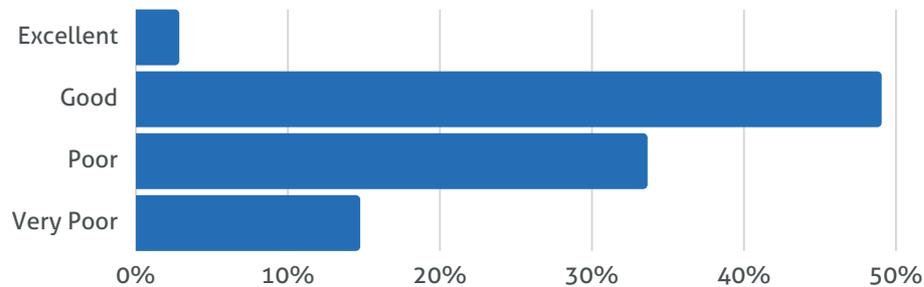
In regards to community involvement and communication, the first aspect inquired if the municipality have conducted any public meetings, within the past year, to discuss the needs of the local community, 7% stated their municipality had held such events or meetings while 86% stated no such meetings were held. For those who stated that there were indeed meetings, respondents were asked about the frequency of their attendance of such meetings, 12% attended all of these meetings, 12% attended some meetings, and 75% stated they have not attended any meetings within the past year.



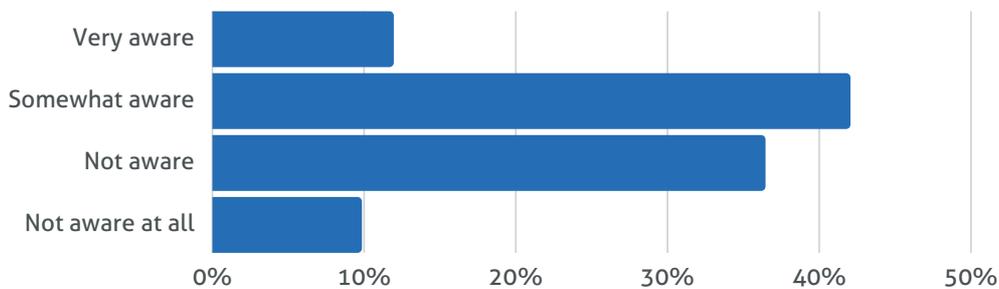
The second aspect inquired about the communication of the elected local council members with the local community, respondents were asked to assess the communication level of the council members with the local community, 51% believed that the communication level is positive while the remaining 49% believed that the communication level of council members with the local community was poor. In addition, respondents were asked of the level of awareness of local council members about the local issues faced by the community, 54% of respondents stated that

council members were moderately or highly aware about the local issues faced by the community compared to 46% believing the contrary.

How do you describe the communication level of the local municipality council with the community?

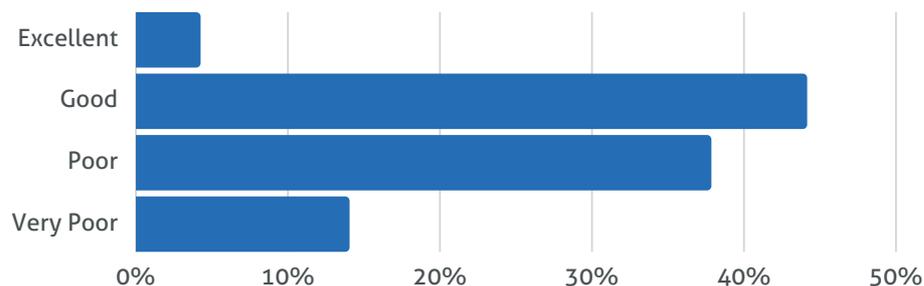


How aware is the local municipality council of the local issues faced by the community?

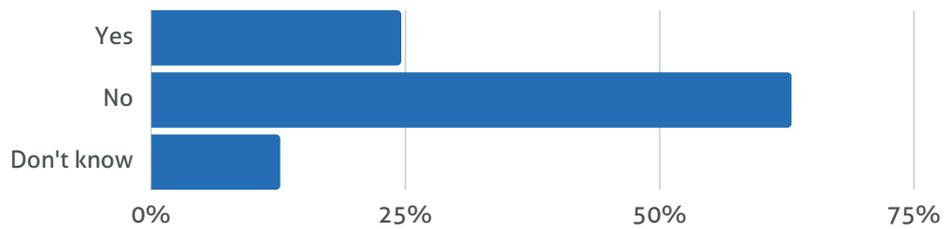


Respondents were asked to describe the communication level of their municipality with the local community, 48% believed that the communication level was positive to some extent, compared to 52% believing the communication level was poor to some extent. Additionally, respondents were asked if their municipality has social media presence to share their public announcements to the community, 24% of respondents stated their municipality has social media presence while 63% stated their municipality has no social media presence.

How do you describe the communication level of your local municipality?

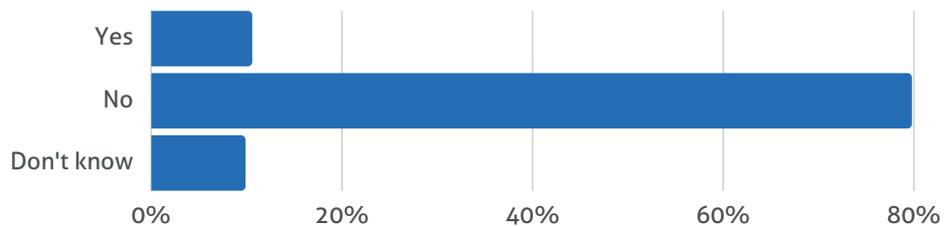


Does your municipality have any social media pages that they share any local communications in?

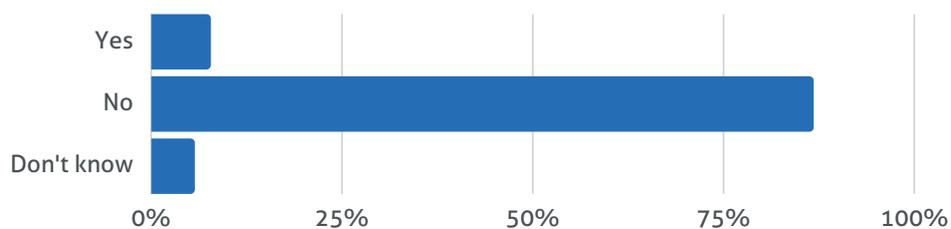


The final aspect was towards the community's involvement in addressing the needs of the community, 11% of respondents believed that their municipality does involve their community members in addressing the needs while 80% did not believe that their municipality involves them in the identification and addressing the community needs. Moreover, the respondents were asked if their municipality issues any material to create awareness about their services, projects or the meetings they hold, only 8% of respondents stated their municipality takes such actions, compared to 87% stating no such efforts are made by the municipality.

Does your municipality involve the community in addressing the needs of the community?



Does your municipality provide periodical material to create awareness about services, projects or meetings?

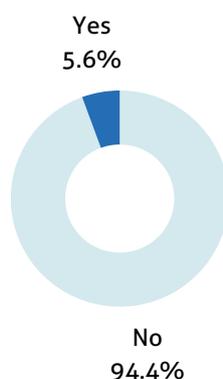


Openness, Integrity and Accountability

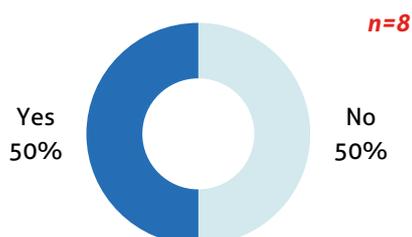
Integrity and accountability of the municipality as perceived by the local community. This has included the assessment of direct community recommendations, publishing financial statements, accountability of decision making, equality within community members, sound financial management, competency of municipal employees, favoritism and common interest.

First, respondents were asked if they have presented any recommendations towards the improvement of municipal work performance, 6% of respondents stated they have presented some type of recommendation, those same respondents were asked if their recommendations were actually applied by the municipality, where 50% of those respondents indicated their recommendation were implemented by the municipality and 50% stating their recommendations were not taken into action.

Have you ever presented any recommendations to improve the municipality's work performance?

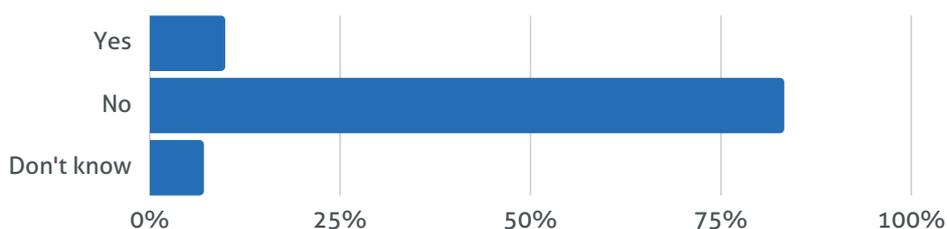


Have any recommendations presented to the municipality been applied?

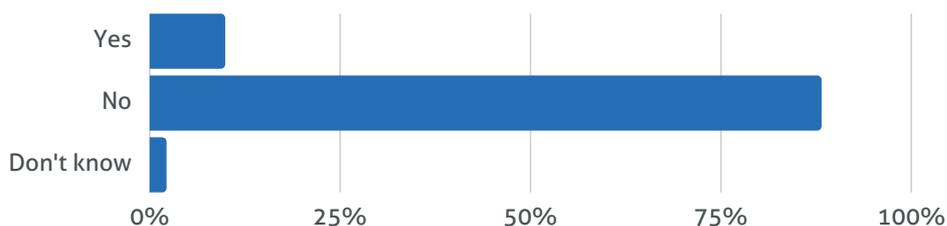


Second, respondents were asked if their municipality publishes its work plans or financial statements to the public, where 10% of respondents stated that such plans and statements were actually published compared to 83% stating the opposite. Moreover, respondents were asked if they have ever read their municipality's plans or municipal council decisions, where 10% have read such plans before compared to 88% never reading plans or municipal council decisions.

Does the municipality publish its financial statements and work plans?

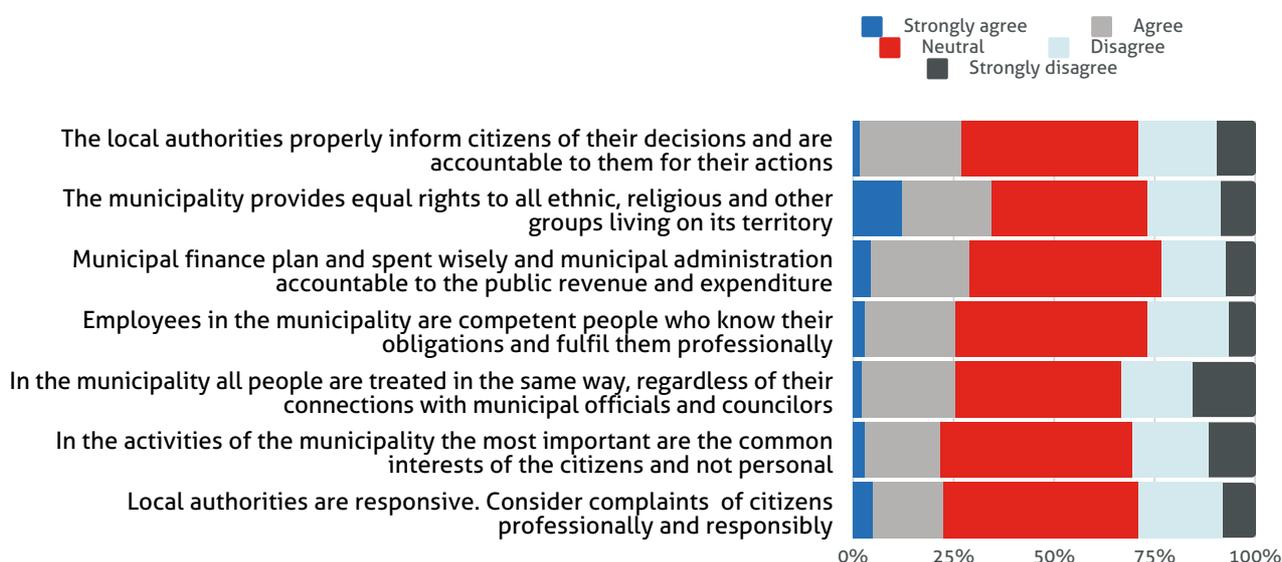


Have you ever read any of the municipality's plans and municipal council decisions?



Third, the respondents were asked to assess their level of agreement with statements associated to multiple core values of the municipality and its employees and activities. Regarding the municipality informing citizens of their decisions and their accountability to such decisions, 27% stated that their municipality informs the public and are accountable for such actions. Regarding the municipality dealing with equality with all community members within their jurisdiction, 34% of respondents agreed with this statement while 27% did not agree. Regarding the sound financial spending and accountability of public revenues and expenditures, 29% of respondents agreed with this statement compared to 24% disagreeing with it. Regarding the competency and professionalism of employees within the municipality, 25% of respondents agreed with this statement compared to 27% stating their disagreement with it. As for favoritism, respondents were asked to assess their agreement with the statement

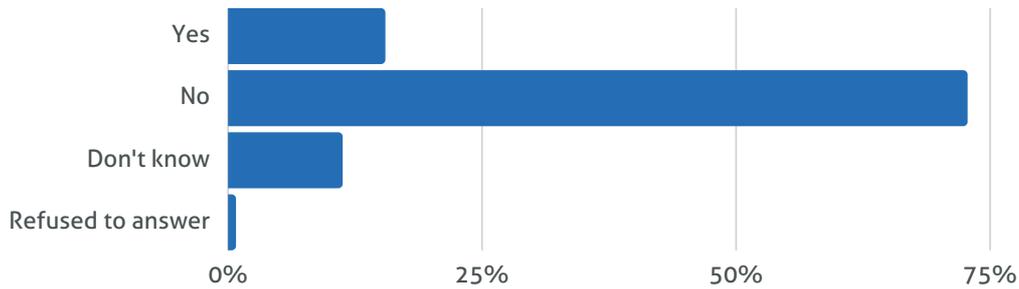
related to the equality of treatment of citizens regardless of their connections with municipal employees or council members, 25% of respondents have agreed with this statement whereas 34% expressed their disagreement with it. Regarding the municipal activities being implemented towards the common interest compared to personal interest, 22% of respondents stated their agreement that the general or common good is implemented by the municipality whereas 31% of respondents stated their disagreement with this statement. Finally, regarding the professional responsiveness and consideration of community complaints, 22% of respondents agreed with this statement compared to 29% expressing their disagreement.



Local Development

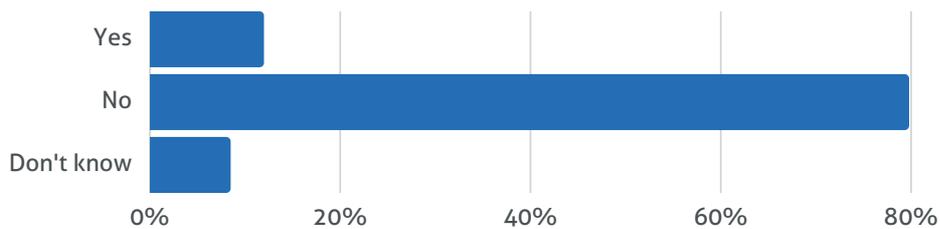
In regards to local development, the respondents were asked a group of questions related to local development activities implemented through the local municipality. The first question was towards the knowledge about any investment opportunities implemented by the municipality such as rental of buildings or land, 15% of respondents stated that their municipalities conduct such activities compared to 73% who stated the contrary and 8% stating having no knowledge about such activities.

Does your municipality have any investments (such as renting buildings, land ... etc.)?

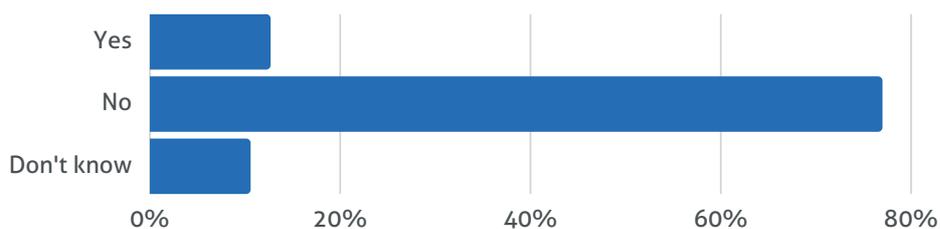


Moreover, the respondents were asked if the municipality have attracted investment opportunities or projects to the local community, 12% of respondents stated that their municipality have attracted investments to the community, 80% stated no investment attraction activities have been done by the municipality and 8% stating having no knowledge about this sort of activity. To complement this, respondents were asked if their local municipality have created partnerships with organization or private sector to create new investment opportunities, where 13% of respondents stating such partnerships have been implemented by their municipality, 77% stated no partnerships were implemented and 10% stating lack of knowledge about such activities.

Have your municipality attracted any investments projects to your community?

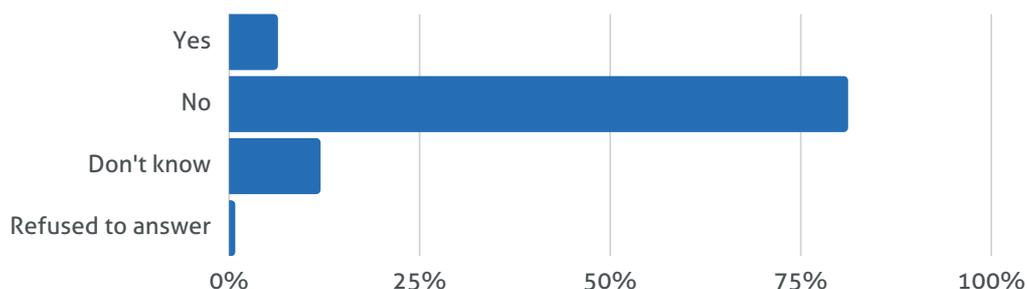


Have your municipality created any partnerships with organizations or private sector to create new investments?



Finally, respondents were asked if their municipality have development plans available for the public to access, 6% stated their municipality provides access to such plans, 81% stating no availability of such plans and 12% stated having no knowledge about such activities.

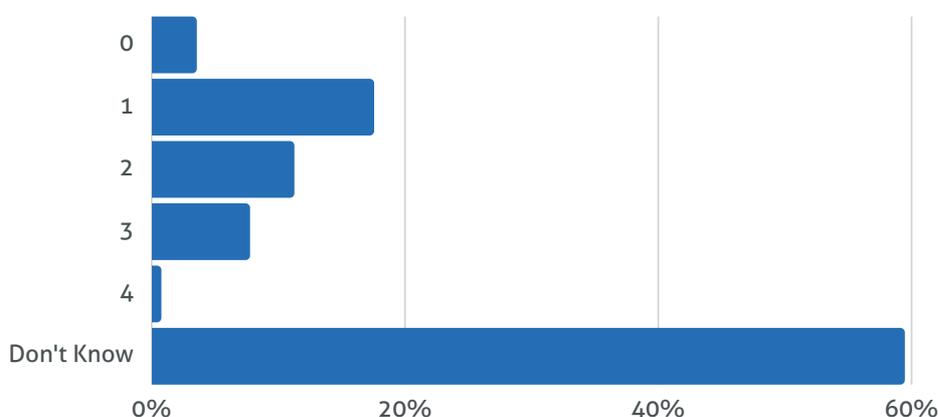
Does your municipality have any development plans available for the community to access?



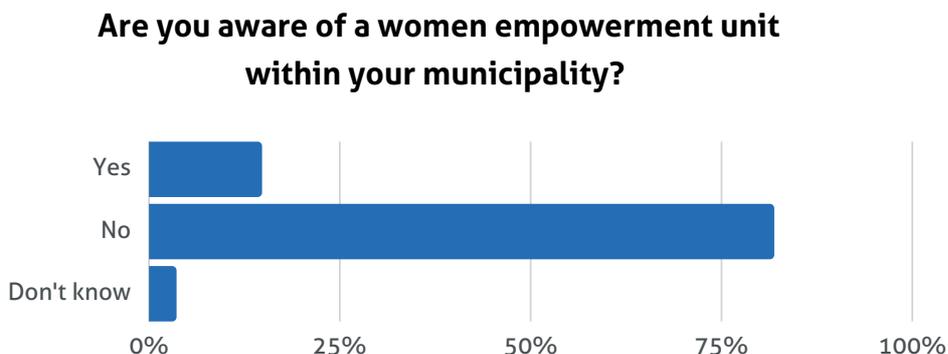
Women Empowerment

In regards to women empowerment, the respondents were asked three questions related to women empowerment that are related to the municipality. First, the respondents were asked to give the number of female members within their local municipality councils, nearly three quarters of respondents stated having no knowledge about the number of female council members whereas the remaining respondents have given a specific number of female members that they believe is correct.

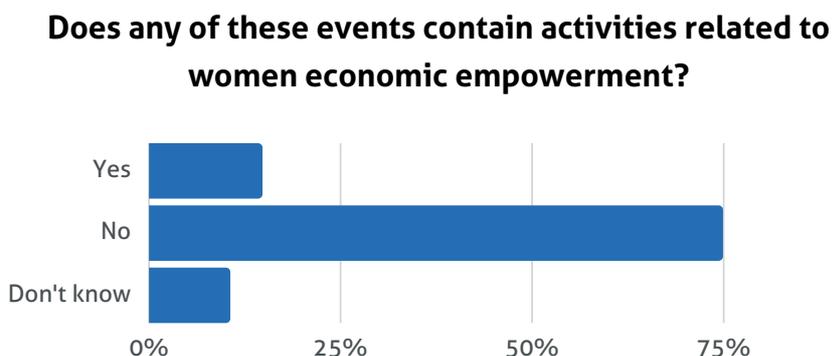
How many members of your local municipal council are females?



Second, the respondents were asked about their awareness regarding the women empowerment unit within their municipality, 15% of respondents stated knowing about this unit, 82% of respondents stating their municipality does not have such a unit and 3% stated having no knowledge if the municipality has a unit with such dedicated for women empowerment.

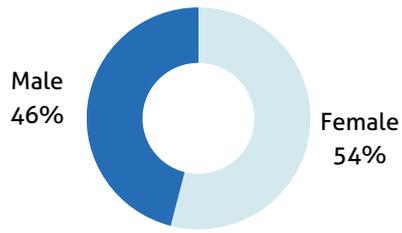


Finally, respondents were asked if any of the events conducted or implemented by their municipalities containing activities related to women's economic empowerment, 15% stated that such activities were embedded within municipal general activities or events, 75% stated that no women economic empowerment activities were embedded in municipal public events and 10% stated having no knowledge about such activities.

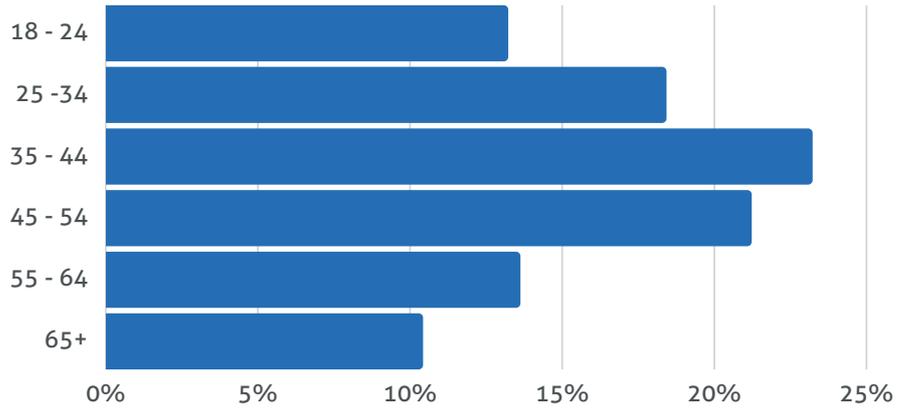


Irbid Municipality Results

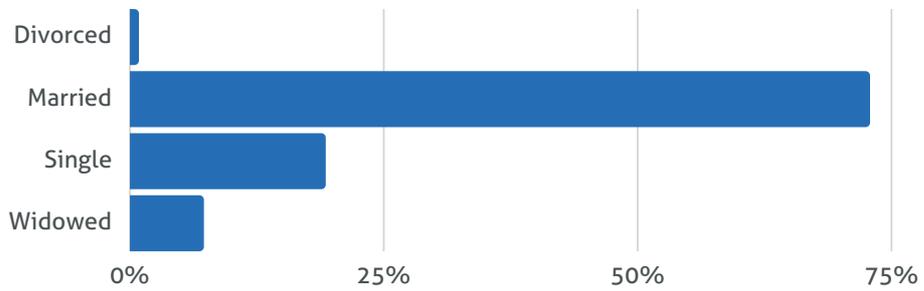
Gender of Respondent



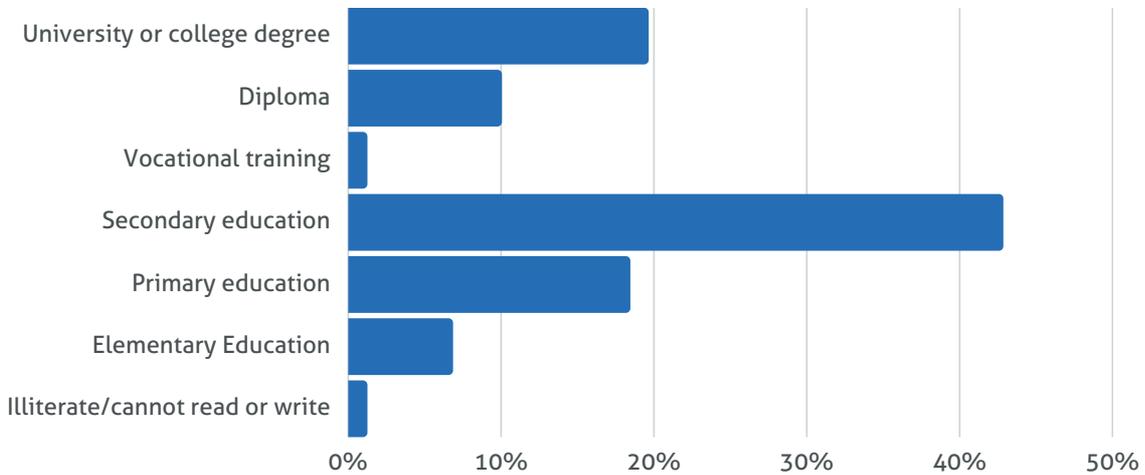
Age of Respondent



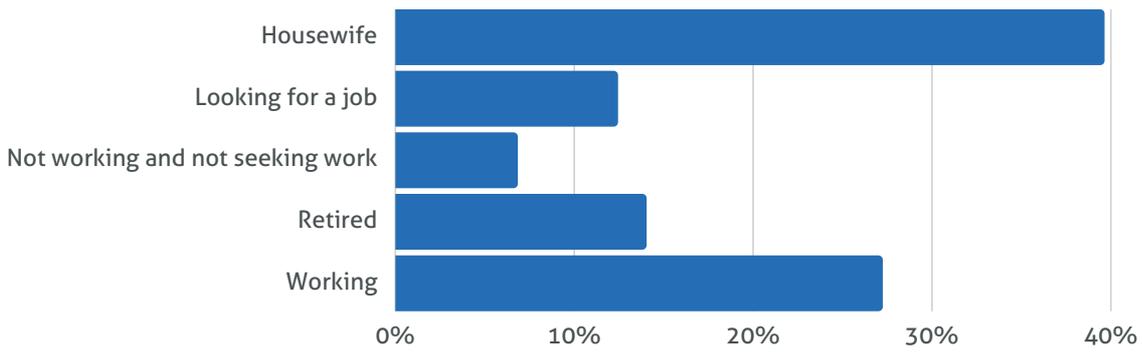
Social Status



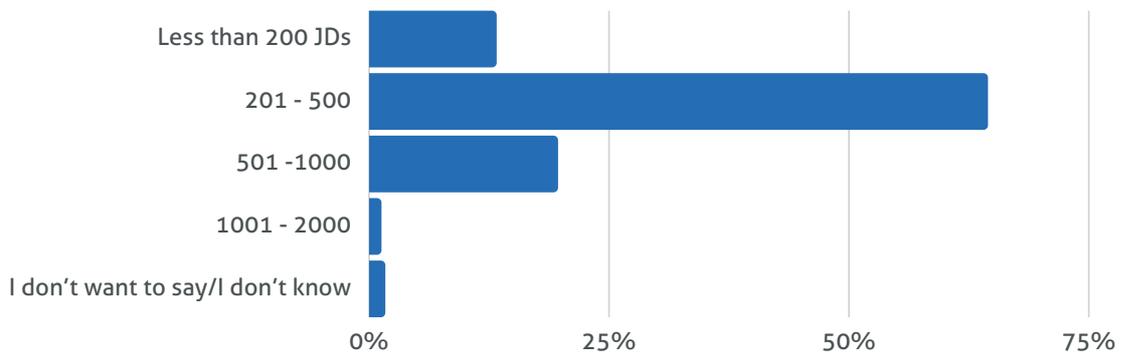
Level of Education



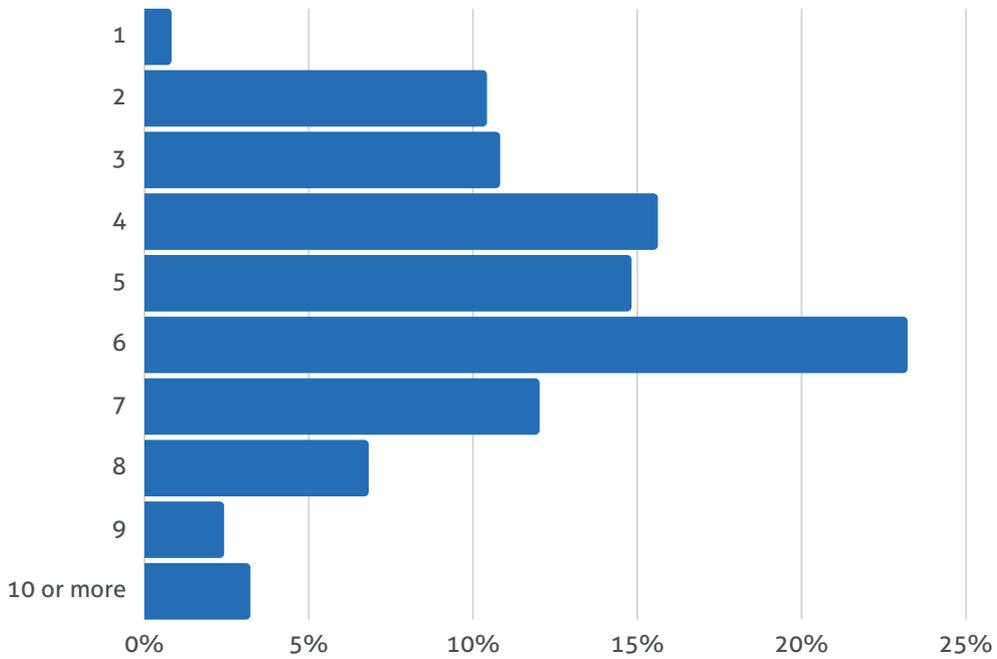
Work Status



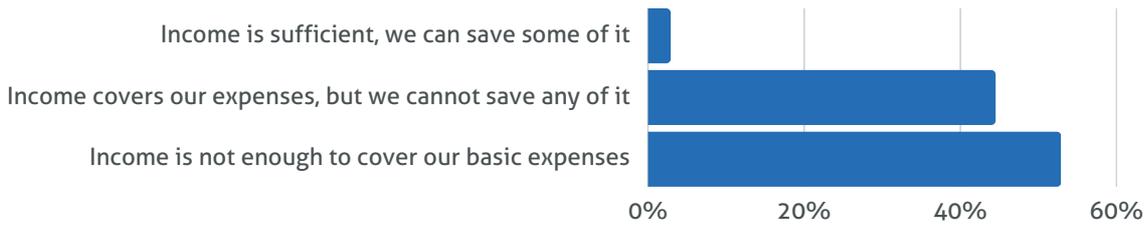
Average Household Income



Number of People within Household



Household Economic Condition

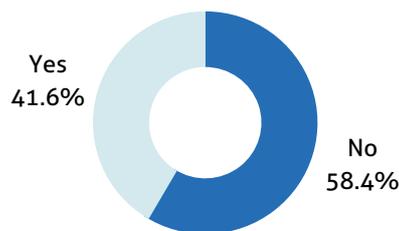


General Information

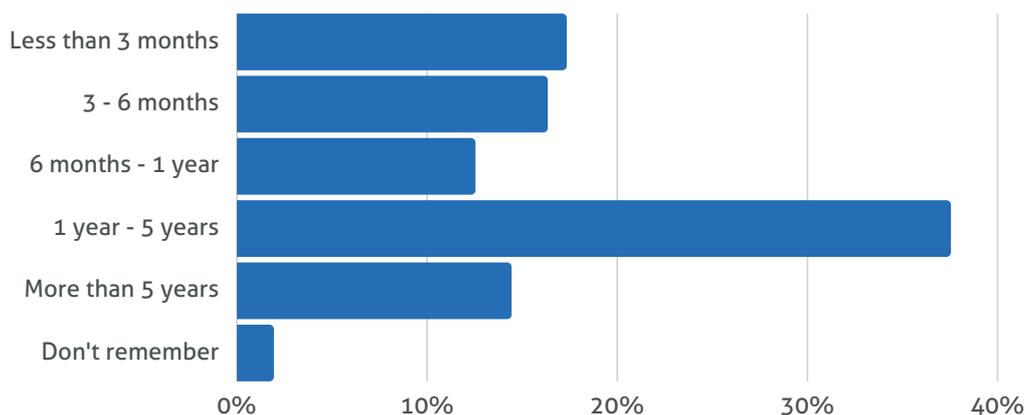
To start understanding the general perception of the respondents, the respondents were asked if they have visited their municipality, and if so, when was their last visit and for what service and their perception and level of satisfaction of that visit.

A total of 42% of respondents stated that they have visited their municipality building at one point during their residency period. The majority of visits have occurred within the period of up to 5 years since the time of the interview, where the highest rate was 38% of respondents stating their last visit occurring within 1-5 years ago.

Have you ever visited the municipality building?

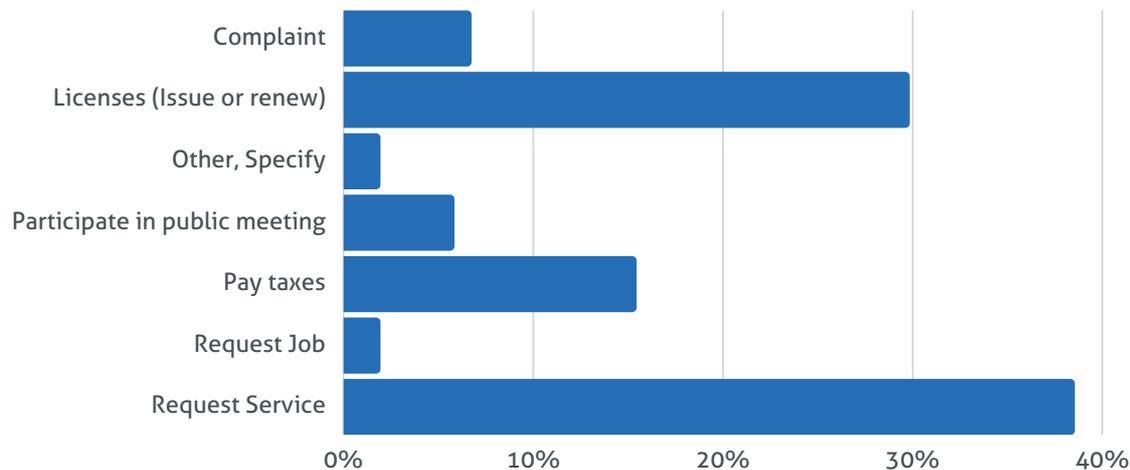


Last visit to municipality building



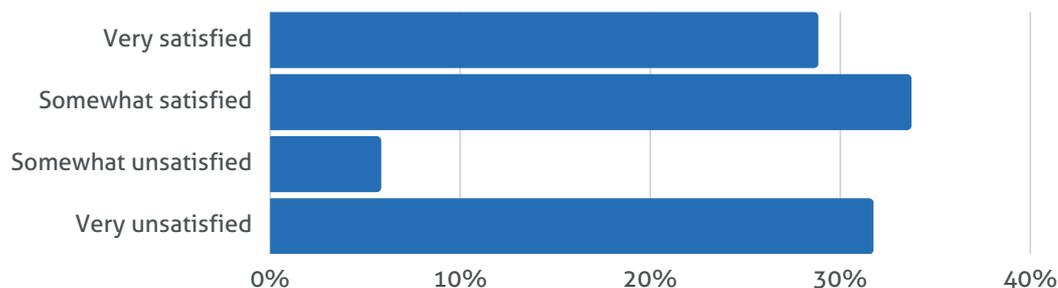
As for the reason of the visit to the municipality building, the top three reasons were to request a service at 39%, followed by issuing or renewing a license at 30% and pay tax at 15%.

What was the service you needed within the municipality during your last visit?



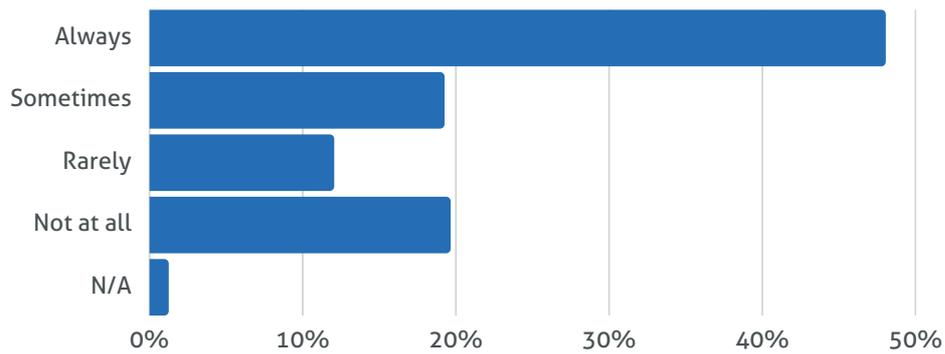
During their last visit, 63% of respondents stated being satisfied or somewhat satisfied and the remaining respondents stated being somewhat or very unsatisfied. The reasons behind their satisfaction or dissatisfaction was not captured during the interview.

Satisfaction level during last service acquired from municipality



Following this initial perception, the respondents were asked about how frequently they participate in municipal elections, where 79% of respondents stated participating to one extent in municipal elections, a minor percentage of around 1% have stated this is not applicable due to their age at the time of the last election held (being under 18 years of age at the time).

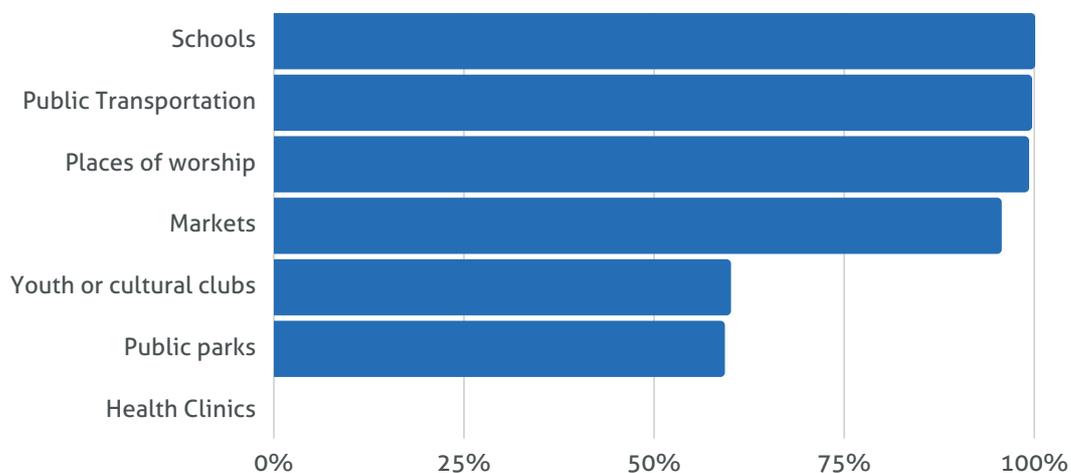
Frequency of participation in municipal elections



To follow up, the respondents were asked two questions, the first is a checklist of the services that are provided or available within their municipality, and the second is the perception of some services and for the respondents to identify if such services were part of the duties of their municipalities or not.

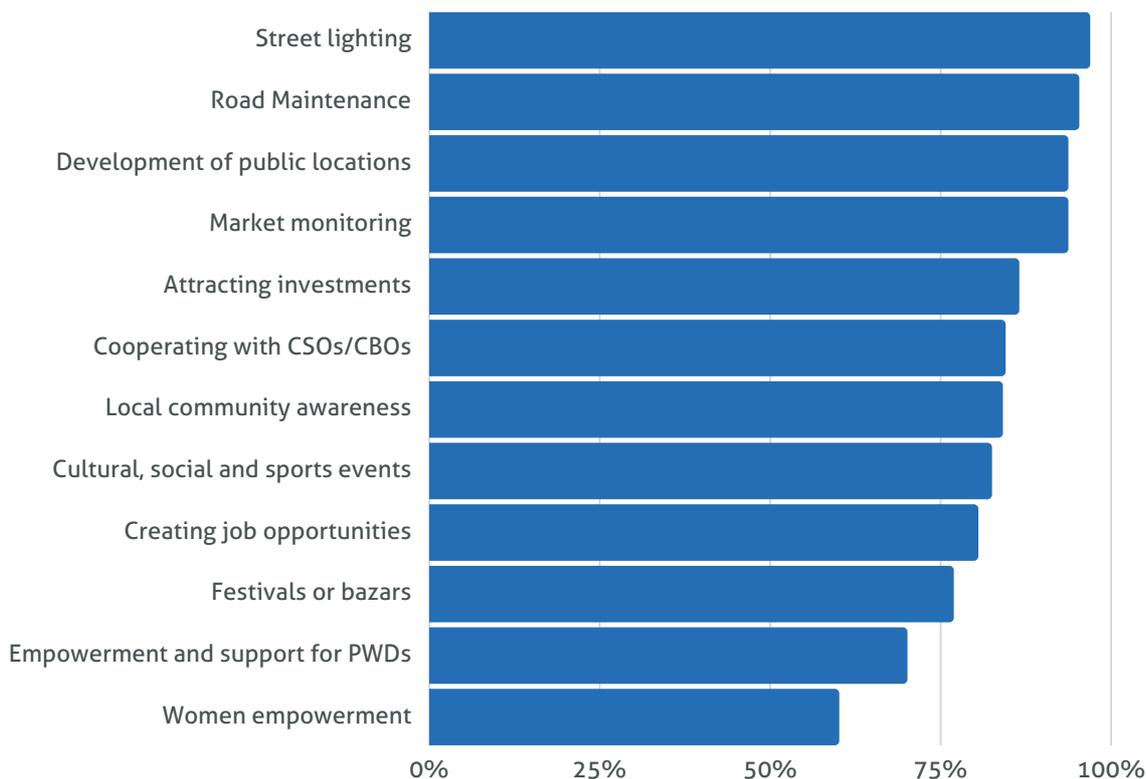
In terms of the availability of services within their neighborhoods, as shown in the figure below, schools, public transportation, places of worship and markets were the most available over 95%, followed by youth or cultural clubs and public parks were the least available at 60% and 59% respectively.

Services available within neighbourhood



As for the perception of respondents regarding services being the duty or responsibility of the municipality, the highest areas where the citizens perceive the service being the duty under the municipality's mandate, were street lighting (97%), road maintenance (95%), development of public locations, market monitoring (94%), attracting investments (86%), cooperating with CSOs or CBOs, local community awareness (84%), cultural/ social/ sports events (82%), creating job opportunities for citizens (80%), festivals or bazars (77%). Medium perception was towards services of empowerment and support for people with disabilities (PWDs) at (70%), women empowerment (60%).

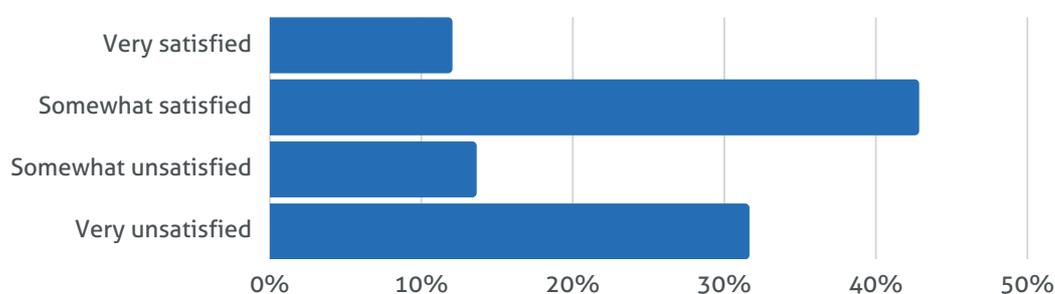
**Perception of services
being the duty of the municipality**



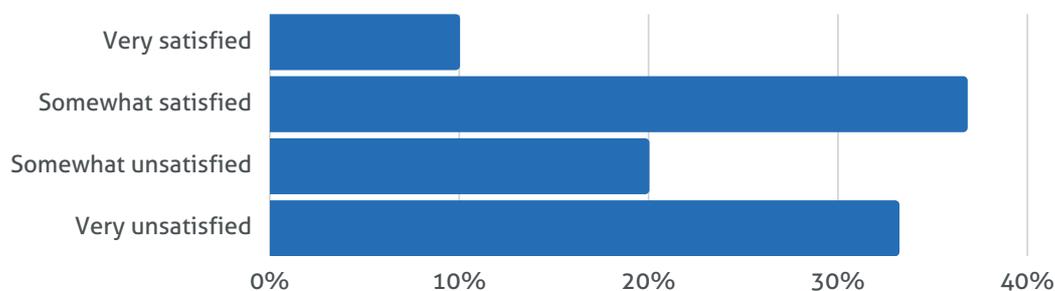
Resource Management

This section of the questionnaire was tailored to assess the satisfaction level of the citizens regarding multiple aspects. First the respondents were asked about their general satisfaction about their municipality and its execution of services. 55% of respondents stated they were very or somewhat satisfied about their municipality in general compared to 45% stating their dissatisfaction. Moreover, regarding the service execution, the respondents were split in half where 47% stated some level of satisfaction compared to 53% stating their dissatisfaction.

Satisfaction with local municipality

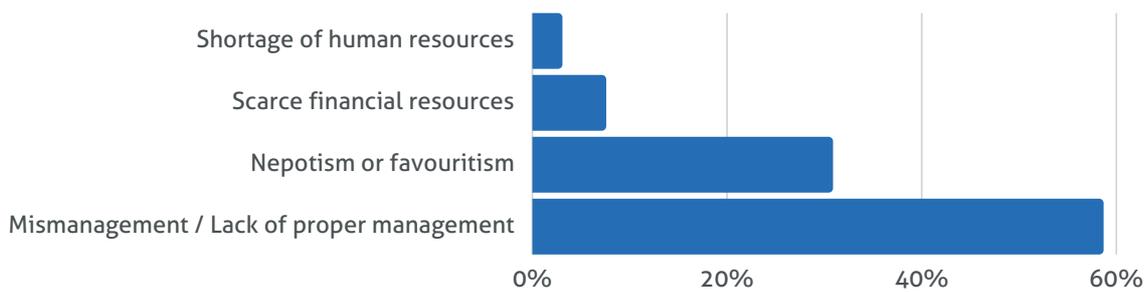


Satisfaction level of municipality service execution



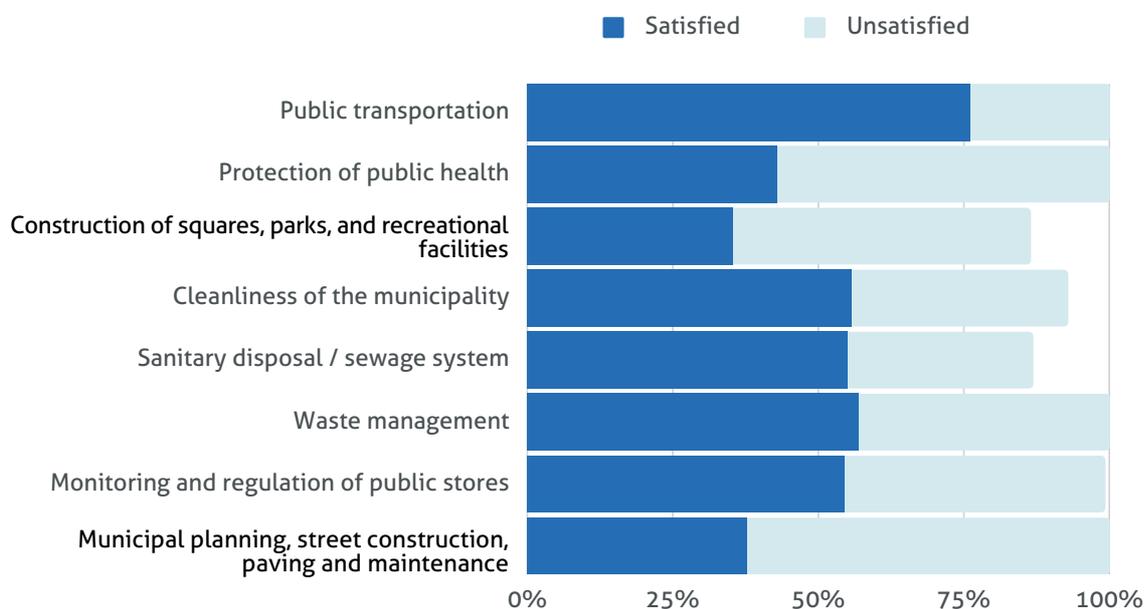
For respondents who stated their dissatisfaction regarding the execution of municipal services, the respondents were asked to pick the reason behind such assessment. 59% stated mismanagement or the lack of proper management as the cause behind their dissatisfaction, 30% stated nepotism or favoritism, 7% selected the scarcity of financial resources and 3% for shortage or lack of human resources to execute services.

Reasons behind unsatisfactory municipal services



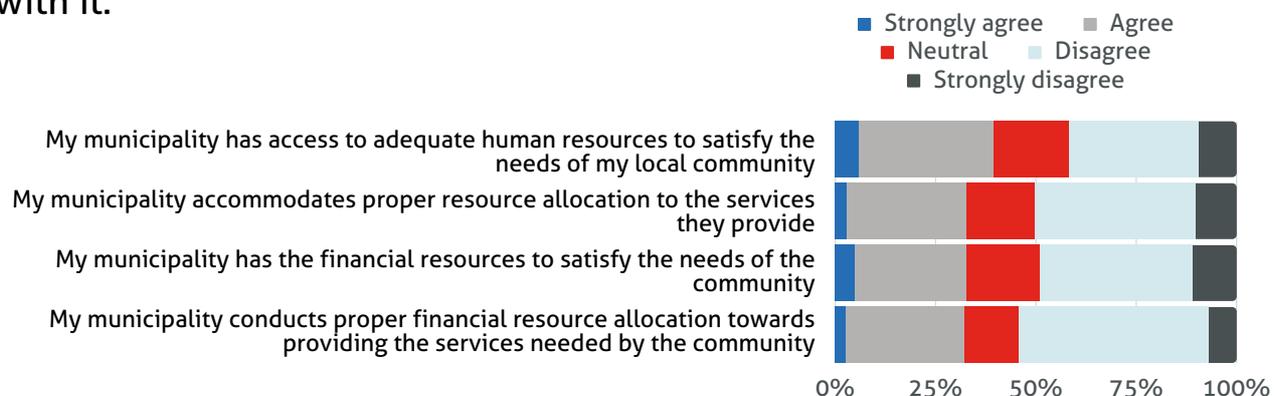
Following this general assessment, the respondents were asked to assess their satisfaction regarding specific services that are offered, or are the duty of, the municipality. The highest satisfaction levels were for public transportation at 76%, followed directly by waste management, cleanliness of the municipality, sanitary or disposal sewage system and monitoring of public stores at 57%, 56%, 55% and 55% respectively. As for the lowest satisfaction levels, municipal planning / construction and maintenance, and construction of recreational facilities at 38% and 35% respectively.

Citizen's satisfaction towards specific municipal services



To finalize the section, the respondents were asked to assess their level of agreement towards statements about their municipality. The first statement was towards the municipality's access to adequate human resources that allows them to provide the local community's needs, 39%

of respondents agreed with this statement compared to 42% stating their disagreement with this statement. The second statement was towards the municipality's accommodation of proper resource allocation for the services provided, 32% of respondents agreed with this statement compared to 50% disagreeing with it. The third statement was towards the municipality having financial resources or capabilities to satisfy the needs of the community, 32% of respondents agreed with this statement compared to 49% stating their disagreement. The final statement was towards the municipality conducting proper financial resource allocation towards the services needed by the community, 32% of respondents agreed with this statement compared to 54% stating their disagreement with it.



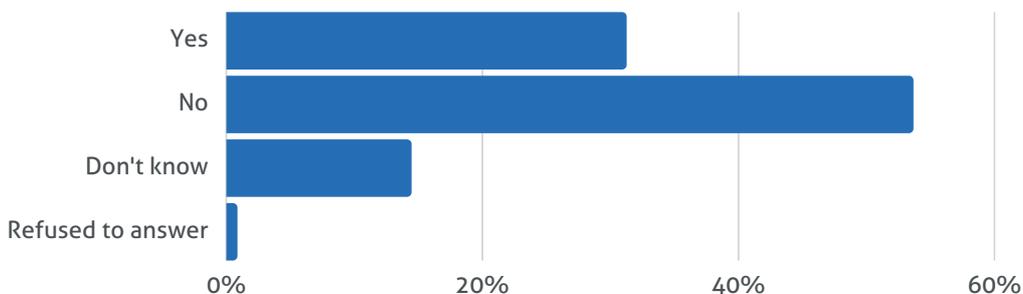
Challenges

The challenges section was designed to try to capture perceptions regarding requesting information from municipality, grievance channels in addition to including the challenges faced by PWDs within the municipality and the neighborhood.

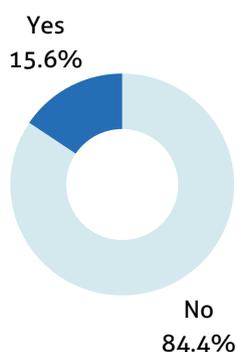
Starting with requesting information from the municipality, the respondents were asked if their municipality has clear procedures related to request official information. 31% stated their municipality has clear procedures compared to 54% stating the opposite. Respondents were also asked if they have tried to request information from their municipality, where 16% of respondents have previously requested or have tried to request information from their municipality while 84% have not. For those who have tried to request information, respondents were asked about the

outcomes of their request, 54% stated they have indeed got the information they have requested, 3% had to file an official request form, 10% were still waiting to receive the information and 33% stated not receiving any information they have requested.

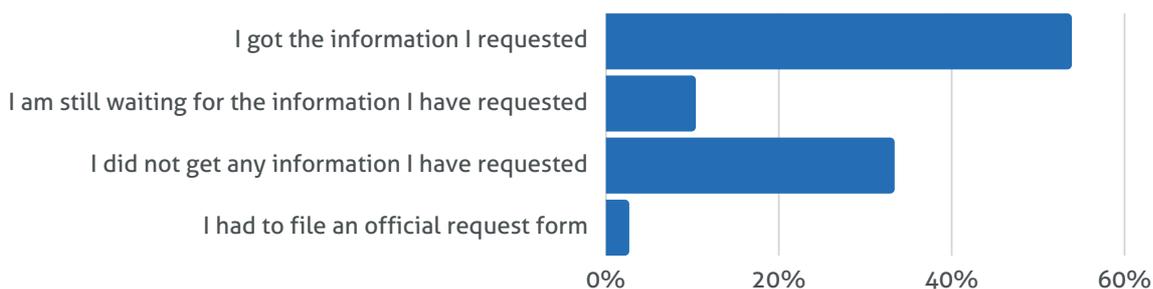
Does your local municipality have a clear procedure to request information?



Have you tried to request any information from your local municipality?



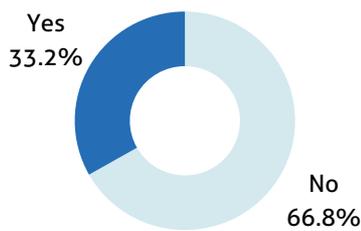
Outcomes of your request for information



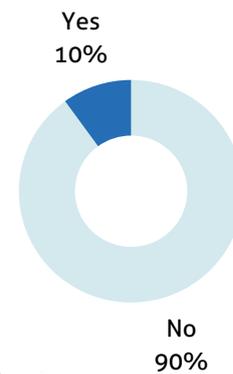
In terms of grievance mechanisms, the respondents were asked if they have knowledge about the available channels to submit complaints to their municipality. 33% of respondents stated they actually know how to submit a complaint while 7667% did not have any knowledge about the procedure to submit an official complaint. For those who stated knowing the procedure on how to submit a complaint, 10% of those respondents

have tried to submit a complaint while the remaining 90% who know the procedure have not ever submitted a complaint. For those who submitted a complaint, the respondents were asked about where have they placed their complaint, 84% have submitted a complaint through the complaints department within the municipality while 16% have chosen other channels. To finalize the complaints sub-section, the respondents who submitted a complaint were asked about the outcome of their officially submitted complaint, 24% stated their complaint was resolved with them being satisfied about its outcomes, 19% had resolved complaints but were not satisfied with the outcomes, 9% stated their complaint is still unresolved and a staggering 48% stated their complaint was not resolved at all.

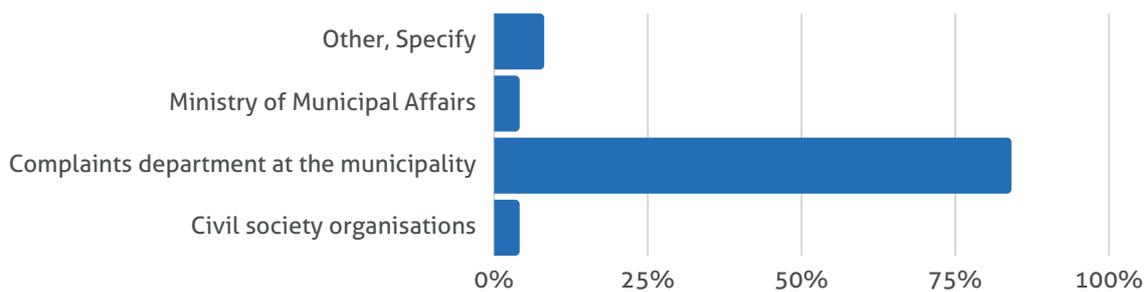
Knowledge of available channels to submit complaints



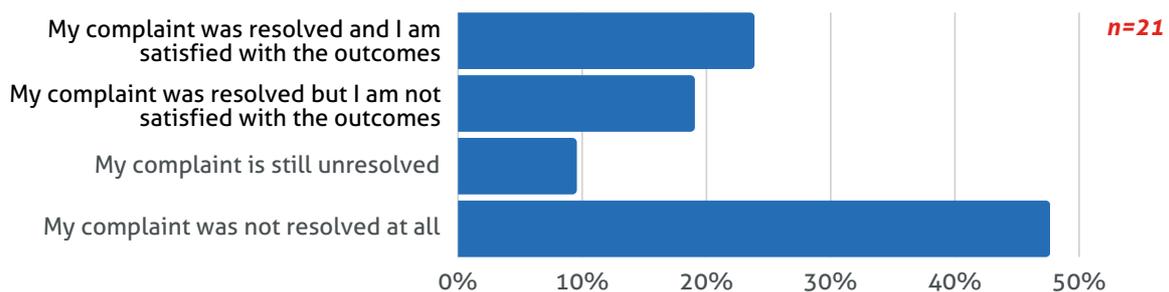
Have you tried to place a complaint within your municipality?



Where have you placed your complaint?

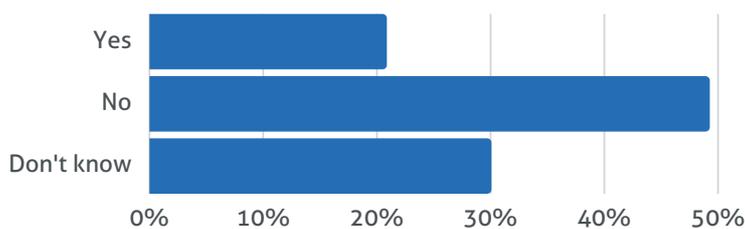


Results of complaint

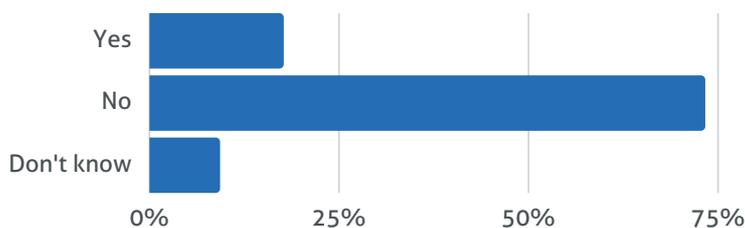


Finally, for PWDs, the respondents were asked if their municipality has proper or adequate infrastructure within its buildings for PWDs to use, 21% of respondents believed that their municipality can accommodate PWDs while 49% indicated that there was not adequate infrastructure to accommodate PWDs within municipality buildings. On another level, the respondents were asked the same question but for infrastructure within public areas and streets, where 18% of respondents agreed that their municipality can accommodate PWDs while 73% of respondents stated that there was no infrastructure within streets or public areas to accommodate the need of PWDs. Moreover, respondents were asked if their municipality conducts any support or empowerment measures for PWDs within their communities were only 9% stated their municipality supporting or empowering PWDs.

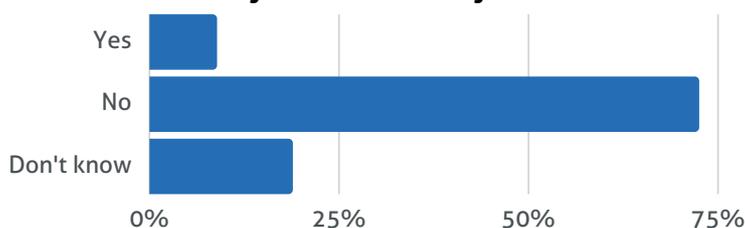
Does your municipality have proper infrastructure for PWDs within its buildings?



Does your municipality have proper infrastructure for PWDs within public streets and areas?



Does your municipality conduct any measures to support or empower PWDs within your community?

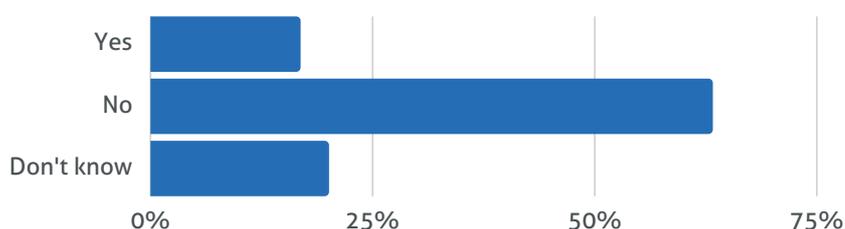


Community Involvement and Communication

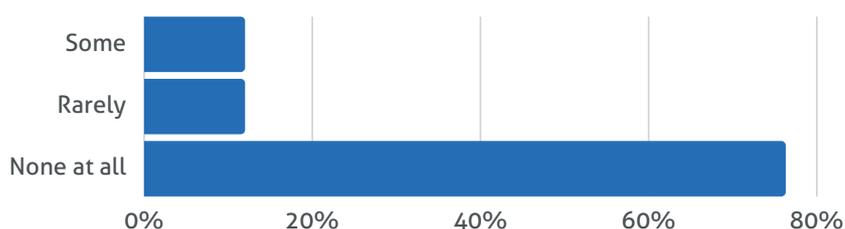
In regards to community involvement and communication, this section had asked about various aspects regarding how the local community is involved in the decision-making process and how effective their communication and knowledge of local issues and needs are.

The first aspect inquired if the municipality have conducted any public meetings, within the past year, to discuss the needs of the local community, 17% stated their municipality had held such events or meetings while 63% stated no such meetings were held. For those who stated that there were indeed meetings, respondents were asked about the frequency of their attendance of such meetings, 12% attended some meetings, 12% stated they rarely attend municipal meetings and 76% stated they have not attended any meetings within the past year.

Have your municipality conducted any public meetings to discuss the needs of the community within the past year?



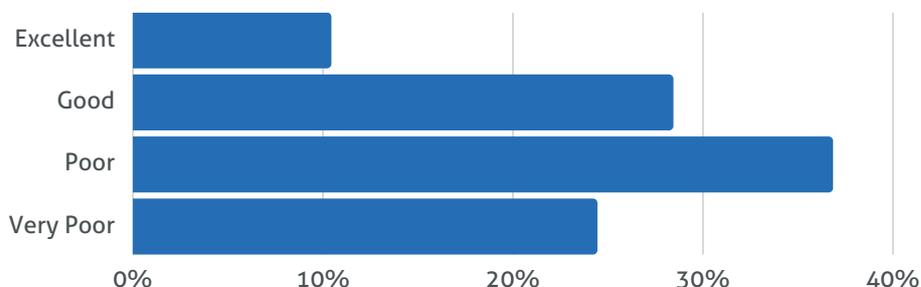
If yes, how many meetings have you attended?



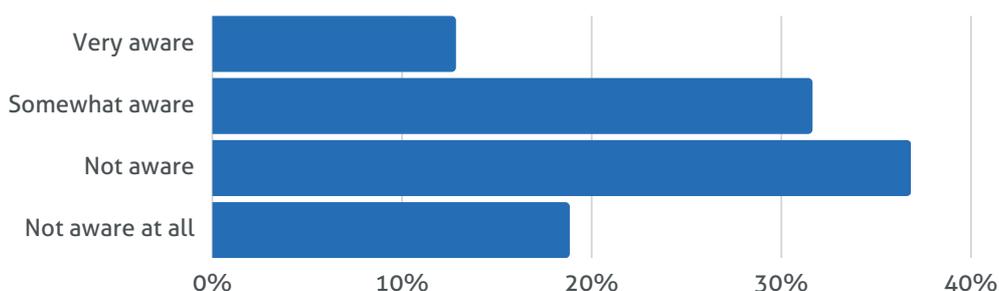
The second aspect inquired about the communication of the elected local council members with the local community, respondents were asked to assess the communication level of the council members with the local community, 39% believed that the communication level is positive while the remaining 61% believed that the communication level of council members with the local community was poor. In addition, respondents

were asked of the level of awareness of local council members about the local issues faced by the community, 44% of respondents stated that council members were moderately or highly aware about the local issues faced by the community compared to 56% believing the contrary.

How do you describe the communication level of the local municipality council with the community?

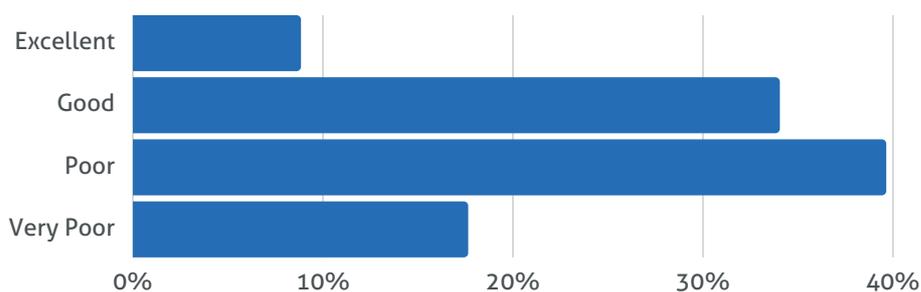


How aware is the local municipality council of the local issues faced by the community?

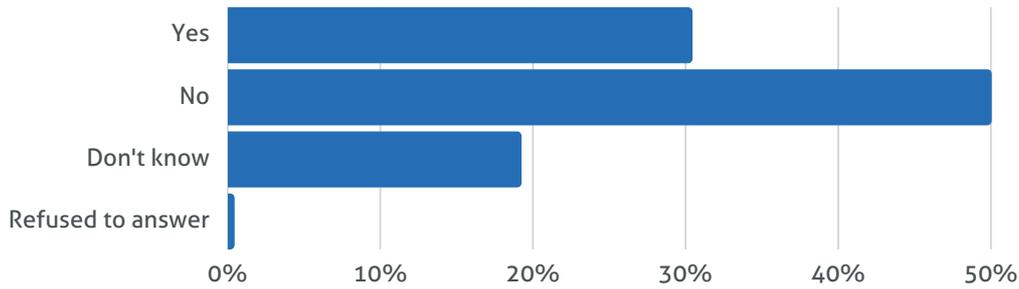


For the third aspect, respondents were asked to describe the communication level of their municipality with the local community, 43% believed that the communication level was positive to some extent, compared to 57% believing the communication level was poor to some extent. Additionally, respondents were asked if their municipality has social media presence to share their public announcements to the community, 30% of respondents stated their municipality has social media presence while 50% stated their municipality has no social media presence.

How do you describe the communication level of your local municipality?

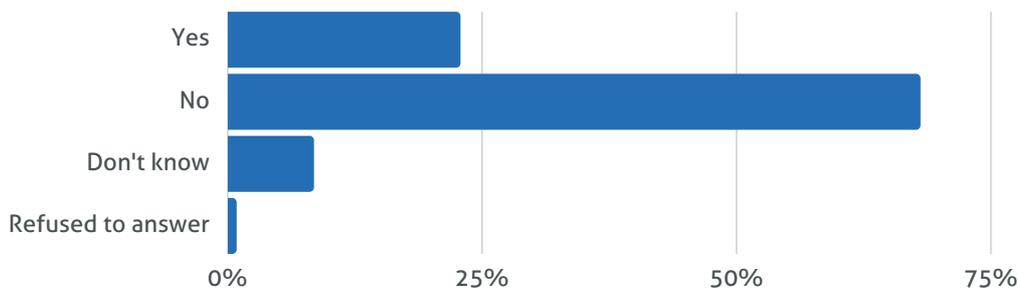


Does your municipality have any social media pages that they share any local communications in?

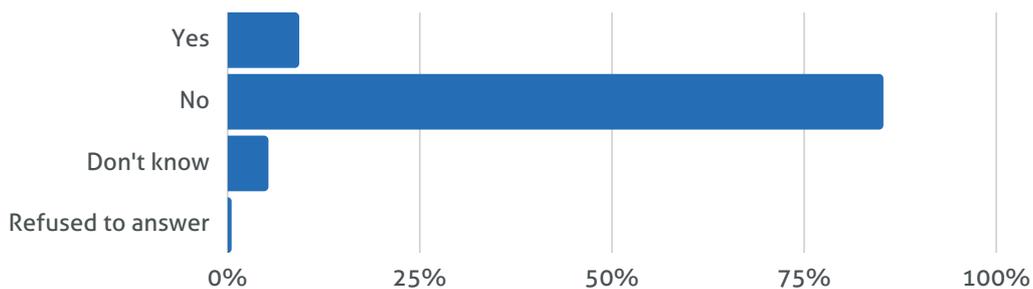


The final aspect was towards the community's involvement in addressing the needs of the community, 23% of respondents believed that their municipality does involve their community members in addressing the needs while 68% did not believe that their municipality involves them in the identification and addressing the community needs. Moreover, the respondents were asked if their municipality issues any material to create awareness about their services, projects or the meetings they hold, only 9% of respondents stated their municipality takes such actions, compared to 85% stating no such efforts are made by the municipality.

Does your municipality involve the community in addressing the needs of the community?



Does your municipality provide periodical material to create awareness about services, projects or meetings?

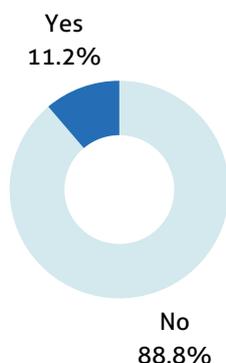


Openness, Integrity and Accountability

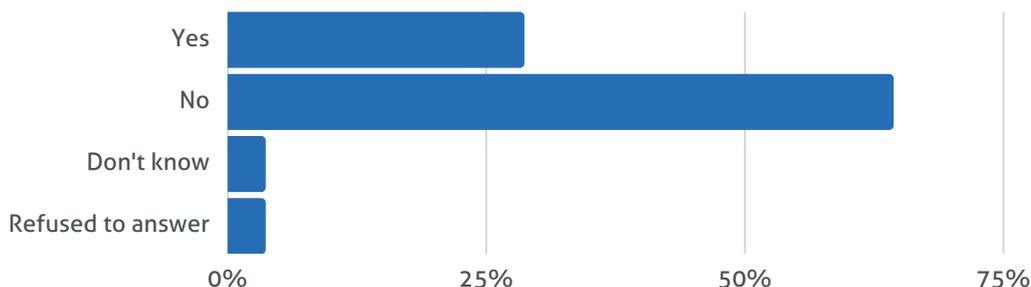
This section was designed to assess the openness, integrity and accountability of the municipality as perceived by the local community. This has included the assessment of direct community recommendations, publishing financial statements, accountability of decision making, equality within community members, sound financial management, competency of municipal employees, favoritism and common interest.

First, respondents were asked if they have presented any recommendations towards the improvement of municipal work performance, 11% of respondents stated they have presented some type of recommendation, those same respondents were asked if their recommendations were actually applied by the municipality, where 29% of those respondents indicated their recommendation were implemented by the municipality and 64% stating their recommendations were not taken into action.

Have you ever presented any recommendations to improve the municipality's work performance?

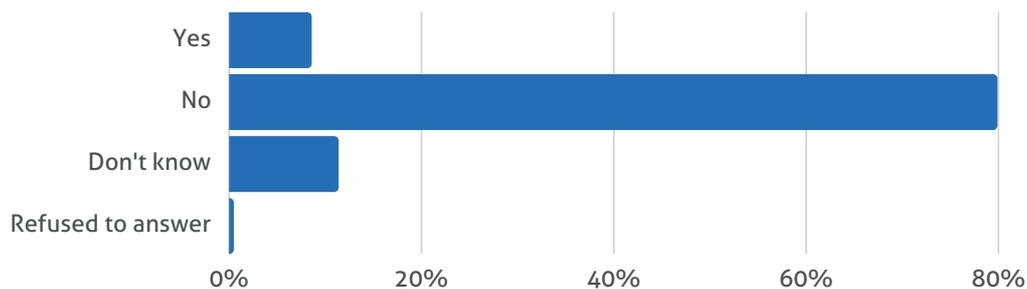


Have any recommendations presented to the municipality been applied?

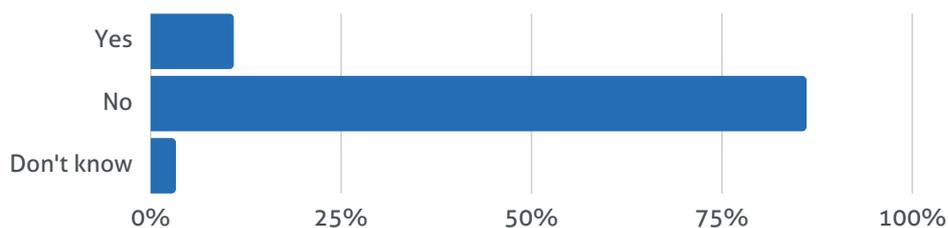


Second, respondents were asked if their municipality publishes its work plans or financial statements to the public, where 9% of respondents stated that such plans and statements were actually published compared to 80% stating the opposite. Moreover, respondents were asked if they have ever read their municipality’s plans or municipal council decisions, where 11% have read such plans before compared to 86% never reading plans or municipal council decisions.

Does the municipality publish its financial statements and work plans?



Have you ever read any of the municipality's plans and municipal council decisions?



Third, the respondents were asked to assess their level of agreement with statements associated to multiple core values of the municipality and its employees and activities. Regarding the municipality informing citizens regarding their decisions and their accountability to such decisions, 26% stated that their municipality informs the public and are accountable for such actions. Regarding the municipality dealing with equality with all community members within their jurisdiction, 48% of respondents agreed with this statement while 36% did not agree with it. Regarding the sound financial spending and accountability of public revenues and expenditures, 30% of respondents agreed with this statement compared to 40% disagreeing with it. Regarding the competency and professionalism of employees within the municipality, 40% of respondents agreed with this statement compared to 40% stating their disagreement with it. Regarding favoritism, respondents were asked to assess their agreement with the

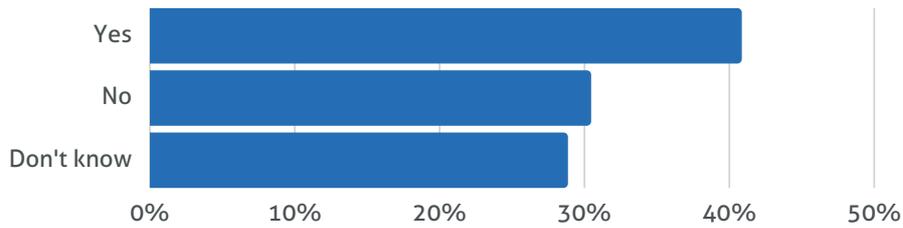
statement related to the equality of treatment of citizens regardless of their connections with municipal employees or council members, 28% of respondents have agreed with this statement whereas 54% expressed their disagreement with it. Regarding the municipal activities being implemented towards the common interest compared to personal interest, 36% of respondents stated their agreement that the general or common good is implemented by the municipality whereas 50% of respondents stated their disagreement with it. Finally, regarding the professional responsiveness and consideration of community complaints, 37% of respondents agreed with this statement compared to 43% expressing this disagreement.



Local Development

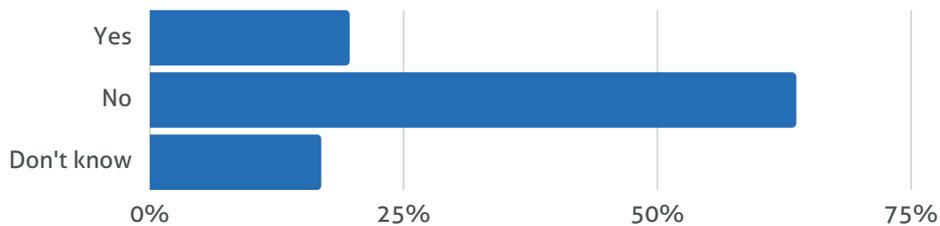
In regards to local development, the respondents were asked a group of questions related to local development activities implemented through the local municipality. The first question was towards the knowledge about any investment opportunities implemented by the municipality such as rental of buildings or land, 41% of respondents stated that their municipalities conduct such activities compared to 30% who stated the contrary and 29% stating having no knowledge about such activities.

Does your municipality have any investments (such as renting buildings, land ... etc.)?

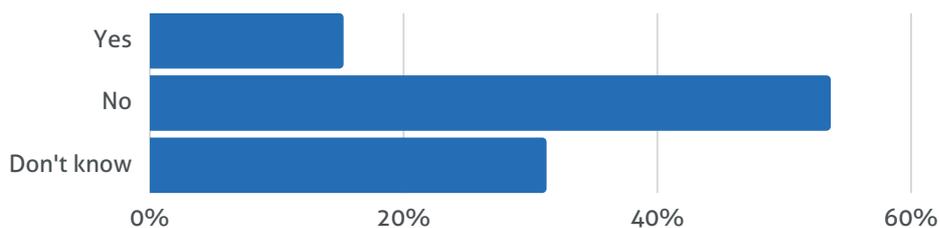


Moreover, the respondents were asked if the municipality have attracted investment opportunities or projects to the local community, 20% of respondents stated that their municipality have attracted investments to the community, 64% stated no investment attraction activities have been done by the municipality and 17% stating having no knowledge about this sort of activity. To complement this, respondents were asked if their local municipality have created partnerships with organization or private sector to create new investment opportunities, where 15% of respondents stating such partnerships have been implemented by their municipality, 54% stated no partnerships were implemented and 31% stating lack of knowledge about such activities.

Have your municipality attracted any investments projects to your community?

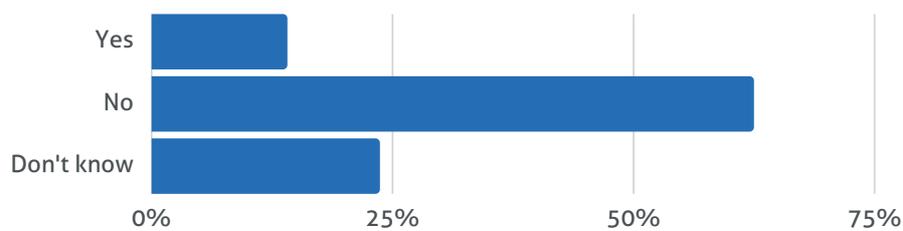


Have your municipality created any partnerships with organizations or private sector to create new investments?



Finally, respondents were asked if their municipality have development plans available for the public to access, 14% stated their municipality provides access to such plans, 62% stating no availability of such plans and 24% stated having no knowledge about such activities.

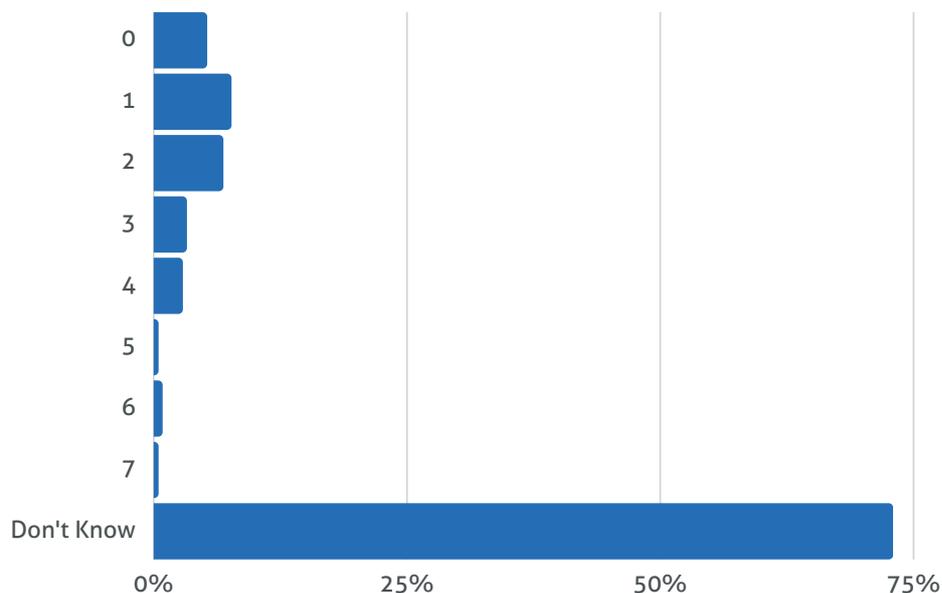
Does your municipality have any development plans available for the community to access?



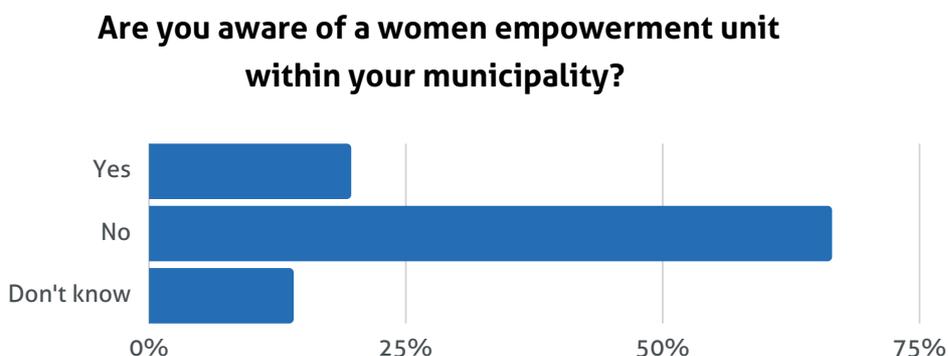
Women Empowerment

In regards to women empowerment, the respondents were asked three questions related to women empowerment that are related to the municipality. First, the respondents were asked to give the number of female members within their local municipal council, nearly three quarters of respondents stated having no knowledge about the number of female council members whereas the remaining respondents have given a specific number of female members that they believe is correct.

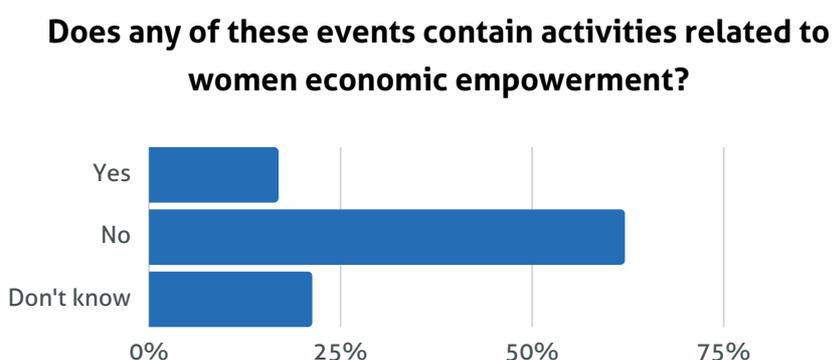
How many members of your local municipal council are females?



Second, the respondents were asked about their awareness regarding the women empowerment unit within their municipality, 20% of respondents stated knowing about this unit, 66% of respondents stating their municipality does not have such a unit and 14% stated having no knowledge if the municipality has a unit with such dedicated for women empowerment.

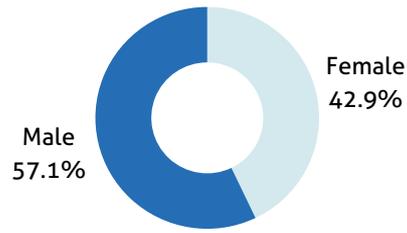


Finally, respondents were asked if any of the events conducted or implemented by their municipalities containing activities related to women's economic empowerment, 17% stated that such activities were embedded within municipal general activities or events, 62% stated that no women economic empowerment activities were embedded in municipal public events and 21% stated having no knowledge about such activities.

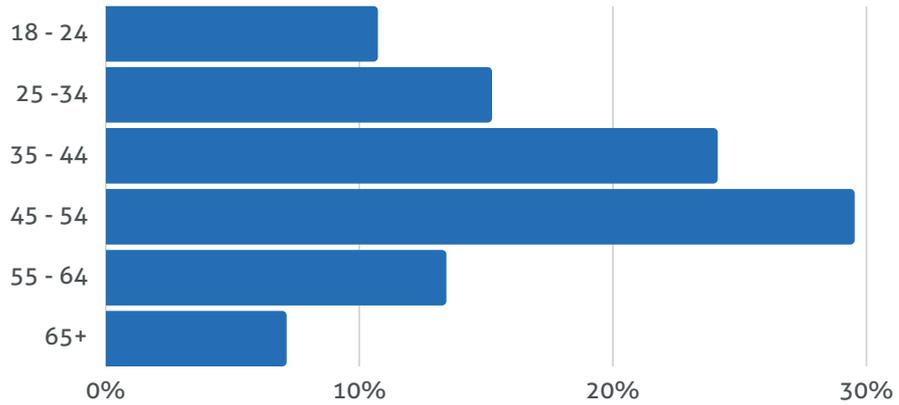


Aen Al Basha Municipality Results

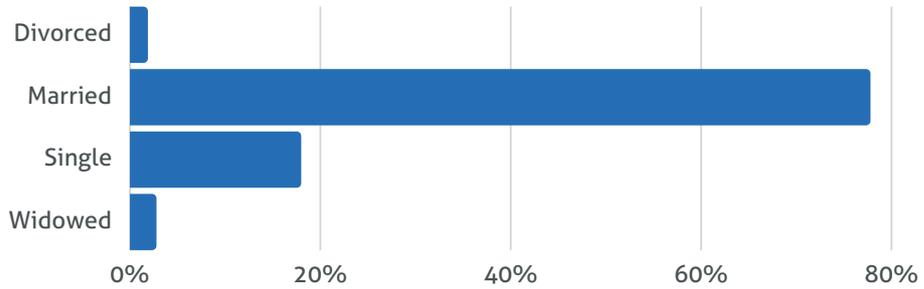
Gender of Respondent



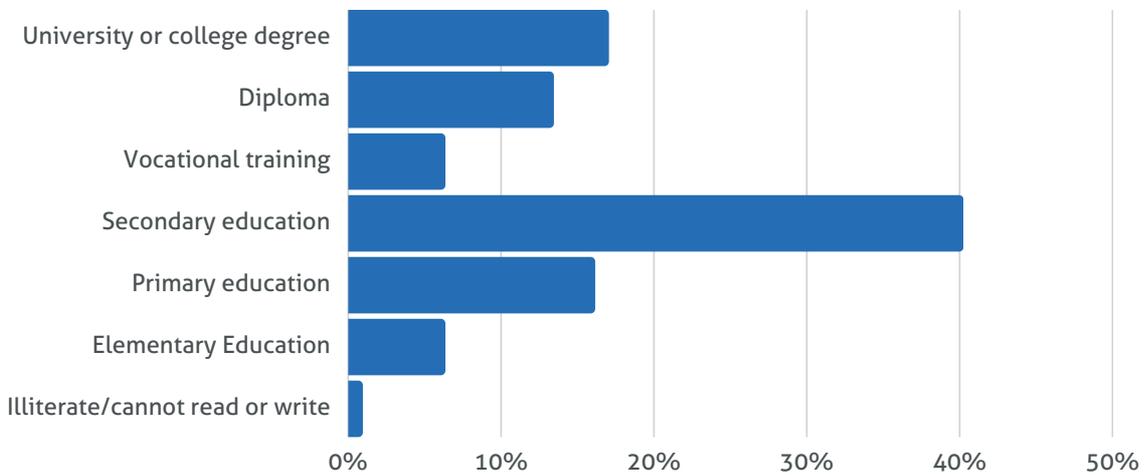
Age of Respondent



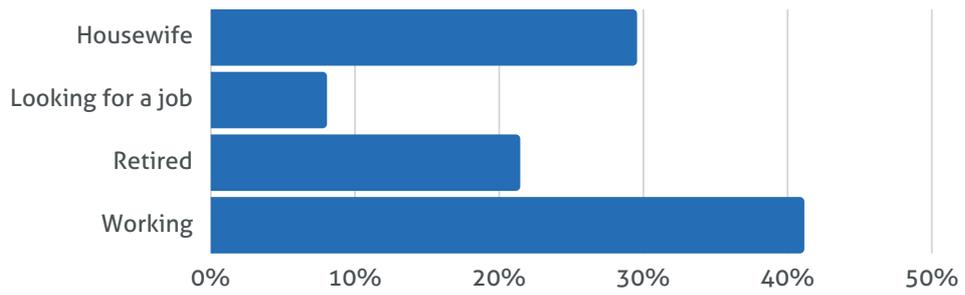
Social Status



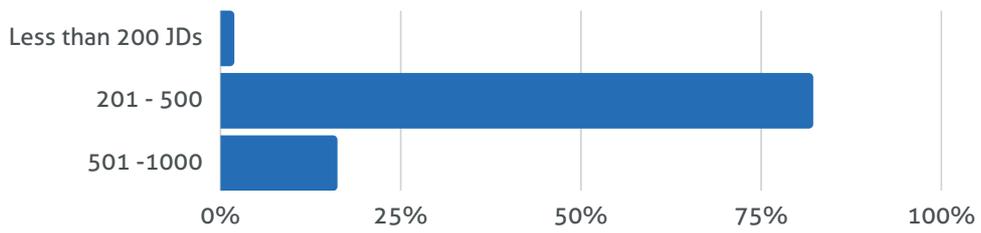
Level of Education



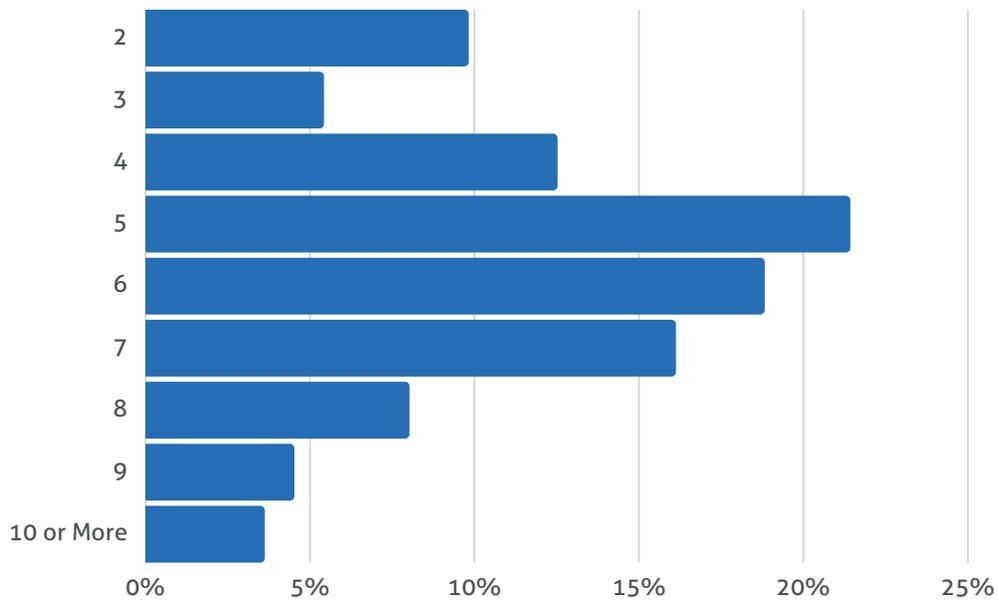
Work Status



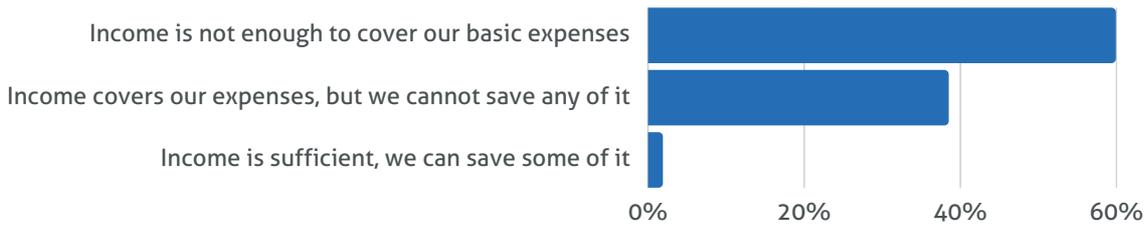
Average Household Income



Number of People within Household



Household Economic Condition

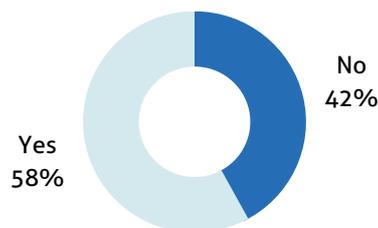


General Information

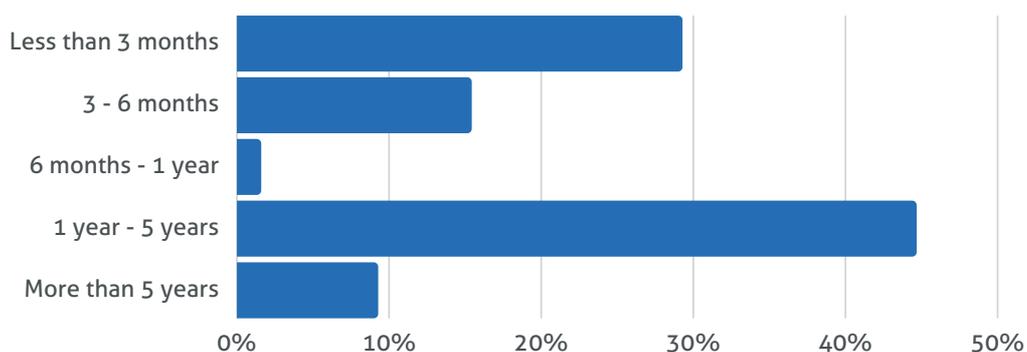
To start understanding the general perception of the respondents, the respondents were asked if they have visited their municipality, and if so, when was their last visit and for what service and their perception and level of satisfaction of that visit.

A total of 42% of respondents stated that they have visited their municipality building at one point during their residency period. The majority of visits have occurred within the period of up to 5 years since the time of the interview, where the highest rate was 45% of respondents stating their last visit occurring within 1-5 years ago.

Have you ever visited the municipality building?

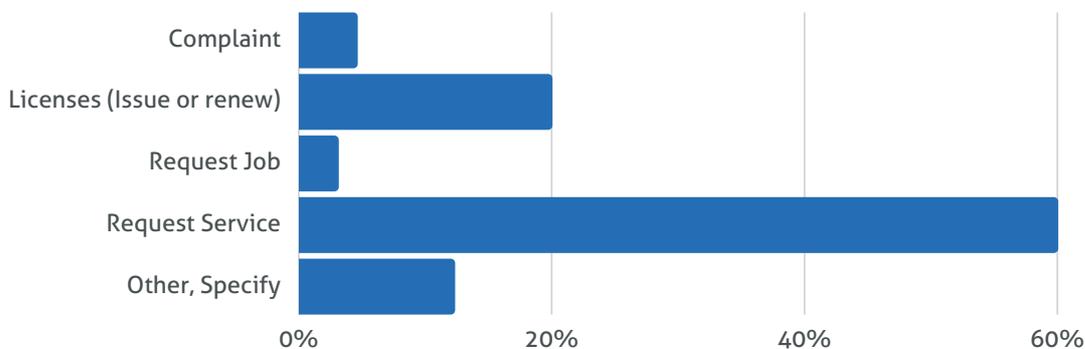


Last visit to municipality building



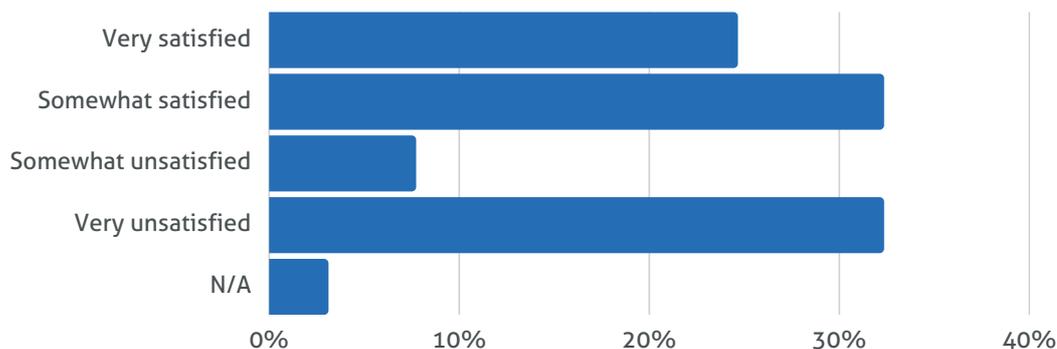
As for the reason of the visit to the municipality building, the top three reasons were to request a service at 60%, followed by issuing or renewing a license at 20% and other services at 12%.

What was the service you needed within the municipality during your last visit?



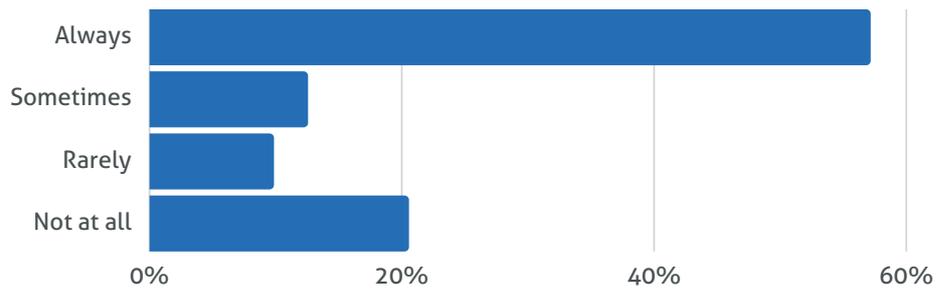
During their last visit, 57% of respondents stated being satisfied or somewhat satisfied and the remaining respondents stated being somewhat or very unsatisfied. The reasons behind their satisfaction or unsatisfaction was not captured during the interview.

Satisfaction level during last service acquired from municipality



Following this initial perception, the respondents were asked about how frequently they participate in municipal elections, where 79% of respondents stated participating to one extent in municipal elections, on the other hand, 20% didn't participate in the election at all.

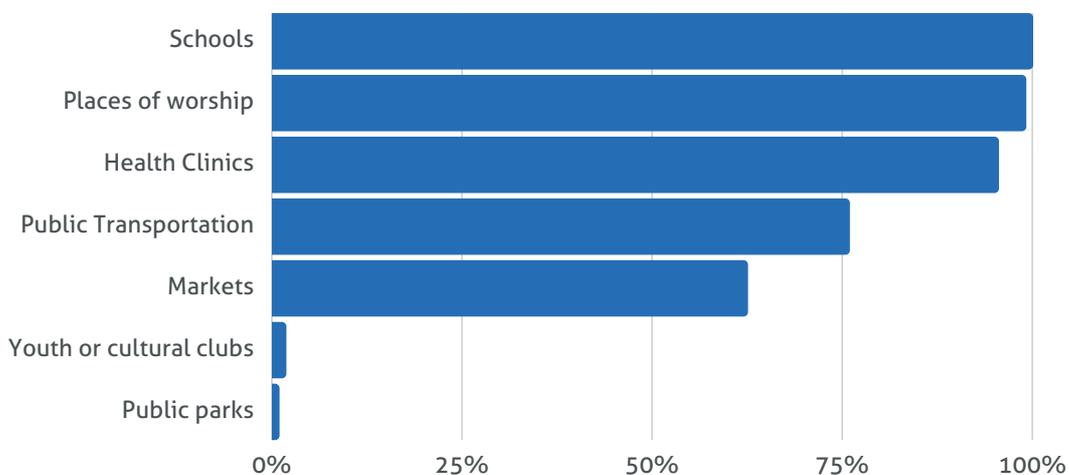
Frequency of participation in municipal elections



To follow up, the respondents were asked two questions, the first is a checklist of the services that are provided or available within their municipality, and the second is the perception of some services and for the respondents to identify if such services were part of the duties of their municipalities or not.

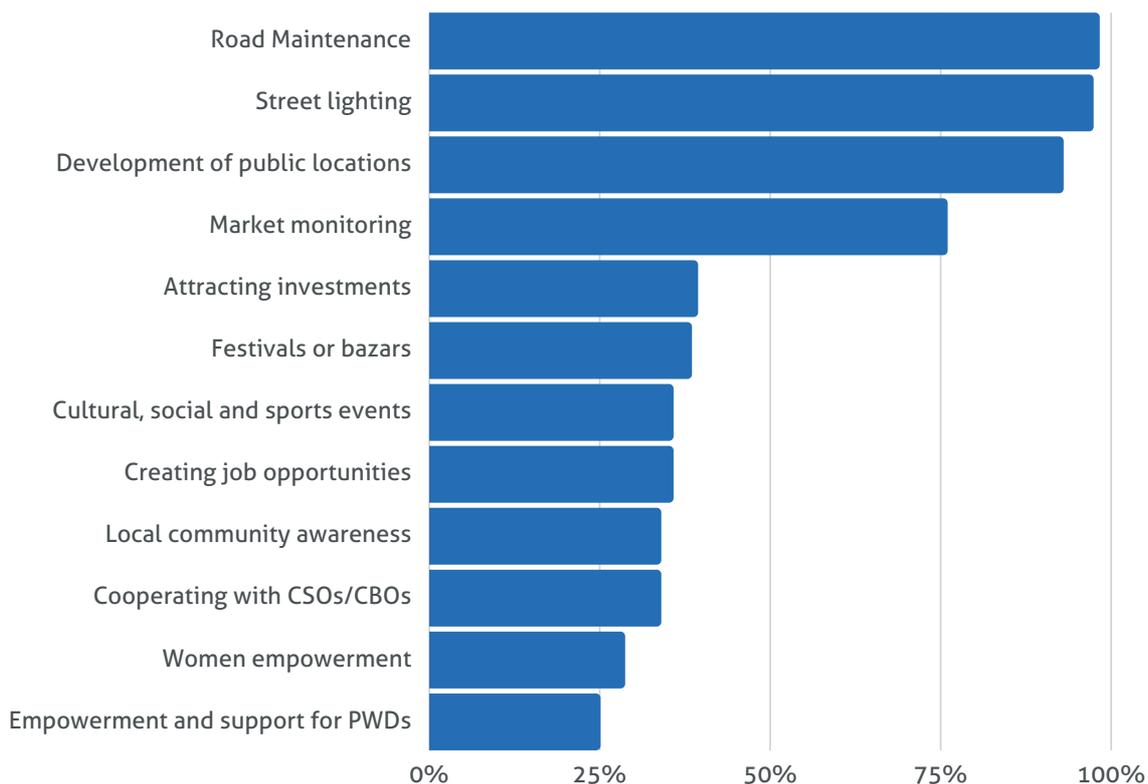
In terms of the availability of services within their neighborhoods, as shown in the figure below, schools, places of worship and health clinics were the most available at 100%, 99% and 96% respectively followed by public transportation services at 76%, and around 63% of respondents stating the availability of markets within their neighborhoods. On the other hand, youth or cultural clubs and public parks were the least available at 2% and 1% respectively.

Services available within neighbourhood



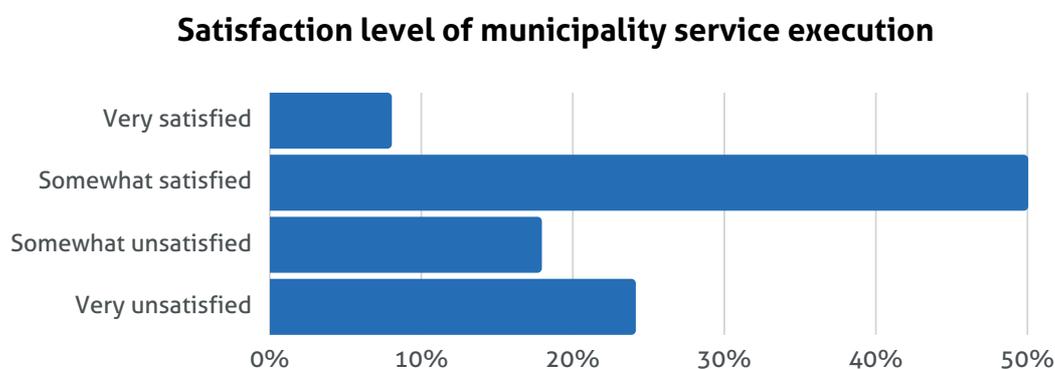
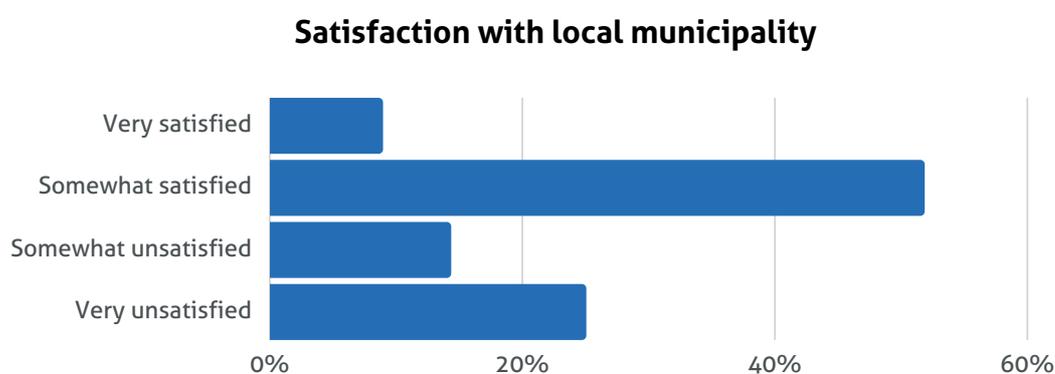
As for the perception of respondents regarding services being the duty or responsibility of the municipality, the highest areas where the citizens perceive the service being the duty under the municipality's mandate, were road maintenance (98%), street lighting (97%), development of public locations (93%), and market monitoring (76%). The lowest perception was for attracting investments (39%), development or management of festivals or bazars (38%), implementation of cultural/ social/ sports events (36%), creating job opportunities for citizens (63%), local community awareness (34%), cooperating with CSOs or CBOs (34%), women empowerment (29%) and finally, empowerment and support for people with disabilities (PWDs) (25%).

**Perception of services
being the duty of the municipality**



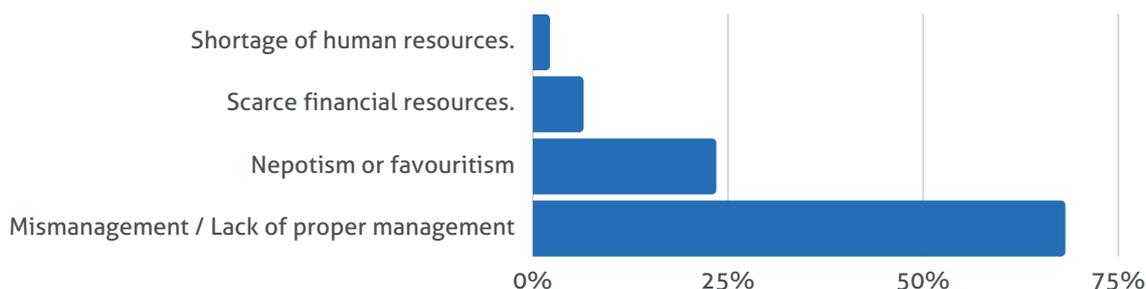
Resource Management

This section of the questionnaire was tailored to assess the satisfaction level of the citizens regarding multiple aspects. First the respondents were asked about their general satisfaction about their municipality and its execution of services. 61% of respondents stated they were very or somewhat satisfied about their municipality in general compared to 39% stating their dissatisfaction. Moreover, regarding the service execution, 58% of respondents stated some level of satisfaction compared to 42% stating their dissatisfaction.



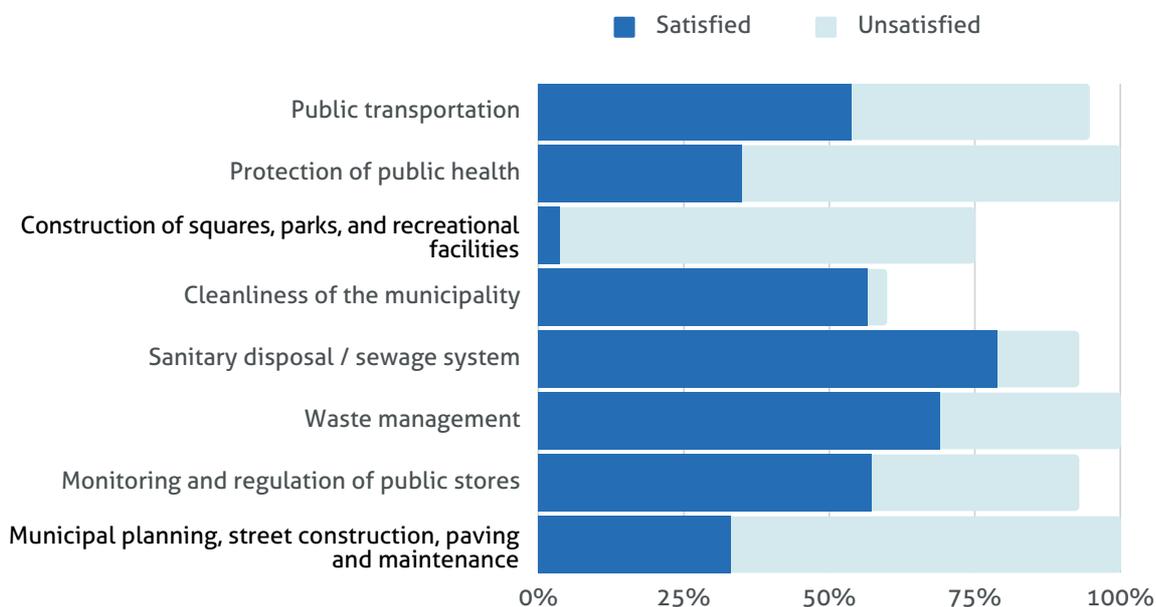
For respondents who stated their dissatisfaction regarding the execution of municipal services, the respondents were asked to pick the reason behind such assessment. 68% stated mismanagement or the lack of proper management as the cause behind their dissatisfaction, 23% stated nepotism or favoritism, 6% selected the scarcity of financial resources and 2% for shortage or lack of human resources to execute services.

Reasons behind unsatisfactory municipal services



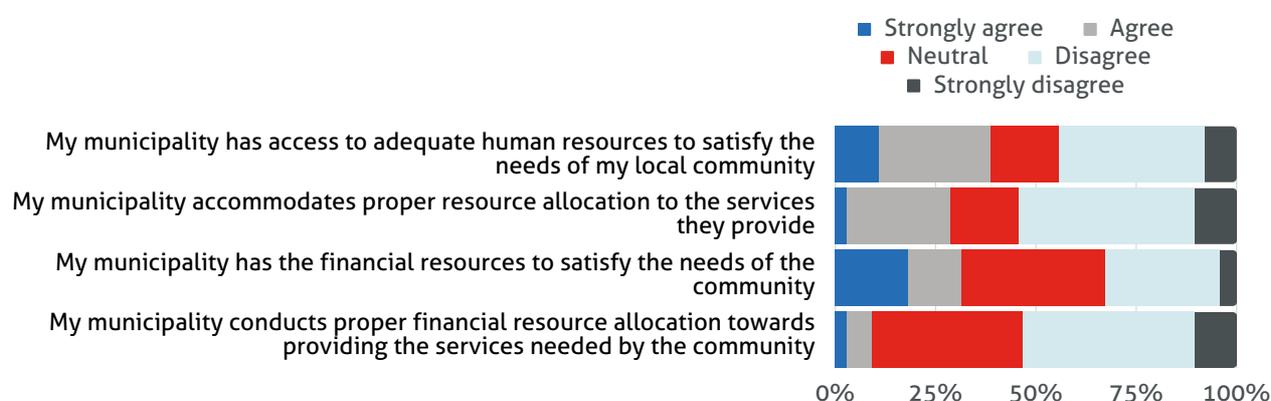
Following this general assessment, the respondents were asked to assess their satisfaction regarding specific services that are offered, or are the duty of, the municipality. The highest satisfaction levels were for sanitary or disposal sewage system, waste management and monitoring and regulation of public stores, at 79%, 69% and 57%, respectively. For the lowest satisfaction levels, they were towards protection of public health, municipal planning/ construction and maintenance, and construction of recreational facilities at 35%, 33% and 4% respectively.

Citizen's satisfaction towards specific municipal services



To finalize the section, the respondents were asked to assess their level of agreement towards statements about their municipality. The first statement was towards the municipality's access to adequate human resources that allows them to provide the local community's needs, 38% of respondents agreed with this statement compared to 45% stating their

disagreement with this statement. The second statement was towards the municipality's accommodation of proper resource allocation for the services provided, 29% of respondents agreed with this statement compared to 55% disagreeing with it. The third statement was towards the municipality having financial resources or capabilities to satisfy the needs of the community, 31% of respondents agreed with this statement compared to 33% stating their disagreement. The final statement was towards the municipality conducting proper financial resource allocation towards the services needed by the community, 9% of respondents agreed with this statement compared to 54% stating their disagreement with it.



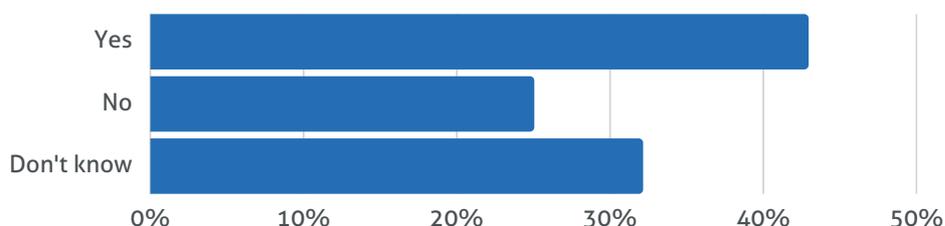
Challenges

The challenges section was designed to try to capture perceptions regarding requesting information from municipality, grievance channels in addition to including the challenges faced by PWDs within the municipality and the neighborhood.

Starting with requesting information from the municipality, the respondents were asked if their municipality has clear procedures related to request official information. 43% stated their municipality has clear procedures compared to 25% stating the opposite. Respondents were also asked if they have tried to request information from their municipality, where 48% of respondents have previously requested or have tried to request information from their municipality while 52% have not. For those who have tried to request information, respondents were asked about the

outcomes of their request, 63% stated they have indeed got the information they have requested, 11% had to file an official request form, 9% were still waiting to receive the information and 17% stated not receiving any information they have requested.

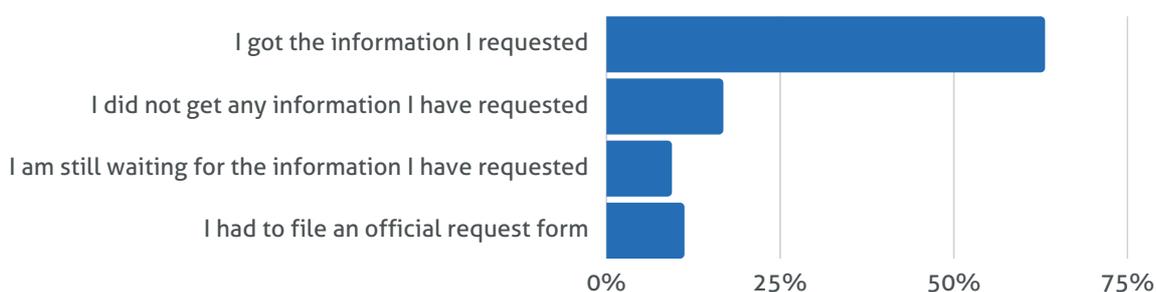
Does your local municipality have a clear procedure to request information?



Have you tried to request any information from your local municipality?



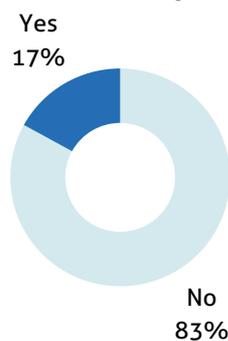
Outcomes of your request for information



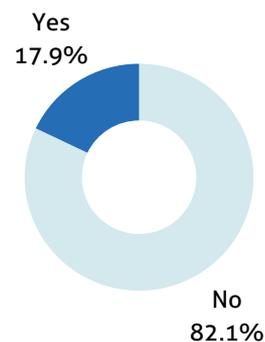
In terms of grievance mechanisms, the respondents were asked if they have knowledge about the available channels to submit complaints to their municipality. 17% of respondents stated they actually know how to submit a complaint while 83% did not have any knowledge about the procedure to submit an official complaint. For those who stated knowing the procedure on how to submit a complaint, 18% of those respondents have

tried to submit a complaint while the remaining 82% who know the procedure have not ever submitted a complaint. For those who submitted a complaint, the respondents were asked about where have they placed their complaint, 45% have submitted a complaint through the complaints department within the municipality while 50% have chosen other channels. To finalize the complaints sub-section, the respondents who submitted a complaint were asked about the outcome of their officially submitted complaint, 11% stated their complaint was resolved with them being satisfied about its outcomes, 11% stated their complaint is still unresolved and a staggering 78% stated their complaint was not resolved at all.

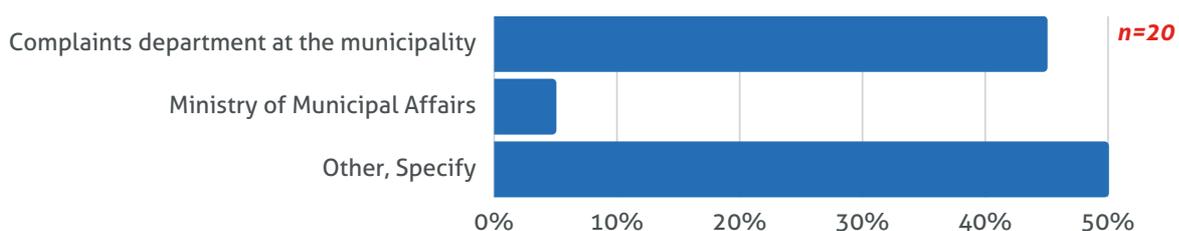
Knowledge of available channels to submit complaints



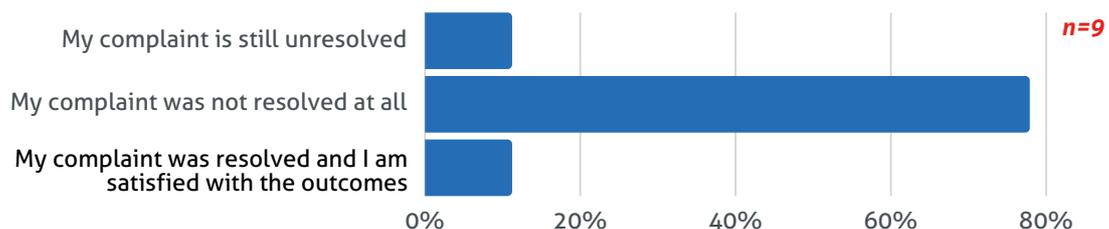
Have you tried to place a complaint within your municipality?



Where have you placed your complaint?

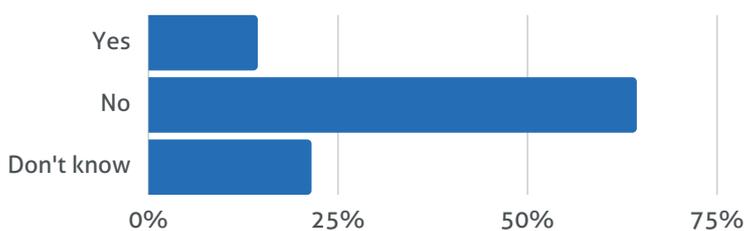


Results of complaint

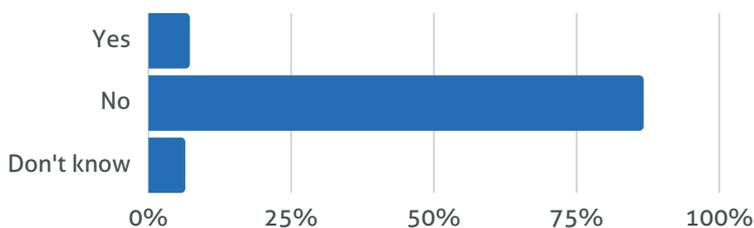


Finally, for PWDs, the respondents were asked if their municipality has proper or adequate infrastructure within its buildings for PWDs to use, 14% of respondents believed that their municipality can accommodate PWDs while 64% indicated that there was not adequate infrastructure to accommodate PWDs within municipality buildings. On another level, the respondents were asked the same question but for infrastructure within public areas and streets, where 7% of respondents agreed that their municipality can accommodate PWDs while 87% of respondents stated that there was no infrastructure within streets or public areas to accommodate the need of PWDs. Moreover, respondents were asked if their municipality conducts any support or empowerment measures for PWDs within their communities were only 4% stated their municipality supporting or empowering PWDs.

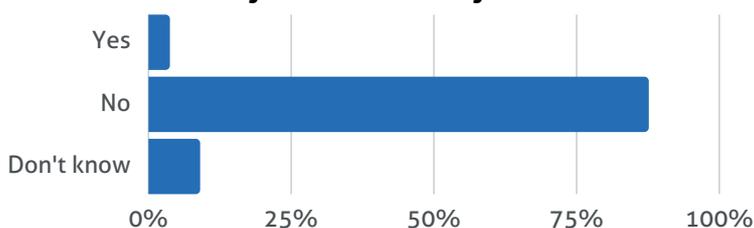
Does your municipality have proper infrastructure for PWDs within its buildings?



Does your municipality have proper infrastructure for PWDs within public streets and areas?



Does your municipality conduct any measures to support or empower PWDs within your community?

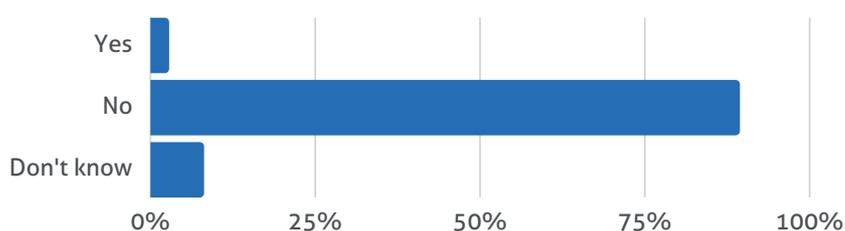


Community Involvement and Communication

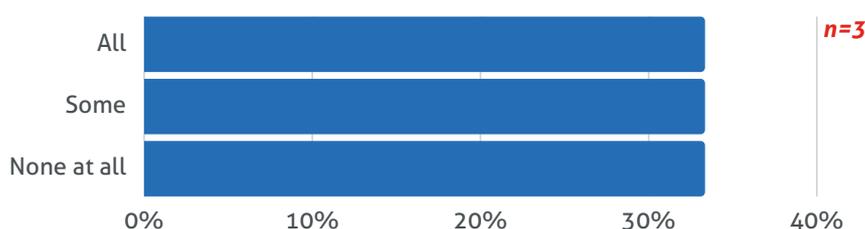
In regards to community involvement and communication, this section had asked about various aspects regarding how the local community is involved in the decision-making process and how effective their communication and knowledge of local issues and needs are.

The first aspect inquired if the municipality have conducted any public meetings, within the past year, to discuss the needs of the local community, 3% stated their municipality had held such events or meetings while 89% stated no such meetings were held. For those who stated that there were indeed meetings, respondents were asked about the frequency of their attendance of such meetings, 33% attended all of these meetings, 33% attended some meetings, 33% stated they have not attended any meetings within the past year.

Have your municipality conducted any public meetings to discuss the needs of the community within the past year?



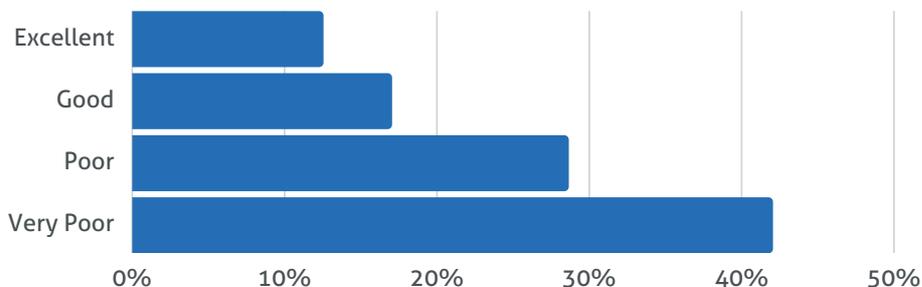
If yes, how many meetings have you attended?



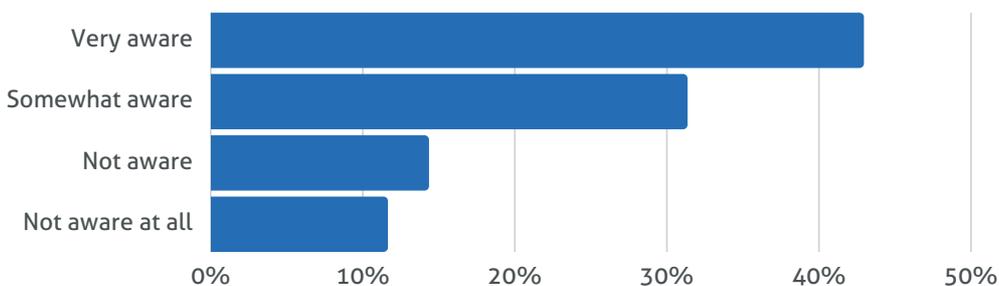
The second aspect inquired about the communication of the elected local council members with the local community, respondents were asked to assess the communication level of the council members with the local community, 30% believed that the communication level is positive while the remaining 71% believed that the communication level of council members with the local community was poor. In addition, respondents

were asked of the level of awareness of local council members about the local issues faced by the community, 74% of respondents stated that council members were moderately or highly aware about the local issues faced by the community compared to 26% believing the contrary.

How do you describe the communication level of the local municipality council with the community?

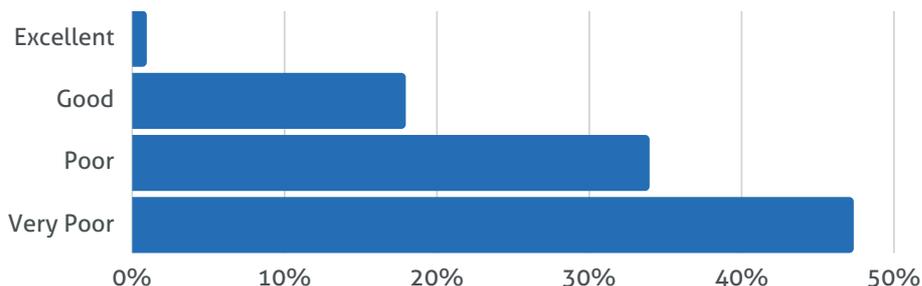


How aware is the local municipality council of the local issues faced by the community?

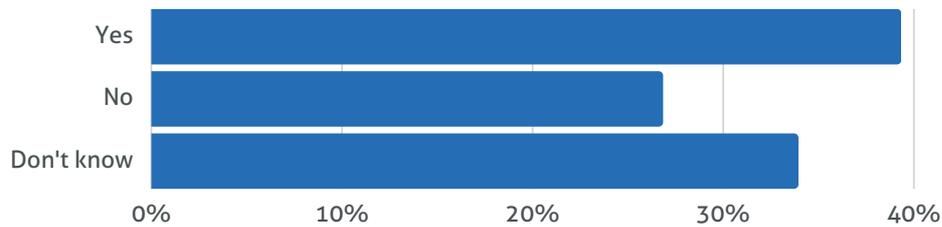


For the third aspect, respondents were asked to describe the communication level of their municipality with the local community, 19% believed that the communication level was positive to some extent, compared to 81% believing the communication level was poor to some extent. Additionally, respondents were asked if their municipality has social media presence to share their public announcements to the community, 39% of respondents stated their municipality has social media presence while 27% stated their municipality has no social media presence.

How do you describe the communication level of your local municipality?

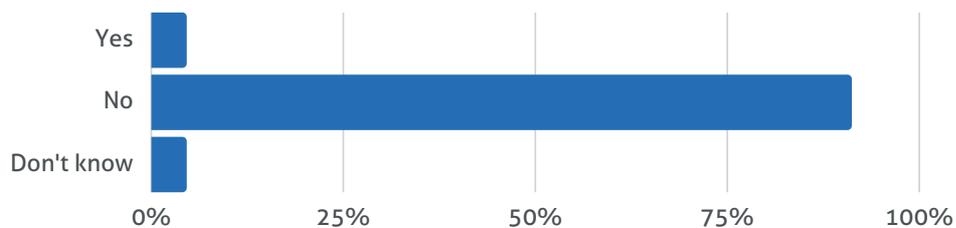


Does your municipality have any social media pages that they share any local communications in?

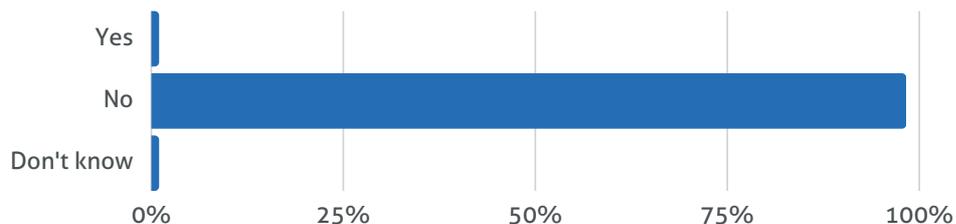


The final aspect was towards the community's involvement in addressing the needs of the community, 5% of respondents believed that their municipality does involve their community members in addressing the needs while 91% did not believe that their municipality involves them in the identification and addressing the community needs. Moreover, the respondents were asked if their municipality issues any material to create awareness about their services, projects or the meetings they hold, only 1% of respondents stated their municipality takes such actions, compared to 98% stating no such efforts are made by the municipality.

Does your municipality involve the community in addressing the needs of the community?



Does your municipality provide periodical material to create awareness about services, projects or meetings?

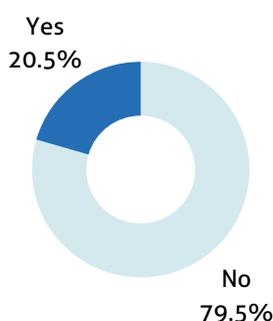


Openness, Integrity and Accountability

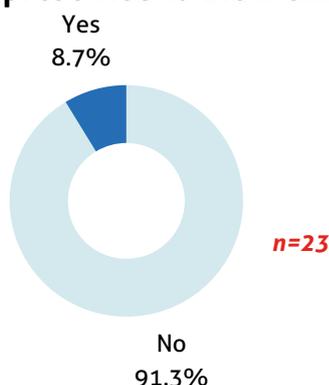
This section was designed to assess the openness, integrity and accountability of the municipality as perceived by the local community. This has included the assessment of direct community recommendations, publishing financial statements, accountability of decision making, equality within community members, sound financial management, competency of municipal employees, favoritism and common interest.

First, respondents were asked if they have presented any recommendations towards the improvement of municipal work performance, 20% of respondents stated they have presented some type of recommendation, those same respondents were asked if their recommendations were actually applied by the municipality, where 9% of those respondents indicated their recommendation were implemented by the municipality and 91% stating their recommendations were not taken into action.

Have you ever presented any recommendations to improve the municipality's work performance?

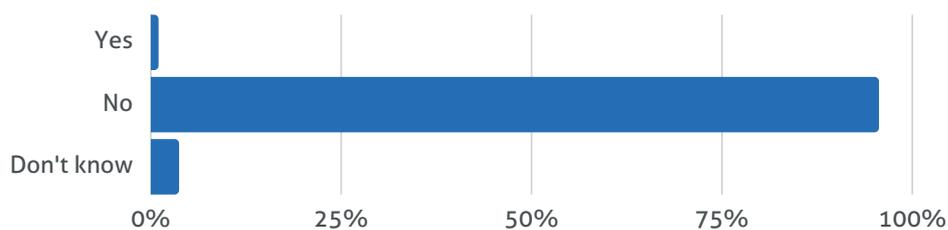


Have any recommendations presented to the municipality been applied?

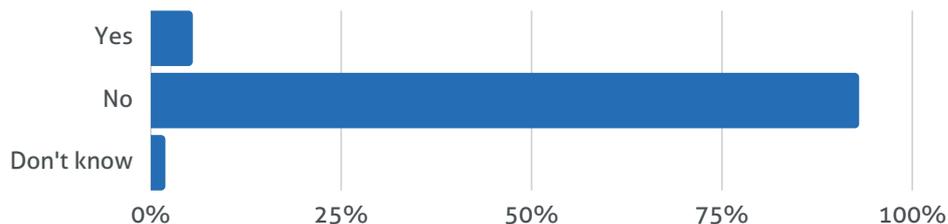


Second, respondents were asked if their municipality publishes its work plans or financial statements to the public, where 1% of respondents stated that such plans and statements were actually published compared to 96% stating the opposite. Moreover, respondents were asked if they have ever read their municipality's plans or municipal council decisions, where 5% have read such plans before compared to 93% never reading plans or municipal council decisions.

Does the municipality publish its financial statements and work plans?

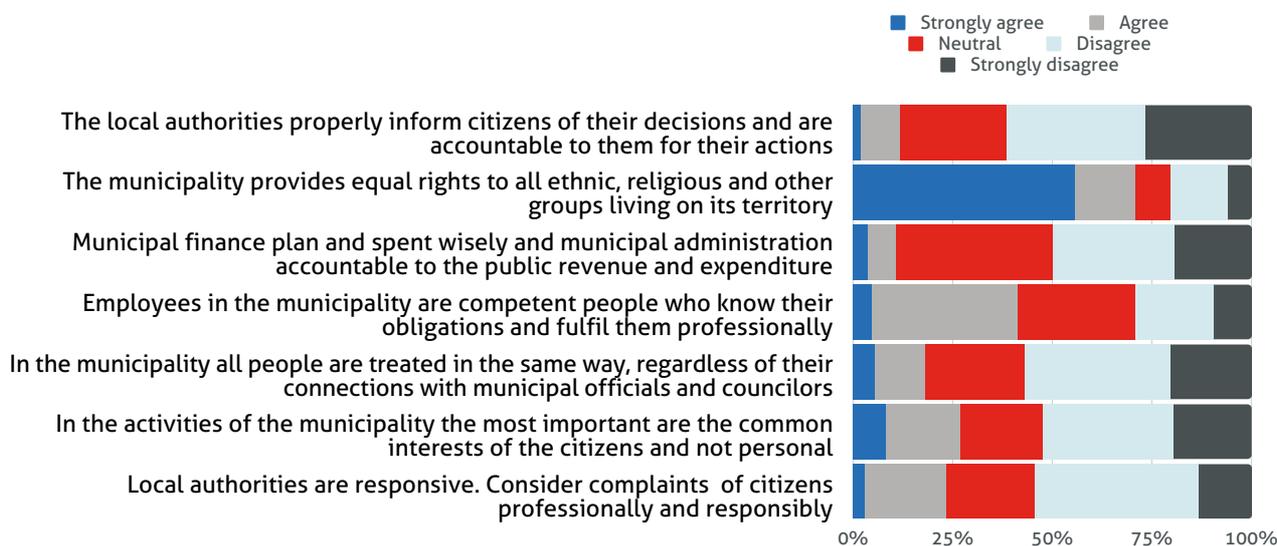


Have you ever read any of the municipality's plans and municipal council decisions?



Third, the respondents were asked to assess their level of agreement with statements associated to multiple core values of the municipality and its employees and activities. Regarding the municipality informing citizens regarding their decisions and their accountability to such decisions, 12% stated that their municipality informs the public and are accountable for such actions. Regarding the municipality dealing with equality with all community members within their jurisdiction, 71% of respondents agreed with this statement while 21% did not agree with this statement. Regarding the sound financial spending and accountability of public revenues and expenditures, 11% of respondents agreed with this statement compared to 50% disagreeing with it. Regarding the competency and professionalism of employees within the municipality, 41% of respondents agreed with this statement compared to 29% stating their disagreement with it. Regarding favoritism, respondents were asked

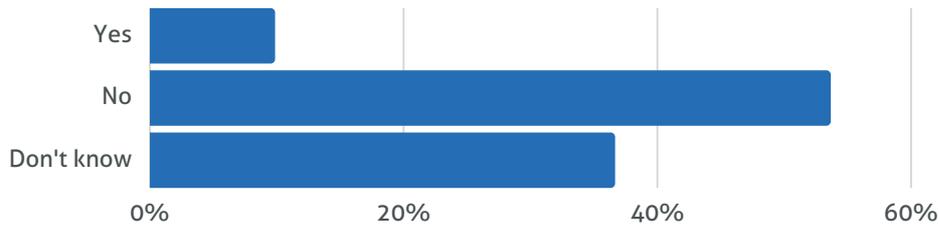
to assess their agreement with the statement related to the equality of treatment of citizens regardless of their connections with municipal employees or council members, 8% of respondents have agreed with this statement whereas 57% expressed their disagreement with it. As for the municipal activities being implemented towards the common interest compared to personal interest, 27% of respondents stated their agreement that the general or common good is implemented by the municipality whereas 53% of respondents stated their disagreement with this statement. Finally, regarding the professional responsiveness and consideration of community complaints, 23% of respondents agreed with this statement compared to 55% expressing this disagreement.



Local Development

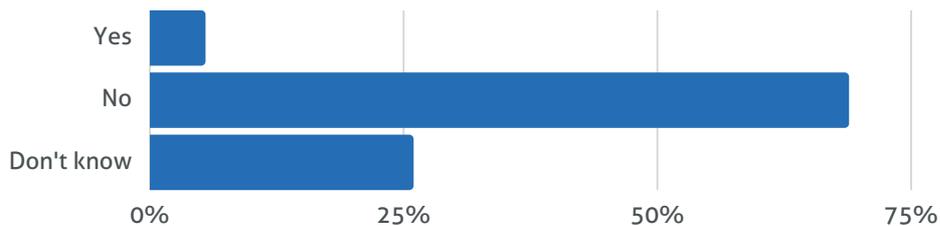
In regards to local development, the respondents were asked a group of questions related to local development activities implemented through the local municipality. The first question was towards the knowledge about any investment opportunities implemented by the municipality such as rental of buildings or land, 10% of respondents stated that their municipalities conduct such activities compared to 54% who stated the contrary and 36% stating having no knowledge about such activities.

Does your municipality have any investments (such as renting buildings, land ... etc.)?

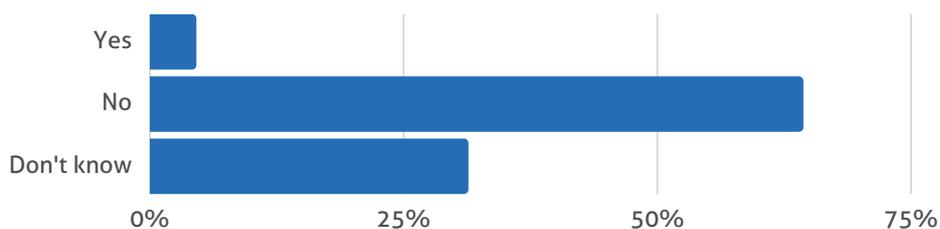


Moreover, the respondents were asked if the municipality have attracted investment opportunities or projects to the local community, 5% of respondents stated that their municipality have attracted investments to the community, 69% stated no investment attraction activities have been done by the municipality and 26% stating having no knowledge about this sort of activity. To complement this, respondents were asked if their local municipality have created partnerships with organization or private sector to create new investment opportunities, where 5% of respondents stating such partnerships have been implemented by their municipality, 64% stated no partnerships were implemented and 31% stating lack of knowledge about such activities.

Have your municipality attracted any investments projects to your community?

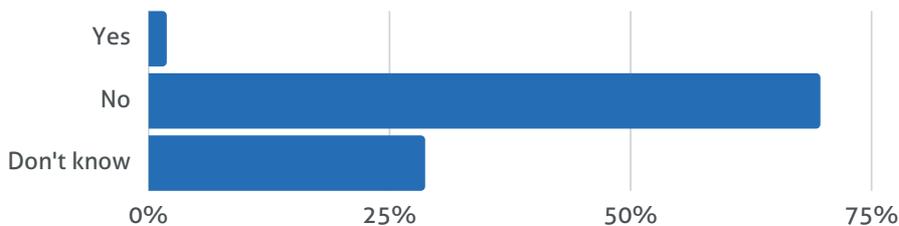


Have your municipality created any partnerships with organizations or private sector to create new investments?



Finally, respondents were asked if their municipality have development plans available for the public to access, 2% stated their municipality provides access to such plans, 69% stating no availability of such plans and 29% stated having no knowledge about such activities.

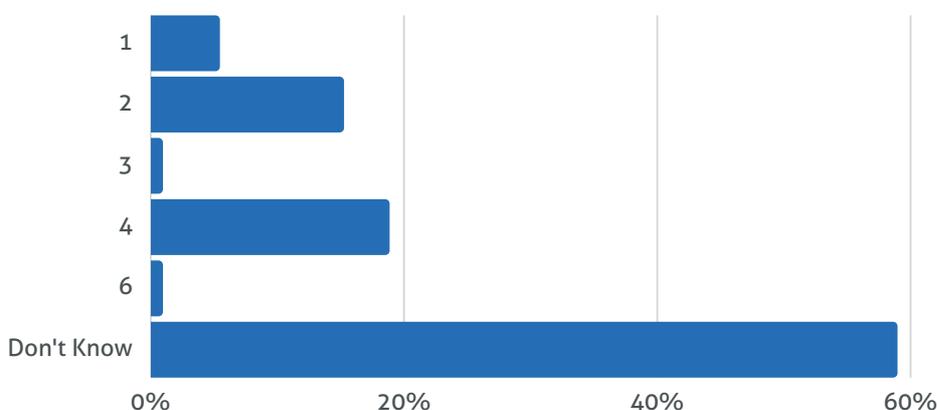
Does your municipality have any development plans available for the community to access?



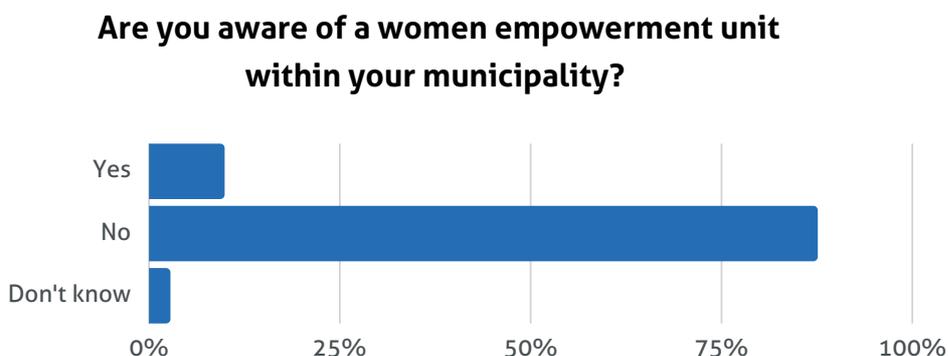
Women Empowerment

In regards to women empowerment, the respondents were asked three questions related to women empowerment that are related to the municipality. First, the respondents were asked to give the number of female members within their local municipality councils, nearly three quarters of respondents stated having no knowledge about the number of female council members whereas the remaining respondents have given a specific number of female members that they believe is correct.

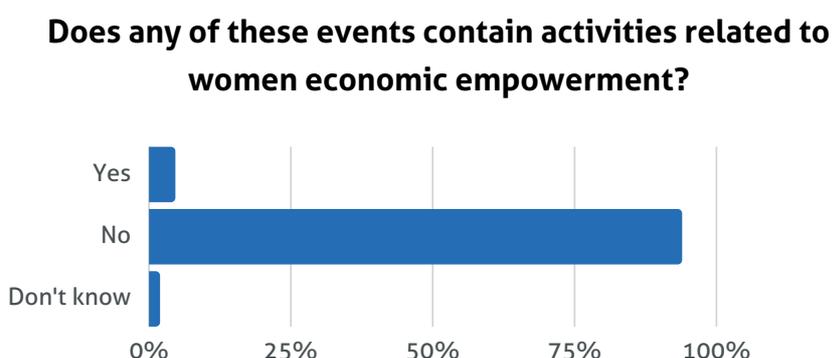
How many members of your local municipal council are females?



Second, the respondents were asked about their awareness regarding the women empowerment unit within their municipality, 10% of respondents stated knowing about this unit, 87% of respondents stating their municipality does not have such a unit and 3% stated having no knowledge if the municipality has a unit with such dedicated for women empowerment.

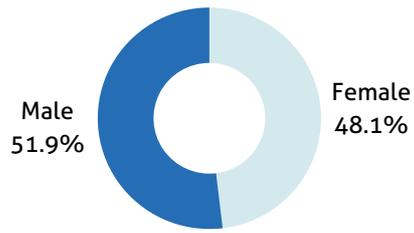


Finally, respondents were asked if any of the events conducted or implemented by their municipalities containing activities related to women's economic empowerment, 4% stated that such activities were embedded within municipal general activities or events, 94% stated that no women economic empowerment activities were embedded in municipal public events and 2% stated having no knowledge about such activities.

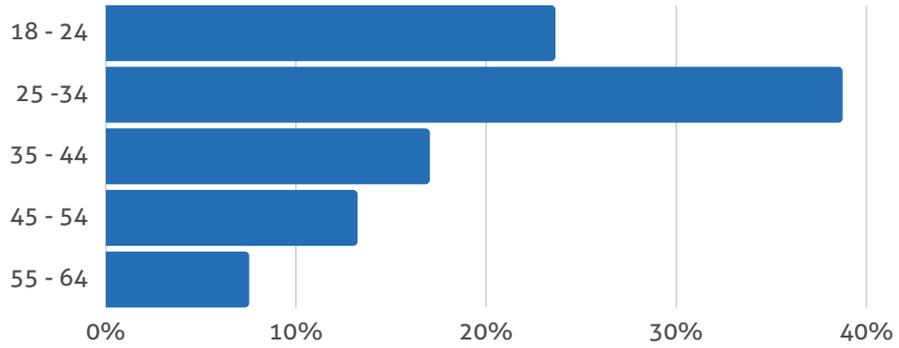


Al Salt Municipality Results

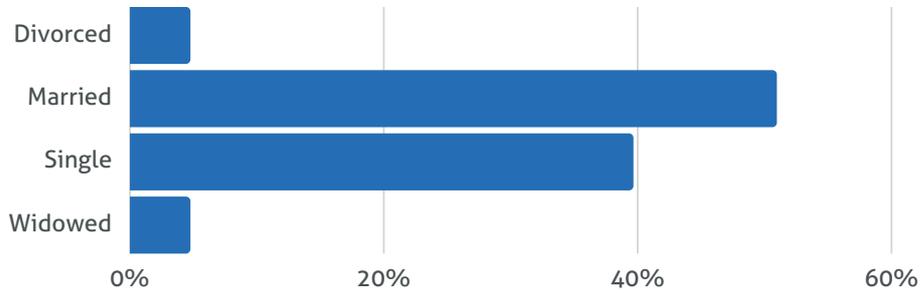
Gender of Respondent



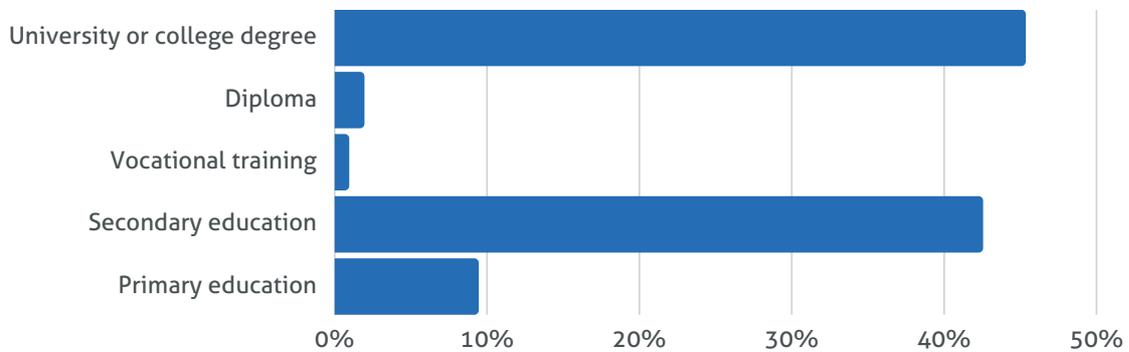
Age of Respondent



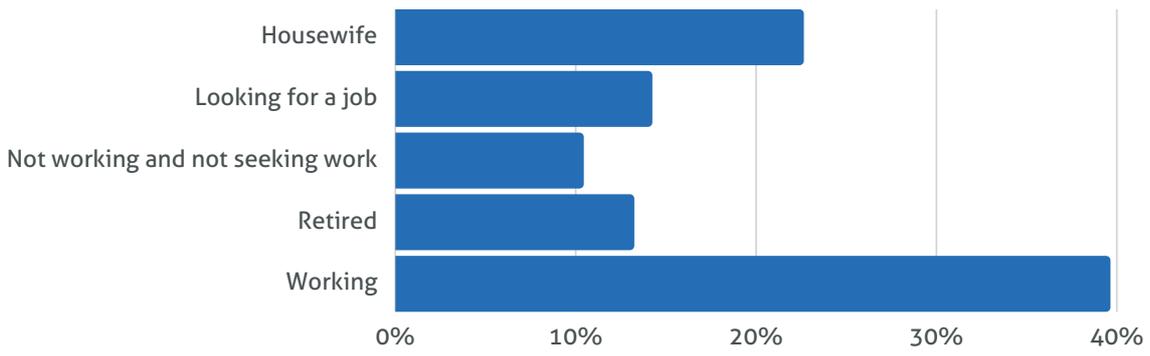
Social Status



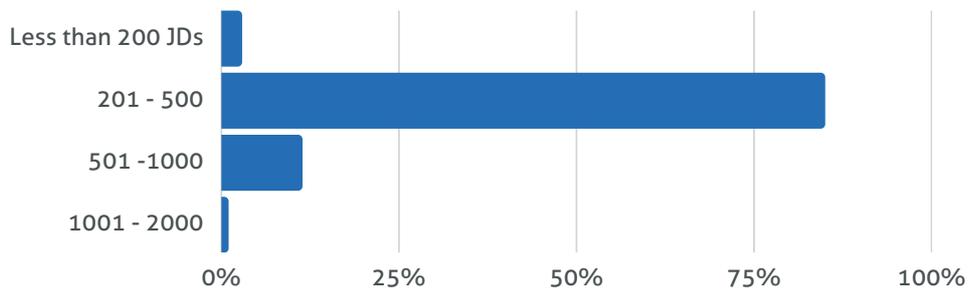
Level of Education



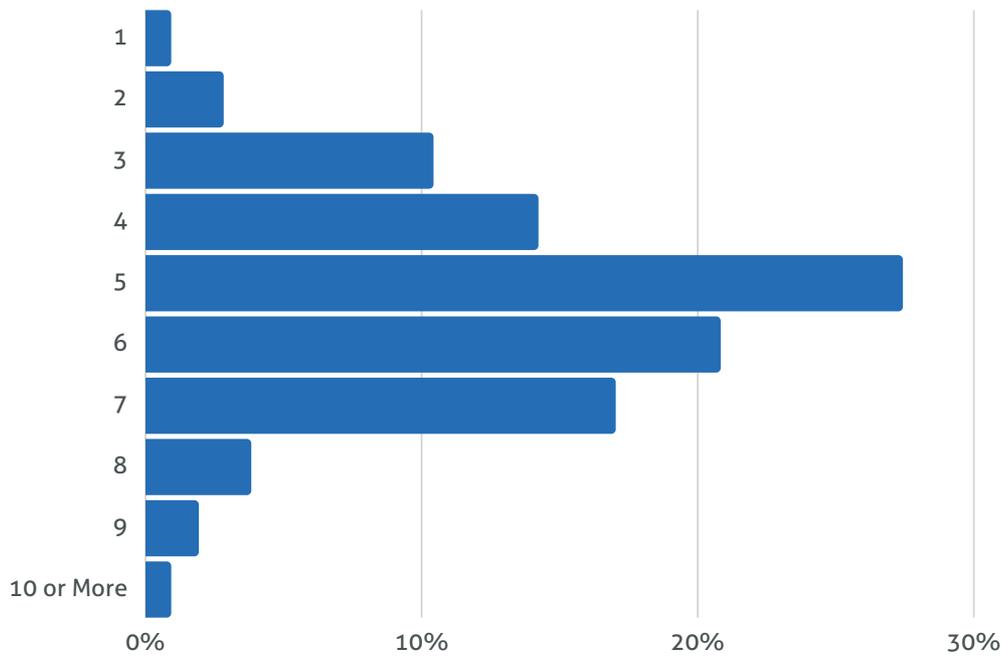
Work Status



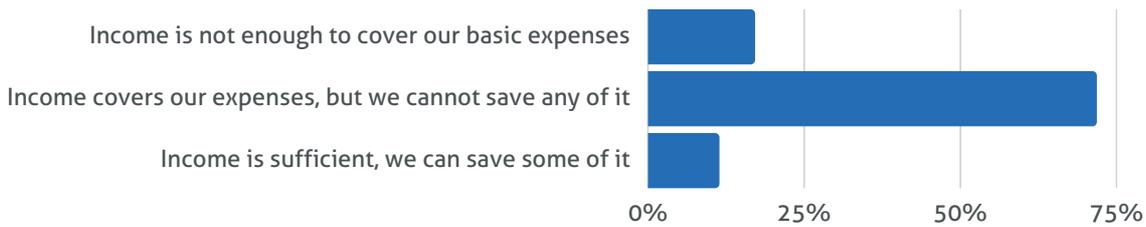
Average Household Income



Number of People within Household



Household Economic Condition

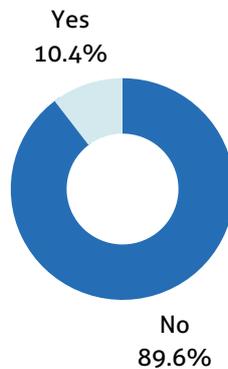


General Information

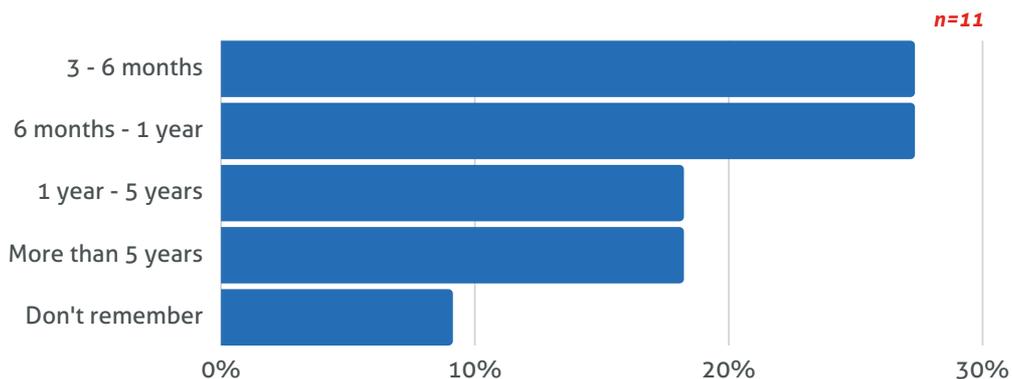
To start understanding the general perception of the respondents, the respondents were asked if they have visited their municipality, and if so, when was their last visit and for what service and their perception and level of satisfaction of that visit.

A total of 10% of respondents stated that they have visited their municipality building at one point during their residency period. The majority of visits have occurred within the period 3 months to 1 year since the time of the interview, where the top two highest rate was 27% and 27% of respondents stating their last visit occurring within 3-6 months and 6 months to 1 year.

Have you ever visited the municipality building?

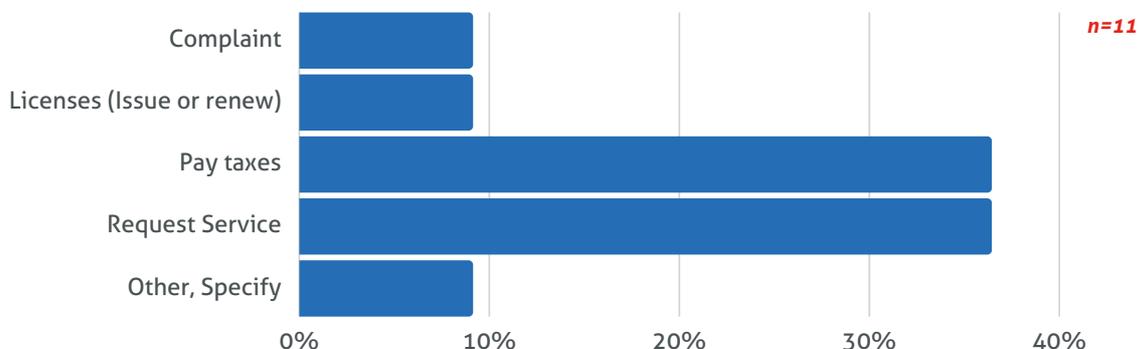


Last visit to municipality building



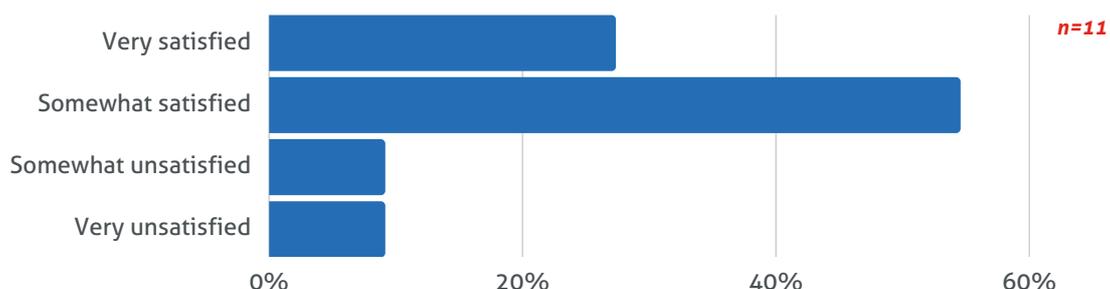
As for the reason of the visit to the municipality building, the top two reasons were to request a service at 36%, pay taxes at the same percentage.

What was the service you needed within the municipality during your last visit?



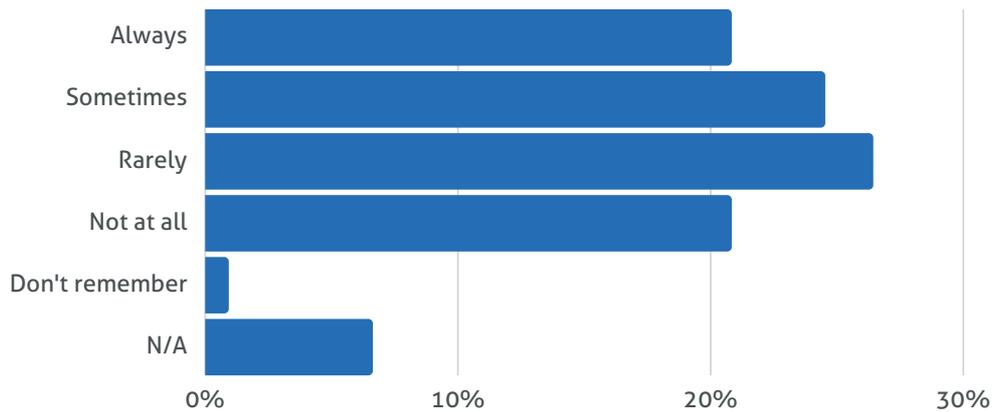
During their last visit, 82% of respondents stated being satisfied or somewhat satisfied and the remaining respondents stated being somewhat or very unsatisfied. The reasons behind their satisfaction or dissatisfaction was not captured during the interview.

Satisfaction level during last service acquired from municipality



Following this initial perception, the respondents were asked about how frequently they participate in municipal elections, where 72% of respondents stated participating to one extent in municipal elections. On the other hand, 21% didn't participate in the election at all, and around 7% have stated this is not applicable due to their age at the time of the last election held (being under 18 years of age at the time).

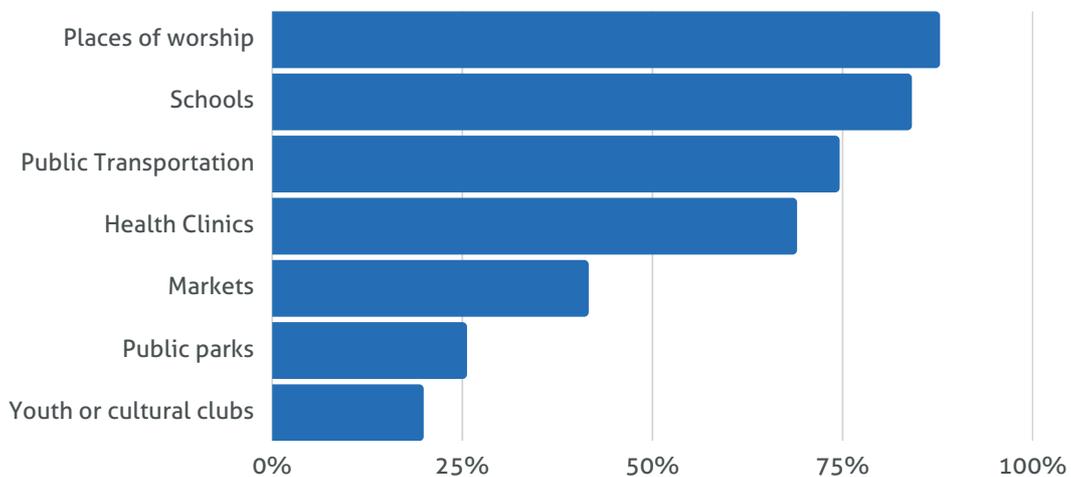
Frequency of participation in municipal elections



To follow up, the respondents were asked two questions, the first is a checklist of the services that are provided or available within their municipality, and the second is the perception of some services and for the respondents to identify if such services were part of the duties of their municipalities or not.

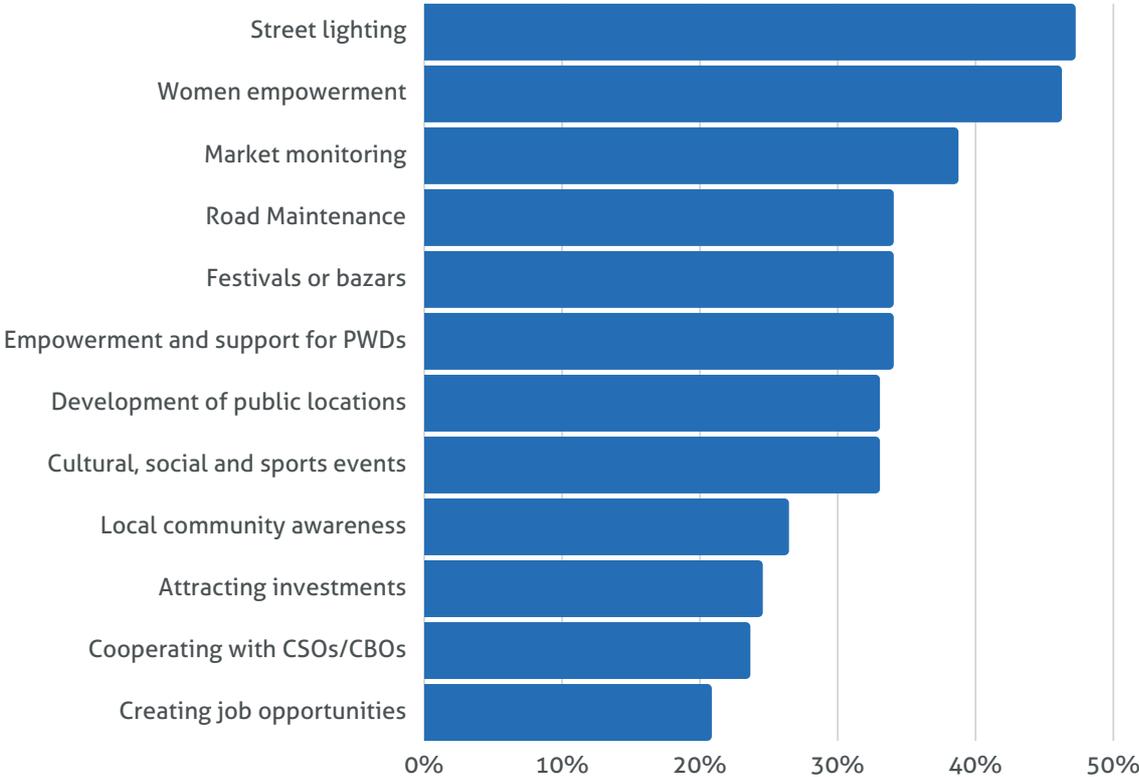
In terms of the availability of services within their neighborhoods, as shown in the figure below, places of worship, schools, and public transportation services were the most available at 88%, 84% and 75% respectively followed by health clinics at 69%, and around 42% of respondents stating the availability of markets within their neighborhoods. On the other hand, public parks and youth or cultural clubs were the least available at 26% and 20% respectively.

Services available within neighbourhood



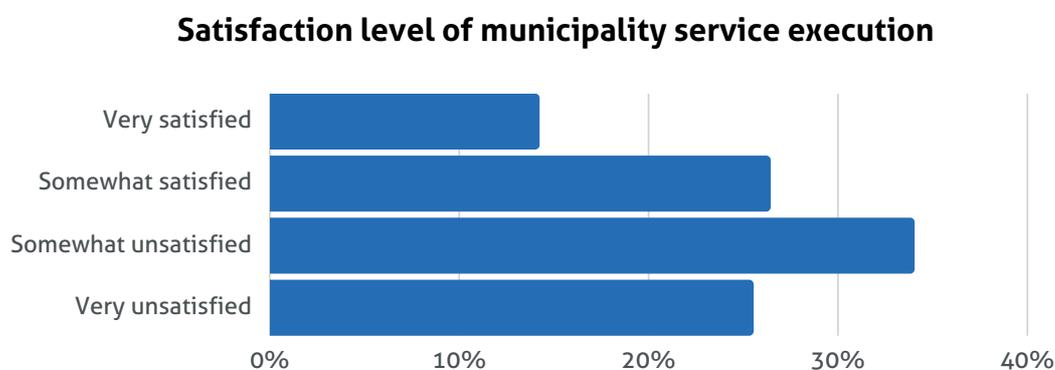
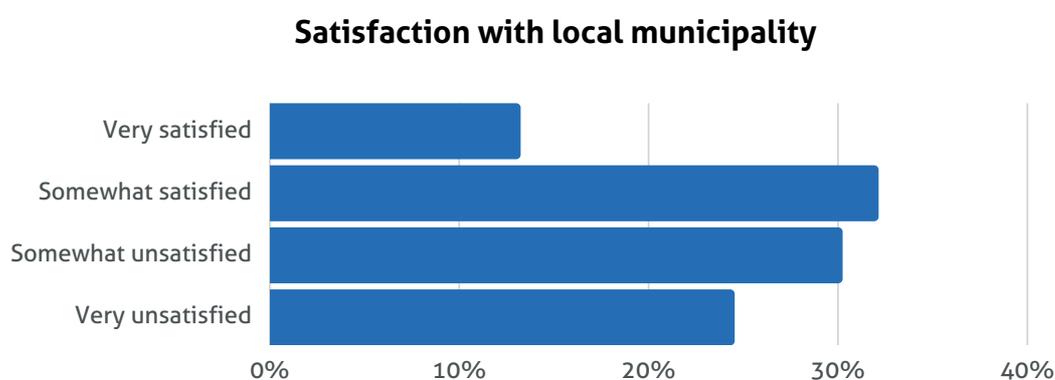
As for the perception of respondents regarding services being the duty or responsibility of the municipality, the top areas where the citizens perceive the service being the duty under the municipality's mandate and street lighting (47%), women empowerment at (46%). the lowest perception was for cooperating with CSOs or CBOs at (24%) and creating job opportunities for citizens (21%).

**Perception of services
being the duty of the municipality**



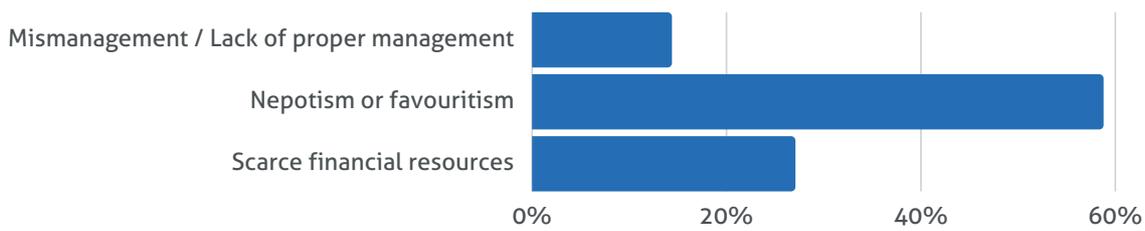
Resource Management

This section of the questionnaire was tailored to assess the satisfaction level of the citizens regarding multiple aspects. First the respondents were asked about their general satisfaction about their municipality and its execution of services. 45% of respondents stated they were very or somewhat satisfied about their municipality in general compared to 55% stating their dissatisfaction. Moreover, regarding the service execution, 41% of the respondents stated some level of satisfaction compared to 49% stating their dissatisfaction.



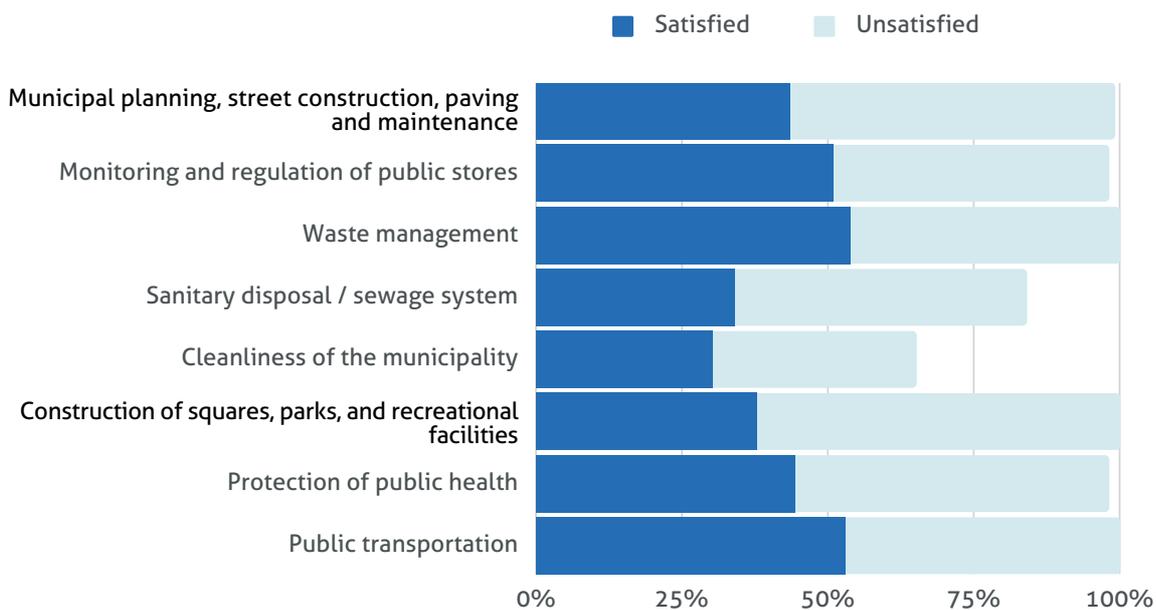
For respondents who stated their dissatisfaction regarding the execution of municipal services, the respondents were asked to pick the reason behind such assessment. 59% nepotism or favoritism as the cause behind their dissatisfaction, 27% stated the scarcity of financial resources and 14% for mismanagement/ lack of proper management.

Reasons behind unsatisfactory municipal services



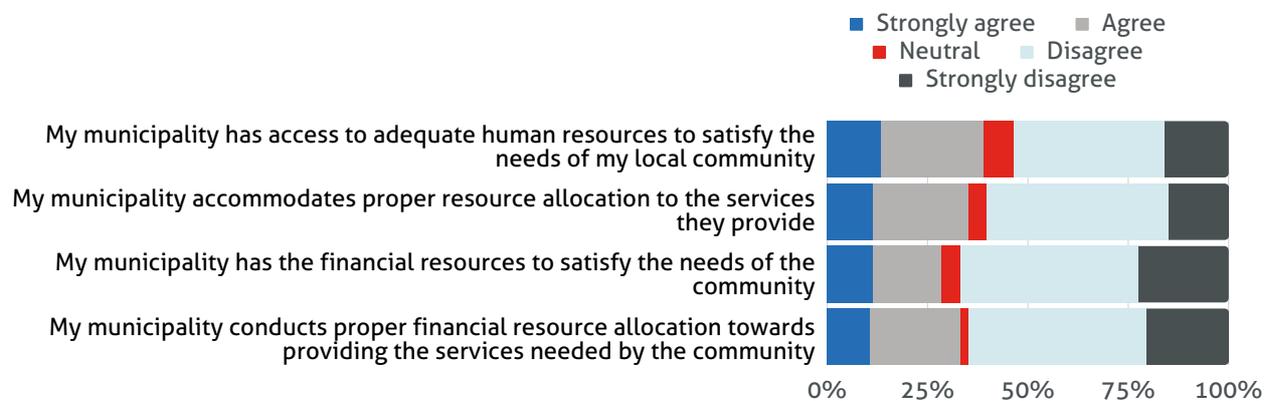
Following this general assessment, the respondents were asked to assess their satisfaction regarding specific services that are offered, or the duty of, the municipality. The results were very close between satisfaction and dissatisfaction, as the respondents were split into two halves at 50% satisfaction for the total services that are provided.

Citizen's satisfaction towards specific municipal services



To finalize the section, the respondents were asked to assess their level of agreement towards statements about their municipality. The first statement was towards the municipality's access to adequate human resources that allows them to provide the local community's needs, 39% of respondents agreed with this statement compared to 53% stating their

disagreement with this statement. The second statement was towards the municipality's accommodation of proper resource allocation for the services provided, 35% of respondents agreed with this statement compared to 60% disagreeing with it. The third statement was towards the municipality having financial resources or capabilities to satisfy the needs of the community, 28% of respondents agreed with this statement compared to 67% stating their disagreement. The final statement was towards the municipality conducting proper financial resource allocation towards the services needed by the community, 33% of respondents agreed with this statement compared to 65% stating their disagreement with the statement.



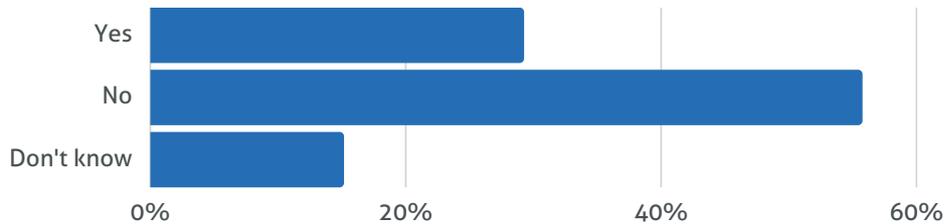
Challenges

The challenges section was designed to try to capture perceptions regarding requesting information from municipality, grievance channels in addition to including the challenges faced by PWDs within the municipality and the neighborhood.

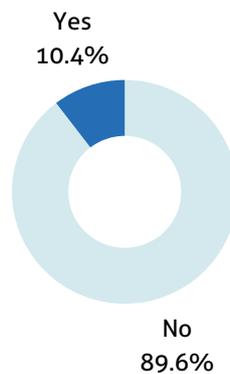
Starting with requesting information from the municipality, the respondents were asked if their municipality has clear procedures related to request official information. 29% stated their municipality has clear procedures compared to 56% stating the opposite. Respondents were also asked if they have tried to request information from their municipality, where 10% of respondents have previously requested or have tried to request information from their municipality while 90% have not. For those who have tried to request information, respondents were asked about the

outcomes of their request, 73% stated they have indeed got the information they have requested, 18% had to file an official request form, and 9% were still waiting to receive the information.

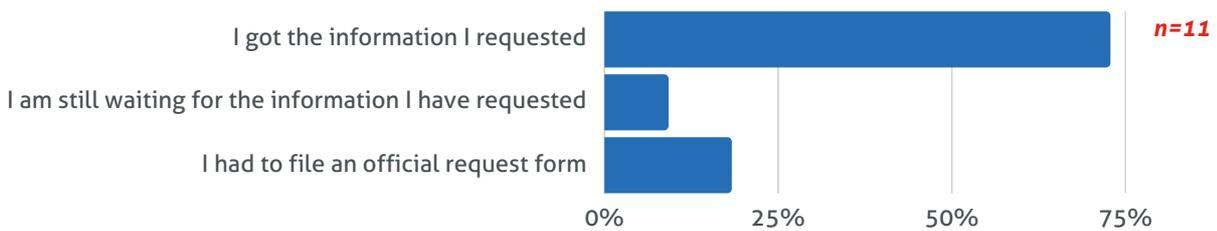
Does your local municipality have a clear procedure to request information?



Have you tried to request any information from your local municipality?



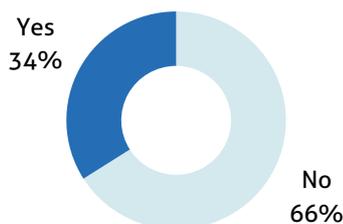
Outcomes of your request for information



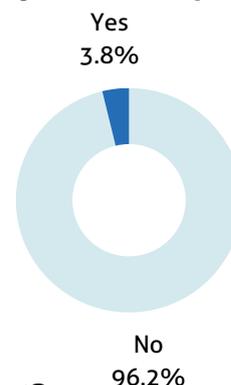
In terms of grievance mechanisms, the respondents were asked if they have knowledge about the available channels to submit complaints to their municipality. 34% of respondents stated they actually know how to submit a complaint while 66% did not have any knowledge about the procedure to submit an official complaint. For those who stated knowing the procedure on how to submit a complaint, 4% of those respondents have

tried to submit a complaint while the remaining 96% who know the procedure have not ever submitted a complaint. For those who submitted a complaint, the respondents were asked about where have they placed their complaint, 100% have submitted a complaint through the complaints department within the municipality, the respondents who submitted a complaint were asked about the outcome of their officially submitted complaint, 50% stated their complaint was resolved with them being satisfied about its outcomes, 25% stated their complaint was resolved with them being not satisfied about its outcomes and 25% stated their complaint was not resolved at all.

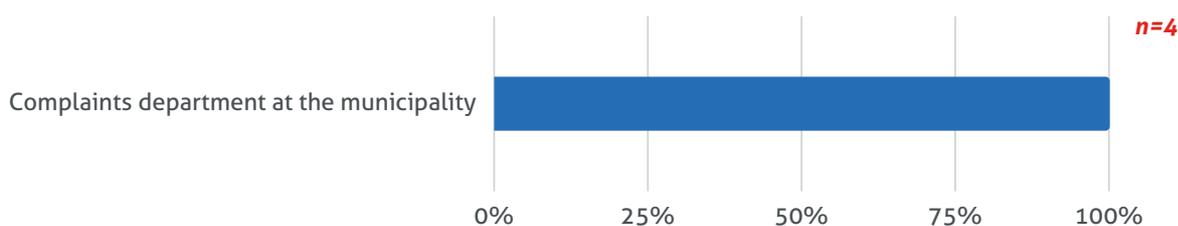
Knowledge of available channels to submit complaints



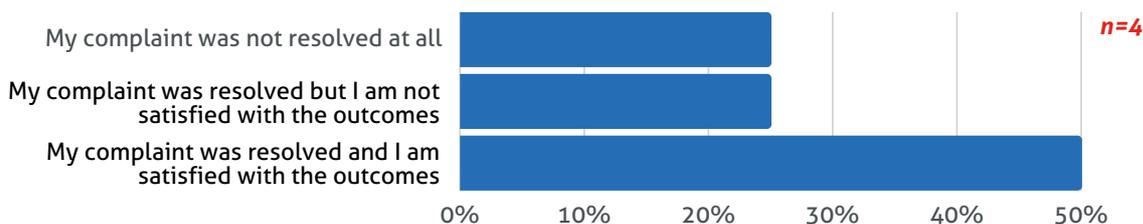
Have you tried to place a complaint within your municipality?



Where have you placed your complaint?

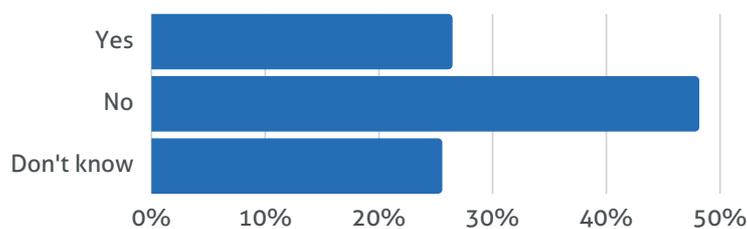


Results of complaint

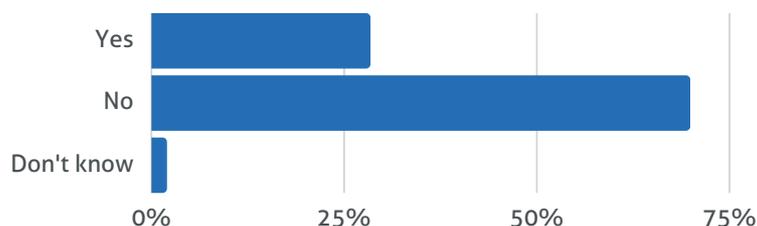


Finally, for PWDs, the respondents were asked if their municipality has proper or adequate infrastructure within its buildings for PWDs to use, 26% of respondents believed that their municipality can accommodate PWDs while 48% indicated that there was not adequate infrastructure to accommodate PWDs within municipality buildings. On another level, the respondents were asked the same question but for infrastructure within public areas and streets, where 28% of respondents agreed that their municipality can accommodate PWDs while 70% of respondents stated that there was no infrastructure within streets or public areas to accommodate the need of PWDs. Moreover, respondents were asked if their municipality conducts any support or empowerment measures for PWDs within their communities were only 13% stated their municipality supporting or empowering PWDs.

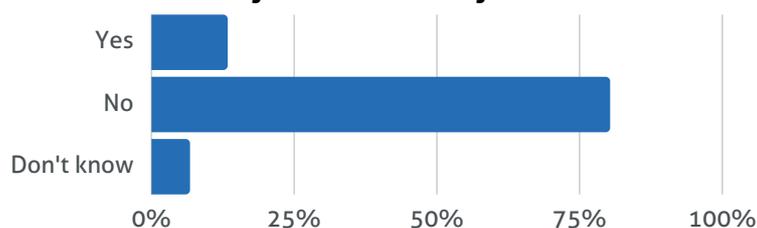
Does your municipality have proper infrastructure for PWDs within its buildings?



Does your municipality have proper infrastructure for PWDs within public streets and areas?



Does your municipality conduct any measures to support or empower PWDs within your community?

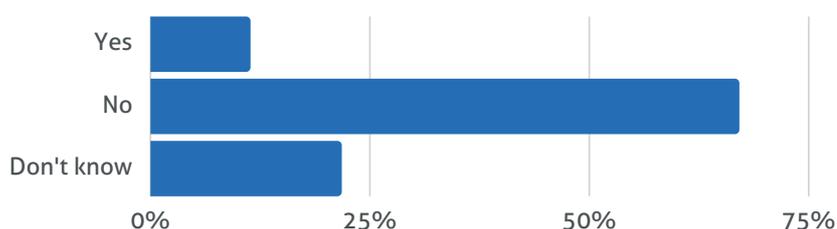


Community Involvement and Communication

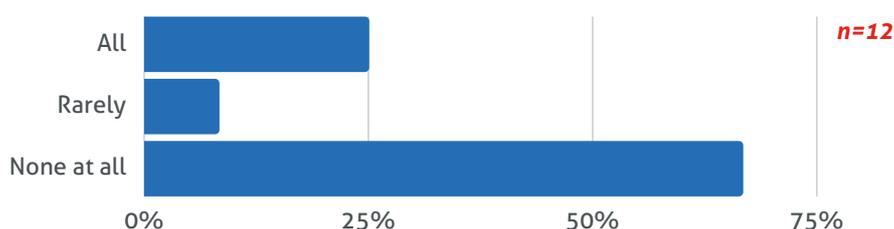
In regards to community involvement and communication, this section had asked about various aspects regarding how the local community is involved in the decision-making process and how effective their communication and knowledge of local issues and needs are.

The first aspect inquired if the municipality have conducted any public meetings, within the past year, to discuss the needs of the local community, 11% stated their municipality had held such events or meetings while 67% stated no such meetings were held. For those who stated that there were indeed meetings, respondents were asked about the frequency of their attendance of such meetings, 25% attended all of these meetings, 8% attended some meetings, 67% stated they have not attended any meetings within the past year.

Have your municipality conducted any public meetings to discuss the needs of the community within the past year?



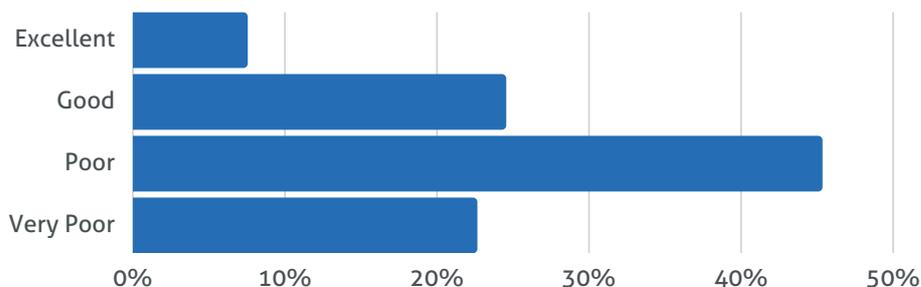
If yes, how many meetings have you attended?



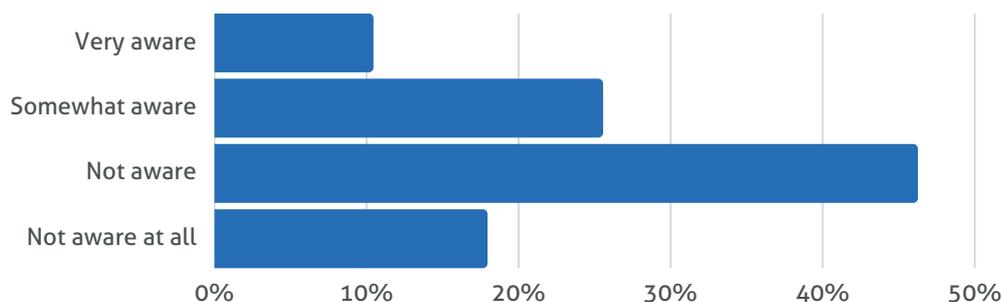
The second aspect inquired about the communication of the elected local council members with the local community, respondents were asked to assess the communication level of the council members with the local community, 32% believed that the communication level is positive while the remaining 68% believed that the communication level of council members with the local community was poor. In addition, respondents

were asked of the level of awareness of local council members about the local issues faced by the community, 36% of respondents stated that council members were moderately or highly aware about the local issues faced by the community compared to 64% believing the contrary.

How do you describe the communication level of the local municipality council with the community?

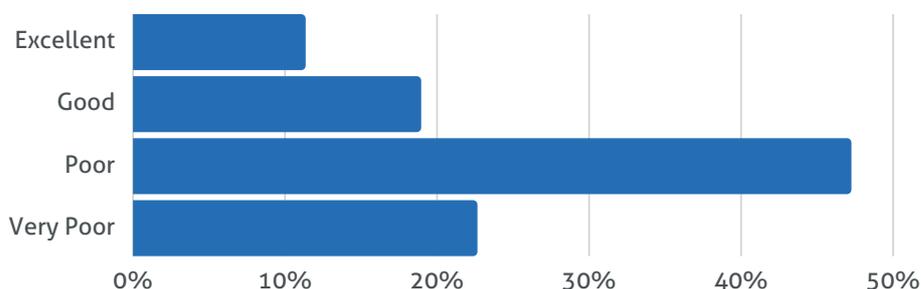


How aware is the local municipality council of the local issues faced by the community?

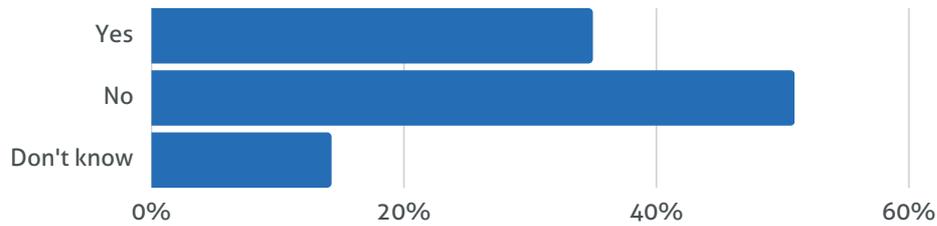


For the third aspect, respondents were asked to describe the communication level of their municipality with the local community, 30% believed that the communication level was positive to some extent, compared to 70% believing the communication level was poor to some extent. Additionally, respondents were asked if their municipality has social media presence to share their public announcements to the community, 35% of respondents stated their municipality has social media presence while 51% stated their municipality has no social media presence.

How do you describe the communication level of your local municipality?

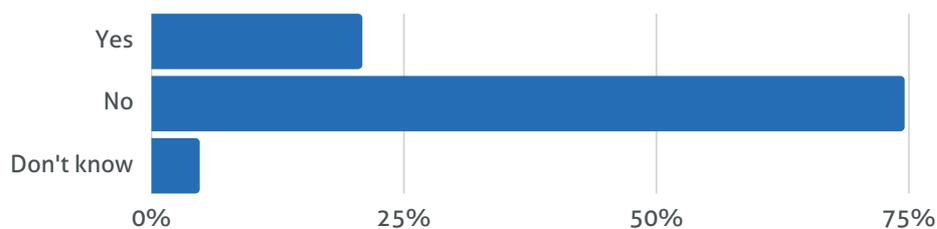


Does your municipality have any social media pages that they share any local communications in?

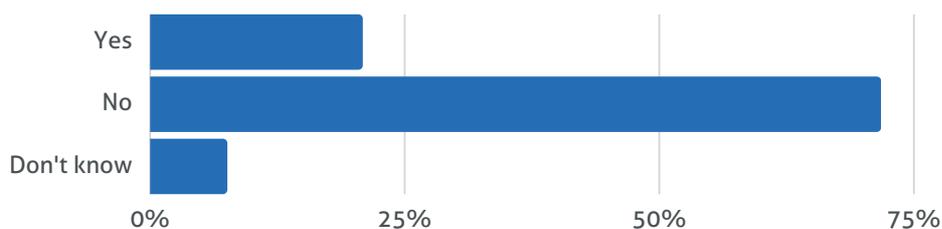


The final aspect was towards the community's involvement in addressing the needs of the community, 21% of respondents believed that their municipality does involve their community members in addressing the needs while 75% did not believe that their municipality involves them in the identification and addressing the community needs. Moreover, the respondents were asked if their municipality issues any material to create awareness about their services, projects or the meetings they hold, 21% of respondents stated their municipality takes such actions, compared to 72% stating no such efforts are made by the municipality.

Does your municipality involve the community in addressing the needs of the community?



Does your municipality provide periodical material to create awareness about services, projects or meetings?

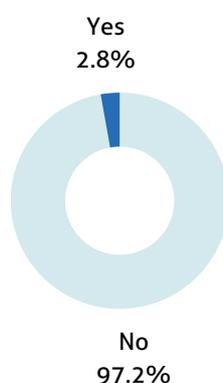


Openness, Integrity and Accountability

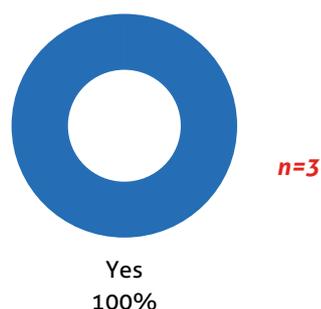
This section was designed to assess the openness, integrity and accountability of the municipality as perceived by the local community. This has included the assessment of direct community recommendations, publishing financial statements, accountability of decision making, equality within community members, sound financial management, competency of municipal employees, favoritism and common interest.

First, respondents were asked if they have presented any recommendations towards the improvement of municipal work performance, 3% of respondents stated they have presented some type of recommendation, those same respondents were asked if their recommendations were actually applied by the municipality, all of those respondents (3 respondents) indicated their recommendation were implemented by the municipality.

Have you ever presented any recommendations to improve the municipality's work performance?

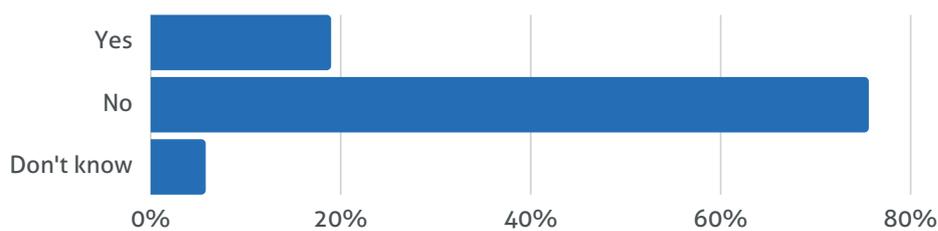


Have any recommendations presented to the municipality been applied?

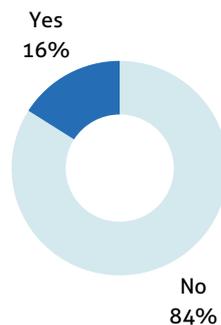


Second, respondents were asked if their municipality publishes its work plans or financial statements to the public, where 19% of respondents stated that such plans and statements were actually published compared to 76% stating the opposite. Moreover, respondents were asked if they have ever read their municipality's plans or municipal council decisions, where 16% have read such plans before compared to 84% never reading plans or municipal council decisions.

Does the municipality publish its financial statements and work plans?

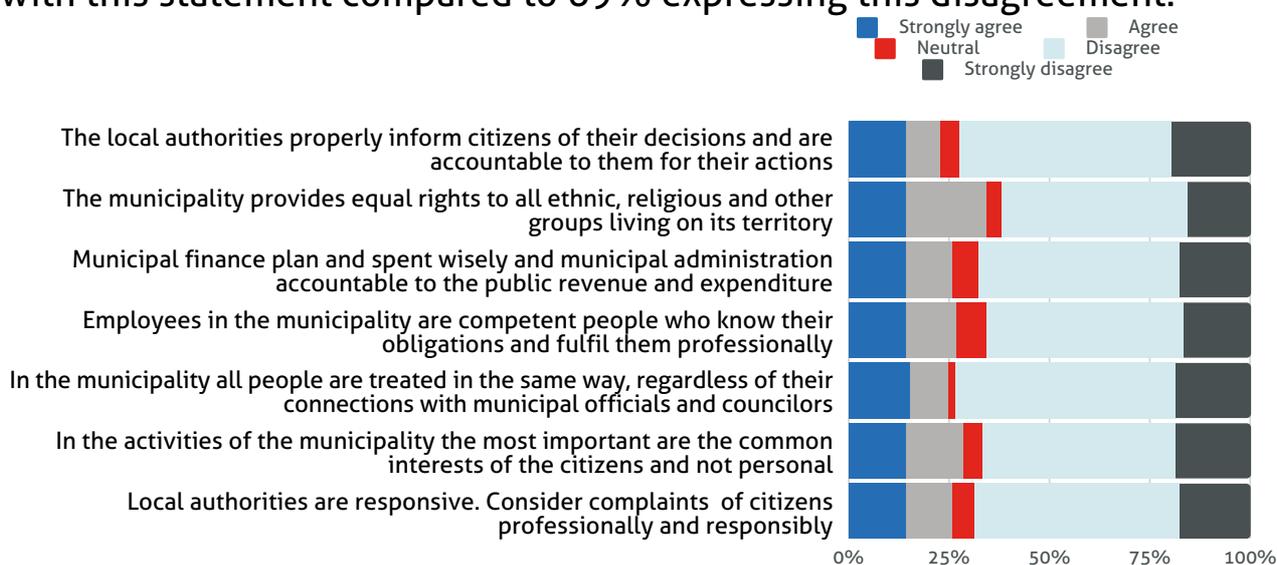


Have you ever read any of the municipality's plans and municipal council decisions?



Third, the respondents were asked to assess their level of agreement with statements associated to multiple core values of the municipality and its employees and activities. Regarding the municipality informing citizens regarding their decisions and their accountability to such decisions, 23% stated that their municipality informs the public and are accountable for such actions. Regarding the municipality dealing with equality with all community members within their jurisdiction, 34% of respondents agreed with this statement while 62% did not agree with it. Regarding the sound financial spending and accountability of public revenues and expenditures, 26% of respondents agreed with this statement compared to 68% disagreeing with it. Regarding the competency and professionalism of employees within the municipality, 27% of respondents agreed with this statement compared to 66% stating their disagreement with it. Regarding favoritism, respondents were asked to

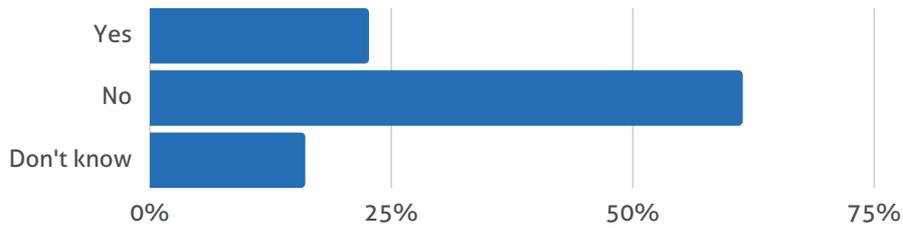
assess their agreement with the statement related to the equality of treatment of citizens regardless of their connections with municipal employees or council members, 25% of respondents have agreed with this statement whereas 74% expressed their disagreement with it. Regarding the municipal activities being implemented towards the common interest compared to personal interest, 28% of respondents stated their agreement that the general or common good is implemented by the municipality whereas 67% of respondents stated their disagreement with it. Finally, regarding the professional responsiveness and consideration of community complaints, 26% of respondents agreed with this statement compared to 69% expressing this disagreement.



Local Development

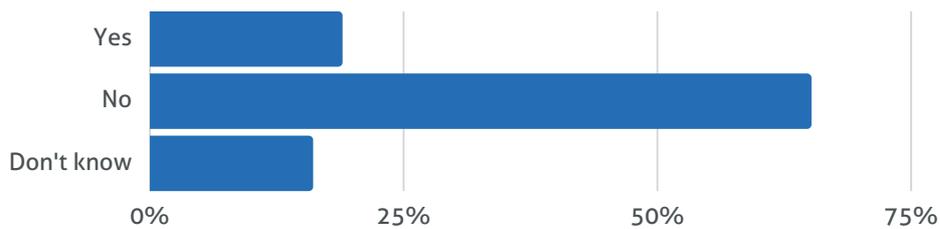
In regards to local development, the respondents were asked a group of questions related to local development activities implemented through the local municipality. The first question was towards the knowledge about any investment opportunities implemented by the municipality such as rental of buildings or land, 23% of respondents stated that their municipalities conduct such activities compared to 61% who stated the contrary and 16% stating having no knowledge about such activities.

Does your municipality have any investments (such as renting buildings, land ... etc.)?

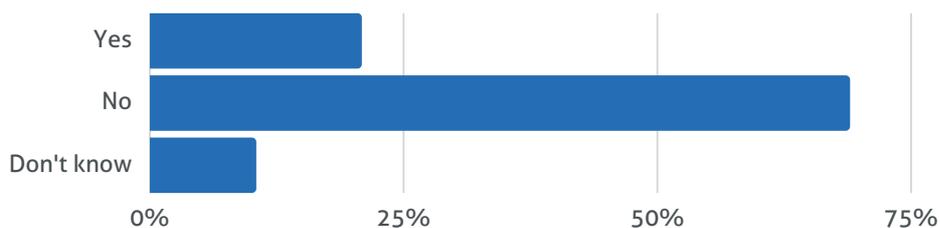


Moreover, the respondents were asked if the municipality have attracted investment opportunities or projects to the local community, 19% of respondents stated that their municipality have attracted investments to the community, 65% stated no investment attraction activities have been done by the municipality and 16% stating having no knowledge about this sort of activity. To complement this, respondents were asked if their local municipality have created partnerships with organization or private sector to create new investment opportunities, where 21% of respondents stating such partnerships have been implemented by their municipality, 69% stated no partnerships were implemented and 10% stating lack of knowledge about such activities.

Have your municipality attracted any investments projects to your community?

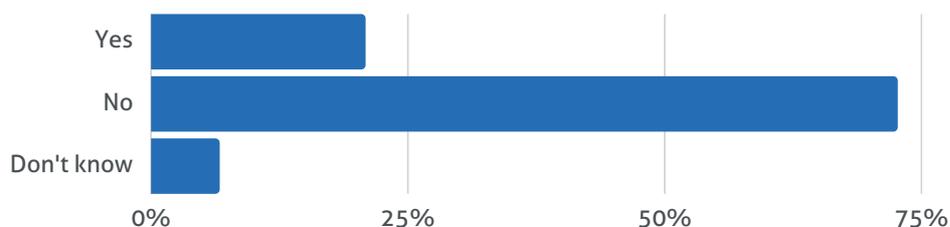


Have your municipality created any partnerships with organizations or private sector to create new investments?



Finally, respondents were asked if their municipality have development plans available for the public to access, 21% stated their municipality provides access to such plans, 73% stating no availability of such plans and 6% stated having no knowledge about such activities.

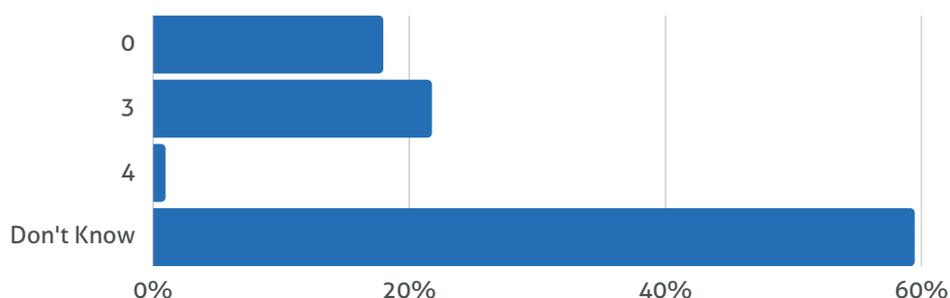
Does your municipality have any development plans available for the community to access?



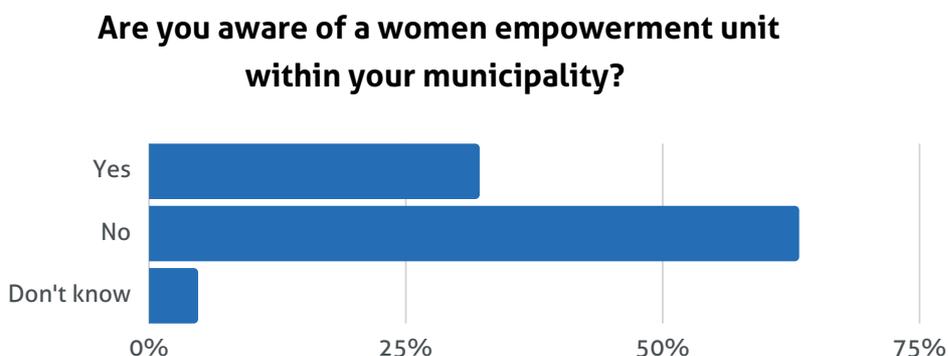
Women Empowerment

In regards to women empowerment, the respondents were asked three questions related to women empowerment that are related to the municipality. First, the respondents were asked to give the number of female members within their local municipality councils, nearly three quarters of respondents stated having no knowledge about the number of female council members whereas the remaining respondents have given a specific number of female members that they believe is correct.

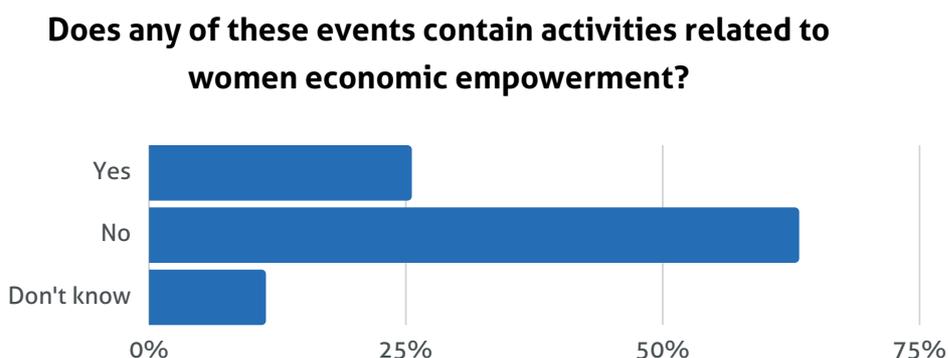
How many members of your local municipal council are females?



Second, the respondents were asked about their awareness regarding the women empowerment unit within their municipality, 32% of respondents stated knowing about this unit, 63% of respondents stating their municipality does not have such a unit and 5% stated having no knowledge if the municipality has a unit with such dedicated for women empowerment.

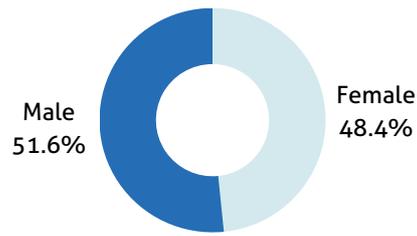


Finally, respondents were asked if any of the events conducted or implemented by their municipality containing activities related to women's economic empowerment, 26% stated that such activities were embedded within municipal general activities or events, 63% stated that no women economic empowerment activities were embedded in municipal public events and 11% stated having no knowledge about such activities.

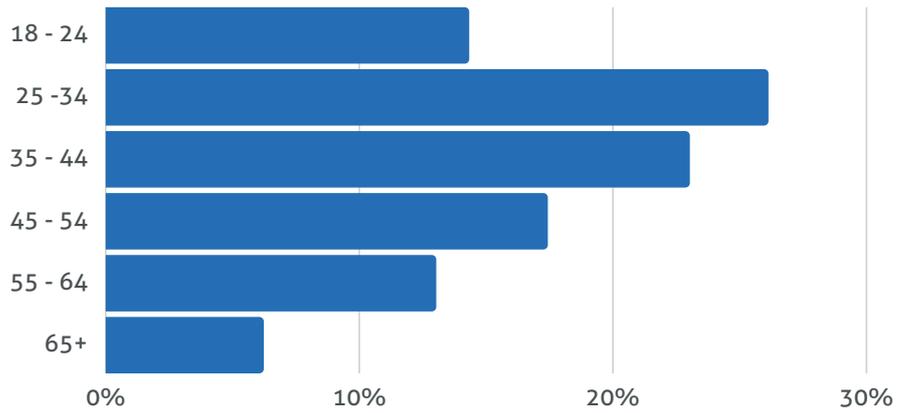


Russaifa Municipality Results

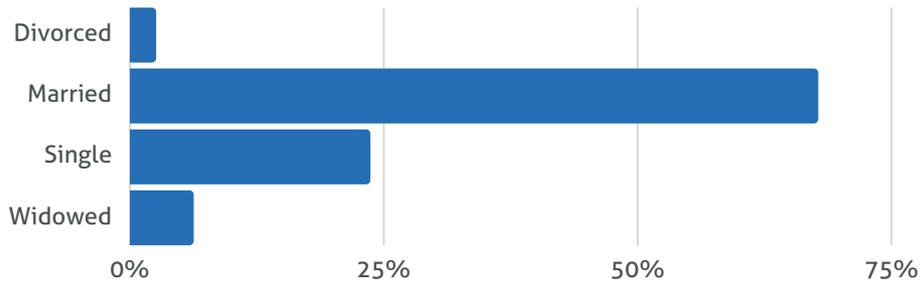
Gender of Respondent



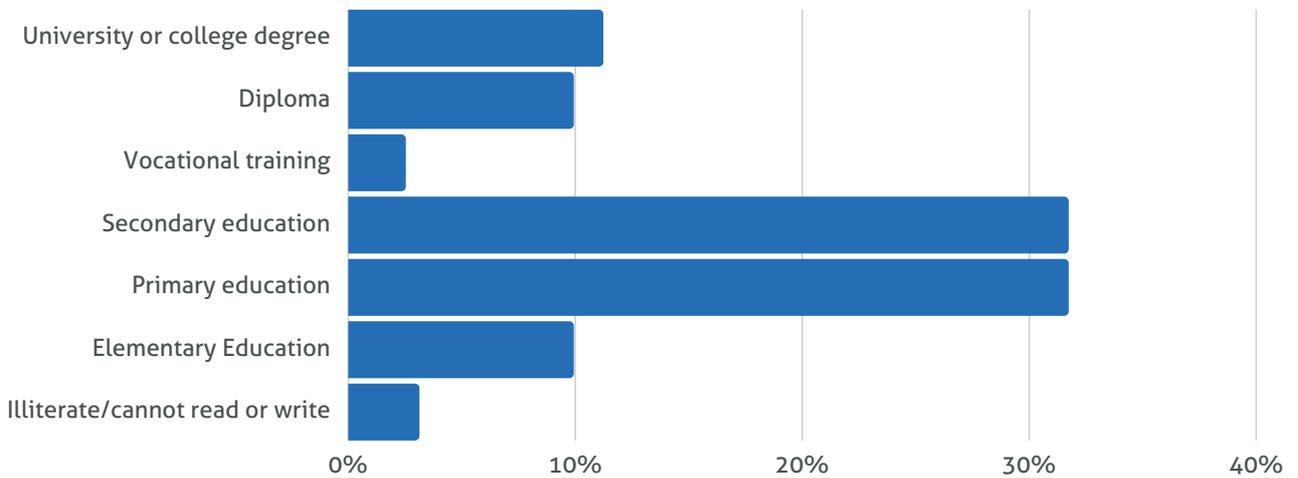
Age of Respondent



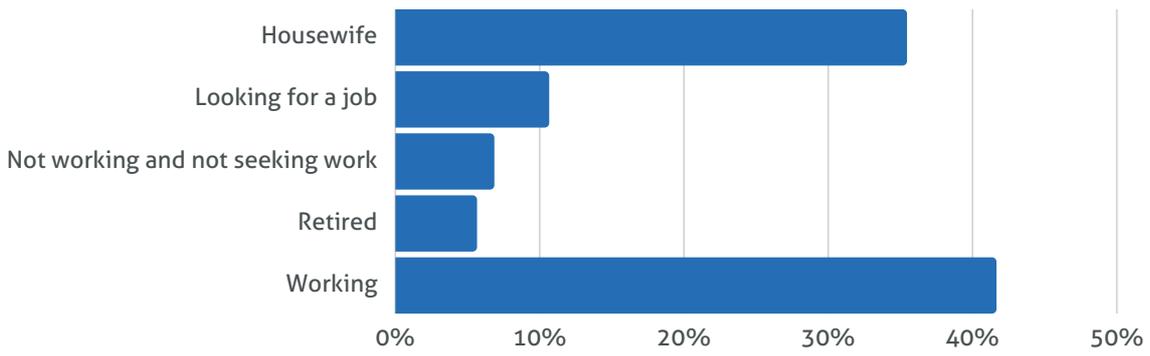
Social Status



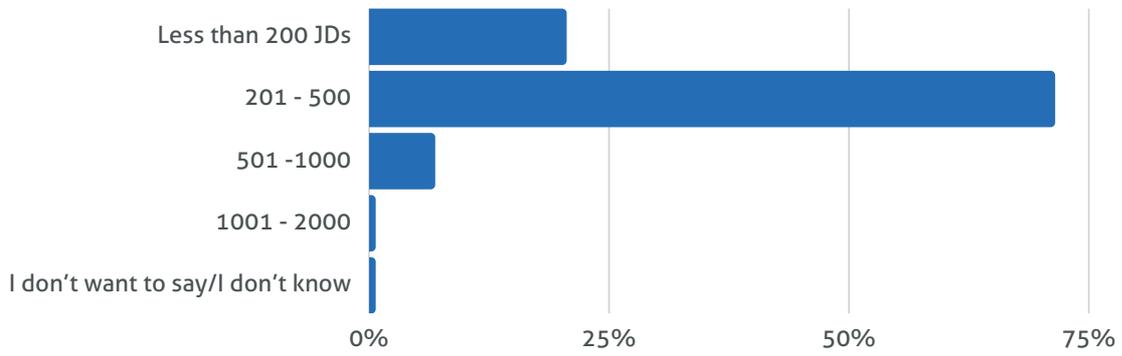
Level of Education



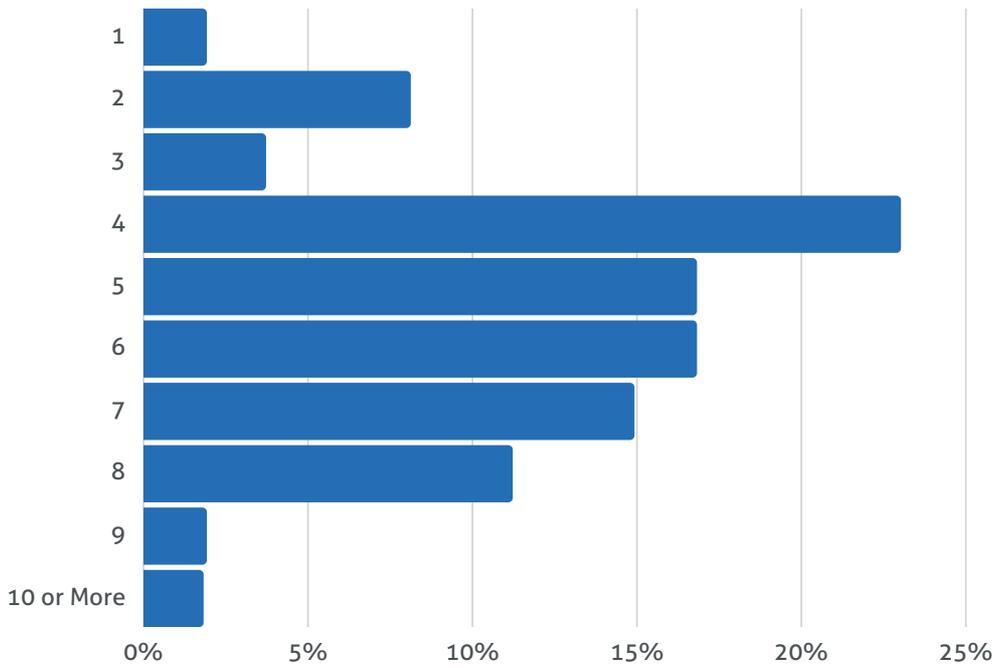
Work Status



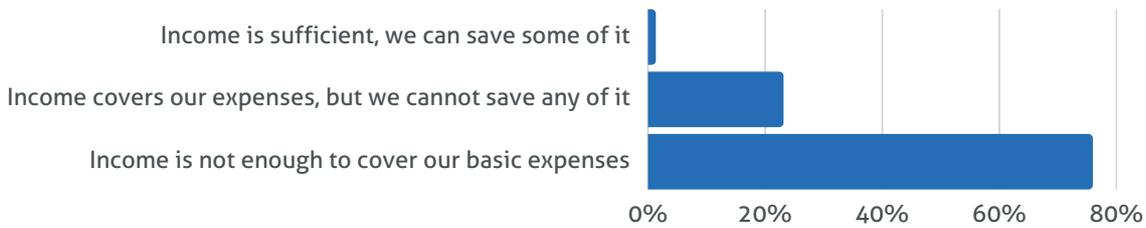
Average Household Income



Number of People within Household



Household Economic Condition

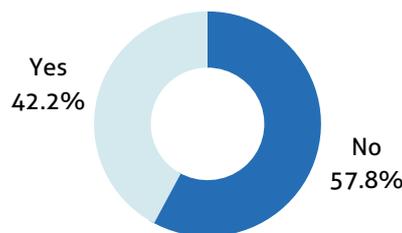


General Information

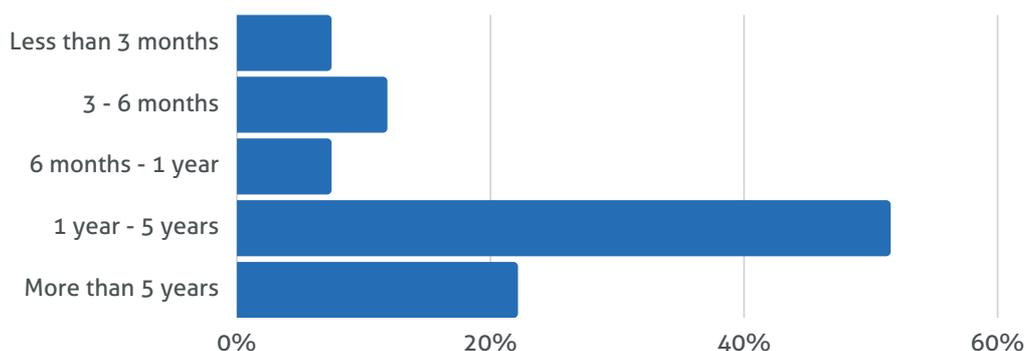
To start understanding the general perception of the respondents, the respondents were asked if they have visited their municipality, and if so, when was their last visit and for what service and their perception and level of satisfaction of that visit.

A total of 42% of respondents stated that they have visited their municipality building at one point during their residency period. The majority of visits have occurred within the period of up to 5 years since the time of the interview, where the highest rate was 52% of respondents stating their last visit occurring within 1-5 years ago.

Have you ever visited the municipality building?

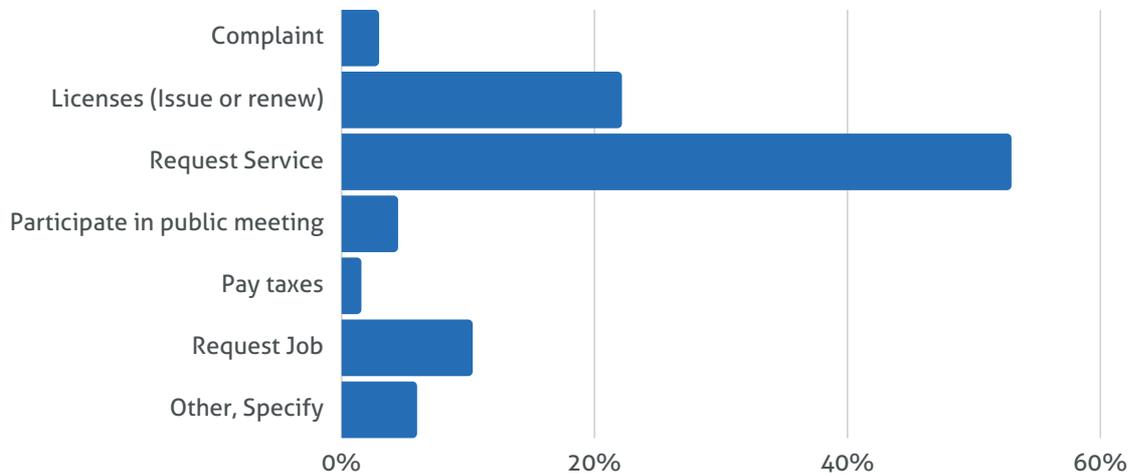


Last visit to municipality building



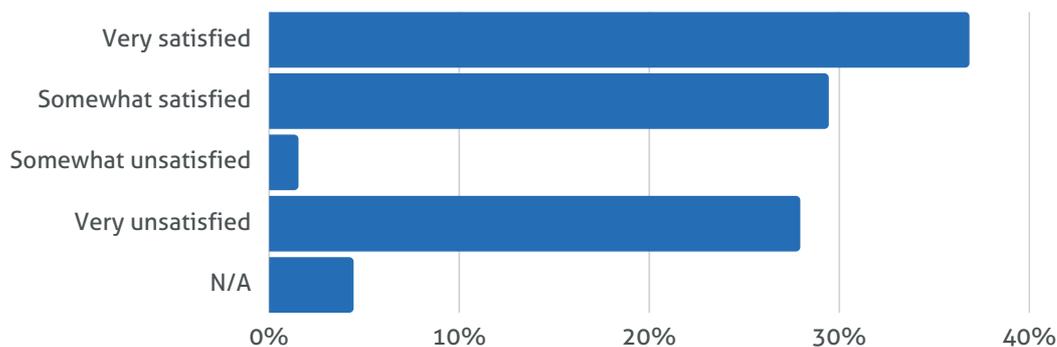
As for the reason of the visit to the municipality building, the top three reasons were to request a service at 53%, followed by issuing or renewing a license at 22% and request a job at 10%.

What was the service you needed within the municipality during your last visit?



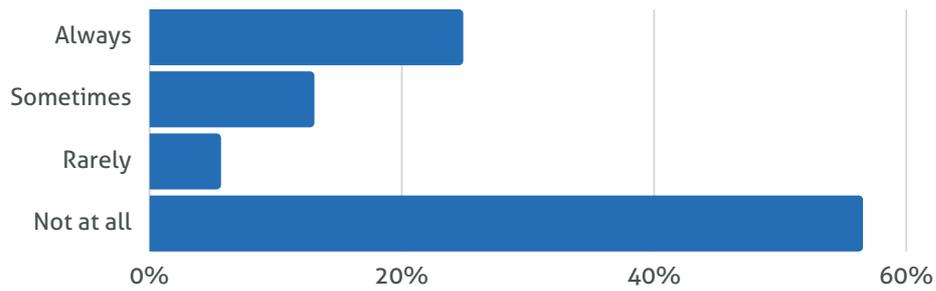
During their last visit, 66% of respondents stated being satisfied or somewhat satisfied and 29% of respondents stated being somewhat or very unsatisfied. The reasons behind their satisfaction or dissatisfaction was not captured during the interview.

Satisfaction level during last service acquired from municipality



Following this initial perception, the respondents were asked about how frequently they participate in municipal elections, where 43% of respondents stated participating to one extent in municipal elections, on the other hand, 57% didn't participate in the election at all.

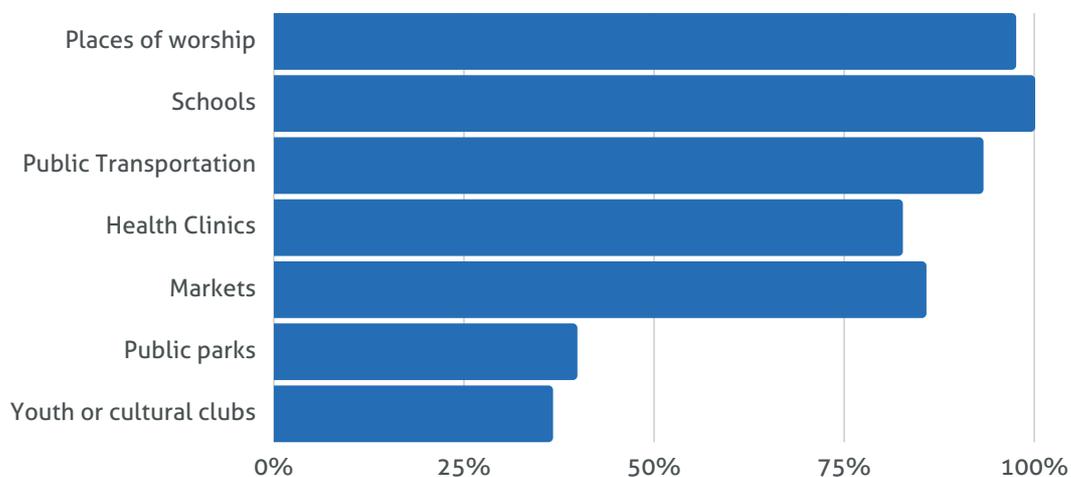
Frequency of participation in municipal elections



To follow up, the respondents were asked two questions, the first is a checklist of the services that are provided or available within their municipality, and the second is the perception of some services and for the respondents to identify if such services were part of the duties of their municipalities or not.

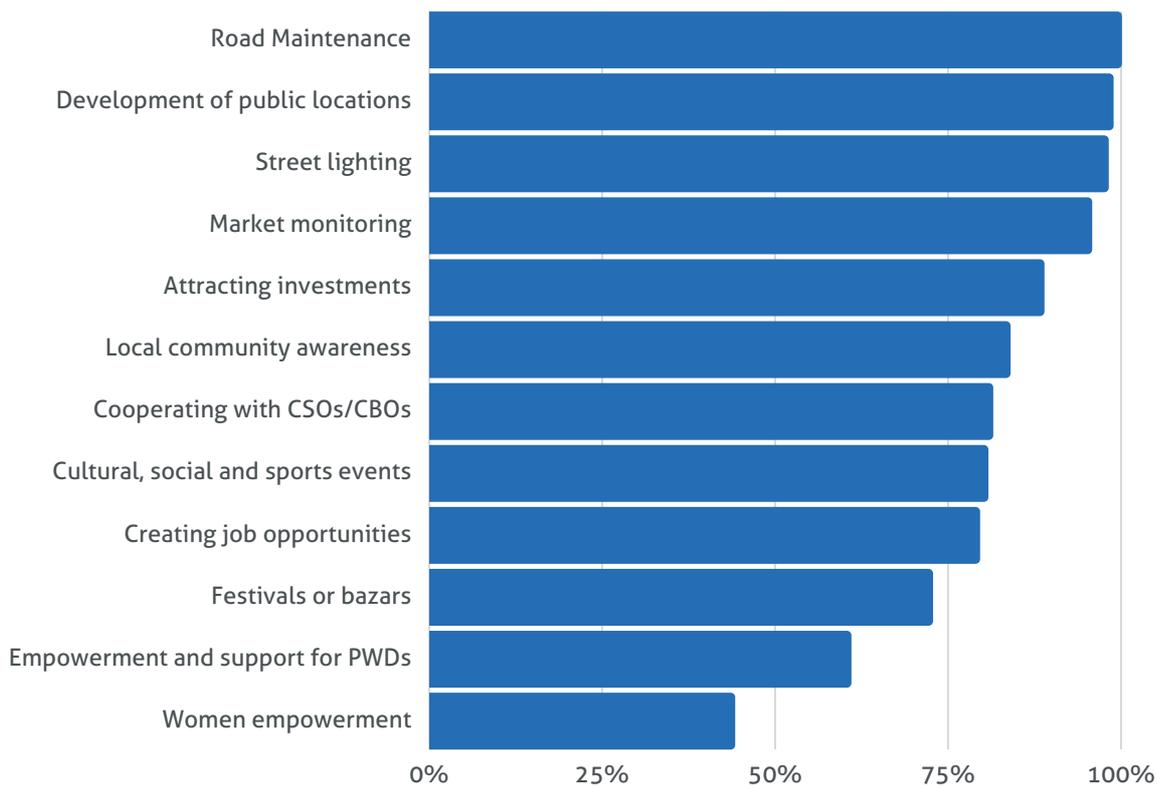
In terms of the availability of services within their neighborhoods, as shown in the figure below, schools, places of worship and public transportation services were the most available at 100%, 98% and 93% respectively, followed by the availability of markets within their neighborhoods at 86%, health clinics at 83%. On the other hand, public parks and youth or cultural clubs were the least available at 40% and 37% respectively.

Services available within neighbourhood



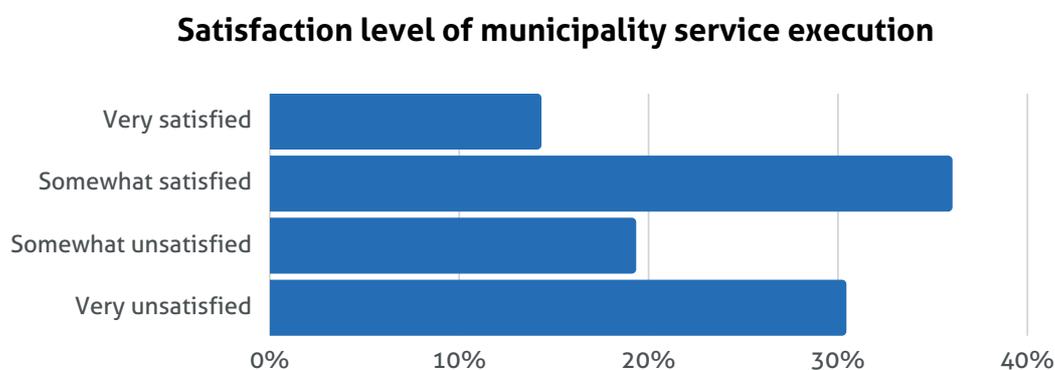
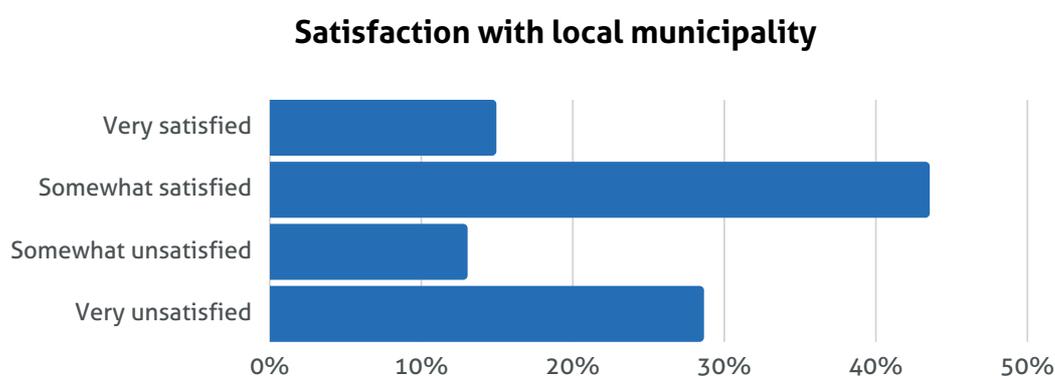
As for the perception of respondents regarding services being the duty or responsibility of the municipality, the highest areas where the citizens perceive the service being the duty under the municipality's mandate, were road maintenance (100%), development of public locations (99%), street lighting (98%), market monitoring (96%), attracting investments (89%), local community awareness (84%), cooperating with CSOs or CBOs (81%), implementation of cultural/ social/ sports events (81%), creating job opportunities for citizens (80%), development or management of festivals or bazars (73%), empowerment and support for people with disabilities (PWDs) (61%) Finally the lowest perception was for women empowerment (44%).

**Perception of services
being the duty of the municipality**



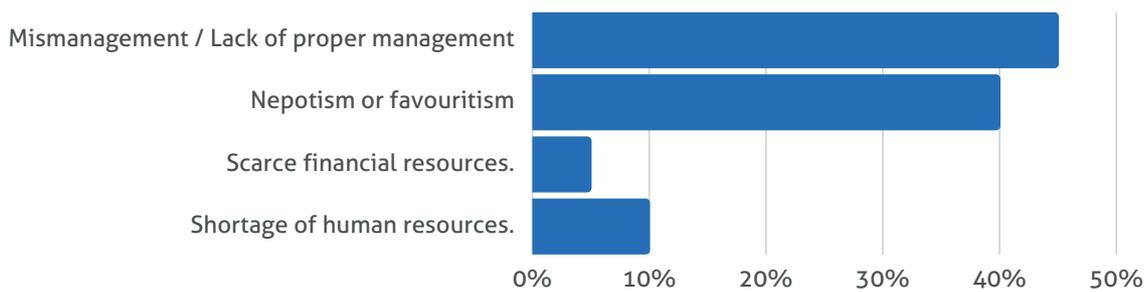
Resource Management

This section of the questionnaire was tailored to assess the satisfaction level of the citizens regarding multiple aspects. First the respondents were asked about their general satisfaction about their municipality and its execution of services. 58% of respondents stated they were very or somewhat satisfied about their municipality in general compared to 42% stating their dissatisfaction. Moreover, regarding the service execution, the respondents were split in half where 50% stated some level of satisfaction compared to 50% stating their dissatisfaction.



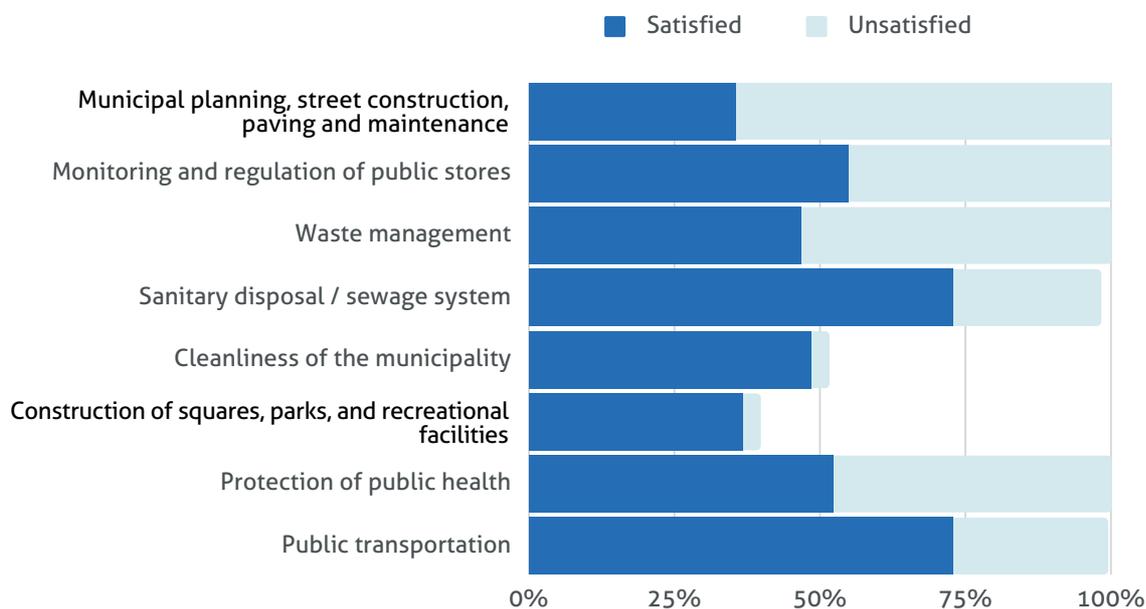
For respondents who stated their dissatisfaction regarding the execution of municipal services, the respondents were asked to pick the reason behind such assessment. 45% stated mismanagement or the lack of proper management as the cause behind their dissatisfaction, 40% stated nepotism or favoritism, 10% for shortage or lack of human resources to execute services and 5% selected the scarcity of financial resources.

Reasons behind unsatisfactory municipal services



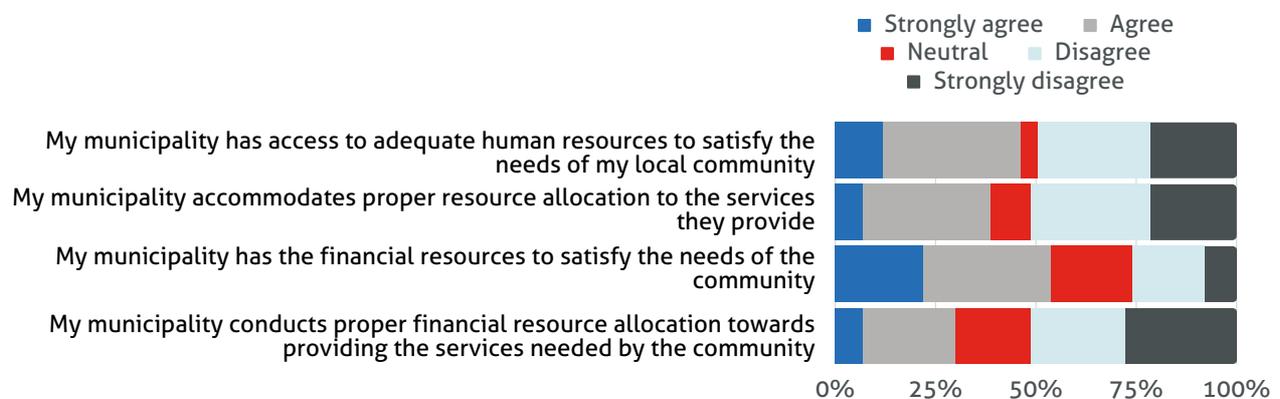
Following this general assessment, the respondents were asked to assess their satisfaction regarding specific services that are offered, or are the duty of, the municipality. The highest satisfaction levels were for public transportation and sanitary disposal/ sewage system at 73% for each, followed by monitoring and regulation of public stores and protection of public health at 55% and 52% respectively.

Citizen's satisfaction towards specific municipal services



To finalize the section, the respondents were asked to assess their level of agreement towards statements about their municipality. The first statement was towards the municipality's access to adequate human resources that allows them to provide the local community's needs, 46% of respondents agreed with this statement compared to 50% stating their

disagreement with this statement. The second statement was towards the municipality's accommodation of proper resource allocation for the services provided, 39% of respondents agreed with this statement compared to 52% disagreeing with it. The third statement was towards the municipality having financial resources or capabilities to satisfy the needs of the community, 53% of respondents agreed with this statement compared to 26% stating their disagreement. The final statement was towards the municipality conducting proper financial resource allocation towards the services needed by the community, 30% of respondents agreed with this statement compared to 52% stating their disagreement it.



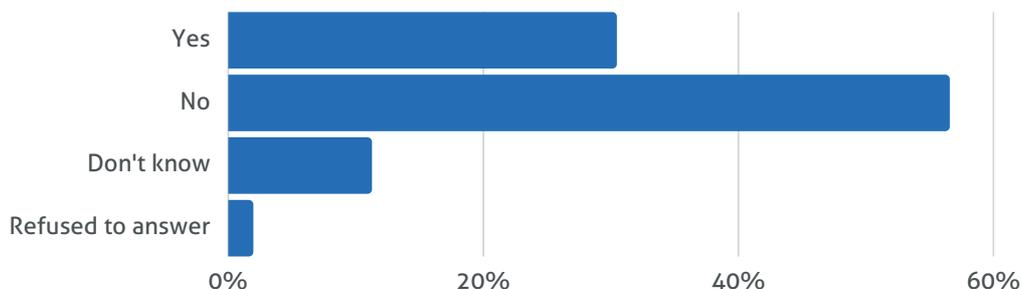
Challenges

The challenges section was designed to try to capture perceptions regarding requesting information from municipality, grievance channels in addition to including the challenges faced by PWDs within the municipality and the neighborhood.

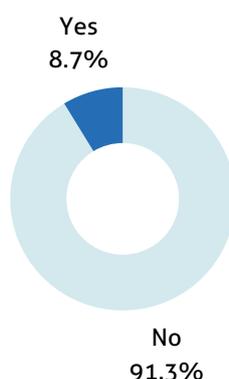
Starting with requesting information from the municipality, the respondents were asked if their municipality has clear procedures related to request official information. 30% stated their municipality has clear procedures compared to 57% stating the opposite. Respondents were also asked if they have tried to request information from their municipality, where 9% of respondents have previously requested or have tried to request information from their municipality while 91% have not. For those who have tried to request information, respondents were asked about the

outcomes of their request, 57% stated they have indeed got the information they have requested and 43% stated not receiving any information they have requested.

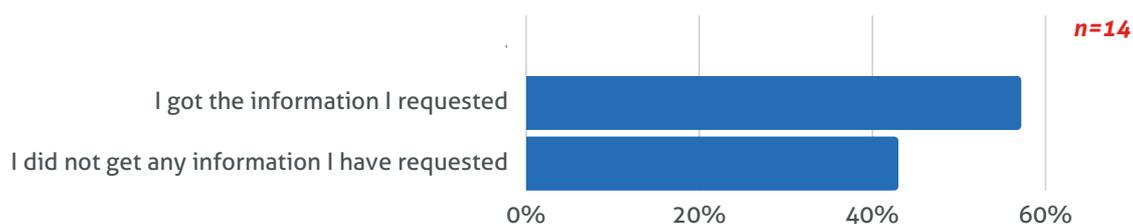
Does your local municipality have a clear procedure to request information?



Have you tried to request any information from your local municipality?



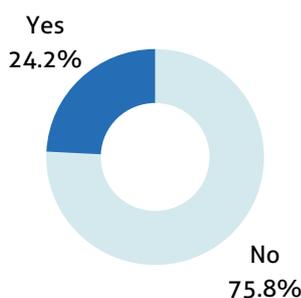
Outcomes of your request for information



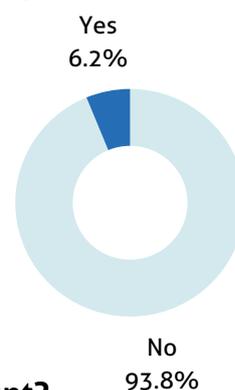
In terms of grievance mechanisms, the respondents were asked if they have knowledge about the available channels to submit complaints to their municipality. 24% of respondents stated they actually know how to submit a complaint while 76% did not have any knowledge about the procedure to submit an official complaint. For those who stated knowing the procedure on how to submit a complaint, 6% of those respondents have

tried to submit a complaint while the remaining 94% who know the procedure have not ever submitted a complaint. For those who submitted a complaint, the respondents were asked about where have they placed their complaint, 80% have submitted a complaint through the complaints department within the municipality while 10% have chosen Ministry of Local Administration and 10% have chosen other channels. To finalize the complaints sub-section, the respondents who submitted a complaint were asked about the outcome of their officially submitted complaint, 13% stated their complaint was resolved with them being satisfied about its outcomes, 12% stated their complaint is still unresolved and a staggering 75% stated their complaint was not resolved at all.

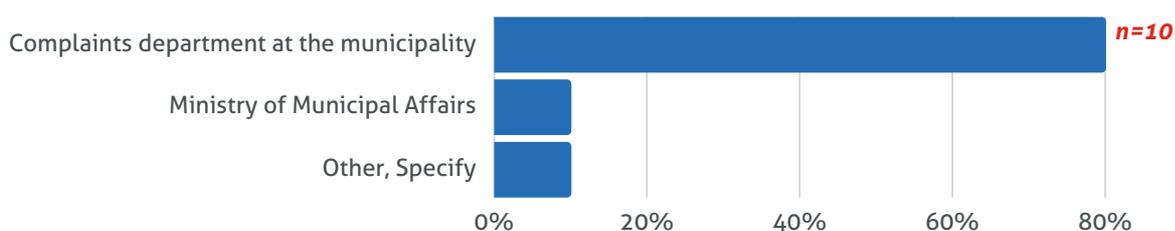
Knowledge of available channels to submit complaints



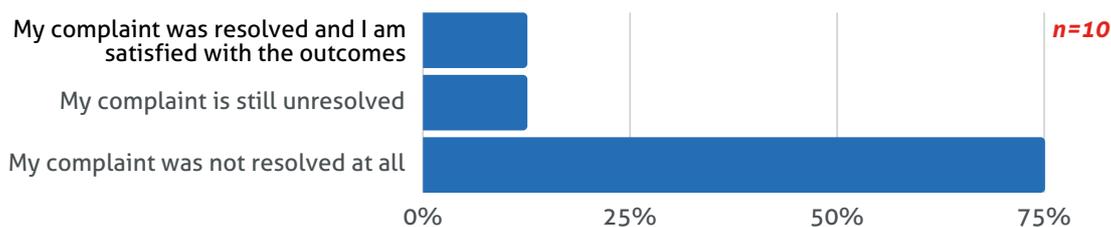
Have you tried to place a complaint within your municipality?



Where have you placed your complaint?

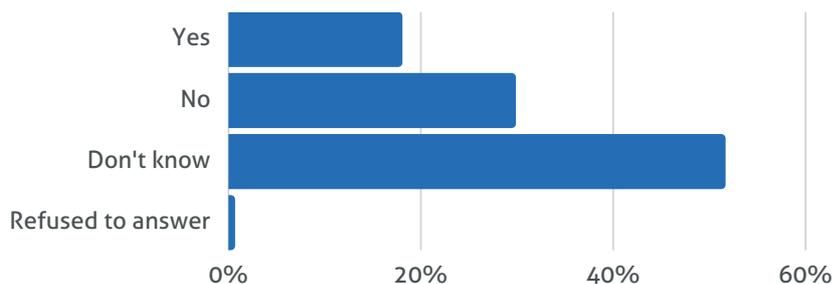


Results of complaint

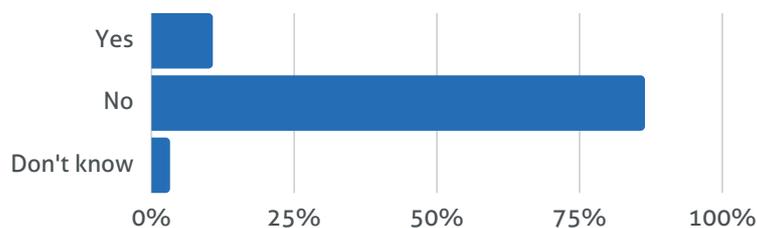


Finally, for PWDs, the respondents were asked if their municipality has proper or adequate infrastructure within its buildings for PWDs to use, 18% of respondents believed that their municipality can accommodate PWDs while 30% indicated that there was not adequate infrastructure to accommodate PWDs within municipality buildings. On another level, the respondents were asked the same question but for infrastructure within public areas and streets, where 11% of respondents agreed that their municipality can accommodate PWDs while 86% of respondents stated that there was no infrastructure within streets or public areas to accommodate the need of PWDs. Moreover, respondents were asked if their municipality conducts any support or empowerment measures for PWDs within their communities were only 6% stated their municipality supporting or empowering PWDs.

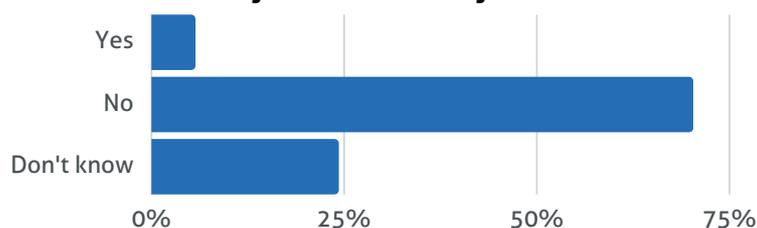
Does your municipality have proper infrastructure for PWDs within its buildings?



Does your municipality have proper infrastructure for PWDs within public streets and areas?



Does your municipality conduct any measures to support or empower PWDs within your community?

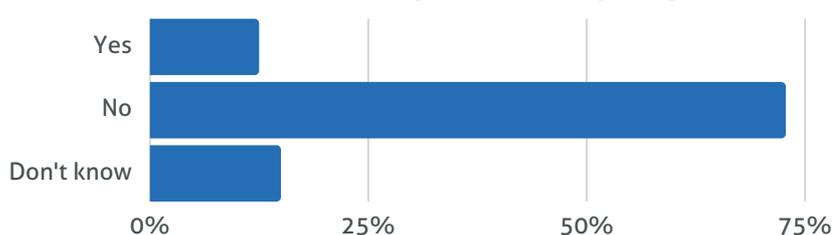


Community Involvement and Communication

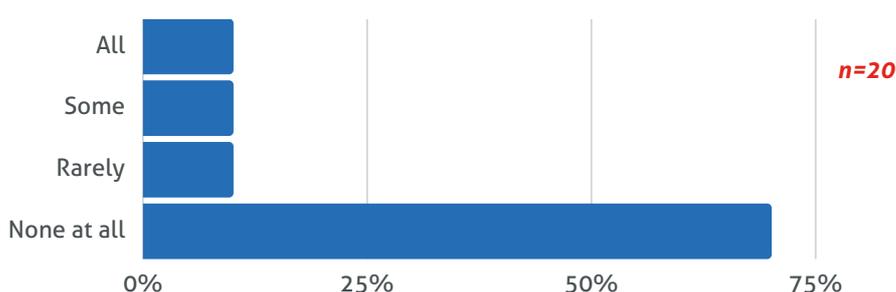
In regards to community involvement and communication, this section had asked about various aspects regarding how the local community is involved in the decision-making process and how effective their communication and knowledge of local issues and needs are.

The first aspect inquired if the municipality have conducted any public meetings, within the past year, to discuss the needs of the local community, 12% stated their municipality had held such events or meetings while 72% stated no such meetings were held. For those who stated that there were indeed meetings, respondents were asked about the frequency of their attendance of such meetings, 10% attended all of these meetings, 10% attended some meetings, 10% rarely attended meetings and 70% stated they have not attended any meetings within the past year.

Have your municipality conducted any public meetings to discuss the needs of the community within the past year?



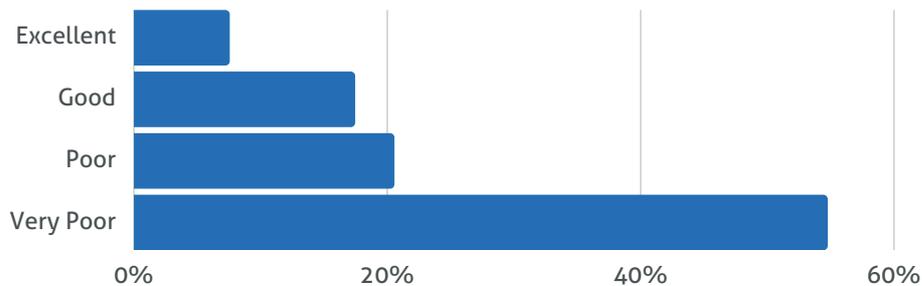
If yes, how many meetings have you attended?



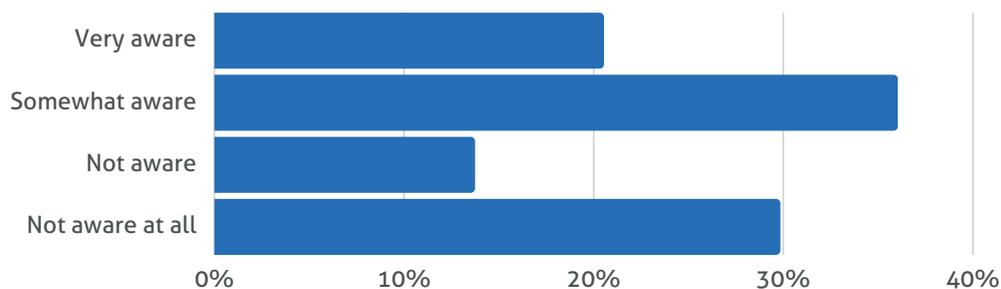
The second aspect inquired about the communication of the elected local council members with the local community, respondents were asked to assess the communication level of the council members with the local community, 25% believed that the communication level is positive while the remaining 75% believed that the communication level of council members with the local community was poor. In addition, respondents

were asked of the level of awareness of local council members about the local issues faced by the community, 57% of respondents stated that council members were moderately or highly aware about the local issues faced by the community compared to 43% believing the contrary.

How do you describe the communication level of the local municipality council with the community?

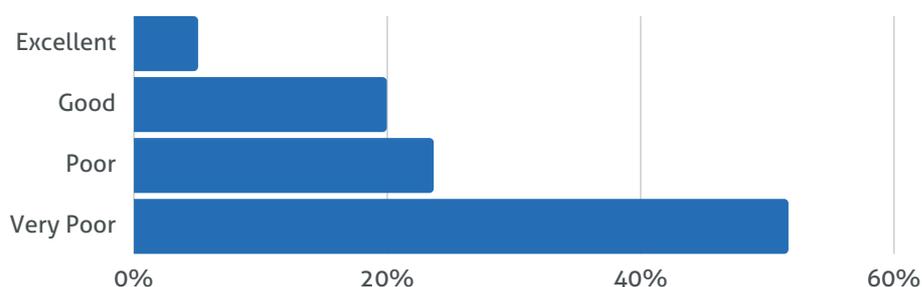


How aware is the local municipality council of the local issues faced by the community?

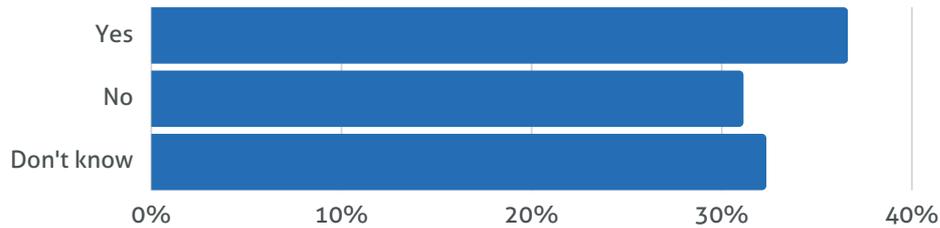


For the third aspect, respondents were asked to describe the communication level of their municipality with the local community, 25% believed that the communication level was positive to some extent, compared to 75% believing the communication level was poor to some extent. Additionally, respondents were asked if their municipality has social media presence to share their public announcements to the community, 37% of respondents stated their municipality has social media presence while 31% stated their municipality has no social media presence.

How do you describe the communication level of your local municipality?

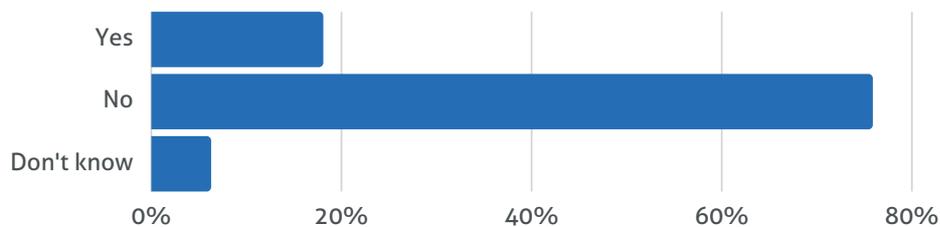


Does your municipality have any social media pages that they share any local communications in?

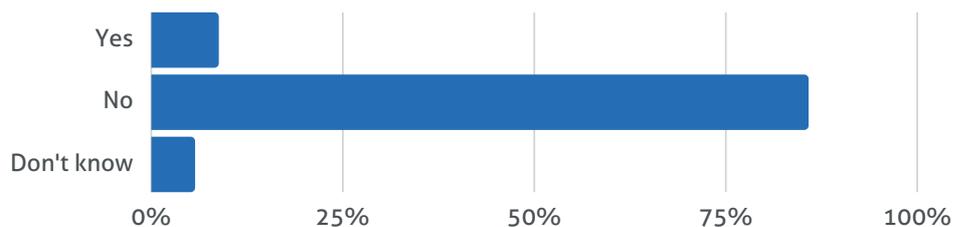


The final aspect was towards the community's involvement in addressing the needs of the community, 18% of respondents believed that their municipality does involve their community members in addressing the needs while 76% did not believe that their municipality involves them in the identification and addressing the community needs. Moreover, the respondents were asked if their municipality issues any material to create awareness about their services, projects or the meetings they hold, only 9% of respondents stated their municipality takes such actions, compared to 86% stating no such efforts are made by the municipality.

Does your municipality involve the community in addressing the needs of the community?



Does your municipality provide periodical material to create awareness about services, projects or meetings?

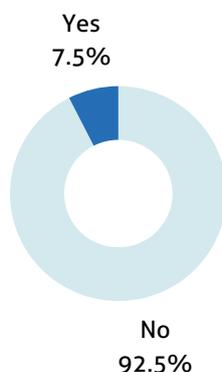


Openness, Integrity and Accountability

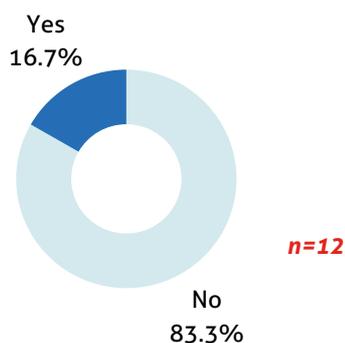
This section was designed to assess the openness, integrity and accountability of the municipality as perceived by the local community. This has included the assessment of direct community recommendations, publishing financial statements, accountability of decision making, equality within community members, sound financial management, competency of municipal employees, favoritism and common interest.

First, respondents were asked if they have presented any recommendations towards the improvement of municipal work performance, 8% of respondents stated they have presented some type of recommendation, those same respondents were asked if their recommendations were actually applied by the municipality, where 17% of those respondents indicated their recommendation were implemented by the municipality and 83% stating their recommendations were not taken into action.

Have you ever presented any recommendations to improve the municipality's work performance?

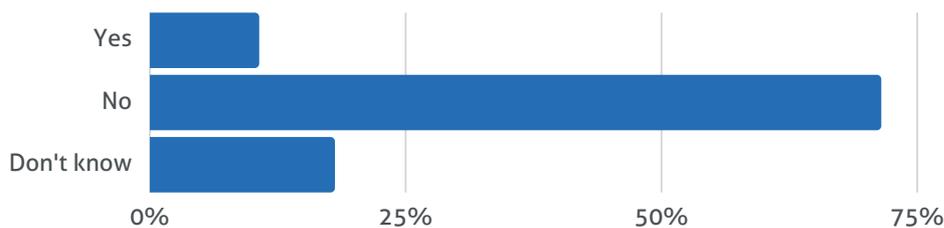


Have any recommendations presented to the municipality been applied?

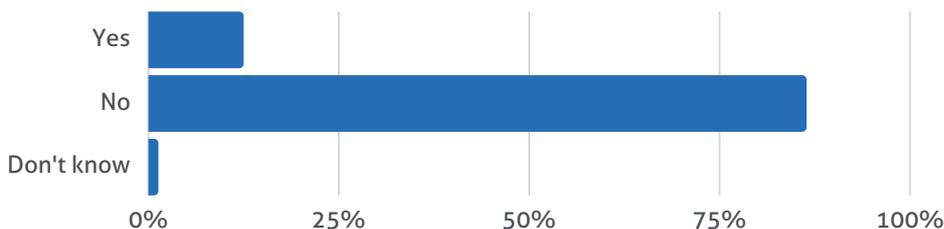


Second, respondents were asked if their municipality publishes its work plans or financial statements to the public, where 11% of respondents stated that such plans and statements were actually published compared to 71% stating the opposite. Moreover, respondents were asked if they have ever read their municipality's plans or municipal council decisions, where 12% have read such plans before compared to 86% never reading plans or municipal council decisions.

Does the municipality publish its financial statements and work plans?

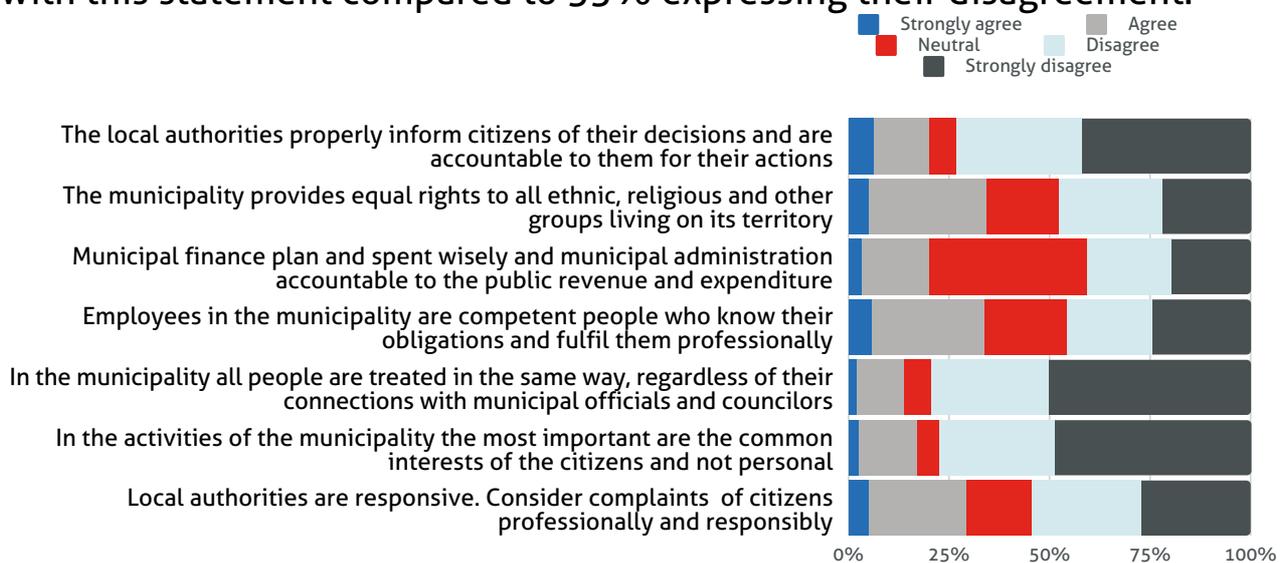


Have you ever read any of the municipality's plans and municipal council decisions?



Third, the respondents were asked to assess their level of agreement with statements associated to multiple core values of the municipality and its employees and activities. Regarding the municipality informing citizens regarding their decisions and their accountability to such decisions, 20% stated that their municipality informs the public and are accountable for such actions. Regarding the municipality dealing with equality with all community members within their jurisdiction, 34% of respondents agreed with this statement while 48% did not agree with it. Regarding the sound financial spending and accountability of public revenues and expenditures, 20% of respondents agreed with this statement compared to 41% disagreeing with it. Regarding the competency and professionalism of employees within the municipality, 34% of respondents agreed with this statement compared to 46% stating their disagreement with it. Regarding favoritism, respondents were asked to

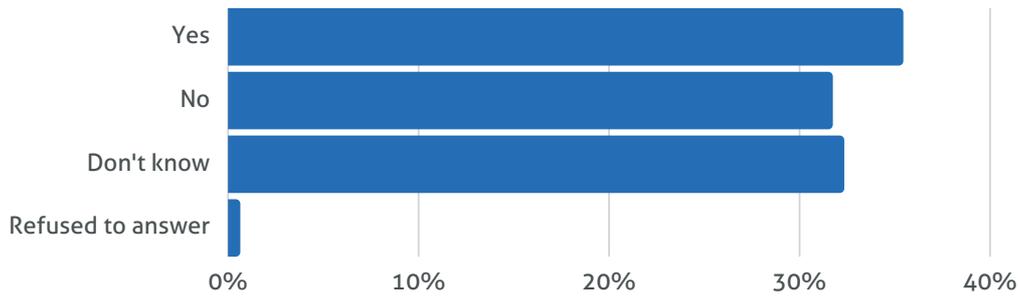
assess their agreement with the statement related to the equality of treatment of citizens regardless of their connections with municipal employees or council members, 14% of respondents have agreed with this statement whereas 80% expressed their disagreement with it. Regarding the municipal activities being implemented towards the common interest compared to personal interest, 17% of respondents stated their agreement that the general or common good is implemented by the municipality whereas 78% of respondents stated their disagreement with it. Finally, regarding the professional responsiveness and consideration of community complaints, 29% of respondents agreed with this statement compared to 55% expressing their disagreement.



Local Development

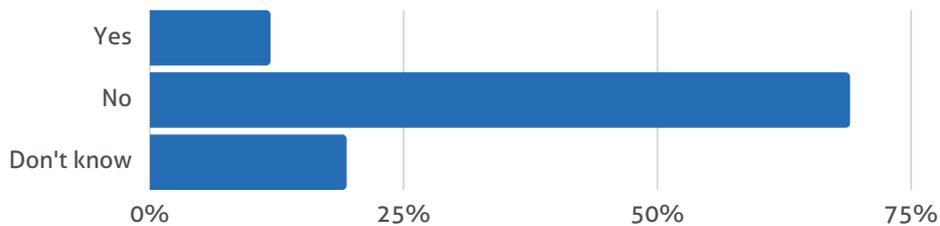
In regards to local development, the respondents were asked a group of questions related to local development activities implemented through the local municipality. The first question was towards the knowledge about any investment opportunities implemented by the municipality such as rental of buildings or land, 35% of respondents stated that their municipalities conduct such activities compared to 32% who stated the contrary and 32% stating having no knowledge about such activities.

Does your municipality have any investments (such as renting buildings, land ... etc.)?

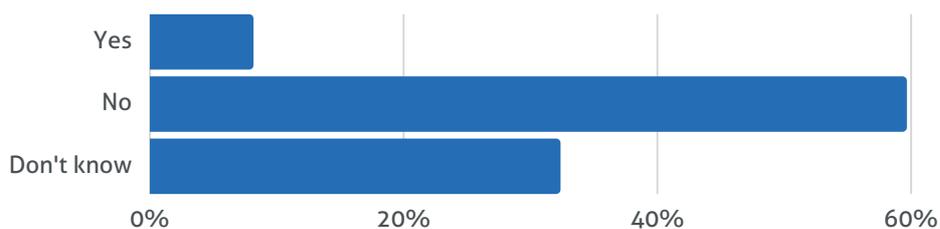


Moreover, the respondents were asked if the municipality have attracted investment opportunities or projects to the local community, 12% of respondents stated that their municipality have attracted investments to the community, 69% stated no investment attraction activities have been done by the municipality and 19% stating having no knowledge about this sort of activity. To complement this, respondents were asked if their local municipality have created partnerships with organization or private sector to create new investment opportunities, where 8% of respondents stating such partnerships have been implemented by their municipality, 60% stated no partnerships were implemented and 32% stating lack of knowledge about such activities.

Have your municipality attracted any investments projects to your community?

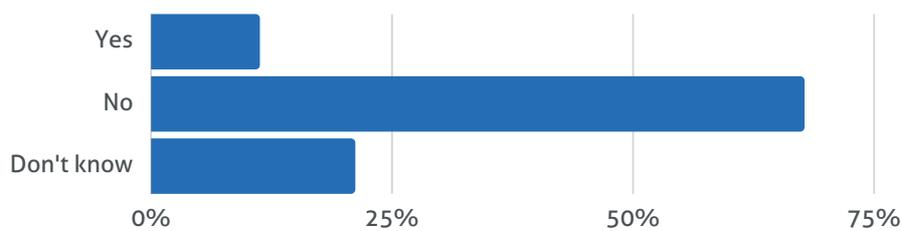


Have your municipality created any partnerships with organizations or private sector to create new investments?



Finally, respondents were asked if their municipality have development plans available for the public to access, 11% stated their municipality provides access to such plans, 68% stating no availability of such plans and 21% stated having no knowledge about such activities.

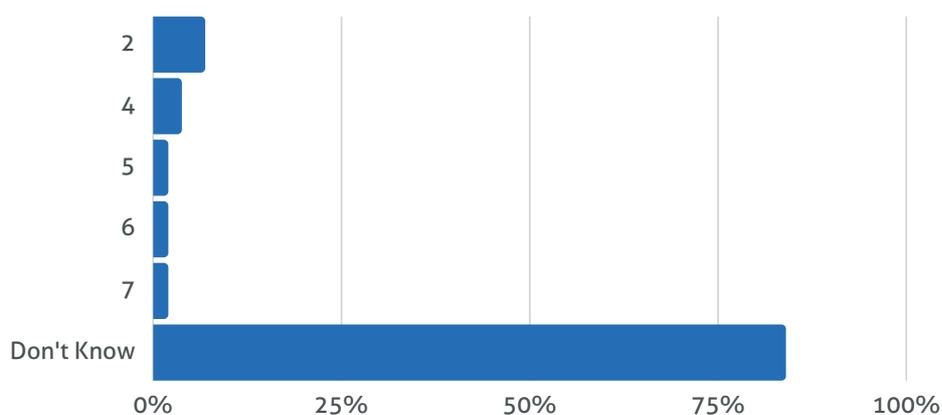
Does your municipality have any development plans available for the community to access?



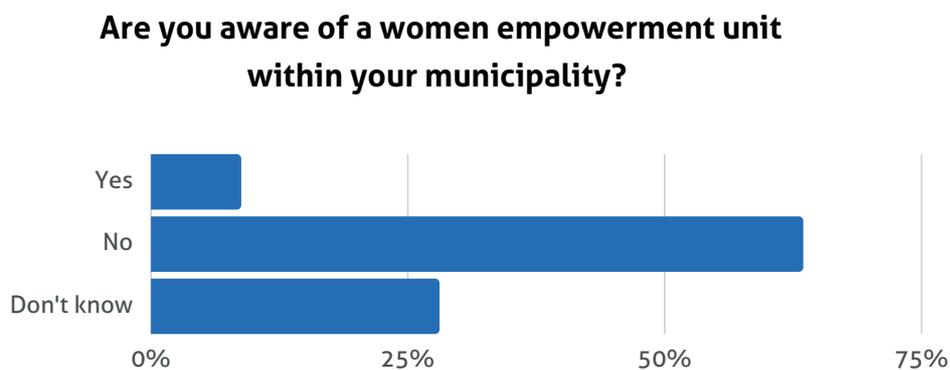
Women Empowerment

In regards to women empowerment, the respondents were asked three questions related to women empowerment that are related to the municipality. First, the respondents were asked to give the number of female members within their local municipality council, nearly three quarters of respondents stated having no knowledge about the number of female council members whereas the remaining respondents have given a specific number of female members that they believe is correct.

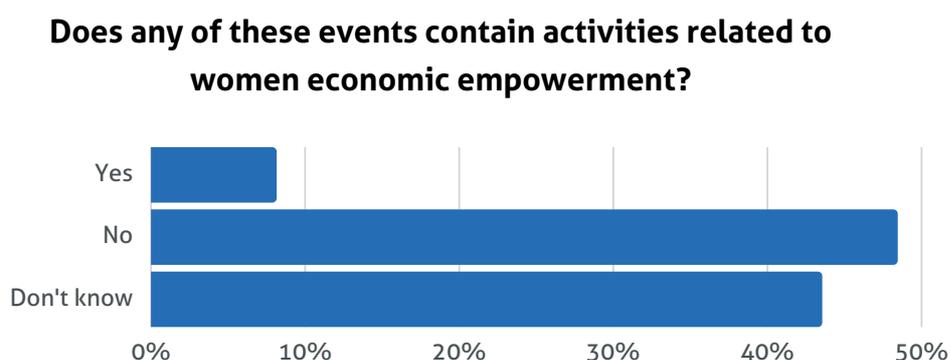
How many members of your local municipal council are females?



Second, the respondents were asked about their awareness regarding the women empowerment unit within their municipality, 9% of respondents stated knowing about this unit, 63% of respondents stating their municipality does not have such a unit and 28% stated having no knowledge if the municipality has a unit with such dedicated for women empowerment.

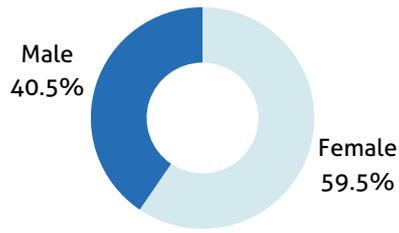


Finally, respondents were asked if any of the events conducted or implemented by their municipalities containing activities related to women's economic empowerment, 8% stated that such activities were embedded within municipal general activities or events, 48% stated that no women economic empowerment activities were embedded in municipal public events and 44% stated having no knowledge about such activities.

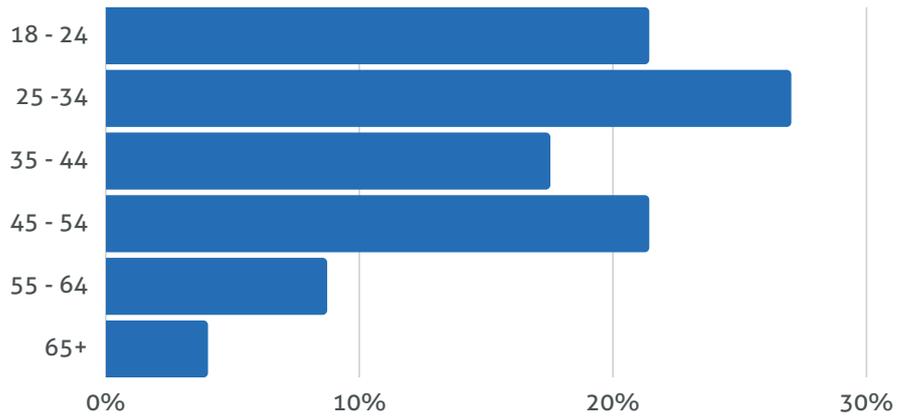


Zarqa Municipality Results

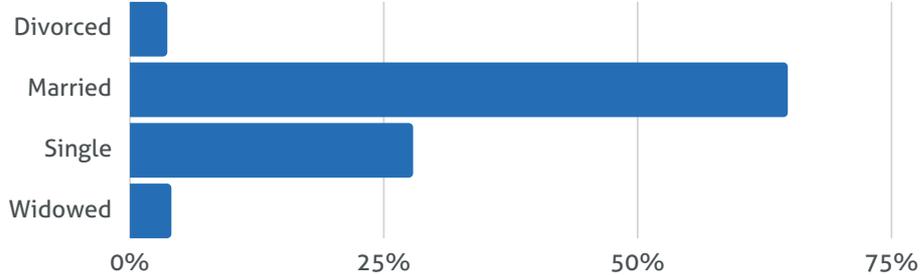
Gender of Respondent



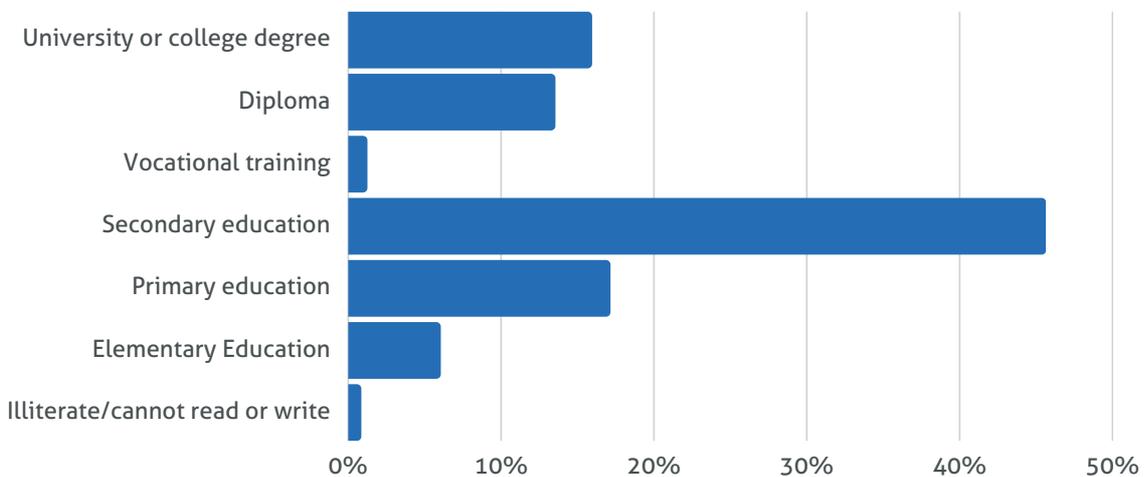
Age of Respondent



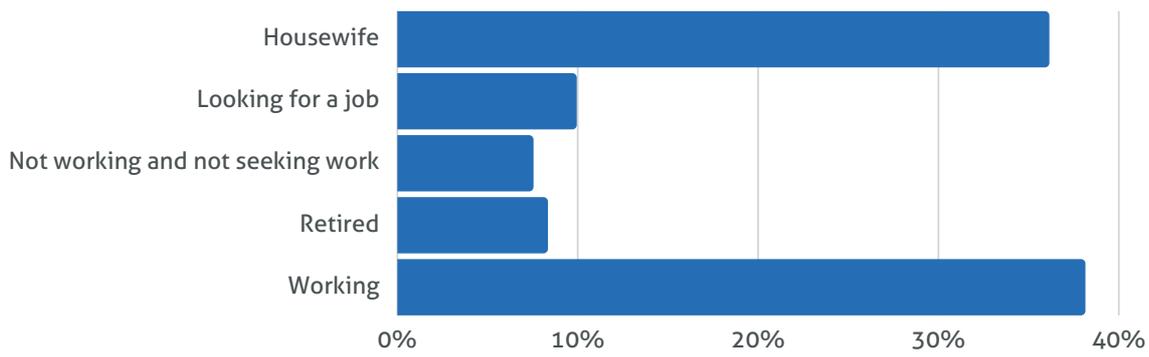
Social Status



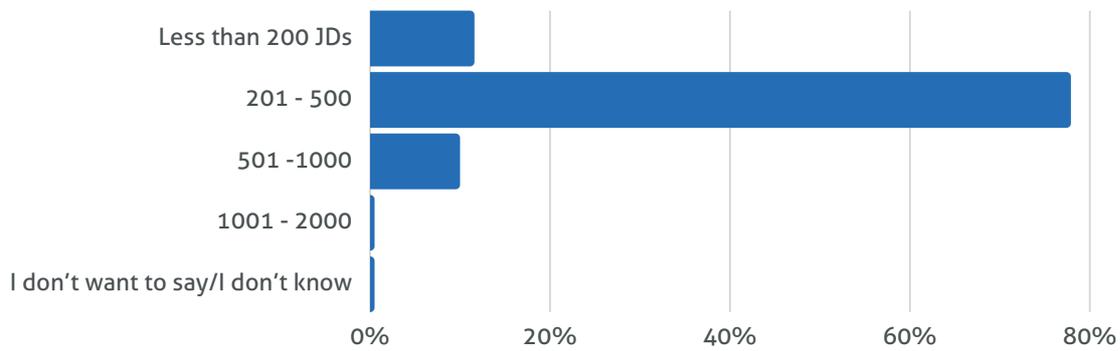
Level of Education



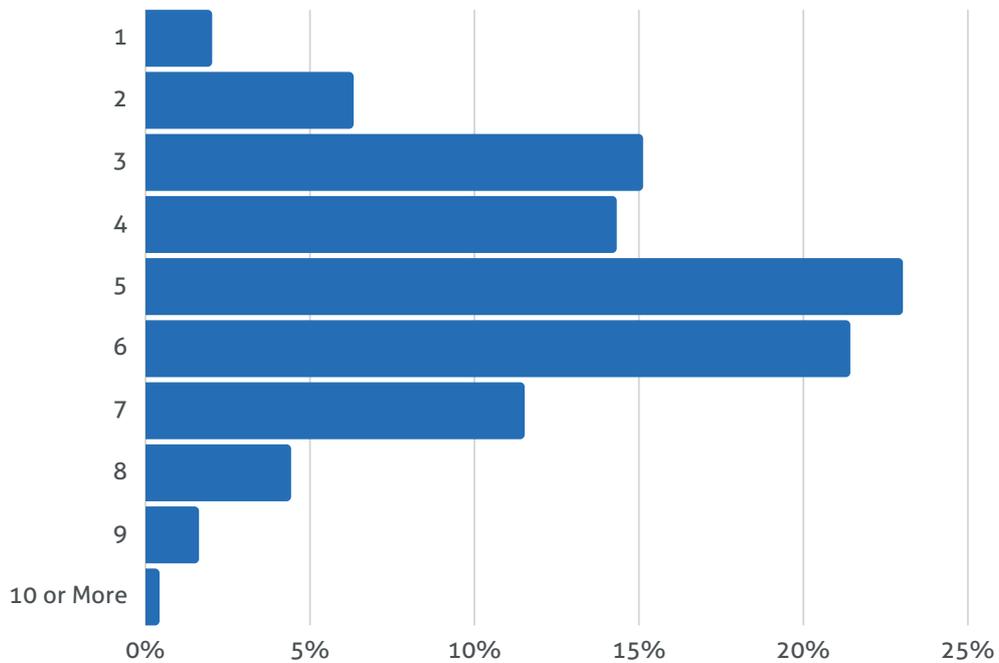
Work Status



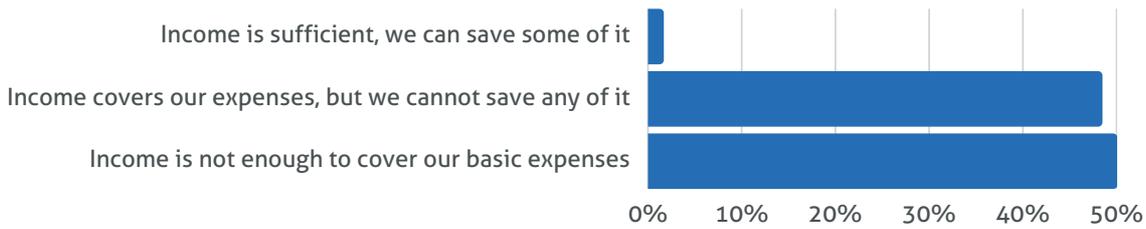
Average Household Income



Number of People within Household



Household Economic Condition

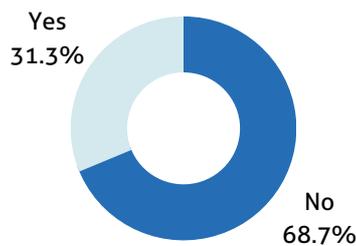


General Information

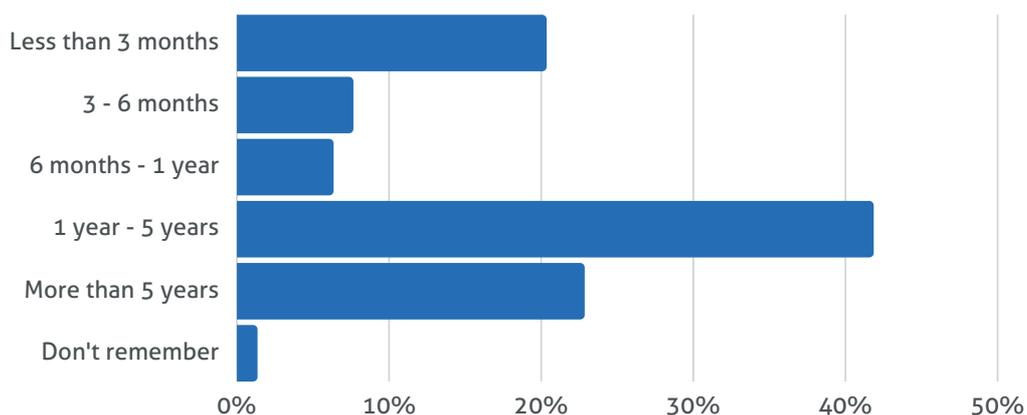
To start understanding the general perception of the respondents, the respondents were asked if they have visited their municipality, and if so, when was their last visit and for what service and their perception and level of satisfaction of that visit.

A total of 31% of respondents stated that they have visited their municipality building at one point during their residency period. The majority of visits have occurred within the period of up to 5 years since the time of the interview, where the highest rate was 42% of respondents stating their last visit occurring within 1-5 years ago.

Have you ever visited the municipality building?

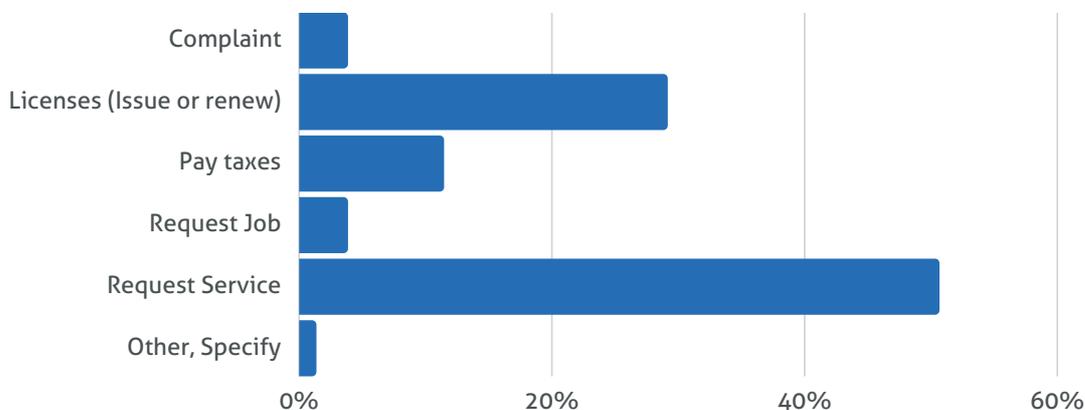


Last visit to municipality building



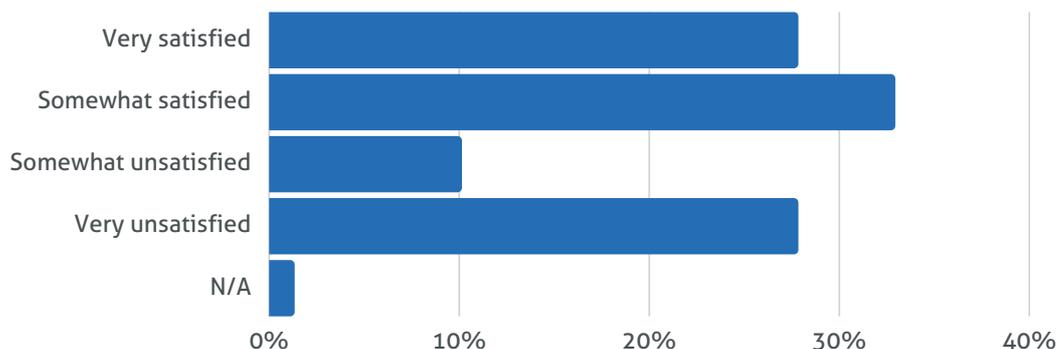
As for the reason of the visit to the municipality building, the top three reasons were to request a service at 51%, followed by issuing or renewing a license at 29% and pay tax at 11%.

What was the service you needed within the municipality during your last visit?



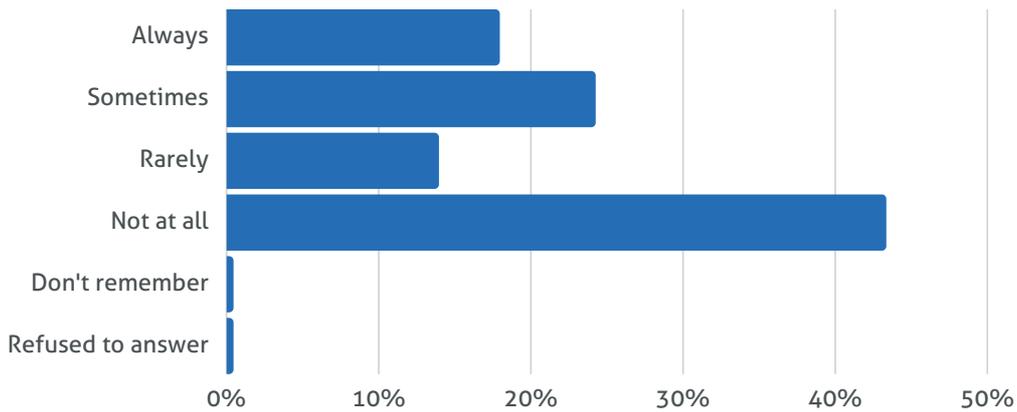
During their last visit, 61% of respondents stated being satisfied or somewhat satisfied and the remaining respondents stated being somewhat or very unsatisfied. The reasons behind their satisfaction or dissatisfaction was not captured during the interview.

Satisfaction level during last service acquired from municipality



Following this initial perception, the respondents were asked about how frequently they participate in municipal elections, where 56% of respondents stated participating to one extent in municipal elections, and 43% did not participate in municipal elections.

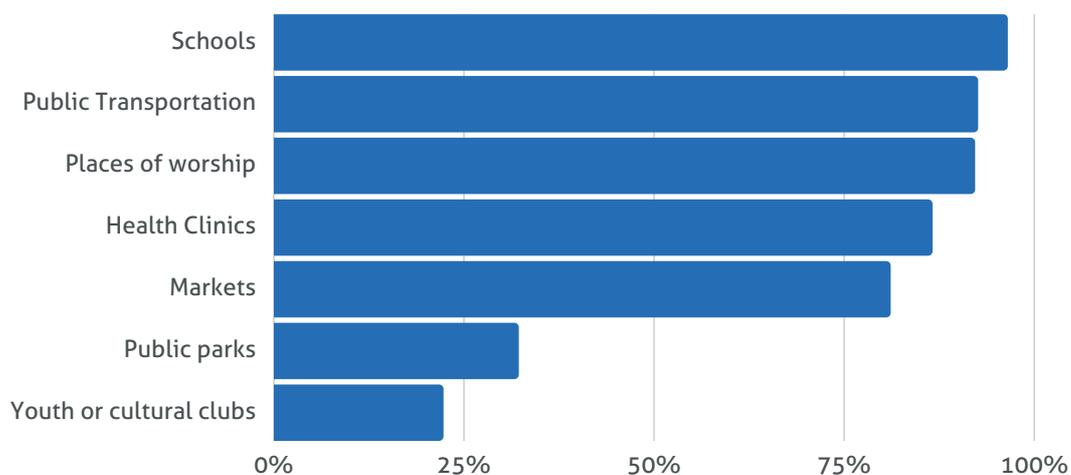
Frequency of participation in municipal elections



To follow up, the respondents were asked two questions, the first is a checklist of the services that are provided or available within their municipality, and the second is the perception of some services and for the respondents to identify if such services were part of the duties of their municipalities or not.

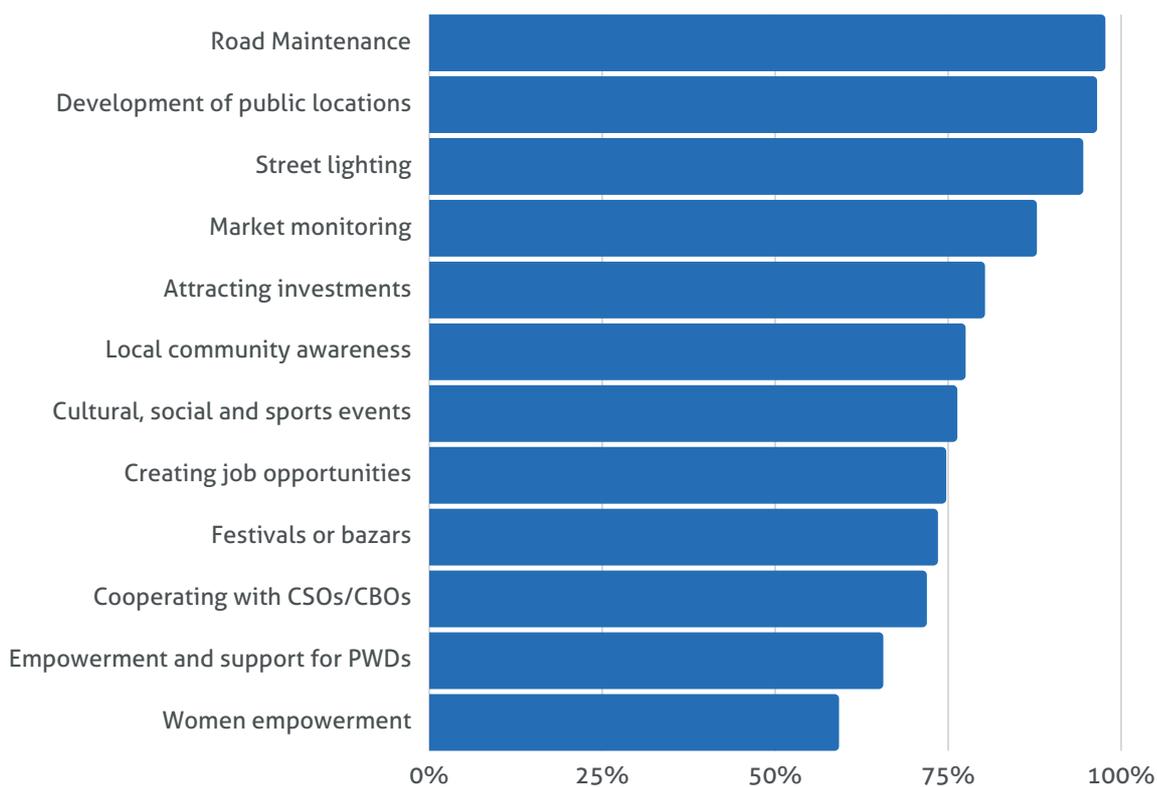
In terms of the availability of services within their neighborhoods, as shown in the figure below, schools, public transportation, places of worship were the most available at 96%, 93%, and 92% respectively. Followed by health clinics at 87%, markets at 81%. were the least available for public parks at 32% and youth or cultural clubs at 22%.

Services available within neighbourhood



As for the perception of respondents regarding services being the duty or responsibility of the municipality, the highest areas where the citizens perceive the service being the duty under the municipality’s mandate, road maintenance (98%), development of public locations at (96%), street lighting (94%), market monitoring (88%), attracting investments (80%), local community awareness (77%), and cultural/ social/ sports events (76%). Medium perception was towards services of creating job opportunities for citizens (75%), festivals or bazars (73%), cooperating with CSOs or CBOs at (72%), empowerment and support for people with disabilities (PWDs) at (66%), women empowerment (59%).

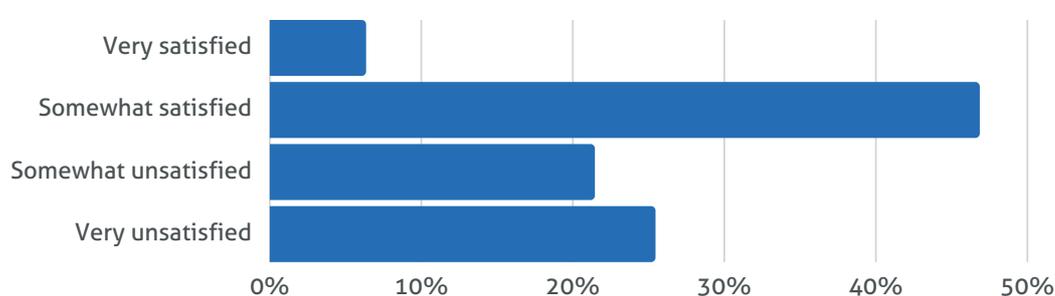
**Perception of services
being the duty of the municipality**



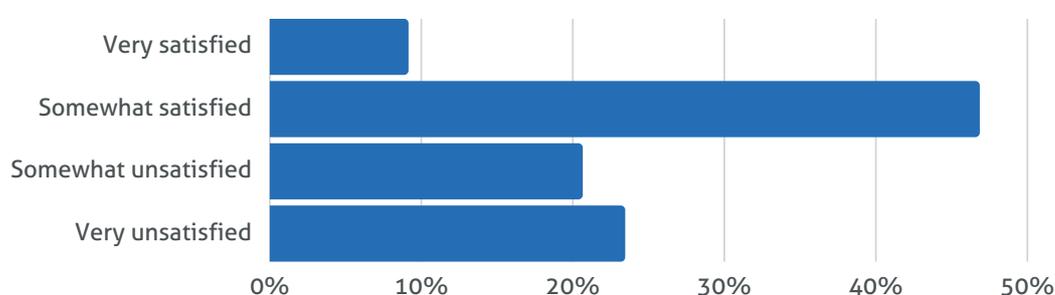
Resource Management

This section of the questionnaire was tailored to assess the satisfaction level of the citizens regarding multiple aspects. First the respondents were asked about their general satisfaction about their municipality and its execution of services. 53% of respondents stated they were very or somewhat satisfied about their municipality in general compared to 46% stating their dissatisfaction. Moreover, regarding the service execution, where 56% stated some level of satisfaction compared to 44% stating their dissatisfaction.

Satisfaction with local municipality

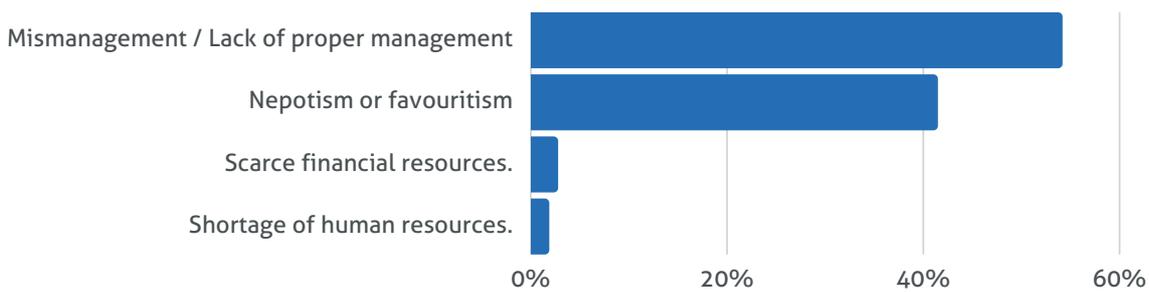


Satisfaction level of municipality service execution



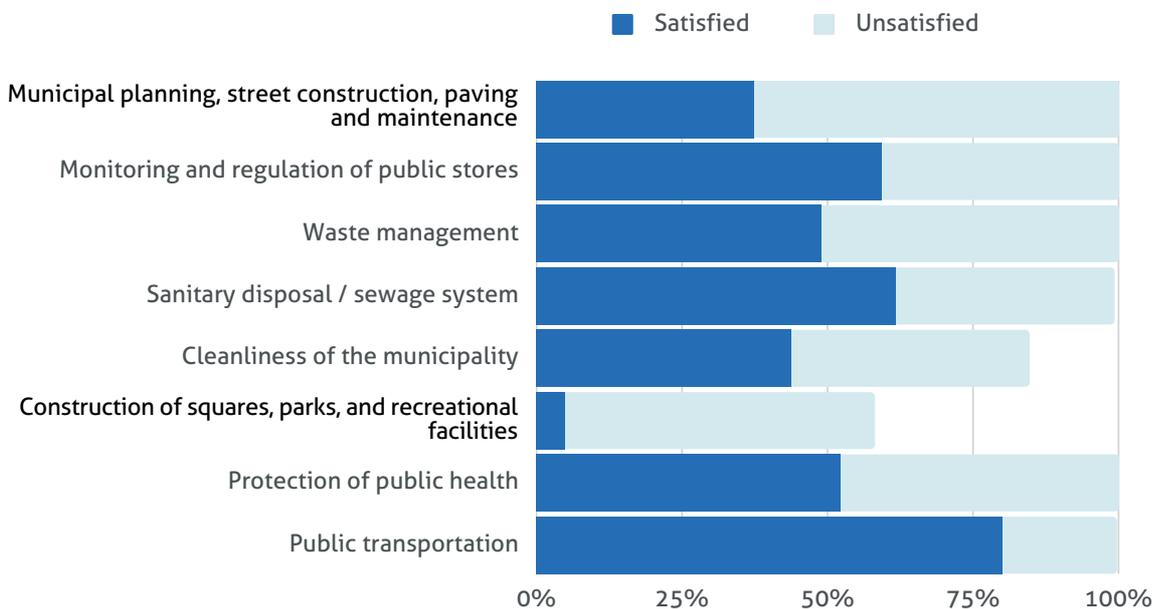
For respondents who stated their dissatisfaction regarding the execution of municipal services, the respondents were asked to pick the reason behind such assessment. 54% stated mismanagement or the lack of proper management as the cause behind their dissatisfaction, 41% stated nepotism or favoritism, 3% selected the scarcity of financial resources and 2% for shortage or lack of human resources to execute services.

Reasons behind unsatisfactory municipal services



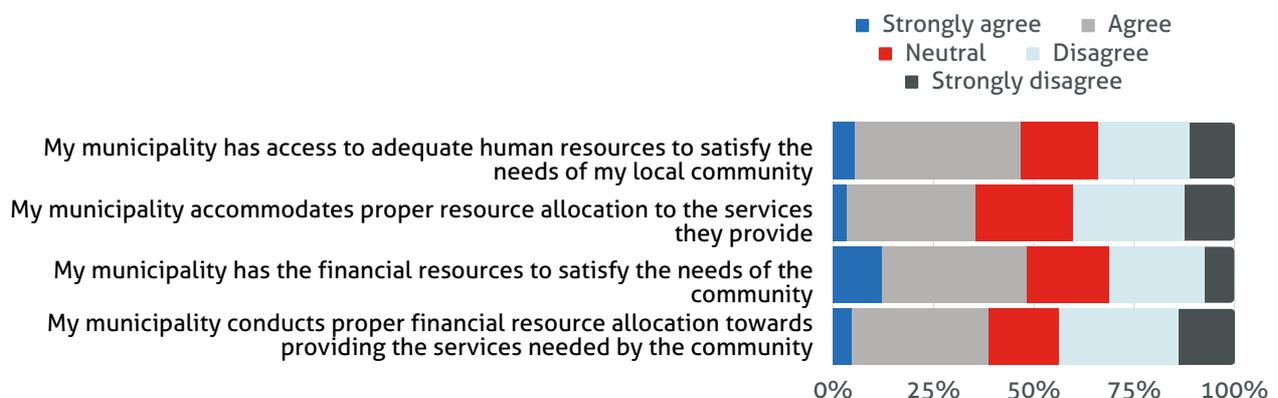
Following this general assessment, the respondents were asked to assess their satisfaction regarding specific services that are offered, or are the duty of, the municipality. The highest satisfaction levels were for public transportation, sanitary or disposal sewage system and monitoring and regulation of public stores at 80%, 62% and 59%, respectively. As for the lowest satisfaction levels, they were towards cleanliness of the municipality, municipal planning/ construction and maintenance, and construction of recreational facilities at 44%, 37% and 5%, respectively.

Citizen's satisfaction towards specific municipal services



To finalize the section, the respondents were asked to assess their level of agreement towards statements about their municipality. The first statement was towards the municipality's access to adequate human resources that allows them to provide the local community's needs, 47% of respondents agreed with this statement compared to 34% stating their

disagreement with it. The second statement was towards the municipality's accommodation of proper resource allocation for the services provided, 35% of respondents agreed with this statement compared to 41% disagreeing with it. The third statement was towards the municipality having financial resources or capabilities to satisfy the needs of the community, 40% of respondents agreed with this statement compared to 31% stating their disagreement. The final statement was towards the municipality conducting proper financial resource allocation towards the services needed by the community, 39% of respondents agreed with this statement compared to 44% stating their disagreement with it.



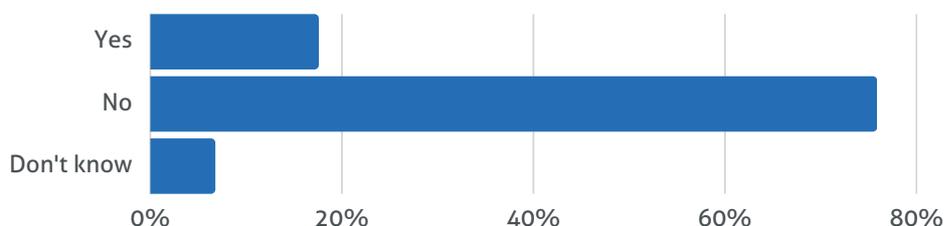
Challenges

The challenges section was designed to try to capture perceptions regarding requesting information from municipality, grievance channels in addition to including the challenges faced by PWDs within the municipality and the neighborhood.

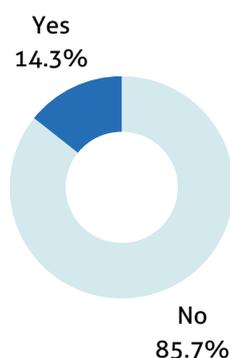
Starting with requesting information from the municipality, the respondents were asked if their municipality has clear procedures related to request official information. 18% stated their municipality has clear procedures compared to 76% stating the opposite. Respondents were also asked if they have tried to request information from their municipality, where 14% of respondents have previously requested or have tried to request information from their municipality while 86% have not. For those who have tried to request information, respondents were asked about the

outcomes of their request, 28% stated they have indeed got the information they have requested, 36% had to file an official request form, 19% were still waiting to receive the information and 17% stated not receiving any information they have requested.

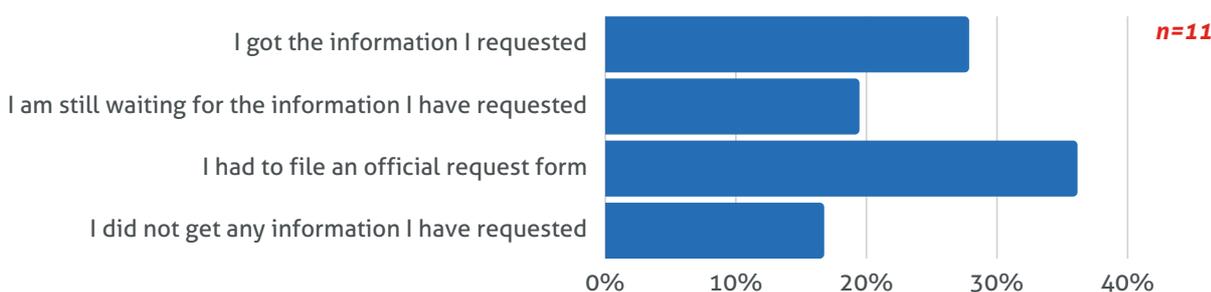
Does your local municipality have a clear procedure to request information?



Have you tried to request any information from your local municipality?



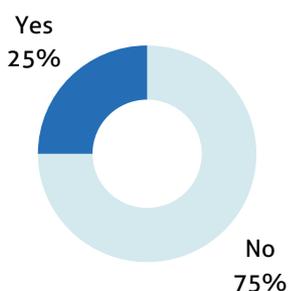
Outcomes of your request for information



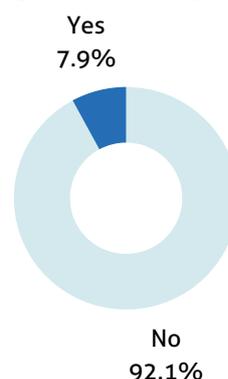
In terms of grievance mechanisms, the respondents were asked if they have knowledge about the available channels to submit complaints to their municipality. 25% of respondents stated they actually know how to submit a complaint while 75% did not have any knowledge about the procedure to submit an official complaint. For those who stated knowing the procedure on how to submit a complaint, 8% of those respondents have

tried to submit a complaint while the remaining 92% who know the procedure have not ever submitted a complaint. For those who submitted a complaint, the respondents were asked about where have they placed their complaint, 80% have submitted a complaint through the complaints department within the municipality while 15% have chosen other channels. To finalize the complaints sub-section, the respondents who submitted a complaint were asked about the outcome of their officially submitted complaint, 31% stated their complaint was resolved with them being satisfied about its outcomes, 13% had resolved complaints but were not satisfied with the outcomes, 25% stated their complaint is still unresolved and a staggering 31% stated their complaint was not resolved at all.

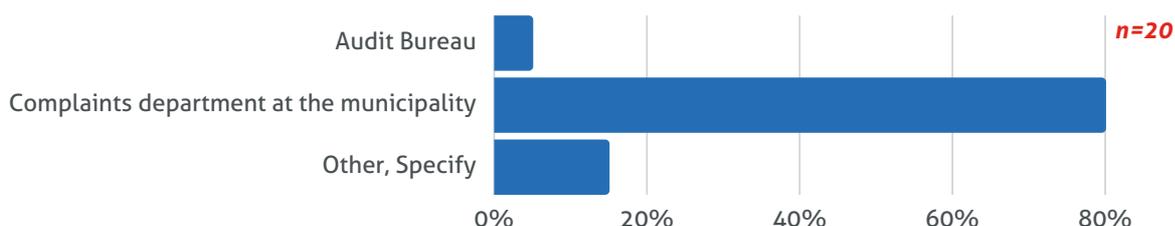
Knowledge of available channels to submit complaints



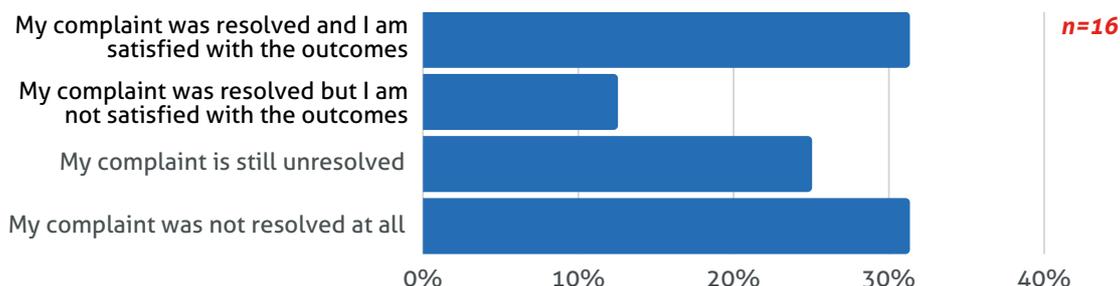
Have you tried to place a complaint within your municipality?



Where have you placed your complaint?

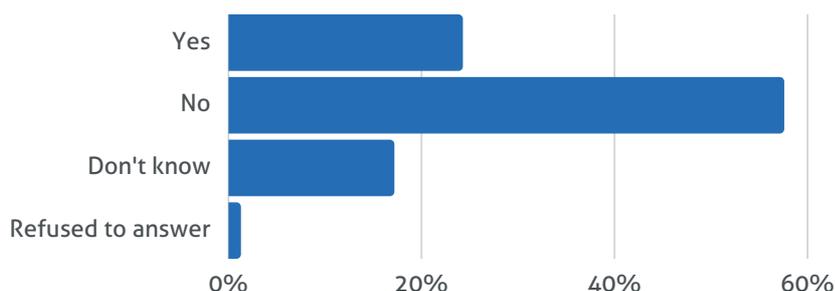


Results of complaint

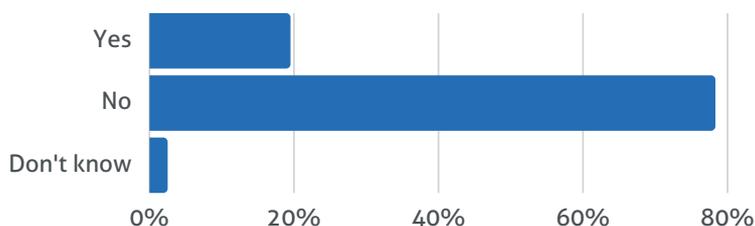


Finally, for PWDs, the respondents were asked if their municipality has proper or adequate infrastructure within its buildings for PWDs to use, 24% of respondents believed that their municipality can accommodate PWDs while 58% indicated that there was not adequate infrastructure to accommodate PWDs within municipality buildings. On another level, the respondents were asked the same question but for infrastructure within public areas and streets, where 19% of respondents agreed that their municipality can accommodate PWDs while 78% of respondents stated that there was no infrastructure within streets or public areas to accommodate the need of PWDs. Moreover, respondents were asked if their municipality conducts any support or empowerment measures for PWDs within their communities were only 6% stated their municipality supporting or empowering PWDs.

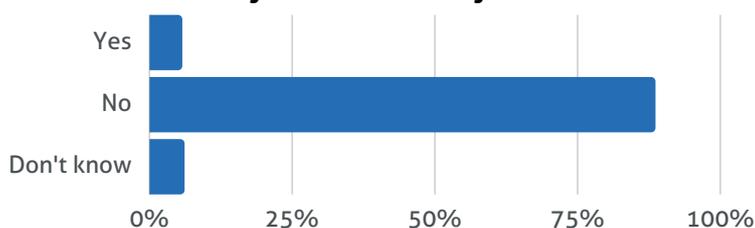
Does your municipality have proper infrastructure for PWDs within its buildings?



Does your municipality have proper infrastructure for PWDs within public streets and areas?



Does your municipality conduct any measures to support or empower PWDs within your community?

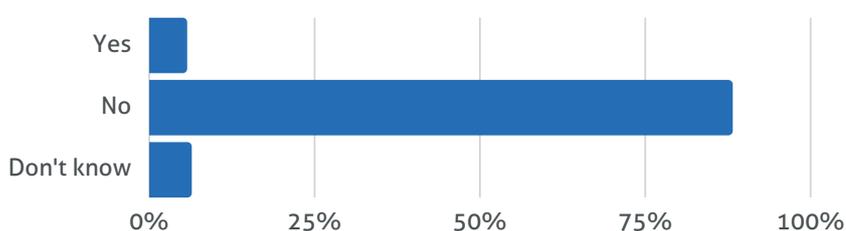


Community Involvement and Communication

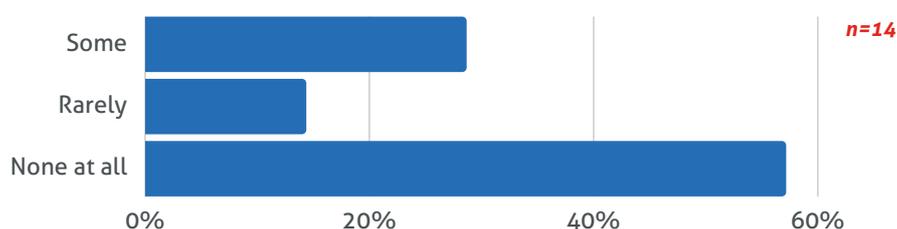
In regards to community involvement and communication, this section had asked about various aspects regarding how the local community is involved in the decision-making process and how effective their communication and knowledge of local issues and needs are.

The first aspect inquired if the municipality have conducted any public meetings, within the past year, to discuss the needs of the local community, 6% stated their municipality had held such events or meetings while 88% stated no such meetings were held. For those who stated that there were indeed meetings, respondents were asked about the frequency of their attendance of such meetings, 29% attended some of these meetings, 14% stated they rarely attend municipal meetings and 57% stated they have not attended any meetings within the past year.

Have your municipality conducted any public meetings to discuss the needs of the community within the past year?



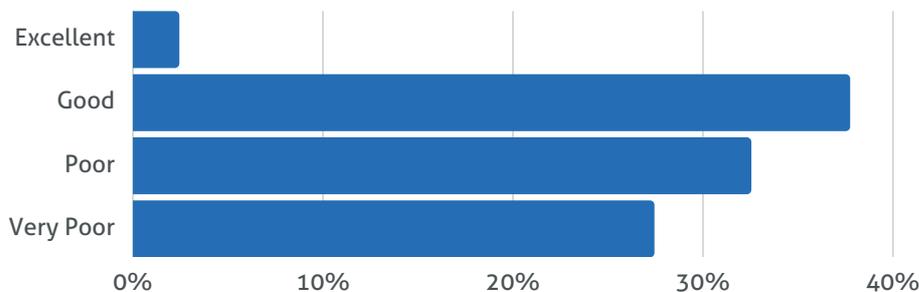
If yes, how many meetings have you attended?



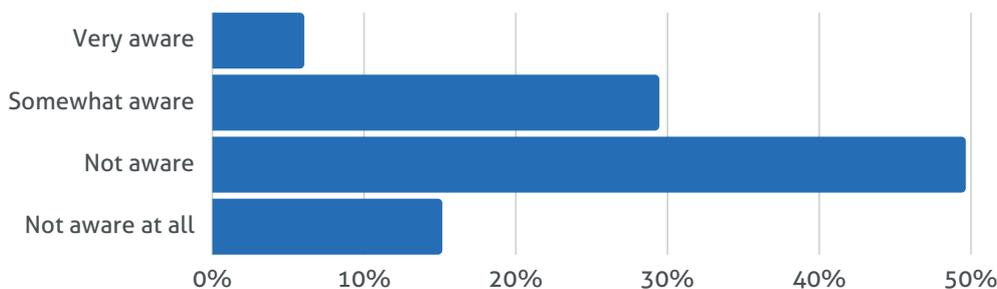
The second aspect inquired about the communication of the elected local council members with the local community, respondents were asked to assess the communication level of the council members with the local community, 40% believed that the communication level is positive while the remaining 60% believed that the communication level of council members with the local community was poor. In addition, respondents

were asked of the level of awareness of local council members about the local issues faced by the community, 35% of respondents stated that council members were moderately or highly aware about the local issues faced by the community compared to 65% believing the contrary.

How do you describe the communication level of the local municipality council with the community?

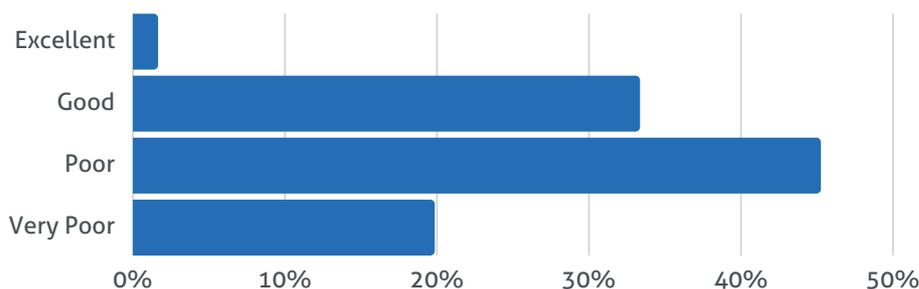


How aware is the local municipality council of the local issues faced by the community?

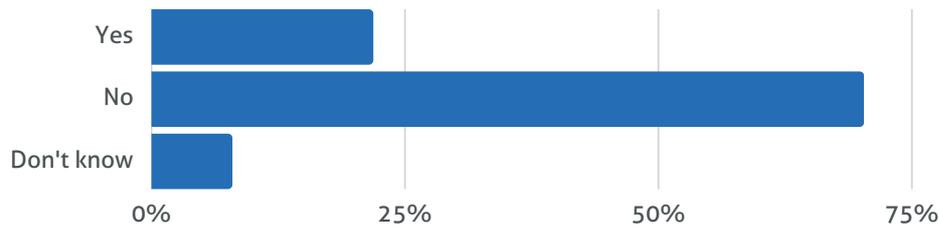


For the third aspect, respondents were asked to describe the communication level of their municipality with the local community, 35% believed that the communication level was positive to some extent, compared to 65% believing the communication level was poor to some extent. Additionally, respondents were asked if their municipality has social media presence to share their public announcements to the community, 22% of respondents stated their municipality has social media presence while 70% stated their municipality has no social media presence.

How do you describe the communication level of your local municipality?

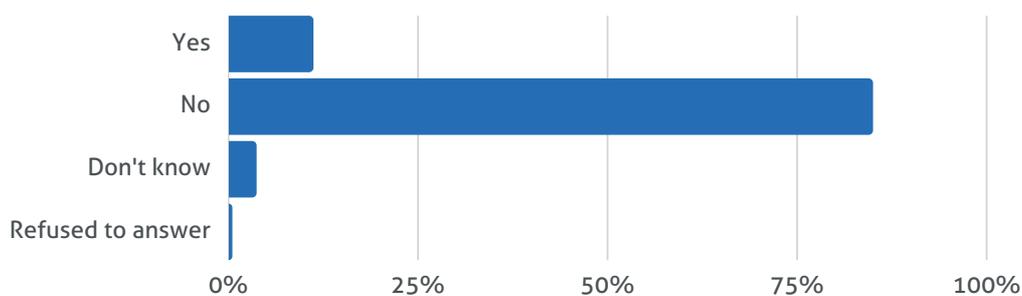


Does your municipality have any social media pages that they share any local communications in?

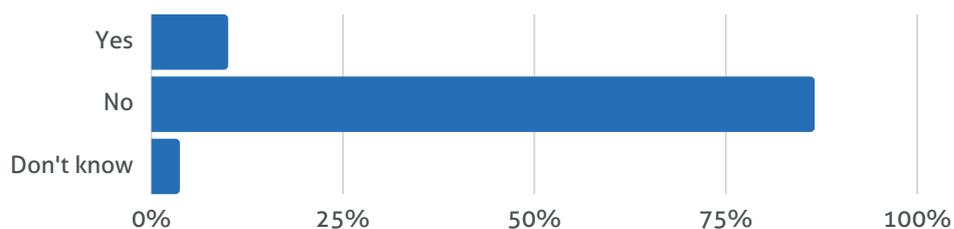


The final aspect was towards the community's involvement in addressing the needs of the community, 11% of respondents believed that their municipality does involve their community members in addressing the needs while 85% did not believe that their municipality involves them in the identification and addressing the community needs. Moreover, the respondents were asked if their municipality issues any material to create awareness about their services, projects or the meetings they hold, only 10% of respondents stated their municipality takes such actions, compared to 87% stating no such efforts are made by the municipality.

Does your municipality involve the community in addressing the needs of the community?



Does your municipality provide periodical material to create awareness about services, projects or meetings?

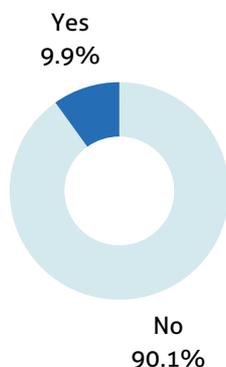


Openness, Integrity and Accountability

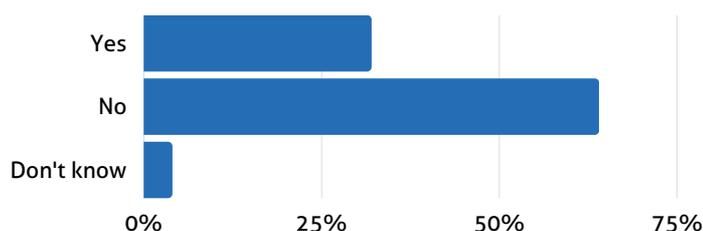
This section was designed to assess the openness, integrity and accountability of the municipality as perceived by the local community. This has included the assessment of direct community recommendations, publishing financial statements, accountability of decision making, equality within community members, sound financial management, competency of municipal employees, favoritism and common interest.

First, respondents were asked if they have presented any recommendations towards the improvement of municipal work performance, 10% of respondents stated they have presented some type of recommendation, those same respondents were asked if their recommendations were actually applied by the municipality, where 32% of those respondents indicated their recommendation were implemented by the municipality and 64% stating their recommendations were not taken into action.

Have you ever presented any recommendations to improve the municipality's work performance?

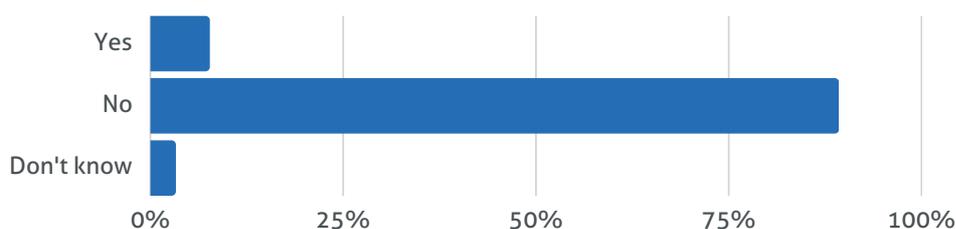


Have any recommendations presented to the municipality been applied?

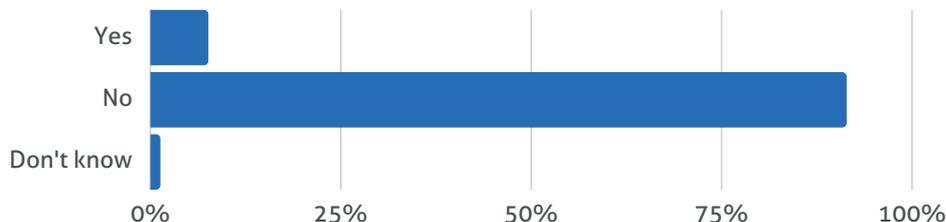


Second, respondents were asked if their municipality publishes its work plans or financial statements to the public, where 8% of respondents stated that such plans and statements were actually published compared to 89% stating the opposite. Moreover, respondents were asked if they have ever read their municipality's plans or municipal council decisions, where 8% have read such plans before compared to 91% never reading plans or municipal council decisions.

Does the municipality publish its financial statements and work plans?

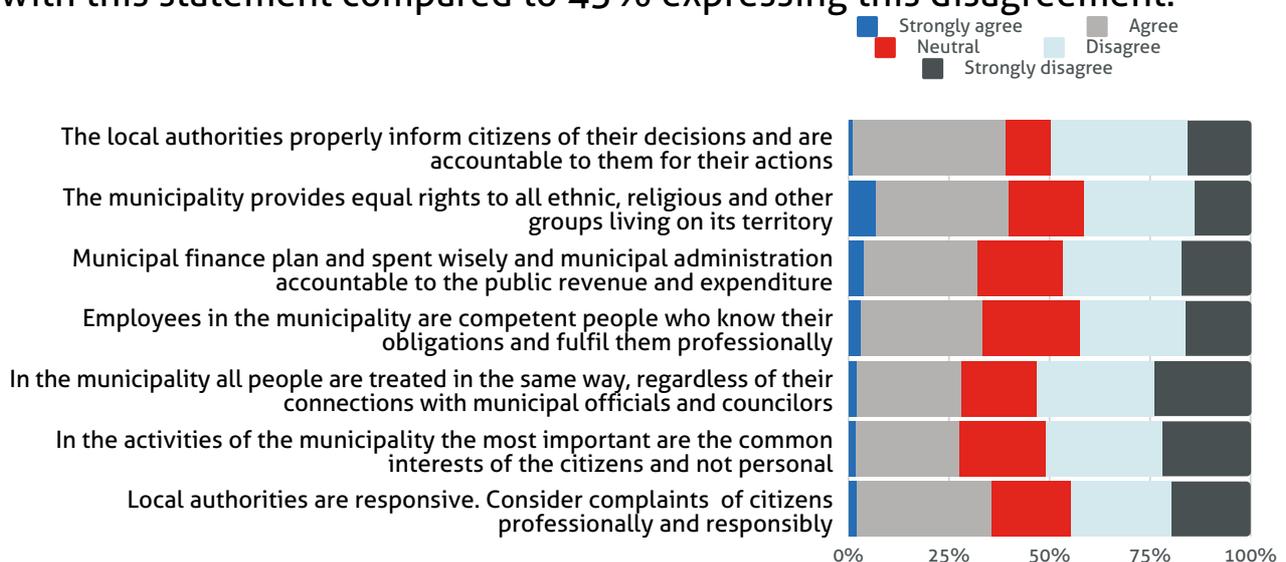


Have you ever read any of the municipality's plans and municipal council decisions?



Third, the respondents were asked to assess their level of agreement with statements associated to multiple core values of the municipality and its employees and activities. Regarding the municipality informing citizens regarding their decisions and their accountability to such decisions, 39% stated that their municipality informs the public and are accountable for such actions. Regarding the municipality dealing with equality with all community members within their jurisdiction, 40% of respondents agreed with this statement while 42% did not agree with it. Regarding the sound financial spending and accountability of public revenues and expenditures, 37% of respondents agreed with this statement compared to 47% disagreeing with it. Regarding the competency and professionalism of employees within the municipality, 33% of respondents agreed with this statement compared to 43% stating their disagreement with it. Regarding favoritism, respondents were asked to

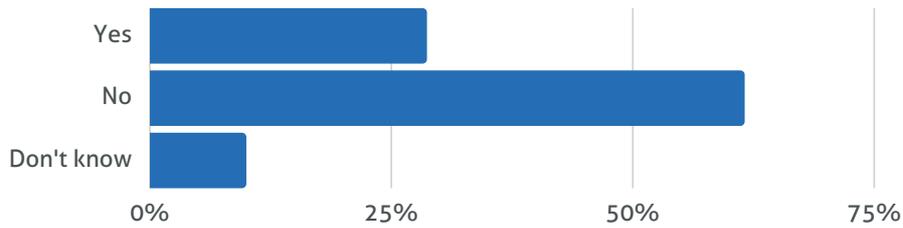
assess their agreement with the statement related to the equality of treatment of citizens regardless of their connections with municipal employees or council members, 28% of respondents have agreed with this statement whereas 54% expressed their disagreement with it. Regarding the municipal activities being implemented towards the common interest compared to personal interest, 27% of respondents stated their agreement that the general or common good is implemented by the municipality whereas 52% of respondents stated their disagreement with it. Finally, regarding the professional responsiveness and consideration of community complaints, 27% of respondents agreed with this statement compared to 45% expressing this disagreement.



Local Development

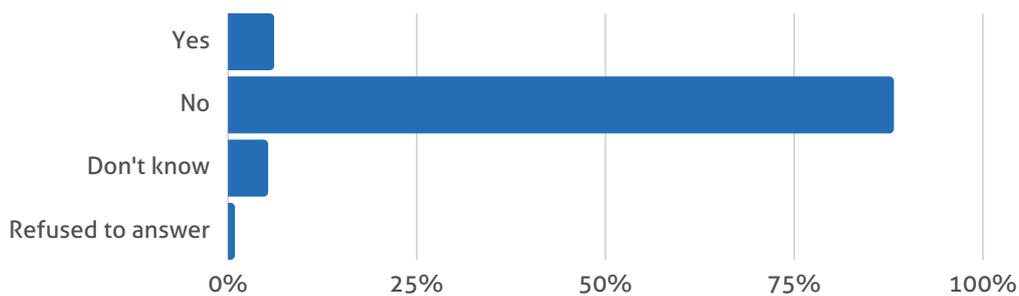
In regards to local development, the respondents were asked a group of questions related to local development activities implemented through the local municipality. The first question was towards the knowledge about any investment opportunities implemented by the municipality such as rental of buildings or land, 29% of respondents stated that their municipalities conduct such activities compared to 61% who stated the contrary and 10% stating having no knowledge about such activities.

Does your municipality have any investments (such as renting buildings, land ... etc.)?

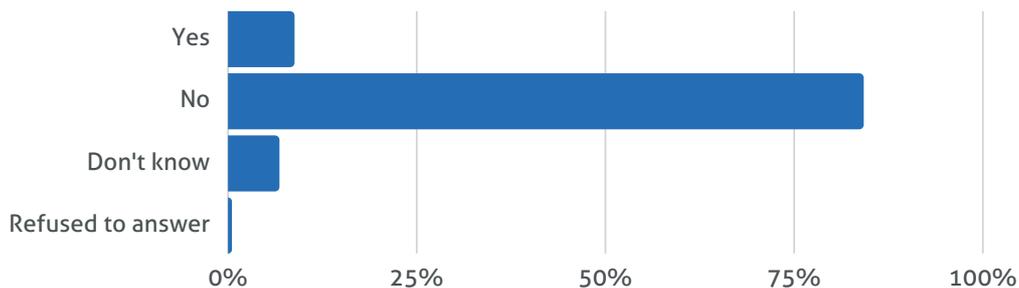


Moreover, the respondents were asked if the municipality have attracted investment opportunities or projects to the local community, 6% of respondents stated that their municipality have attracted investments to the community, 88% stated no investment attraction activities have been done by the municipality and 5% stating having no knowledge about this sort of activity. To complement this, respondents were asked if their local municipality have created partnerships with organization or private sector to create new investment opportunities, where 9% of respondents stating such partnerships have been implemented by their municipality, 84% stated no partnerships were implemented and 7% stating lack of knowledge about such activities.

Have your municipality attracted any investments projects to your community?

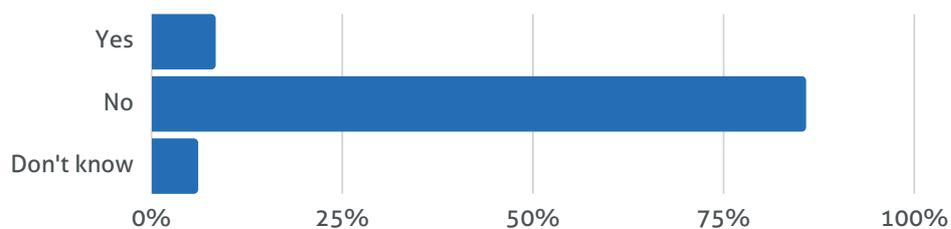


Have your municipality created any partnerships with organizations or private sector to create new investments?



Finally, respondents were asked if their municipality have development plans available for the public to access, 8% stated their municipality provides access to such plans, 86% stating no availability of such plans and 6% stated having no knowledge about such activities.

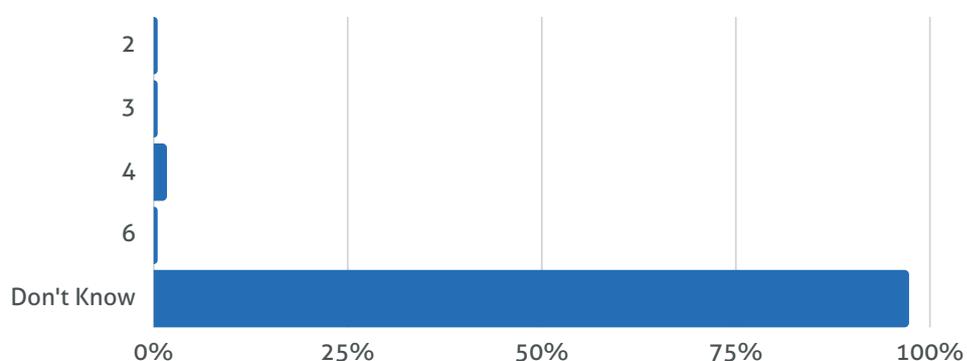
Does your municipality have any development plans available for the community to access?



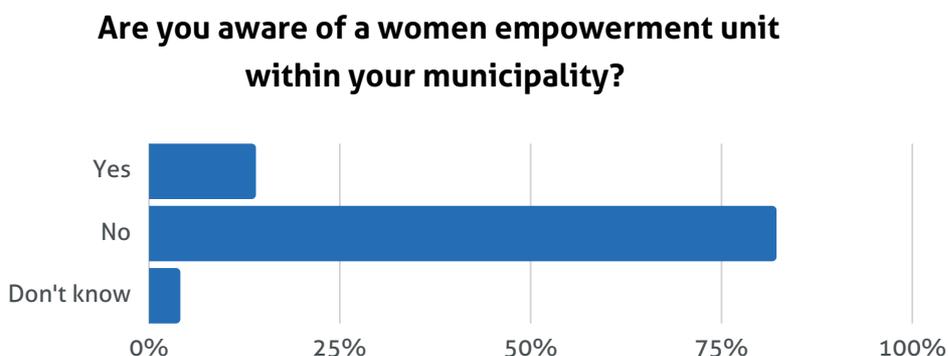
Women Empowerment

In regards to women empowerment, the respondents were asked three questions related to women empowerment that are related to the municipality. First, the respondents were asked to give the number of female members within their local municipality councils, nearly three quarters of respondents stated having no knowledge about the number of female council members whereas the remaining respondents have given a specific number of female members that they believe is correct.

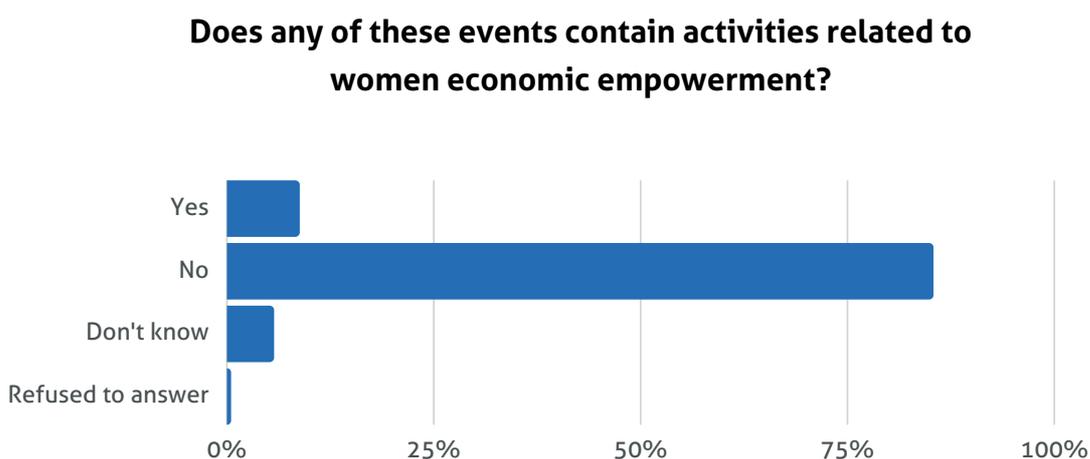
How many members of your local municipal council are females?



Second, the respondents were asked about their awareness regarding the women empowerment unit within their municipality, 14% of respondents stated knowing about this unit, 82% of respondents stating their municipality does not have such a unit and 4% stated having no knowledge if the municipality has a unit with such dedicated for women empowerment.

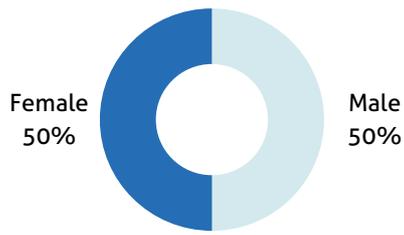


Finally, respondents were asked if any of the events conducted or implemented by their municipalities containing activities related to women's economic empowerment, 9% stated that such activities were embedded within municipal general activities or events, 85% stated that no women economic empowerment activities were embedded in municipal public events and 7% stated having no knowledge about such activities.

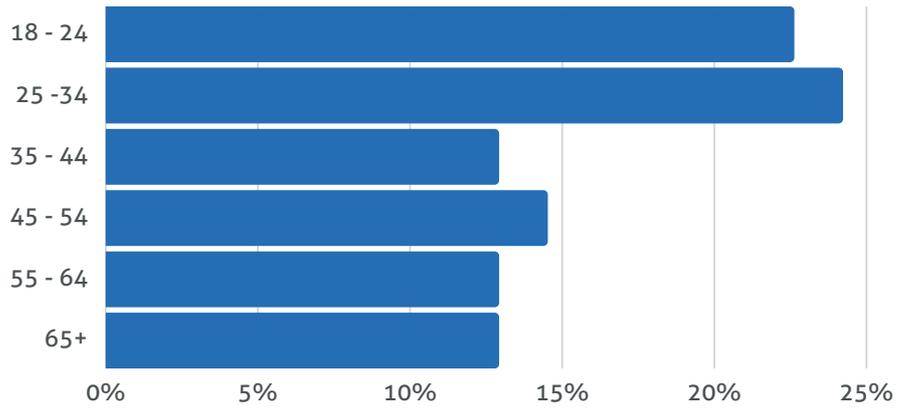


Sahab Municipality Results

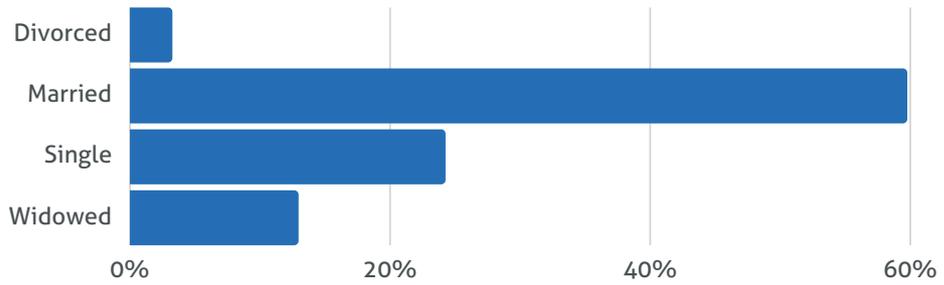
Gender of Respondent



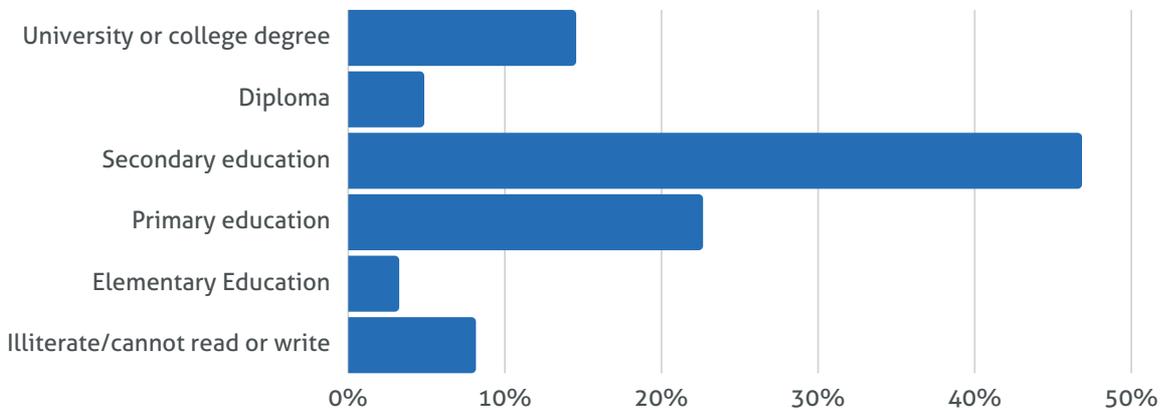
Age of Respondent



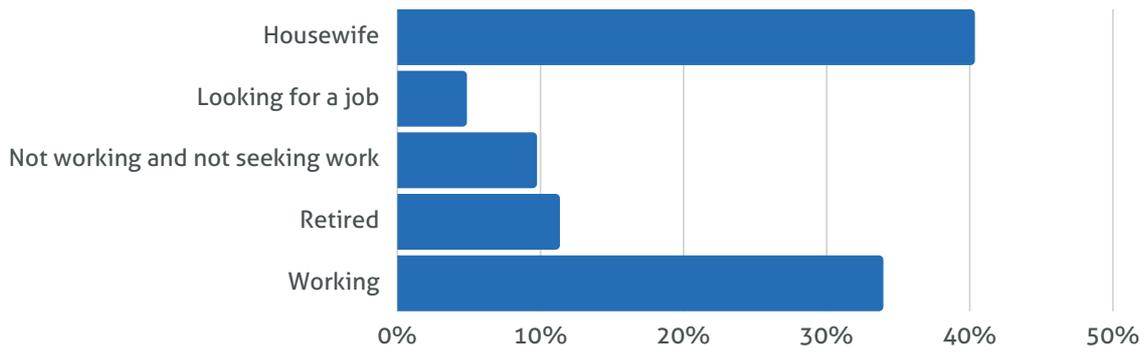
Social Status



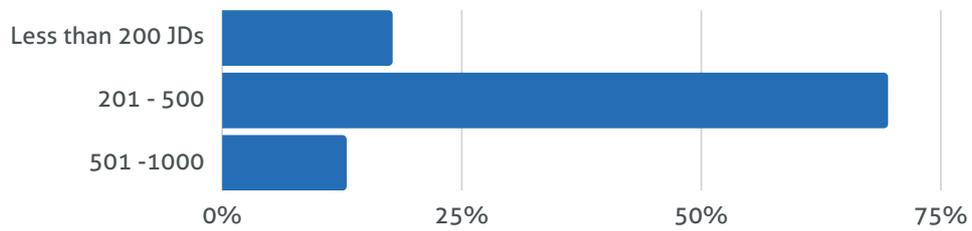
Level of Education



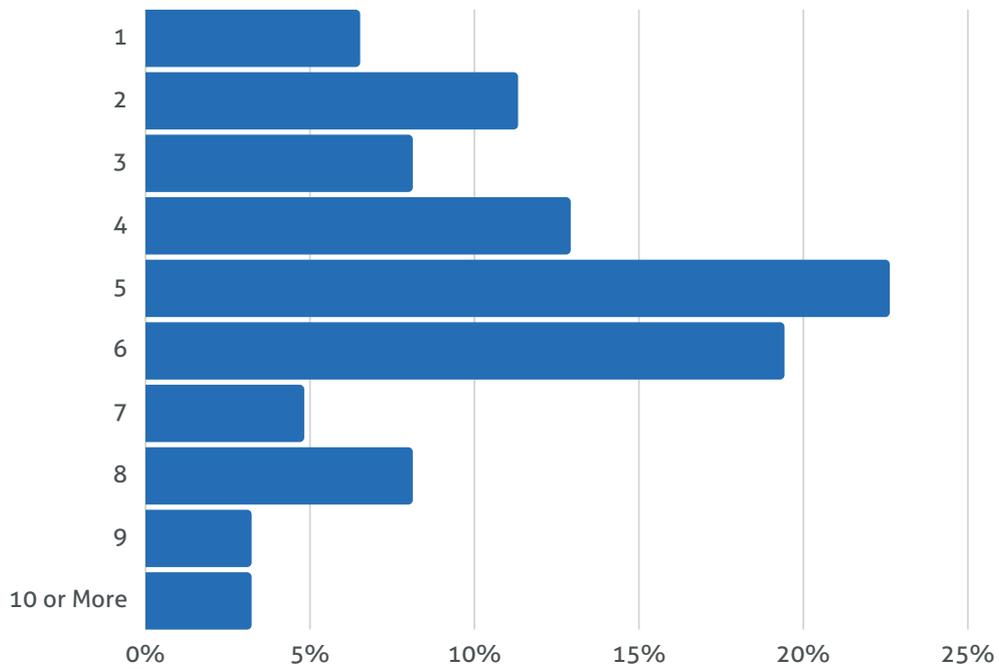
Work Status



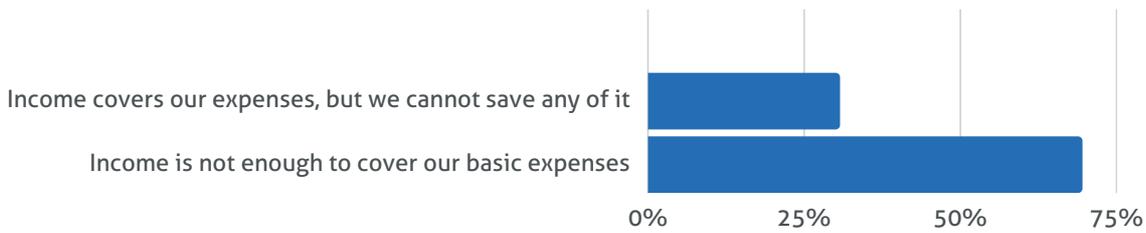
Average Household Income



Number of People within Household



Household Economic Condition

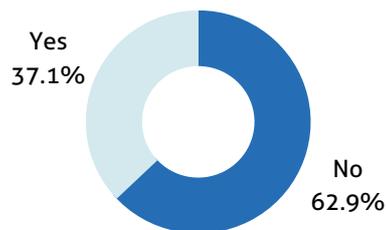


General Information

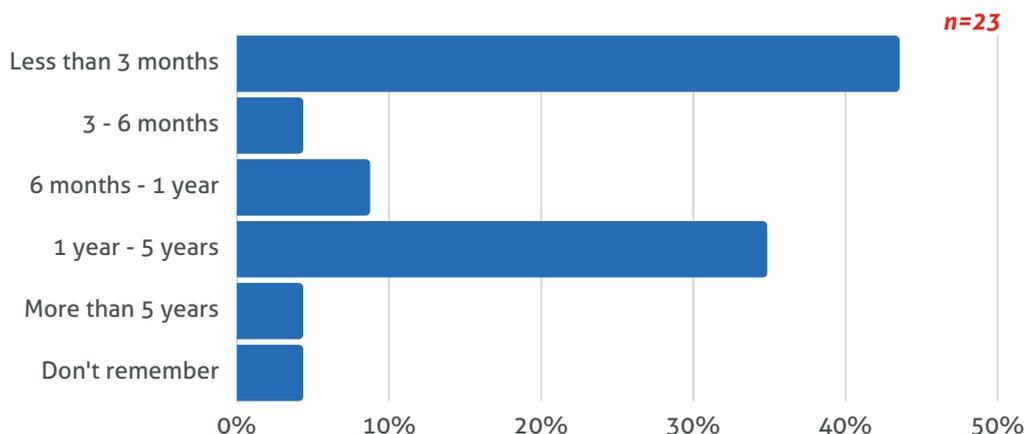
To start understanding the general perception of the respondents, the respondents were asked if they have visited their municipality, and if so, when was their last visit and for what service and their perception and level of satisfaction of that visit.

A total of 37% of respondents stated that they have visited their municipality building at one point during their residency period. The majority of visits have occurred within the period of up to 5 years since the time of the interview, where the highest rate was 44% of respondents stating their last visit occurring within less than 3 months.

Have you ever visited the municipality building?

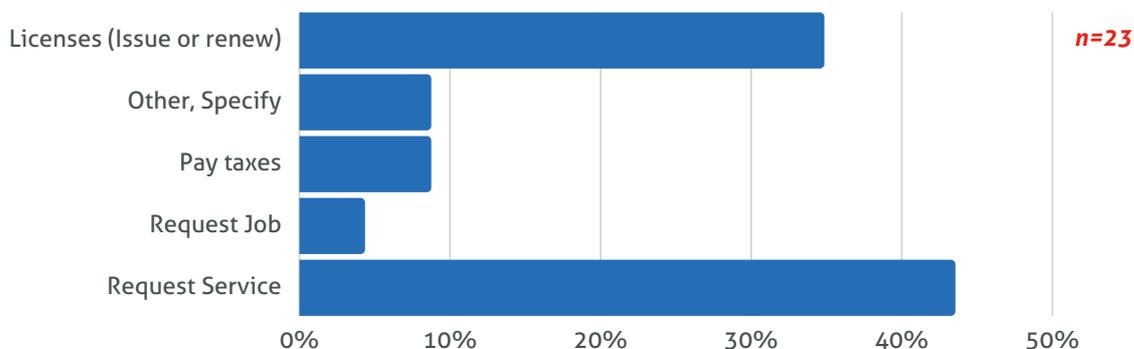


Last visit to municipality building



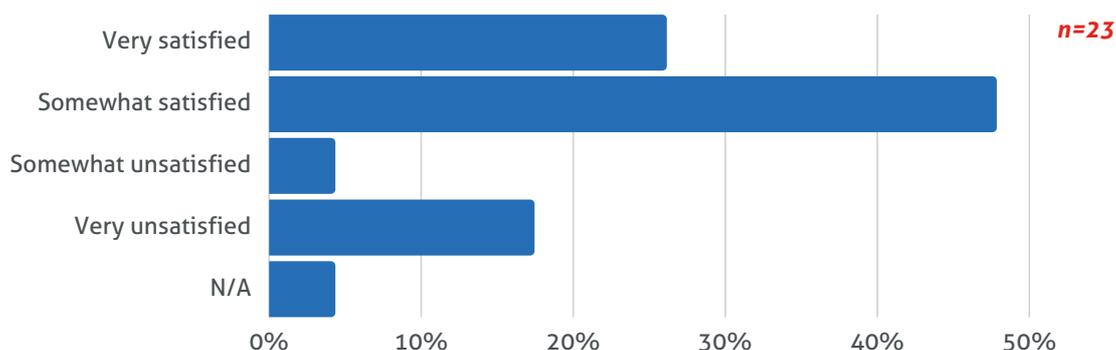
As for the reason of the visit to the municipality building, the top three reasons were to request a service at 44%, followed by issuing or renewing a license at 35% and other services at 9%.

What was the service you needed within the municipality during your last visit?



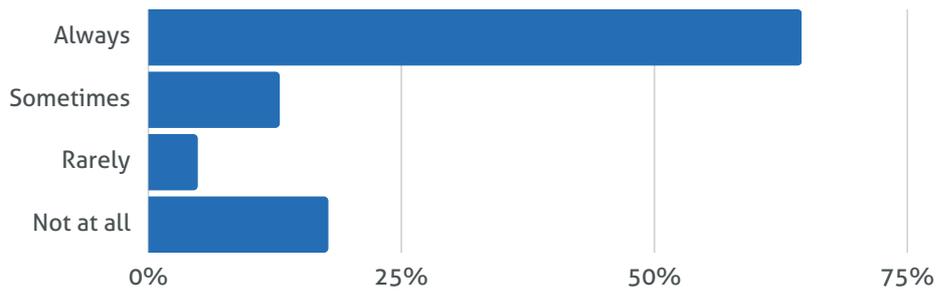
During their last visit, 74% of respondents stated being satisfied or somewhat satisfied and 22% of respondents stated being somewhat or very unsatisfied. The reasons behind their satisfaction or dissatisfaction was not captured during the interview.

Satisfaction level during last service acquired from municipality



Following this initial perception, the respondents were asked about how frequently they participate in municipal elections, where 82% of respondents stated participating to one extent in municipal elections, on the other hand, 18% didn't participate in the election at all.

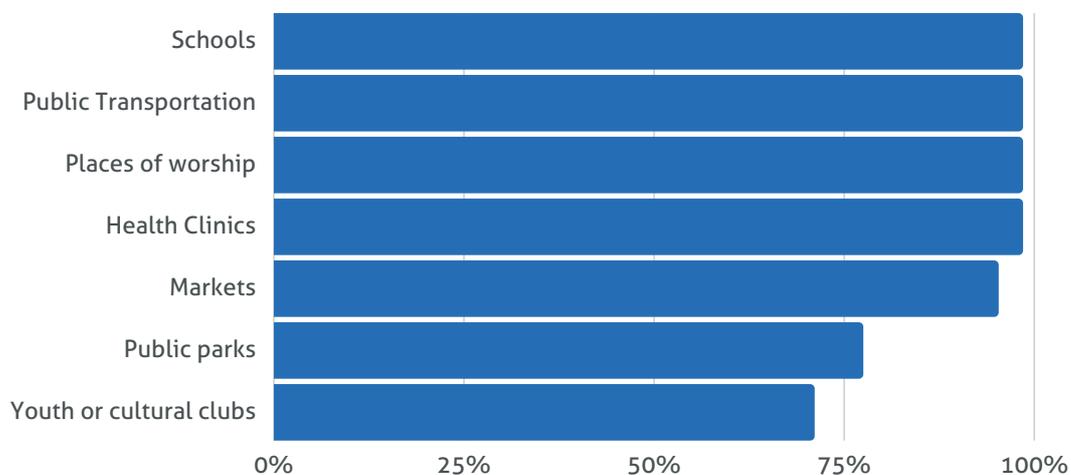
Frequency of participation in municipal elections



To follow up, the respondents were asked two questions, the first is a checklist of the services that are provided or available within their municipality, and the second is the perception of some services and for the respondents to identify if such services were part of the duties of their municipalities or not.

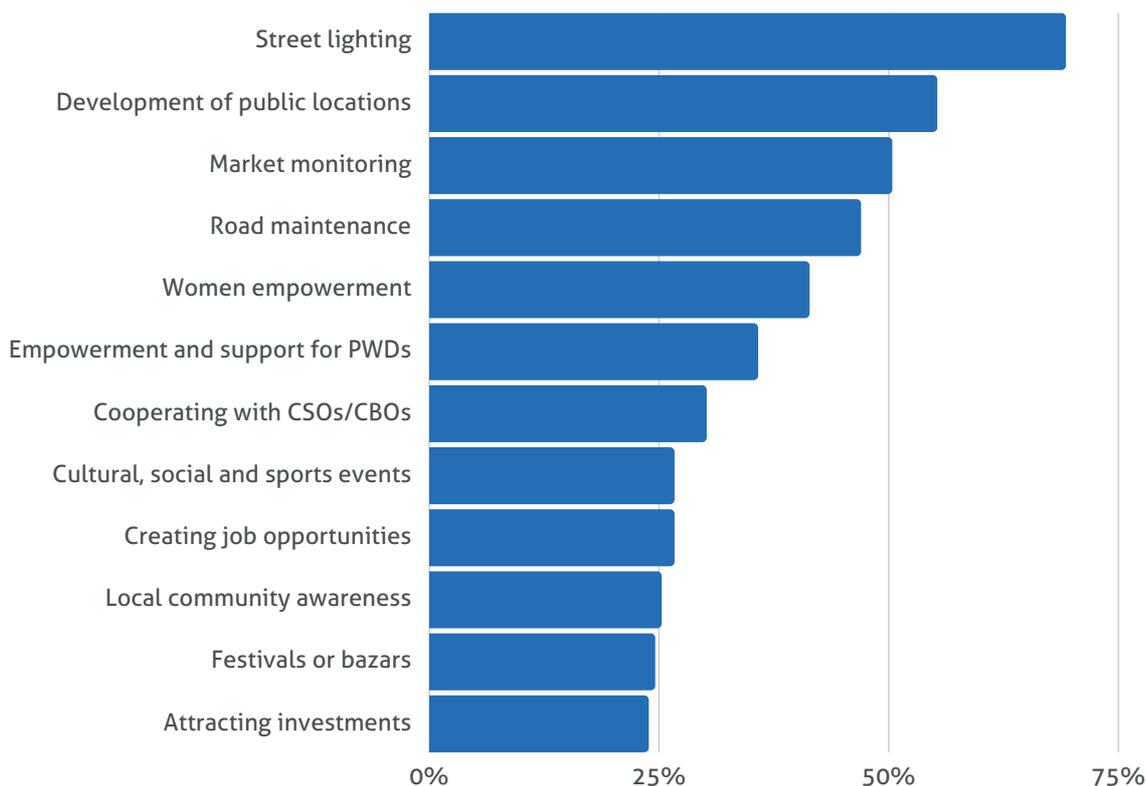
In terms of the availability of services within their neighborhoods, as shown in the figure below, schools, public transportation services, places of worship and health clinics were the most available at 98%, followed availability of markets by at 95%, public parks and youth or cultural clubs at 77% and 71% respectively.

Services available within neighbourhood



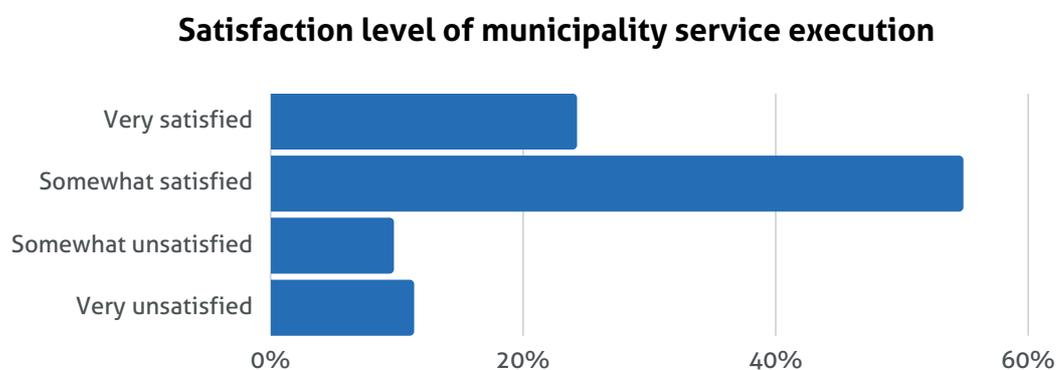
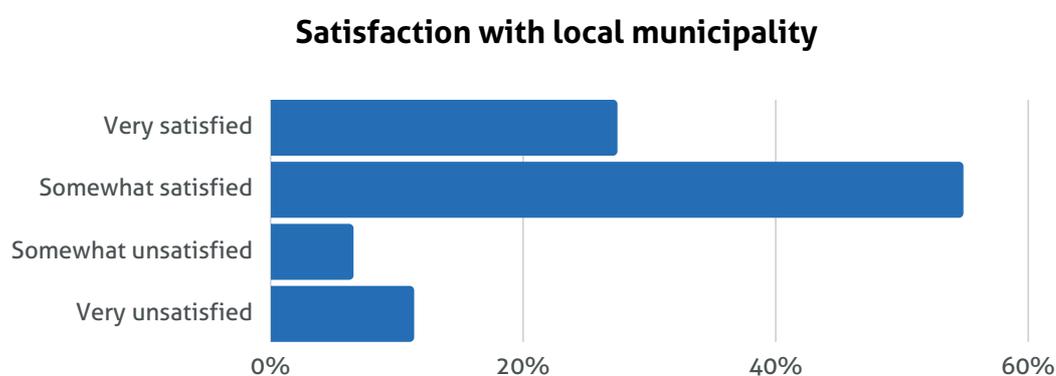
As for the perception of respondents regarding services being the duty or responsibility of the municipality, the highest areas where the citizens perceive the service being the duty under the municipality's mandate, development of public locations (98%), road maintenance (97%), street lighting (95%), market monitoring (92%), development or management of festivals or bazars (87%), for attracting investments (86%), cultural/ social/ sports events (82%), local community awareness (81%), cooperating with CSOs or CBOs (76%). And medium perception was for creating job opportunities for citizens, empowerment and support for people with disabilities (PWDs), and finally women empowerment at (71%),(61), and (58) respectively.

**Perception of services
being the duty of the municipality**



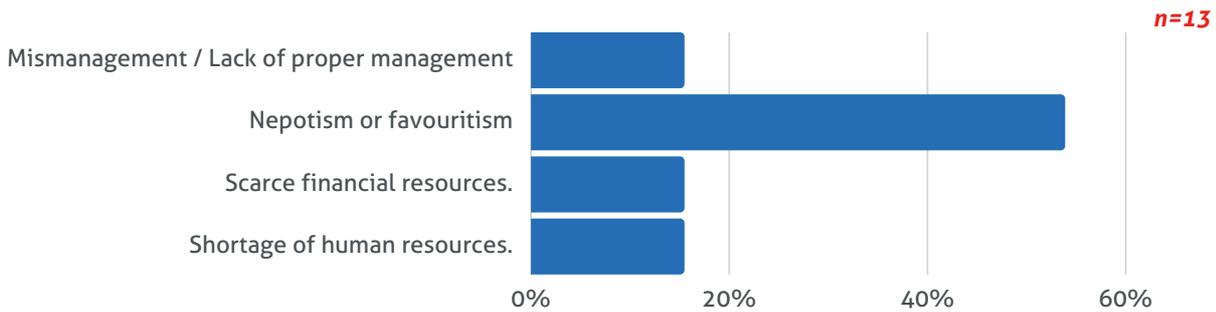
Resource Management

This section of the questionnaire was tailored to assess the satisfaction level of the citizens regarding multiple aspects. First the respondents were asked about their general satisfaction about their municipality and its execution of services. 82% of respondents stated they were very or somewhat satisfied about their municipality in general compared to 18% stating their dissatisfaction. Moreover, regarding the service execution, the respondents were split in half where 79% stated some level of satisfaction compared to 21% stating their dissatisfaction.



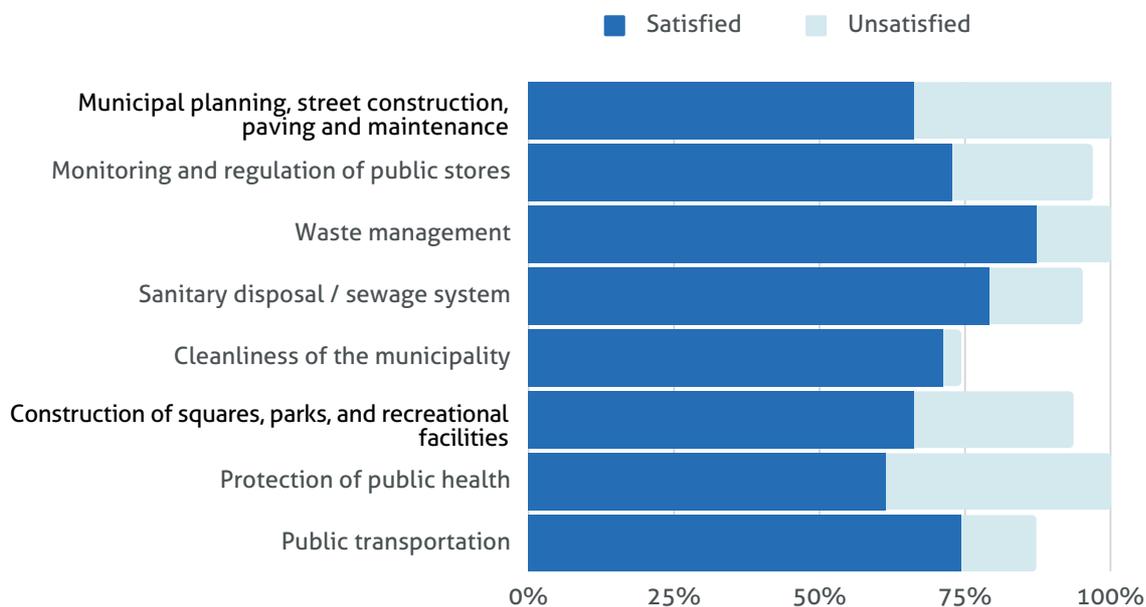
For respondents who stated their dissatisfaction regarding the execution of municipal services, the respondents were asked to pick the reason behind such assessment. 54% stated nepotism or favoritism as the cause behind their dissatisfaction, the rest of the respondent chosen the scarcity of financial resources, shortage or lack of human resources and mismanagement or the lack of proper management at 15%.

Reasons behind unsatisfactory municipal services



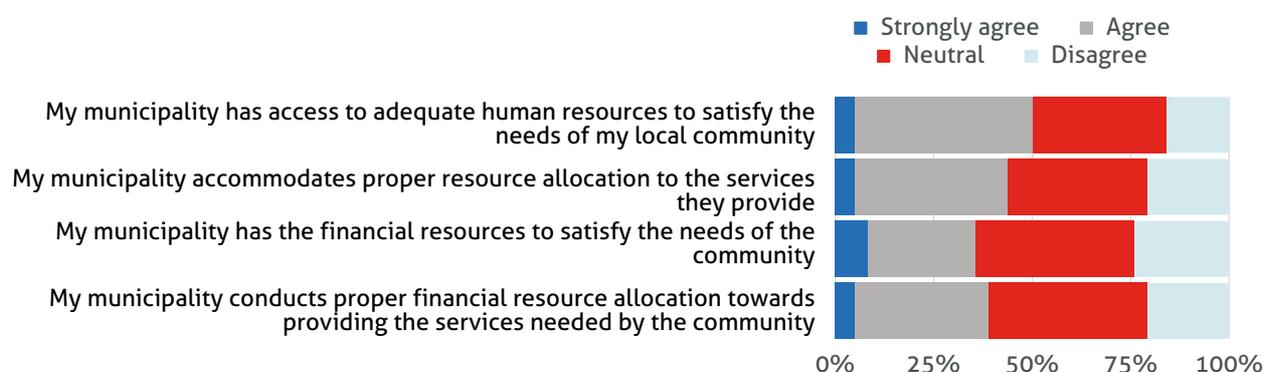
Following this general assessment, the respondents were asked to assess their satisfaction regarding specific services that are offered, or are the duty of, the municipality. The highest satisfaction levels were for waste management, sanitary or disposal sewage system and public transportation at 87%, 79% and 74% respectively. For the lowest satisfaction levels, they were towards protection of public health at 61%.

Citizen's satisfaction towards specific municipal services



To finalize the section, the respondents were asked to assess their level of agreement towards statements about their municipality. The first statement was towards the municipality's access to adequate human resources that allows them to provide the local community's needs, 50% of respondents agreed with this statement compared to 16% stating their

disagreement with it. The second statement was towards the municipality's accommodation of proper resource allocation for the services provided, 44% of respondents agreed with this statement compared to 21% disagreeing with it. The third statement was towards the municipality having financial resources or capabilities to satisfy the needs of the community, 36% of respondents agreed with this statement compared to 24% stating their disagreement. The final statement was towards the municipality conducting proper financial resource allocation towards the services needed by the community, 39% of respondents agreed with this statement compared to 21% stating their disagreement with it.



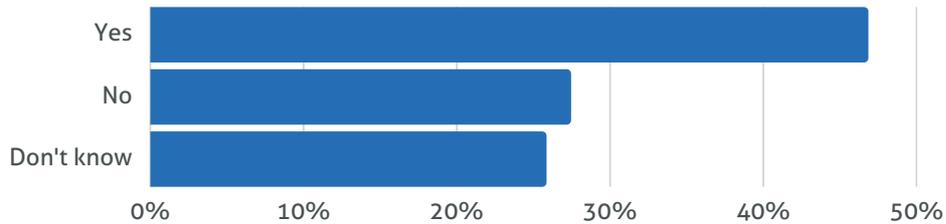
Challenges

The challenges section was designed to try to capture perceptions regarding requesting information from municipality, grievance channels in addition to including the challenges faced by PWDs within the municipality and the neighborhood.

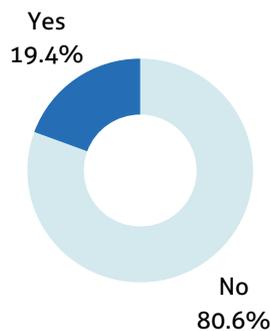
Starting with requesting information from the municipality, the respondents were asked if their municipality has clear procedures related to requestion official information. 47% stated their municipality has clear procedures compared to 27% stating the opposite. Respondents were also asked if they have tried to request information from their municipality, where 19% of respondents have previously requested or have tried to request information from their municipality while 81% have not. For those who have tried to request information, respondents were asked about the

outcomes of their request, 42% stated they have indeed got the information they have requested, 8% had to file an official request form, 25% were still waiting to receive the information and 25% stated not receiving any information they have requested.

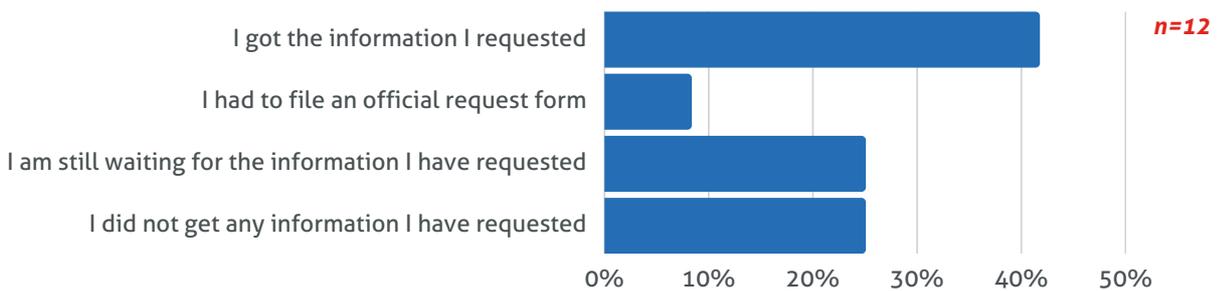
Does your local municipality have a clear procedure to request information?



Have you tried to request any information from your local municipality?



Outcomes of your request for information

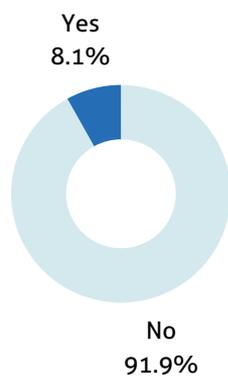


In terms of grievance mechanisms, the respondents were asked if they have knowledge about the available channels to submit complaints to their municipality. 8% of respondents stated they actually know how to submit a complaint while 92% did not have any knowledge about the procedure to submit an official complaint. For those who stated knowing the procedure on how to submit a complaint, 11% of those respondents have tried to submit a complaint while the remaining 89% who know the procedure have not ever

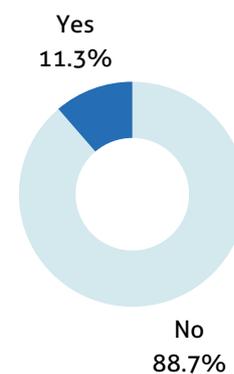
submitted a complaint. For those who submitted a complaint, the respondents were asked about where have they placed their complaint, 86% have submitted a complaint through the complaints department within the municipality while 14% have chosen Ministry of Local Administration.

To finalize the complaints sub-section, the respondents who submitted a complaint were asked about the outcome of their officially submitted complaint, 17% stated their complaint was resolved with them being satisfied about its outcomes, 33% stated their complaint is still unresolved and a staggering 50% stated their complaint was not resolved at all.

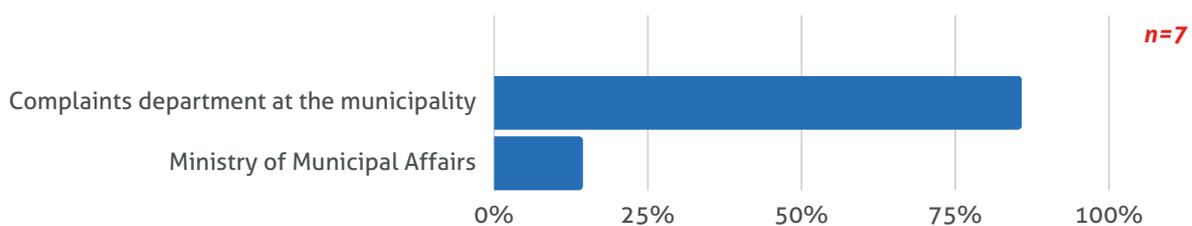
Knowledge of available channels to submit complaints



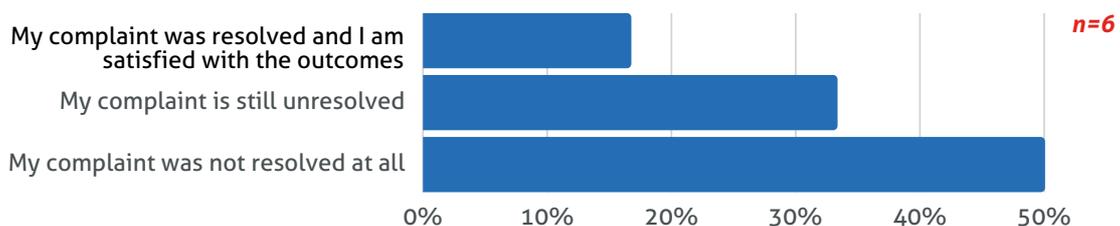
Have you tried to place a complaint within your municipality?



Where have you placed your complaint?

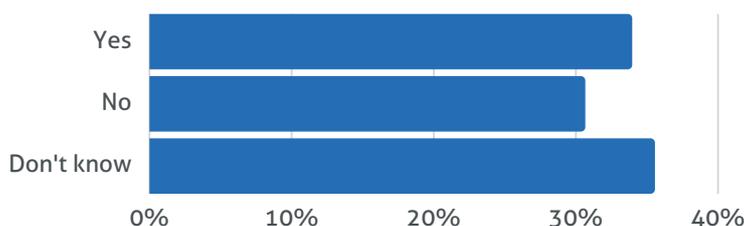


Results of complaint

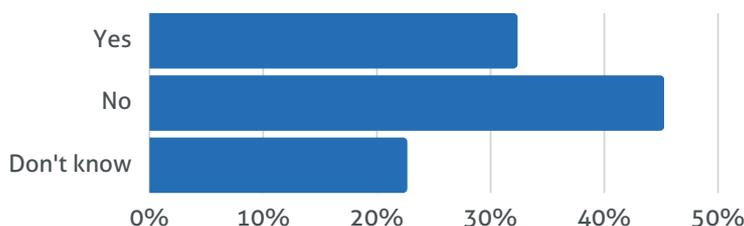


Finally, for PWDs, the respondents were asked if their municipality has proper or adequate infrastructure within its buildings for PWDs to use, 34% of respondents believed that their municipality can accommodate PWDs while 31% indicated that there was not adequate infrastructure to accommodate PWDs within municipality buildings. On another level, the respondents were asked the same question but for infrastructure within public areas and streets, where 32% of respondents agreed that their municipality can accommodate PWDs while 45% of respondents stated that there was no infrastructure within streets or public areas to accommodate the need of PWDs. Moreover, respondents were asked if their municipality conducts any support or empowerment measures for PWDs within their communities were 21% stated their municipality supporting or empowering PWDs.

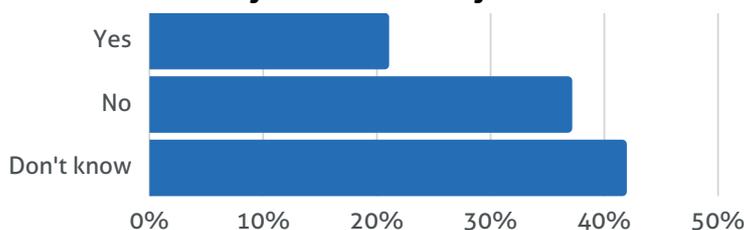
Does your municipality have proper infrastructure for PWDs within its buildings?



Does your municipality have proper infrastructure for PWDs within public streets and areas?



Does your municipality conduct any measures to support or empower PWDs within your community?

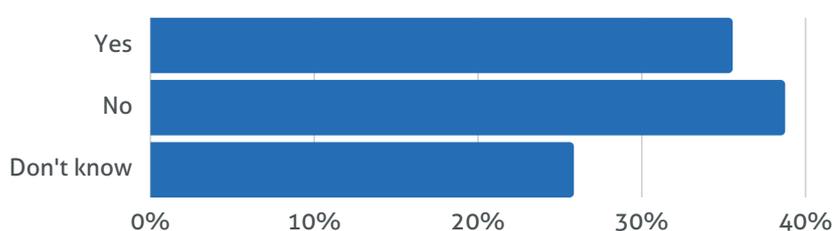


Community Involvement and Communication

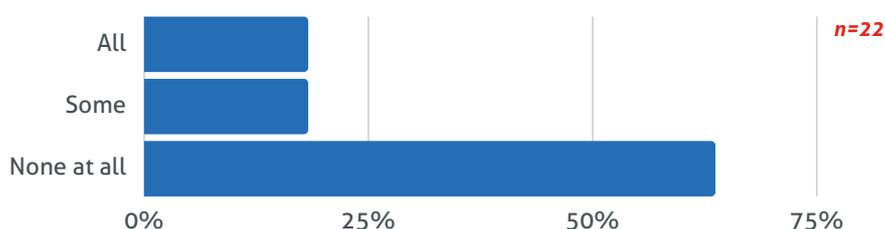
In regards to community involvement and communication, this section had asked about various aspects regarding how the local community is involved in the decision-making process and how effective their communication and knowledge of local issues and needs are.

The first aspect inquired if the municipality have conducted any public meetings, within the past year, to discuss the needs of the local community, 36% stated their municipality had held such events or meetings while 39% stated no such meetings were held. For those who stated that there were indeed meetings, respondents were asked about the frequency of their attendance of such meetings, 18% attended some meetings, 18% stated they rarely attend municipal meetings and 64% stated they have not attended any meetings within the past year.

Have your municipality conducted any public meetings to discuss the needs of the community within the past year?



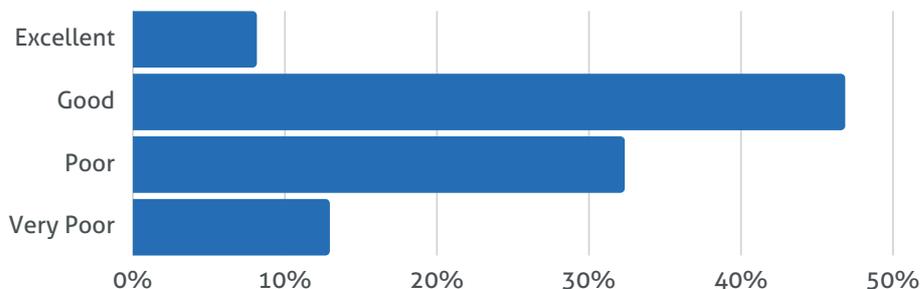
If yes, how many meetings have you attended?



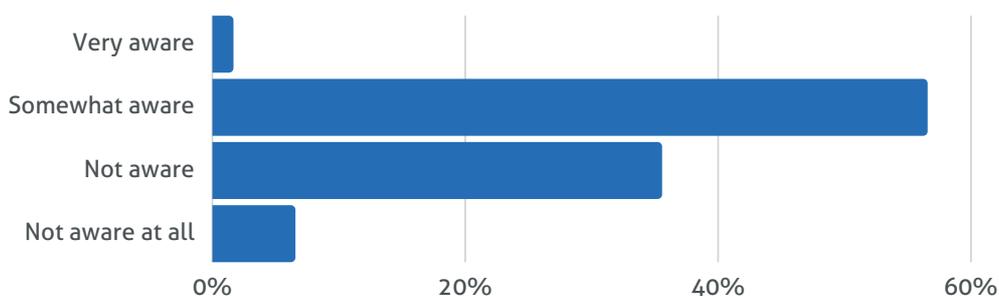
The second aspect inquired about the communication of the elected local council members with the local community, respondents were asked to assess the communication level of the council members with the local community, 55% believed that the communication level is positive while the remaining 45% believed that the communication level of council members with the local community was poor. In addition, respondents

were asked of the level of awareness of local council members about the local issues faced by the community, 58% of respondents stated that council members were moderately or highly aware about the local issues faced by the community compared to 42% believing the contrary.

How do you describe the communication level of the local municipality council with the community?

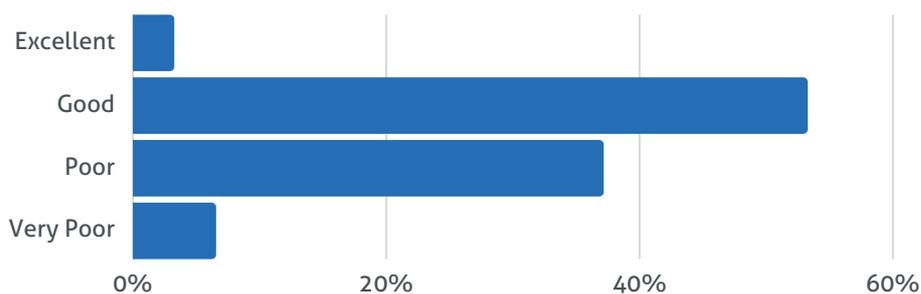


How aware is the local municipality council of the local issues faced by the community?

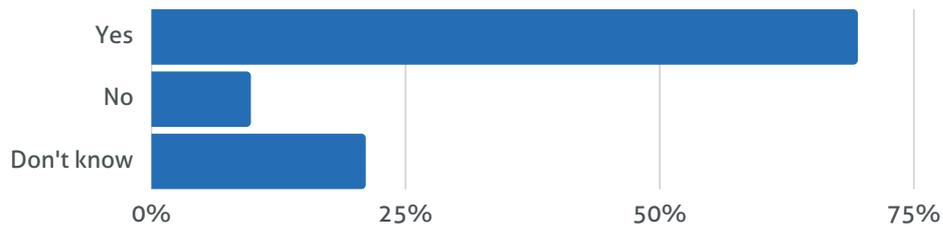


For the third aspect, respondents were asked to describe the communication level of their municipality with the local community, 56% believed that the communication level was positive to some extent, compared to 44% believing the communication level was poor to some extent. Additionally, respondents were asked if their municipality has social media presence to share their public announcements to the community, 69% of respondents stated their municipality has social media presence while 10% stated their municipality has no social media presence.

How do you describe the communication level of your local municipality?

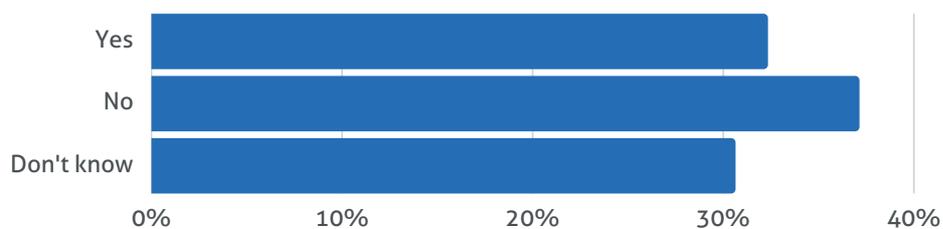


Does your municipality have any social media pages that they share any local communications in?

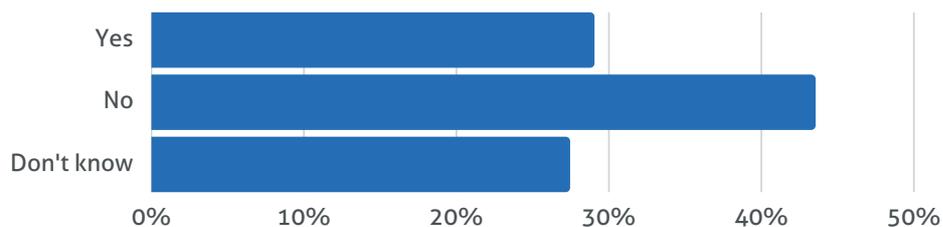


The final aspect was towards the community's involvement in addressing the needs of the community, 32% of respondents believed that their municipality does involve their community members in addressing the needs while 37% did not believe that their municipality involves them in the identification and addressing the community needs. Moreover, the respondents were asked if their municipality issues any material to create awareness about their services, projects or the meetings they hold, 29% of respondents stated their municipality takes such actions, compared to 44% stating no such efforts are made by the municipality.

Does your municipality involve the community in addressing the needs of the community?



Does your municipality provide periodical material to create awareness about services, projects or meetings?

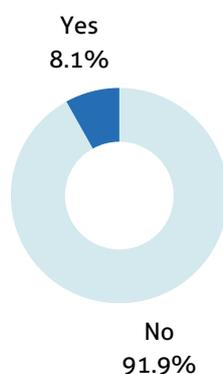


Openness, Integrity and Accountability

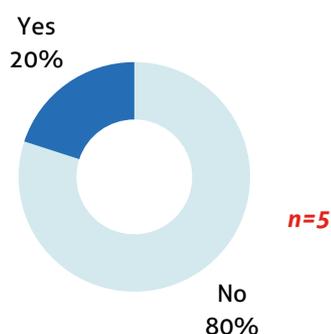
This section was designed to assess the openness, integrity and accountability of the municipality as perceived by the local community. This has included the assessment of direct community recommendations, publishing financial statements, accountability of decision making, equality within community members, sound financial management, competency of municipal employees, favoritism and common interest.

First, respondents were asked if they have presented any recommendations towards the improvement of municipal work performance, 8% of respondents stated they have presented some type of recommendation, those same respondents were asked if their recommendations were actually applied by the municipality, where 20% of those respondents indicated their recommendation were implemented by the municipality and 80% stating their recommendations were not taken into action.

Have you ever presented any recommendations to improve the municipality's work performance?

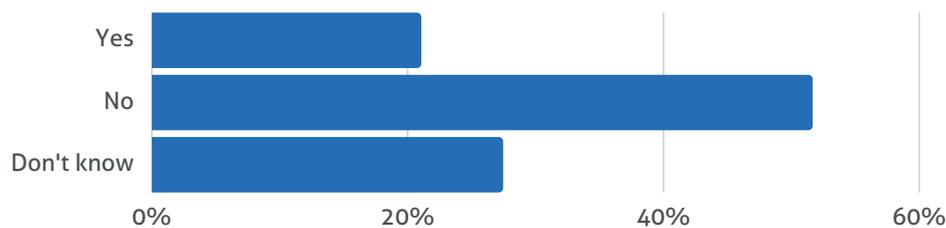


Have any recommendations presented to the municipality been applied?

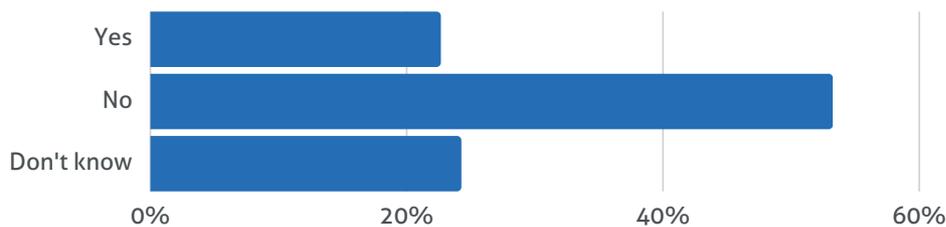


Second, respondents were asked if their municipality publishes its work plans or financial statements to the public, where 21% of respondents stated that such plans and statements were actually published compared to 52% stating the opposite. Moreover, respondents were asked if they have ever read their municipality's plans or municipal council decisions, where 23% have read such plans before compared to 53% never reading plans or municipal council decisions.

Does the municipality publish its financial statements and work plans?

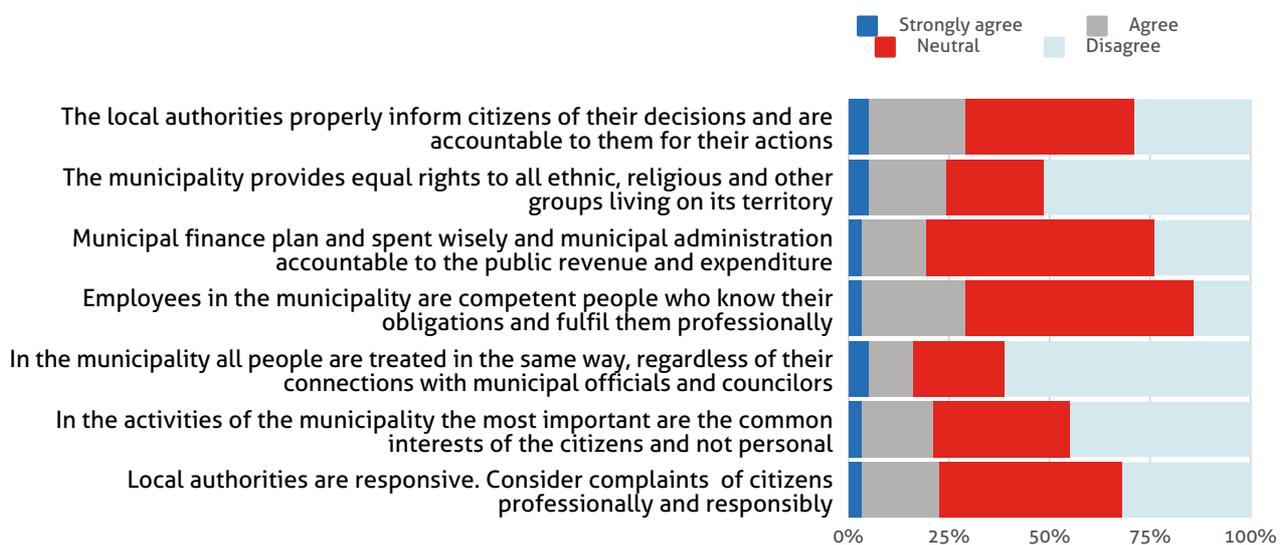


Have you ever read any of the municipality's plans and municipal council decisions?



Third, the respondents were asked to assess their level of agreement with statements associated to multiple core values of the municipality and its employees and activities. Regarding the municipality informing citizens regarding their decisions and their accountability to such decisions, 29% stated that their municipality informs the public and are accountable for such actions. Regarding the municipality dealing with equality with all community members within their jurisdiction, 24% of respondents agreed with this statement while 52% did not agree with it. Regarding the sound financial spending and accountability of public revenues and expenditures, 19% of respondents agreed with this statement compared to 24% disagreeing with it. Regarding the competency and professionalism of employees within the municipality, 29% of respondents agreed with this statement compared to 15% stating their disagreement with it. Regarding favoritism, respondents were asked to

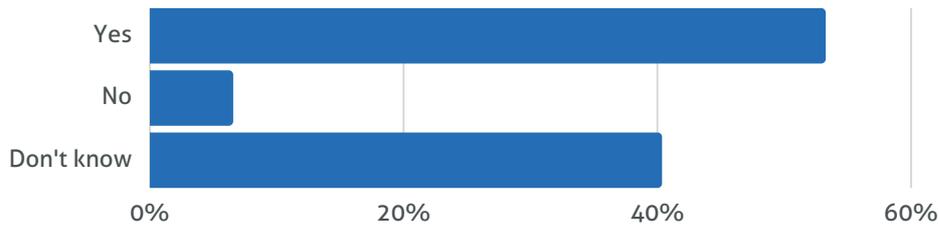
assess their agreement with the statement related to the equality of treatment of citizens regardless of their connections with municipal employees or council members, 16% of respondents have agreed with this statement whereas 61% expressed their disagreement with it. Regarding the municipal activities being implemented towards the common interest compared to personal interest, 21% of respondents stated their agreement that the general or common good is implemented by the municipality whereas 45% of respondents stated their disagreement with it. Finally, regarding the professional responsiveness and consideration of community complaints, 23% of respondents agreed with this statement compared to 32% expressing this disagreement.



Local Development

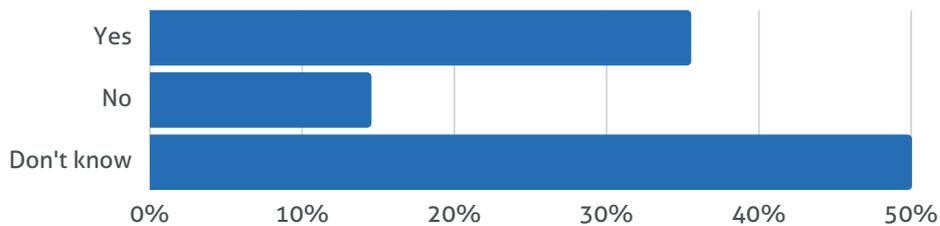
In regards to local development, the respondents were asked a group of questions related to local development activities implemented through the local municipality. The first question was towards the knowledge about any investment opportunities implemented by the municipality such as rental of buildings or land, 53% of respondents stated that their municipalities conduct such activities compared to 7% who stated the contrary and 40% stating having no knowledge about such activities.

Does your municipality have any investments (such as renting buildings, land ... etc.)?

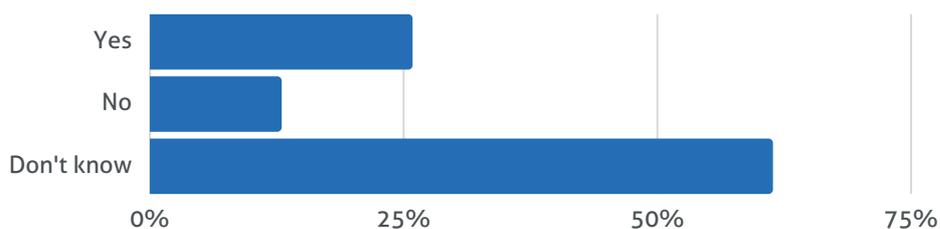


Moreover, the respondents were asked if the municipality have attracted investment opportunities or projects to the local community, 36% of respondents stated that their municipality have attracted investments to the community, 14% stated no investment attraction activities have been done by the municipality and 50% stating having no knowledge about this sort of activity. To complement this, respondents were asked if their local municipality have created partnerships with organization or private sector to create new investment opportunities, where 26% of respondents stating such partnerships have been implemented by their municipality, 13% stated no partnerships were implemented and 61% stating lack of knowledge about such activities.

Have your municipality attracted any investments projects to your community?

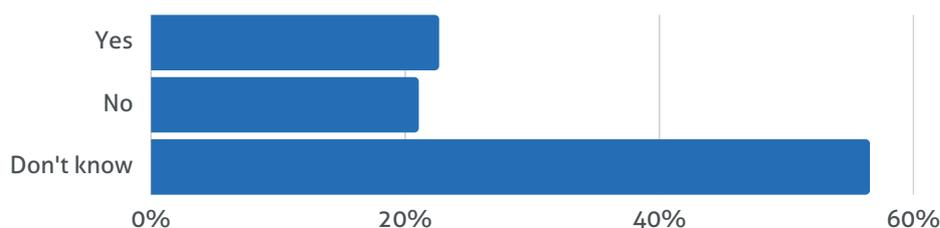


Have your municipality created any partnerships with organizations or private sector to create new investments?



Finally, respondents were asked if their municipality have development plans available for the public to access, 23% stated their municipality provides access to such plans, 21% stating no availability of such plans and 56% stated having no knowledge about such activities.

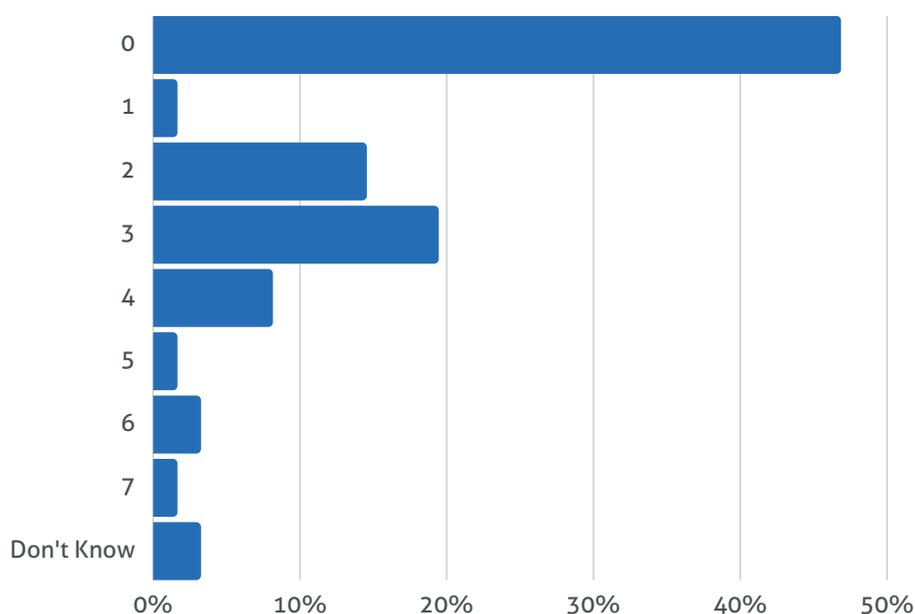
Does your municipality have any development plans available for the community to access?



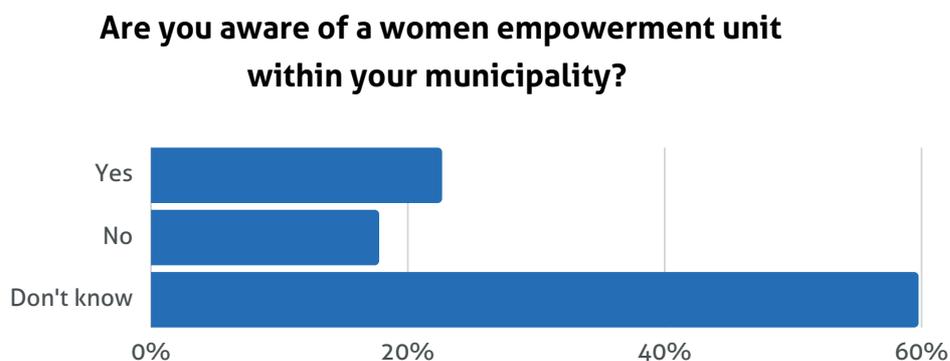
Women Empowerment

In regards to women empowerment, the respondents were asked three questions related to women empowerment that are related to the municipality. First, the respondents were asked to give the number of female members within their local municipality councils, nearly three quarters of respondents stated having no knowledge about the number of female council members whereas the remaining respondents have given a specific number of female members that they believe is correct.

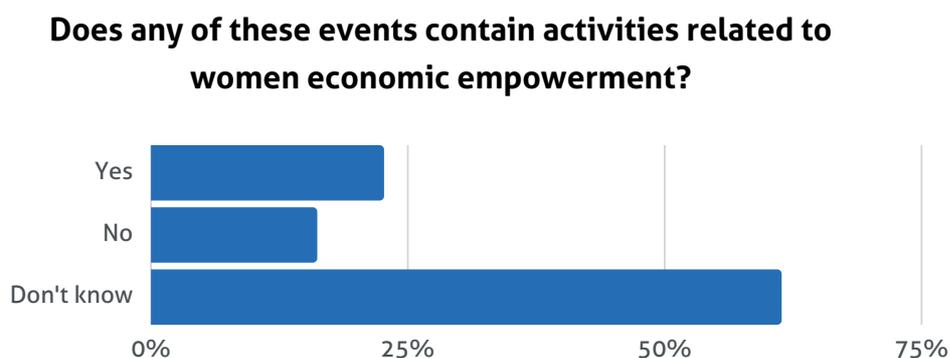
How many members of your local municipal council are females?



Second, the respondents were asked about their awareness regarding the women empowerment unit within their municipality, 23% of respondents stated knowing about this unit, 18% of respondents stating their municipality does not have such a unit and 60% stated having no knowledge if the municipality has a unit with such dedicated for women empowerment.

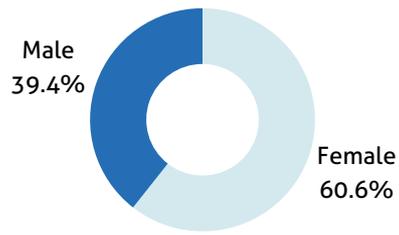


Finally, respondents were asked if any of the events conducted or implemented by their municipalities containing activities related to women's economic empowerment, 27% stated that such activities were embedded within municipal general activities or events, 16% stated that no women economic empowerment activities were embedded in municipal public events and 61% stated having no knowledge about such activities.

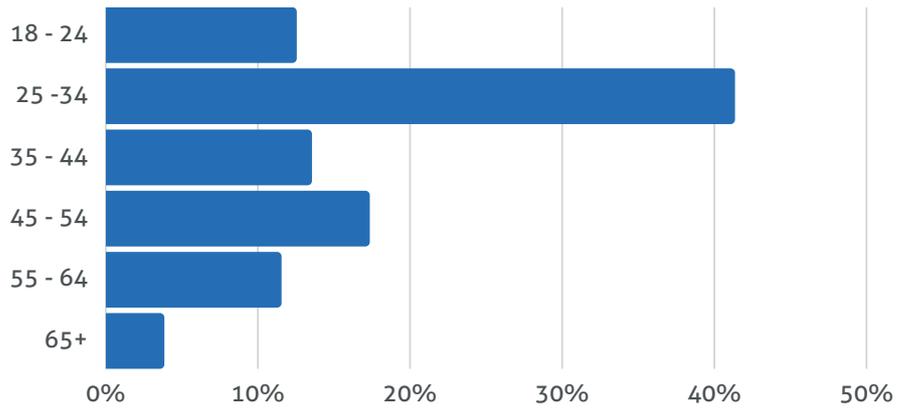


Madaba Municipality Results

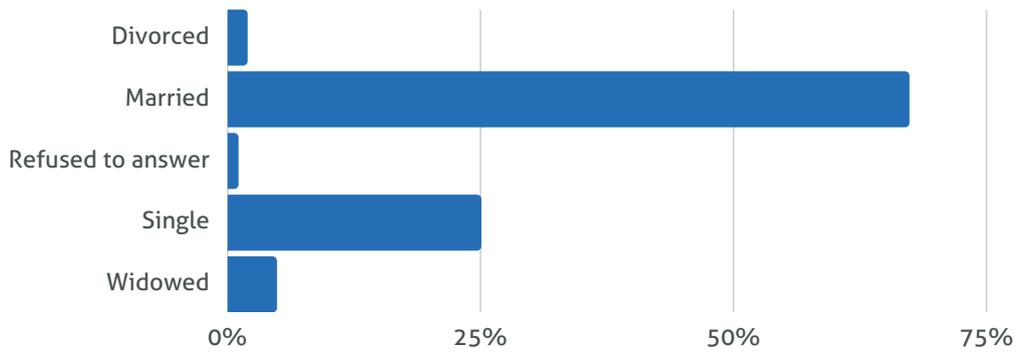
Gender of Respondent



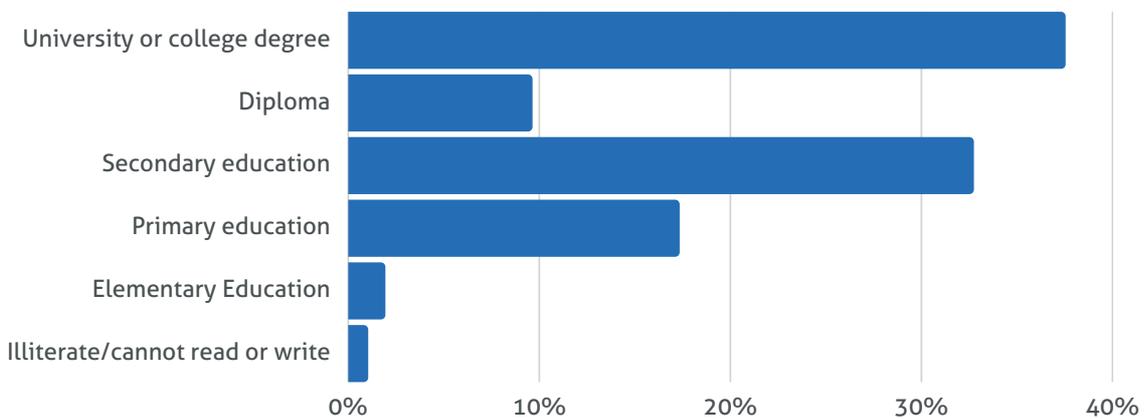
Age of Respondent



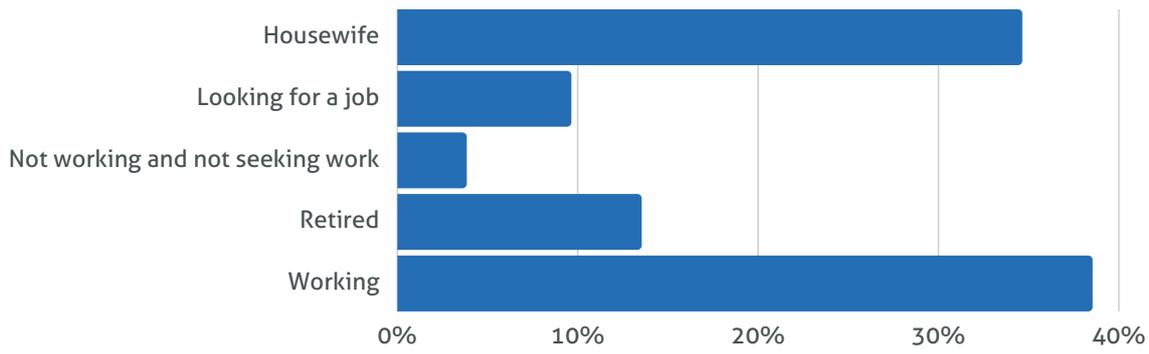
Social Status



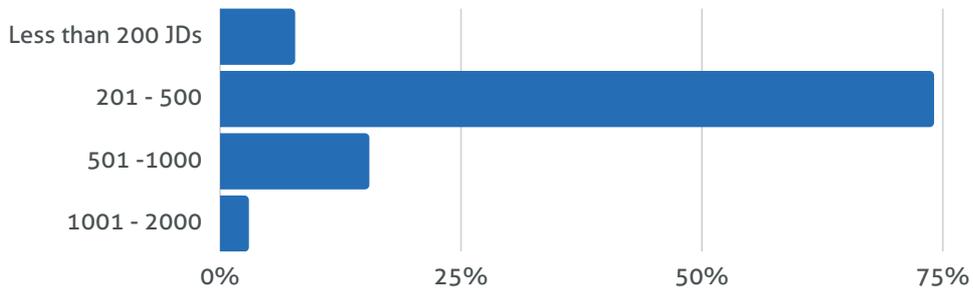
Level of Education



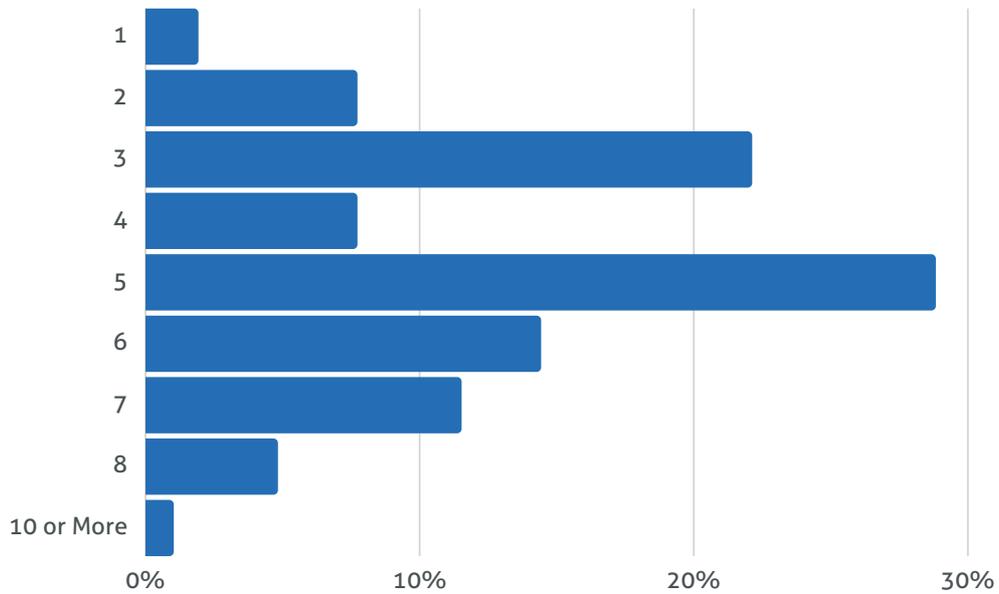
Work Status



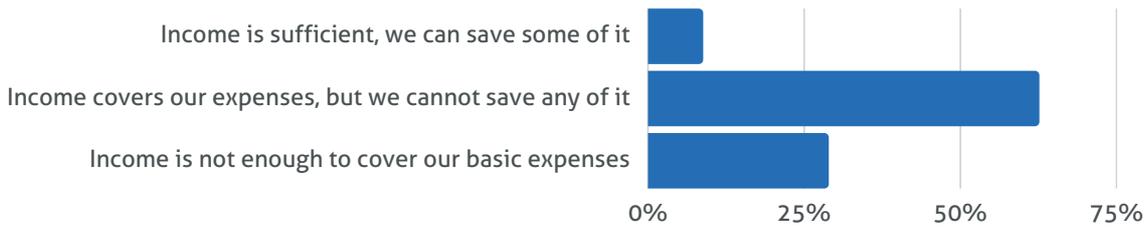
Average Household Income



Number of People within Household



Household Economic Condition

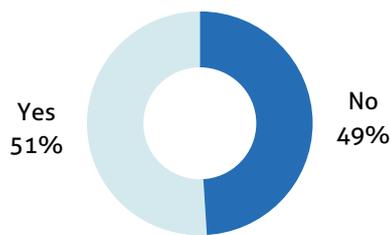


General Information

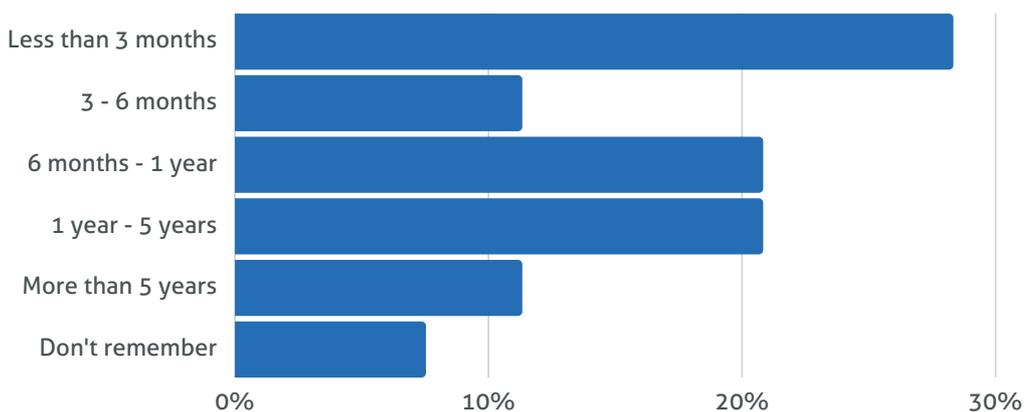
To start understanding the general perception of the respondents, the respondents were asked if they have visited their municipality, and if so, when was their last visit and for what service and their perception and level of satisfaction of that visit.

A total of 51% of respondents stated that they have visited their municipality building at one point during their residency period. The majority of visits have occurred within the period of up to 5 years since the time of the interview, where the highest rate was 28% of respondents stating their last visit occurring within less than 3 months ago.

Have you ever visited the municipality building?

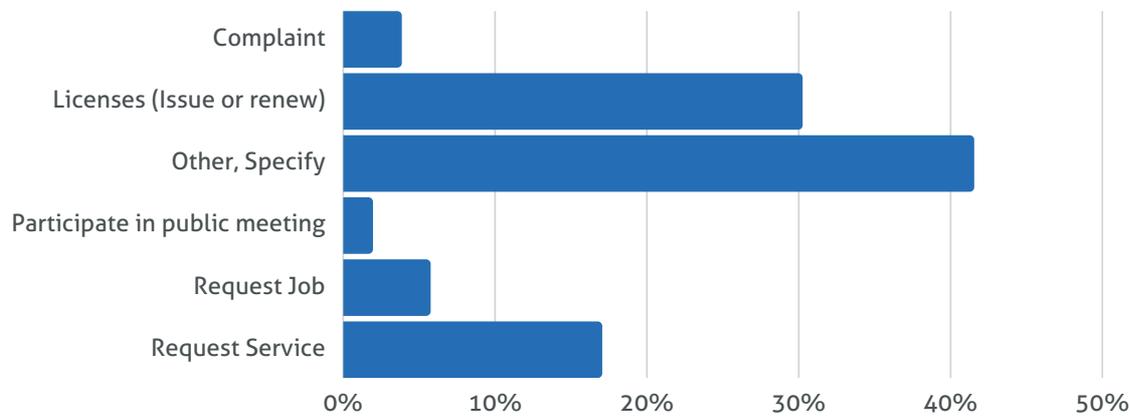


Last visit to municipality building



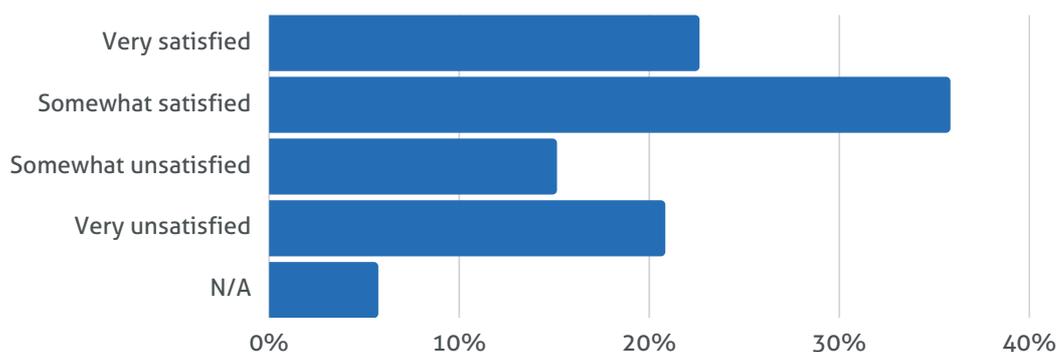
As for the reason of the visit to the municipality building, the top three reasons were to other service at 42%, followed by issuing or renewing a license at 30% and request service at 17%.

What was the service you needed within the municipality during your last visit?



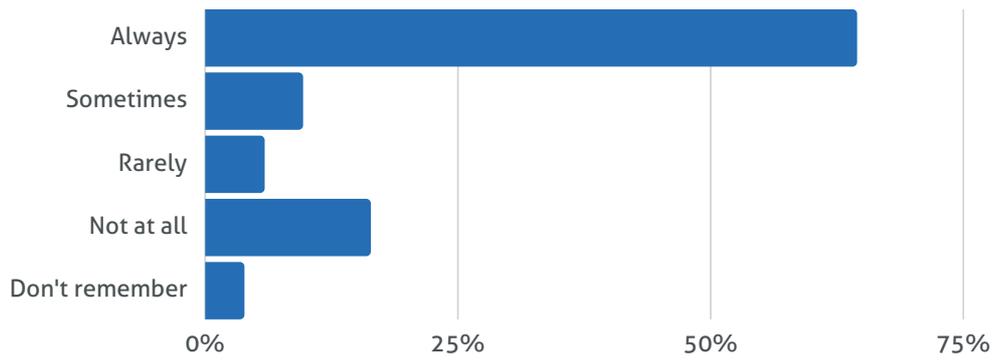
During their last visit, 48% of respondents stated being satisfied or somewhat satisfied and 36% of respondents stated being somewhat or very unsatisfied. The reasons behind their satisfaction or dissatisfaction was not captured during the interview.

Satisfaction level during last service acquired from municipality



Following this initial perception, the respondents were asked about how frequently they participate in municipal elections, where 80% of respondents stated participating to one extent in municipal elections.

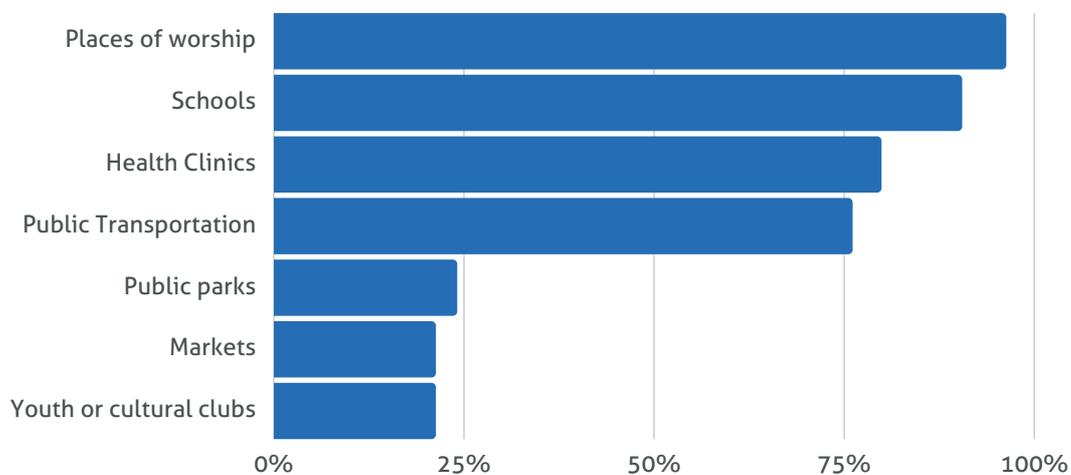
Frequency of participation in municipal elections



To follow up, the respondents were asked two questions, the first is a checklist of the services that are provided or available within their municipality, and the second is the perception of some services and for the respondents to identify if such services were part of the duties of their municipalities or not.

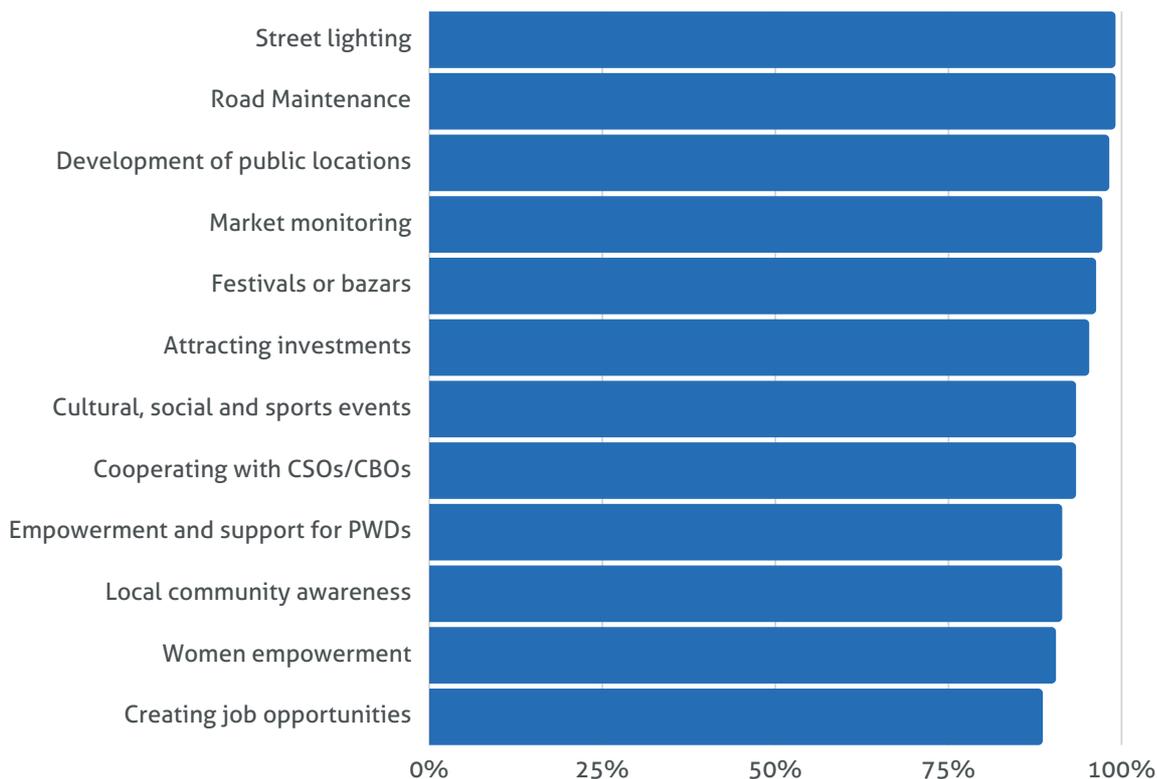
In terms of the availability of services within their neighborhoods, as shown in the figure below, places of worship, schools, health clinics and public transportation at 96%, 90%, 80%, and 76% respectively. The least available was for public parks, markets followed by youth or cultural clubs at 24%, 21%, and 21% respectively.

Services available within neighbourhood



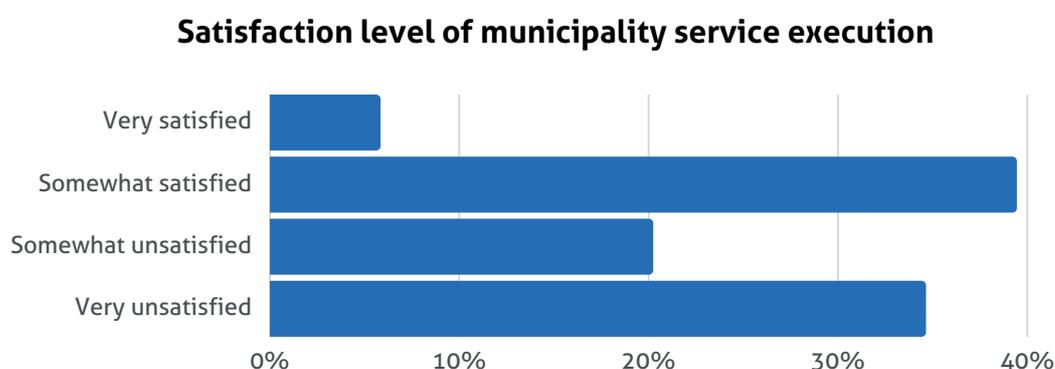
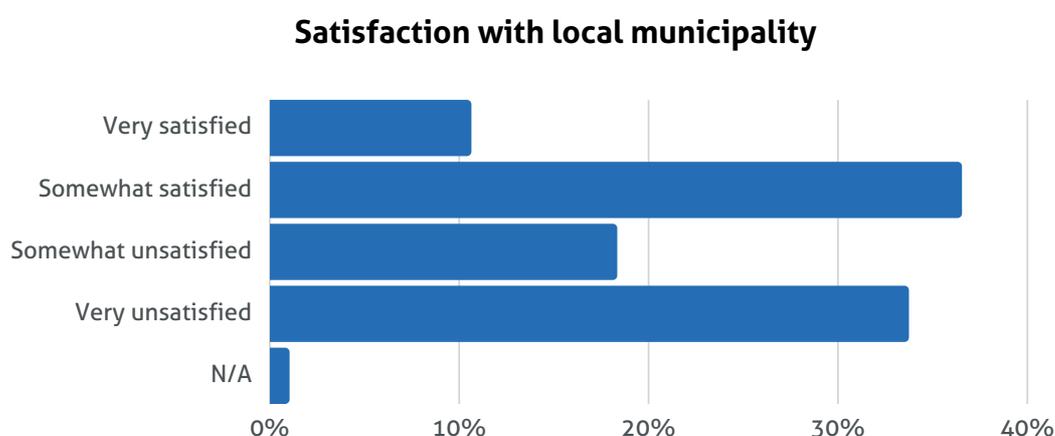
As for the perception of respondents regarding services being the duty or responsibility of the municipality, the highest areas where the citizens perceive the service being the duty under the municipality's mandate, were street lighting (99%), road maintenance (99%), development of public locations (98%), market monitoring (97%), festivals or bazars (96%), attracting investments (95%), cultural/ social/ sports events (93%), cooperating with CSOs or CBOs (93%), empowerment and support for people with disabilities (PWDs) at (91%), local community awareness (91%), women empowerment (90%), creating job opportunities for citizens (86%).

**Perception of services
being the duty of the municipality**



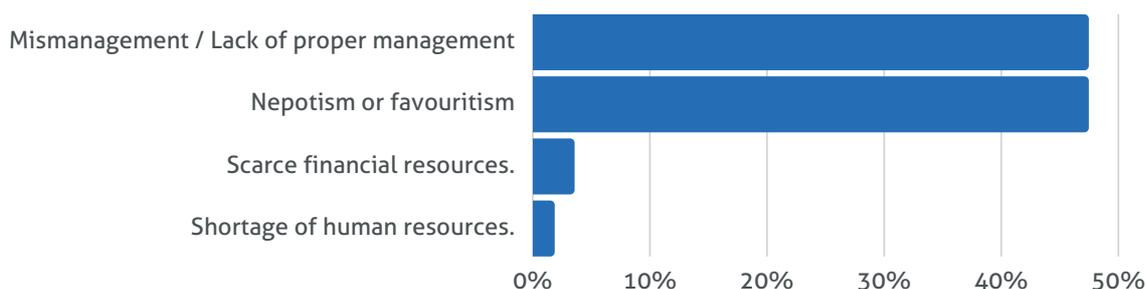
Resource Management

This section of the questionnaire was tailored to assess the satisfaction level of the citizens regarding multiple aspects. First the respondents were asked about their general satisfaction about their municipality and its execution of services. 47% of respondents stated they were very or somewhat satisfied about their municipality in general compared to 52% stating their dissatisfaction. Moreover, regarding the service execution, 45% of the respondent stated some level of satisfaction compared to 55% stating their dissatisfaction.



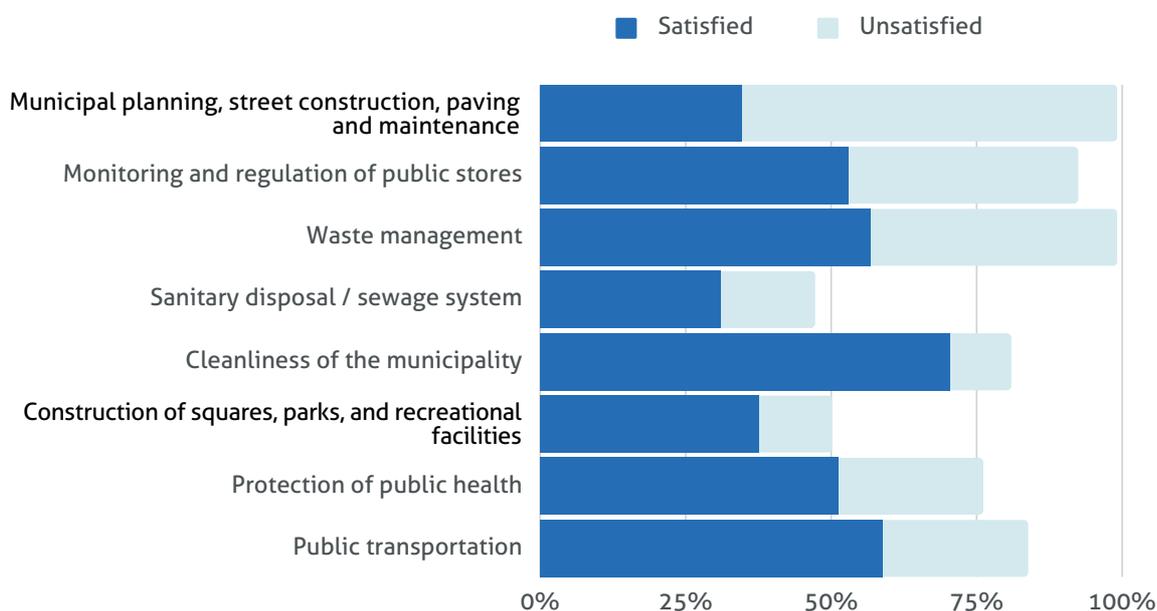
For respondents who stated their dissatisfaction regarding the execution of municipal services, the respondents were asked to pick the reason behind such assessment. 47% stated mismanagement or the lack of proper management as the cause behind their dissatisfaction, 47% stated nepotism or favoritism, 4% selected the scarcity of financial resources and 2% for shortage or lack of human resources to execute services.

Reasons behind unsatisfactory municipal services



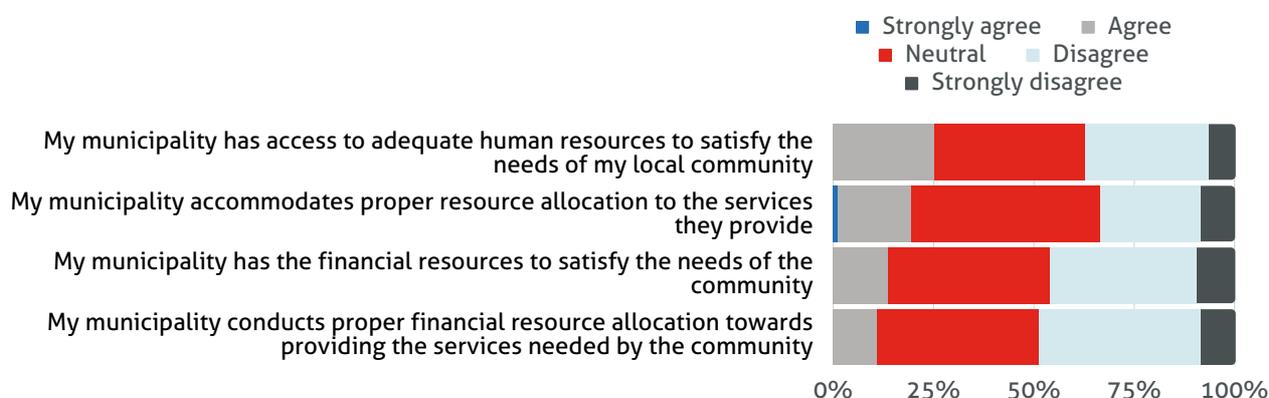
Following this general assessment, the respondents were asked to assess their satisfaction regarding specific services that are offered, or are the duty of, the municipality. The highest satisfaction levels were for cleanliness of the municipality at 70%, followed by public transportation at 59% and waste management 57%. As for the lowest satisfaction levels, sanitary disposal/ sewage system at 31%.

Citizen's satisfaction towards specific municipal services



To finalize the section, the respondents were asked to assess their level of agreement towards statements about their municipality. The first statement was towards the municipality's access to adequate human resources that allows them to provide the local community's needs, 25% of respondents agreed with this statement compared to 38% stating their

disagreement with it. The second statement was towards the municipality's accommodation of proper resource allocation for the services provided, 19% of respondents agreed with this statement compared to 34% disagreeing with it. The third statement was towards the municipality having financial resources or capabilities to satisfy the needs of the community, 14% of respondents agreed with this statement compared to 46% stating their disagreement. The final statement was towards the municipality conducting proper financial resource allocation towards the services needed by the community, 11% of respondents agreed with this statement compared to 49% stating their disagreement with it.



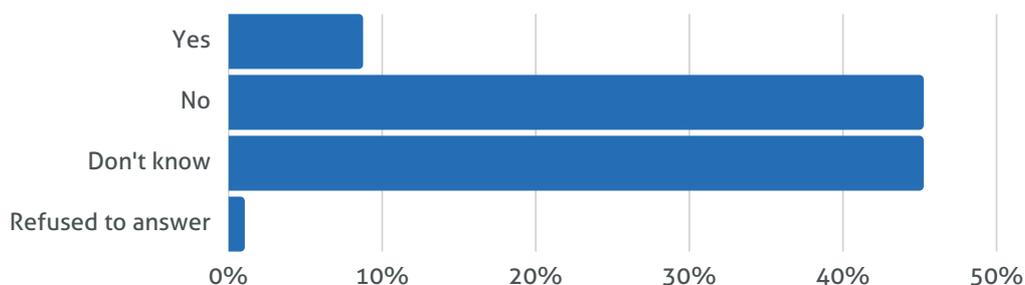
Challenges

The challenges section was designed to try to capture perceptions regarding requesting information from municipality, grievance channels in addition to including the challenges faced by PWDs within the municipality and the neighborhood.

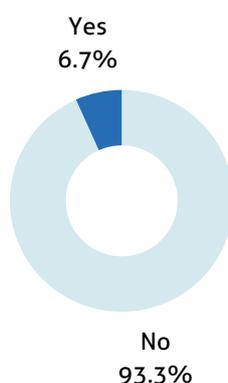
Starting with requesting information from the municipality, the respondents were asked if their municipality has clear procedures related to request official information. 9% stated their municipality has clear procedures compared to 45% stating the opposite. Respondents were also asked if they have tried to request information from their municipality, where 7% of respondents have previously requested or have tried to request information from their municipality while 93% have not. For those who have tried to request information, respondents were asked about the

outcomes of their request, 43% stated they have indeed got the information they have requested, 43% had to file an official request form, and 14% stated not receiving any information they have requested.

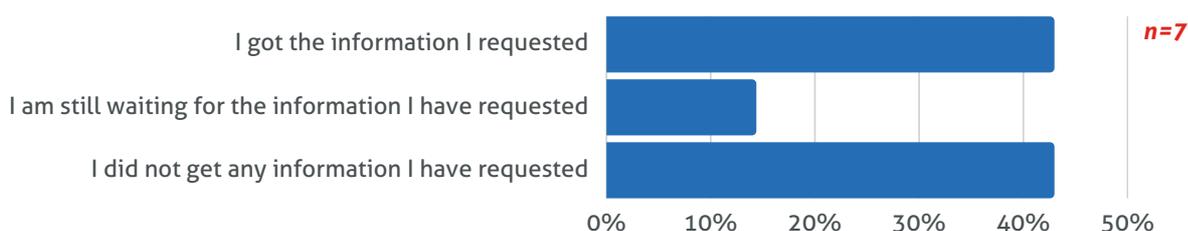
Does your local municipality have a clear procedure to request information?



Have you tried to request any information from your local municipality?



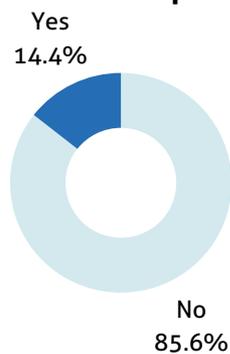
Outcomes of your request for information



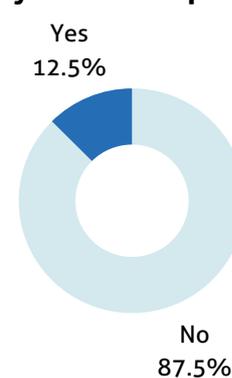
In terms of grievance mechanisms, the respondents were asked if they have knowledge about the available channels to submit complaints to their municipality. 14% of respondents stated they actually know how to submit a complaint while 86% did not have any knowledge about the procedure to submit an official complaint. For those who stated knowing the procedure on how to submit a complaint, 13% of those respondents have

tried to submit a complaint while the remaining 87% who know the procedure have not ever submitted a complaint. For those who submitted a complaint, the respondents were asked about where have they placed their complaint, 69% have submitted a complaint through the complaints department within the municipality while 23% have chosen other channels. To finalize the complaints sub-section, the respondents who submitted a complaint were asked about the outcome of their officially submitted complaint, 33% stated their complaint was resolved with them being satisfied about its outcomes, 56% stated their complaint is still unresolved and a staggering 11% stated their complaint was not resolved at all.

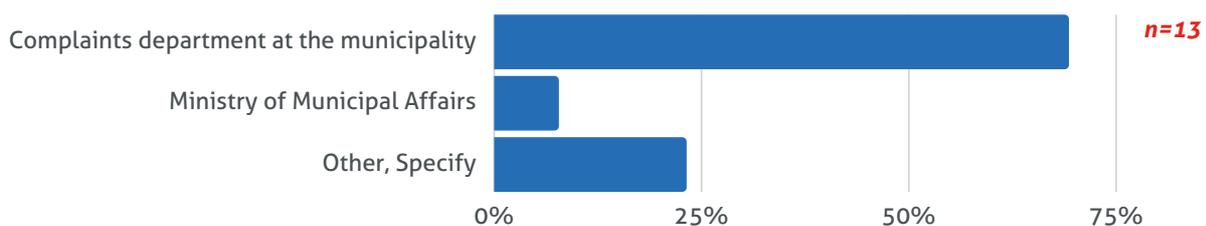
Knowledge of available channels to submit complaints



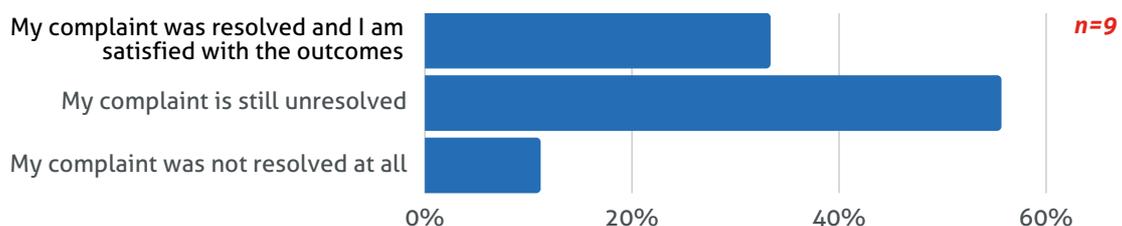
Have you tried to place a complaint within your municipality?



Where have you placed your complaint?

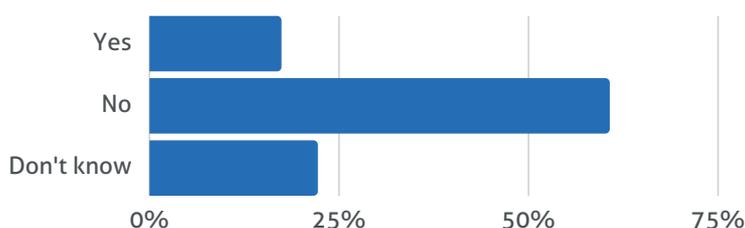


Results of complaint

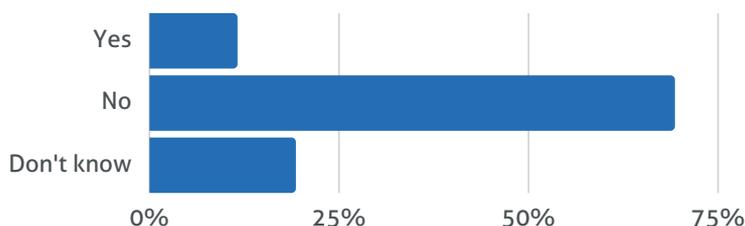


Finally, for PWDs, the respondents were asked if their municipality has proper or adequate infrastructure within its buildings for PWDs to use, 17% of respondents believed that their municipality can accommodate PWDs while 61% indicated that there was not adequate infrastructure to accommodate PWDs within municipality buildings. On another level, the respondents were asked the same question but for infrastructure within public areas and streets, where 12% of respondents agreed that their municipality can accommodate PWDs while 69% of respondents stated that there was no infrastructure within streets or public areas to accommodate the need of PWDs. Moreover, respondents were asked if their municipality conducts any support or empowerment measures for PWDs within their communities were only 2% stated their municipality supporting or empowering PWDs.

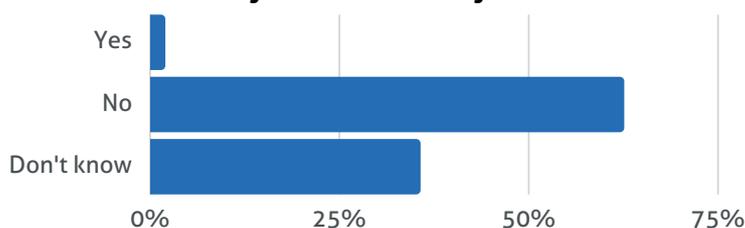
Does your municipality have proper infrastructure for PWDs within its buildings?



Does your municipality have proper infrastructure for PWDs within public streets and areas?



Does your municipality conduct any measures to support or empower PWDs within your community?

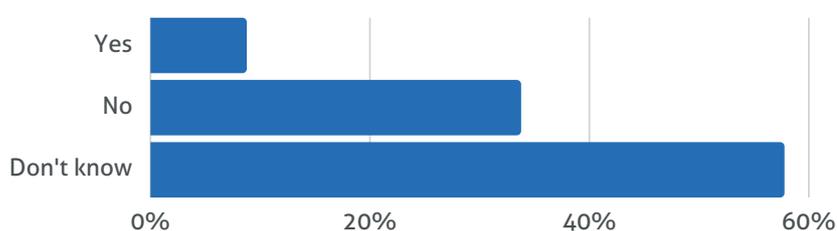


Community Involvement and Communication

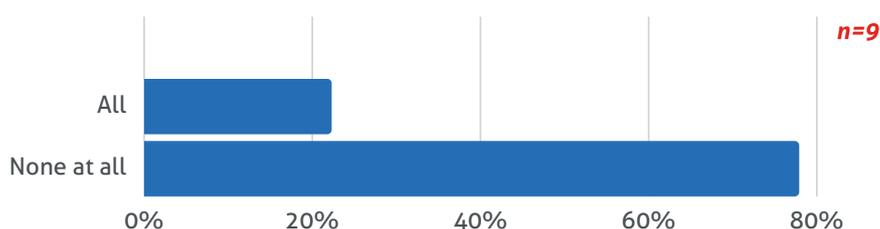
In regards to community involvement and communication, this section had asked about various aspects regarding how the local community is involved in the decision-making process and how effective their communication and knowledge of local issues and needs are.

The first aspect inquired if the municipality have conducted any public meetings, within the past year, to discuss the needs of the local community, 9% stated their municipality had held such events or meetings while 34% stated no such meetings were held. For those who stated that there were indeed meetings, respondents were asked about the frequency of their attendance of such meetings, 22% attended all meetings, and 78% stated they have not attended any meetings within the past year.

Have your municipality conducted any public meetings to discuss the needs of the community within the past year?



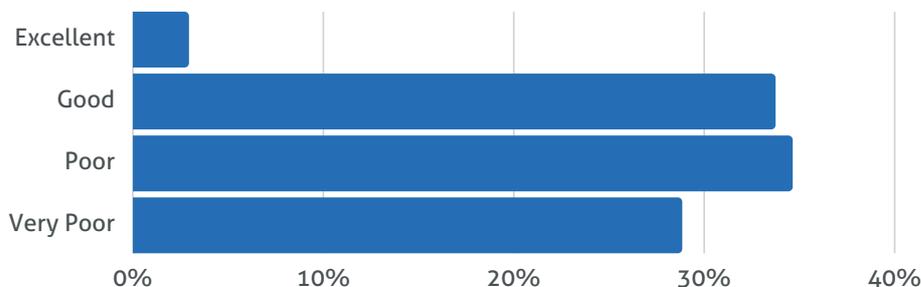
If yes, how many meetings have you attended?



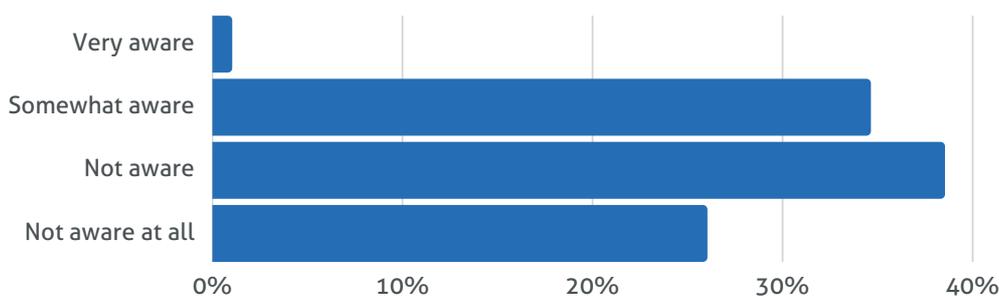
The second aspect inquired about the communication of the elected local council members with the local community, respondents were asked to assess the communication level of the council members with the local community, 37% believed that the communication level is positive while the remaining 63% believed that the communication level of council members with the local community was poor. In addition, respondents

were asked of the level of awareness of local council members about the local issues faced by the community, 36% of respondents stated that council members were moderately or highly aware about the local issues faced by the community compared to 64% believing the contrary.

How do you describe the communication level of the local municipality council with the community?

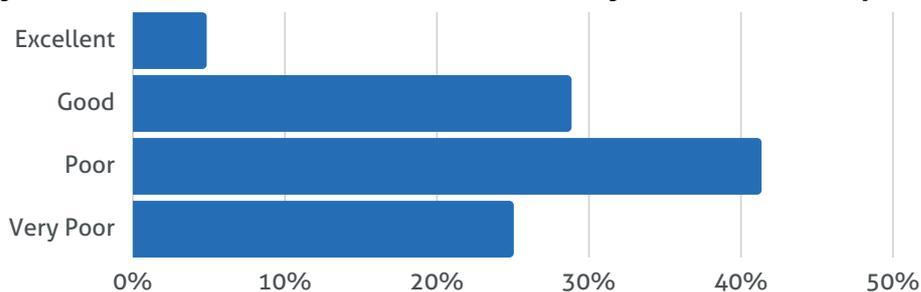


How aware is the local municipality council of the local issues faced by the community?

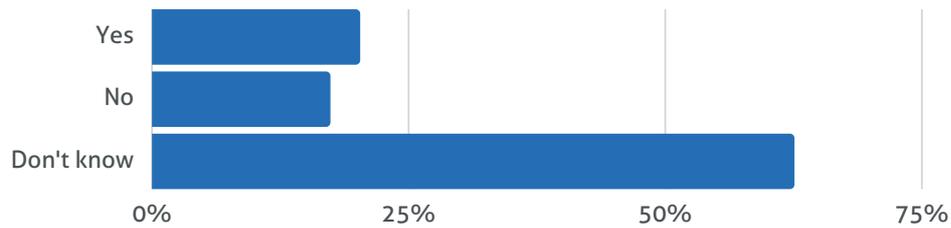


For the third aspect, respondents were asked to describe the communication level of their municipality with the local community, 34% believed that the communication level was positive to some extent, compared to 62% believing the communication level was poor to some extent. Additionally, respondents were asked if their municipality has social media presence to share their public announcements to the community, 20% of respondents stated their municipality has social media presence while 17% stated their municipality has no social media presence.

How do you describe the communication level of your local municipality?

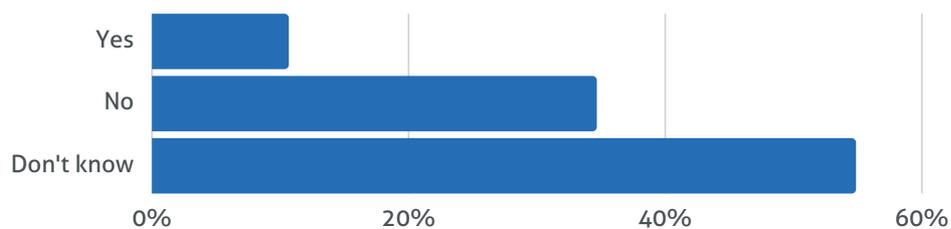


Does your municipality have any social media pages that they share any local communications in?

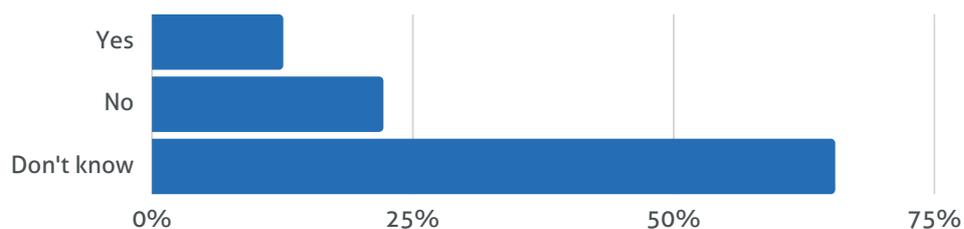


The final aspect was towards the community's involvement in addressing the needs of the community, 11% of respondents believed that their municipality does involve their community members in addressing the needs while 35% did not believe that their municipality involves them in the identification and addressing the community needs. Moreover, the respondents were asked if their municipality issues any material to create awareness about their services, projects or the meetings they hold, 13% of respondents stated their municipality takes such actions, compared to 22% stating no such efforts are made by the municipality.

Does your municipality involve the community in addressing the needs of the community?



Does your municipality provide periodical material to create awareness about services, projects or meetings?

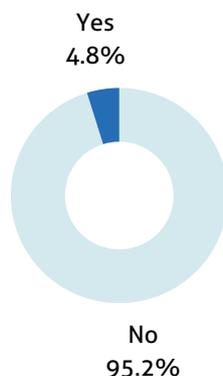


Openness, Integrity and Accountability

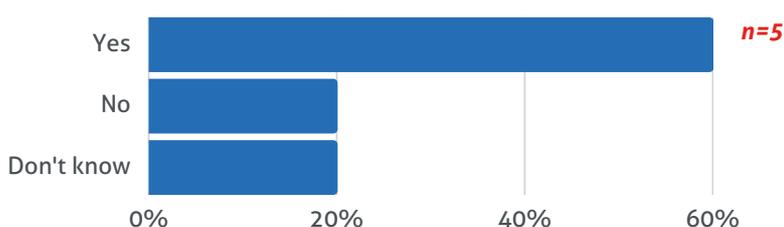
This section was designed to assess the openness, integrity and accountability of the municipality as perceived by the local community. This has included the assessment of direct community recommendations, publishing financial statements, accountability of decision making, equality within community members, sound financial management, competency of municipal employees, favoritism and common interest.

First, respondents were asked if they have presented any recommendations towards the improvement of municipal work performance, 5% of respondents stated they have presented some type of recommendation, those same respondents were asked if their recommendations were actually applied by the municipality, where 60% of those respondents indicated their recommendation were implemented by the municipality and 20% stating their recommendations were not taken into action.

Have you ever presented any recommendations to improve the municipality's work performance?

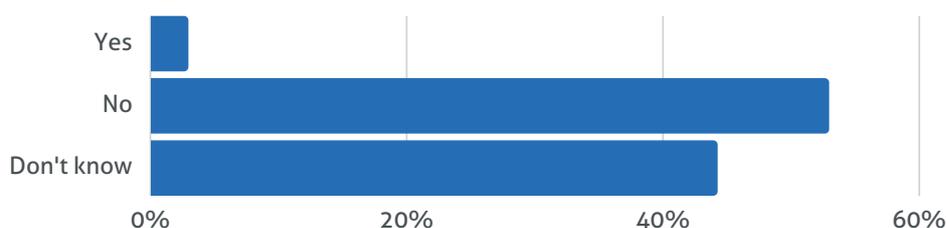


Have any recommendations presented to the municipality been applied?

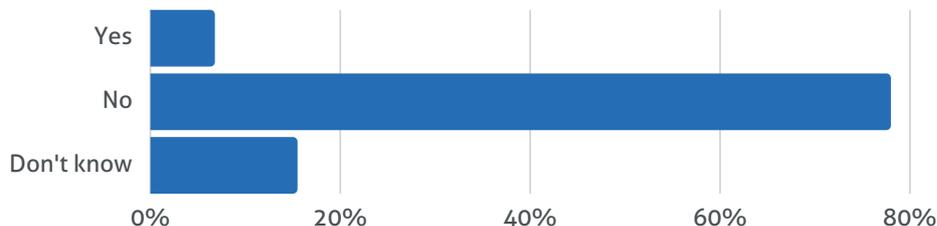


Second, respondents were asked if their municipality publishes its work plans or financial statements to the public, where 3% of respondents stated that such plans and statements were actually published compared to 53% stating the opposite. Moreover, respondents were asked if they have ever read their municipality's plans or municipal council decisions, where 7% have read such plans before compared to 78% never reading plans or municipal council decisions.

Does the municipality publish its financial statements and work plans?

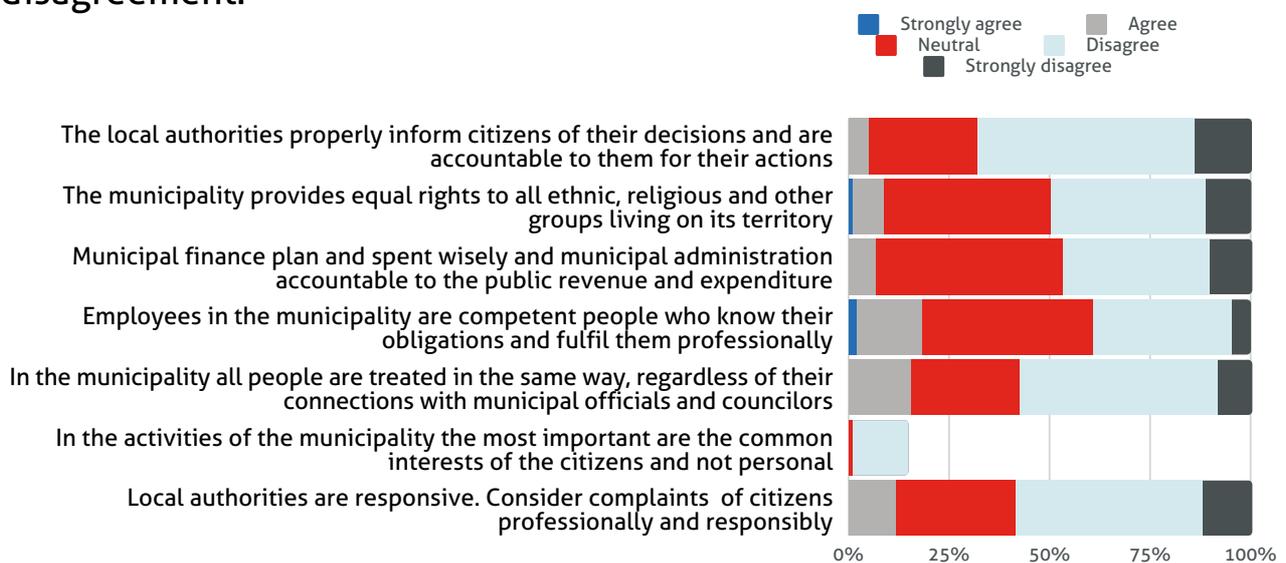


Have you ever read any of the municipality's plans and municipal council decisions?



Third, the respondents were asked to assess their level of agreement with statements associated to multiple core values of the municipality and its employees and activities. Regarding the municipality informing citizens regarding their decisions and their accountability to such decisions, 5% stated that their municipality informs the public and are accountable for such actions. Regarding the municipality dealing with equality with all community members within their jurisdiction, 8% of respondents agreed with this statement while 50% did not agree with it. Regarding the sound financial spending and accountability of public revenues and expenditures, 7% of respondents agreed with this statement compared to 47% disagreeing with it. Regarding the competency and professionalism of employees within the municipality, 17% of respondents agreed with this statement compared to 39% stating their disagreement with it. Regarding favoritism, respondents were asked to assess their agreement

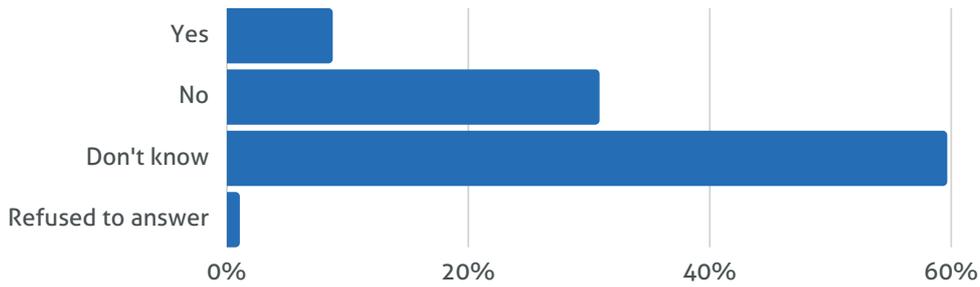
with the statement related to the equality of treatment of citizens regardless of their connections with municipal employees of council members, 15% of respondents have agreed with this statement whereas 58% expressed their disagreement with it. Regarding the municipal activities being implemented towards the common interest compared to personal interest, no one agreed that the general or common good is implemented by the municipality whereas 14% of respondents stated their disagreement with it. Finally, regarding the professional responsiveness and consideration of community complaints, 12% of respondents agreed with this statement compared to 59% expressing this disagreement.



Local Development

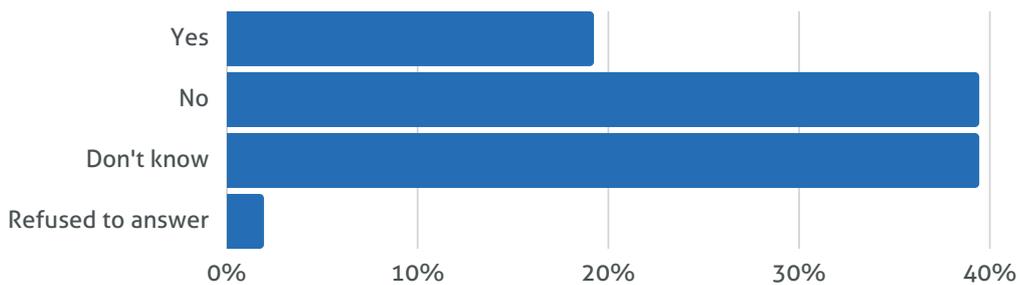
In regards to local development, the respondents were asked a group of questions related to local development activities implemented through the local municipality. The first question was towards the knowledge about any investment opportunities implemented by the municipality such as rental of buildings or land, 9% of respondents stated that their municipalities conduct such activities compared to 31% who stated the contrary and 59% stating having no knowledge about such activities.

Does your municipality have any investments (such as renting buildings, land ... etc.)?

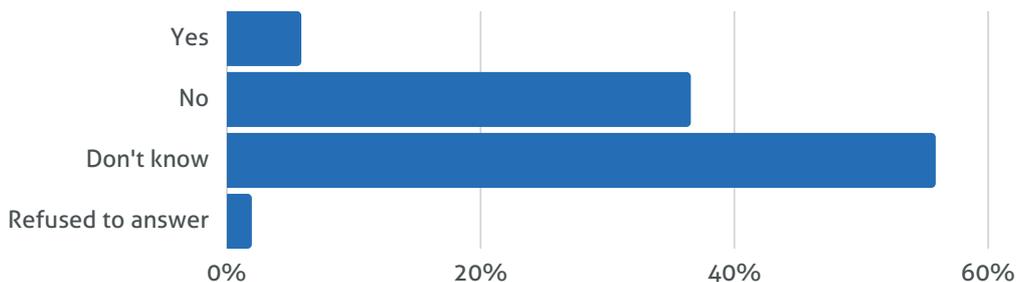


Moreover, the respondents were asked if the municipality have attracted investment opportunities or projects to the local community, 19% of respondents stated that their municipality have attracted investments to the community, 39% stated no investment attraction activities have been done by the municipality and 39% stating having no knowledge about this sort of activity. To complement this, respondents were asked if their local municipality have created partnerships with organization or private sector to create new investment opportunities, where 6% of respondents stating such partnerships have been implemented by their municipality, 36% stated no partnerships were implemented and 56% stating lack of knowledge about such activities.

Have your municipality attracted any investments projects to your community?

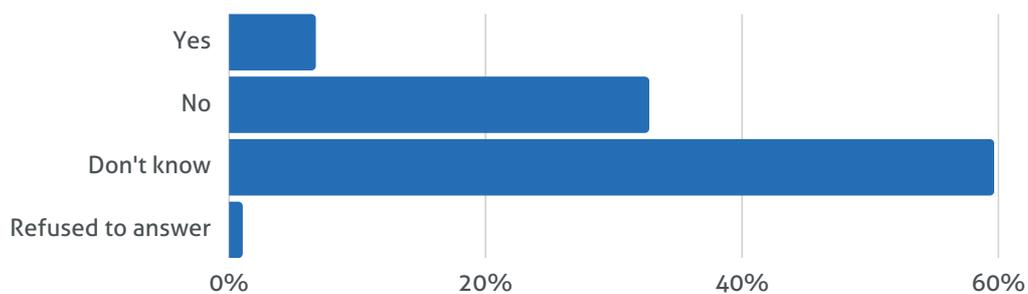


Have your municipality created any partnerships with organizations or private sector to create new investments?



Finally, respondents were asked if their municipality have development plans available for the public to access, 7% stated their municipality provides access to such plans, 33% stating no availability of such plans and 59% stated having no knowledge about such activities.

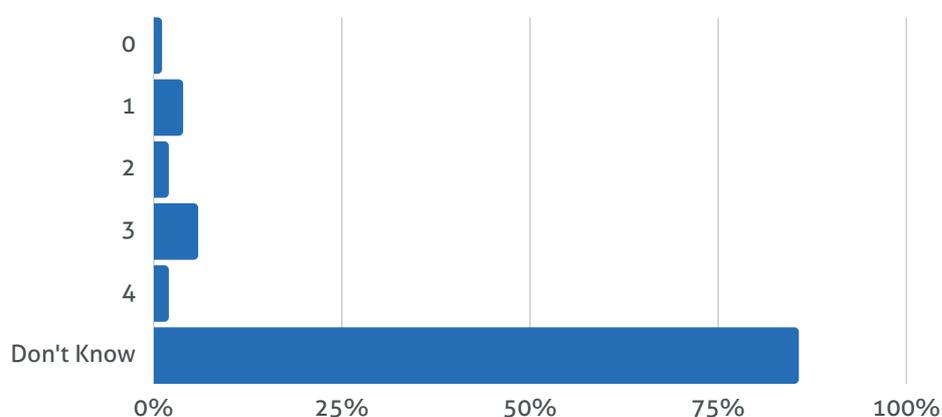
Does your municipality have any development plans available for the community to access?



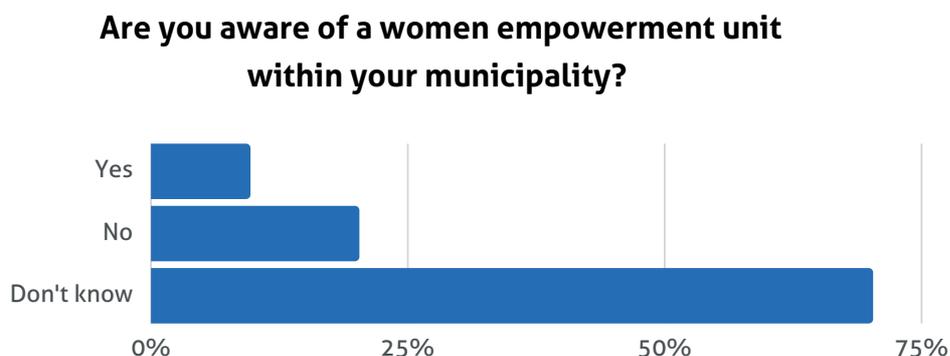
Women Empowerment

In regards to women empowerment, the respondents were asked three questions related to women empowerment that are related to the municipality. First, the respondents were asked to give the number of female members within their local municipality councils, nearly three quarters of respondents stated having no knowledge about the number of female council members whereas the remaining respondents have given a specific number of female members that they believe is correct.

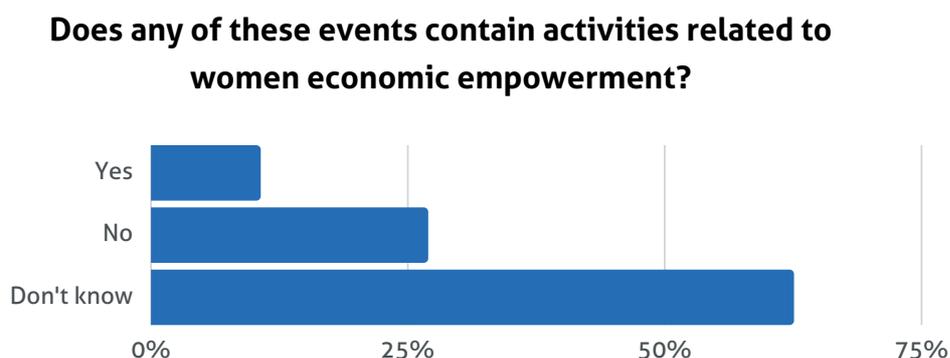
How many members of your local municipal council are females?



Second, the respondents were asked about their awareness regarding the women empowerment unit within their municipality, 10% of respondents stated knowing about this unit, 20% of respondents stating their municipality does not have such a unit and 70% stated having no knowledge if the municipality has a unit with such dedicated for women empowerment.

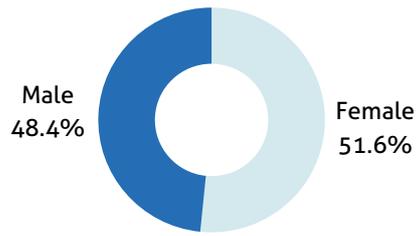


Finally, respondents were asked if any of the events conducted or implemented by their municipalities containing activities related to women's economic empowerment, 11% stated that such activities were embedded within municipal general activities or events, 27% stated that no women economic empowerment activities were embedded in municipal public events and 62% stated having no knowledge about such activities.

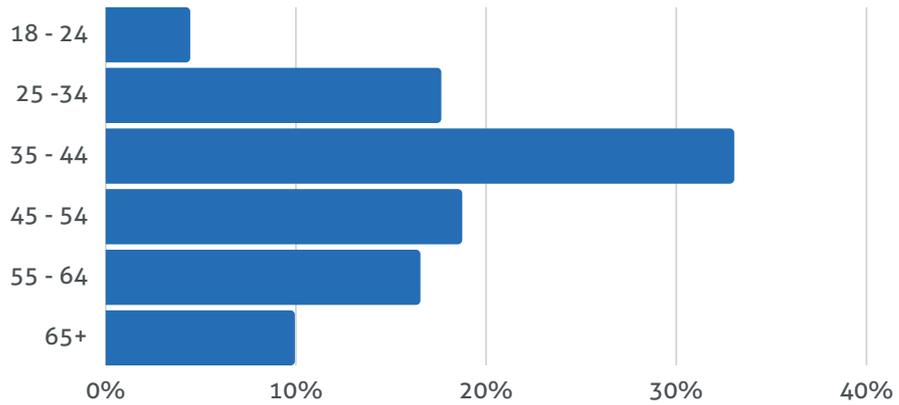


Karak Municipality Results

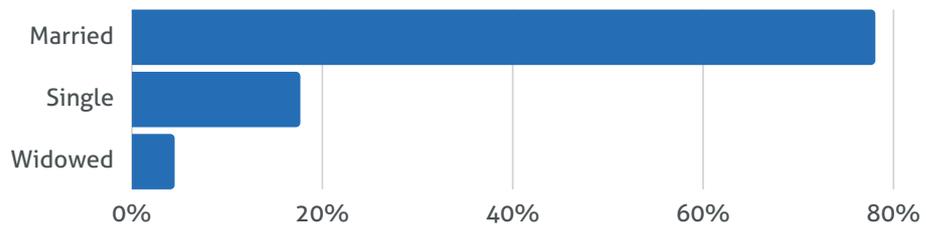
Gender of Respondent



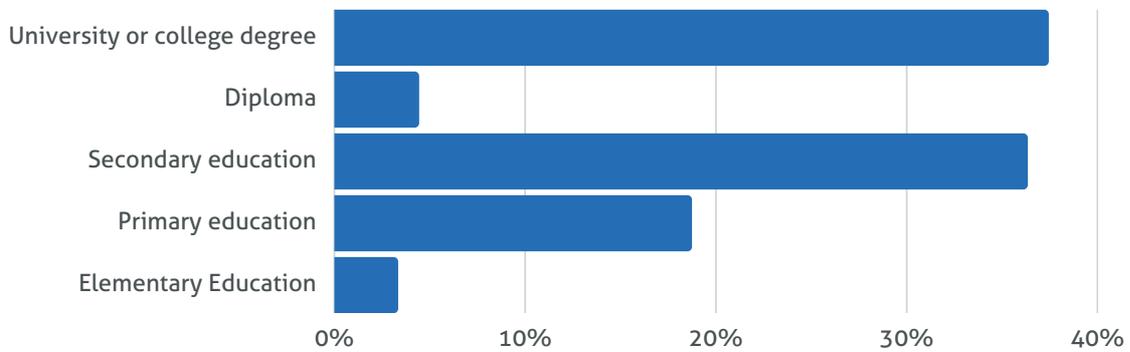
Age of Respondent



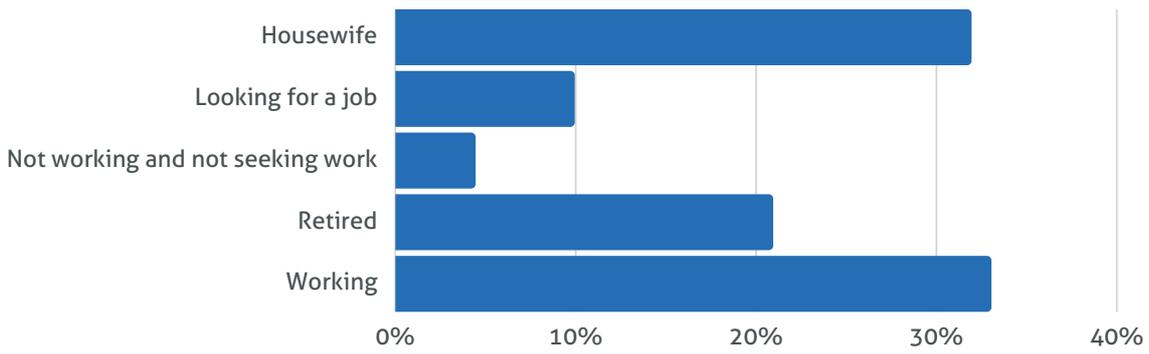
Social Status



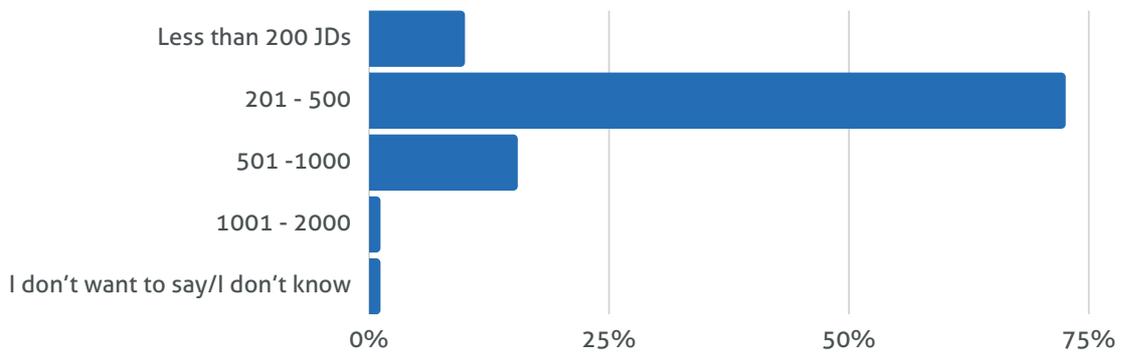
Level of Education



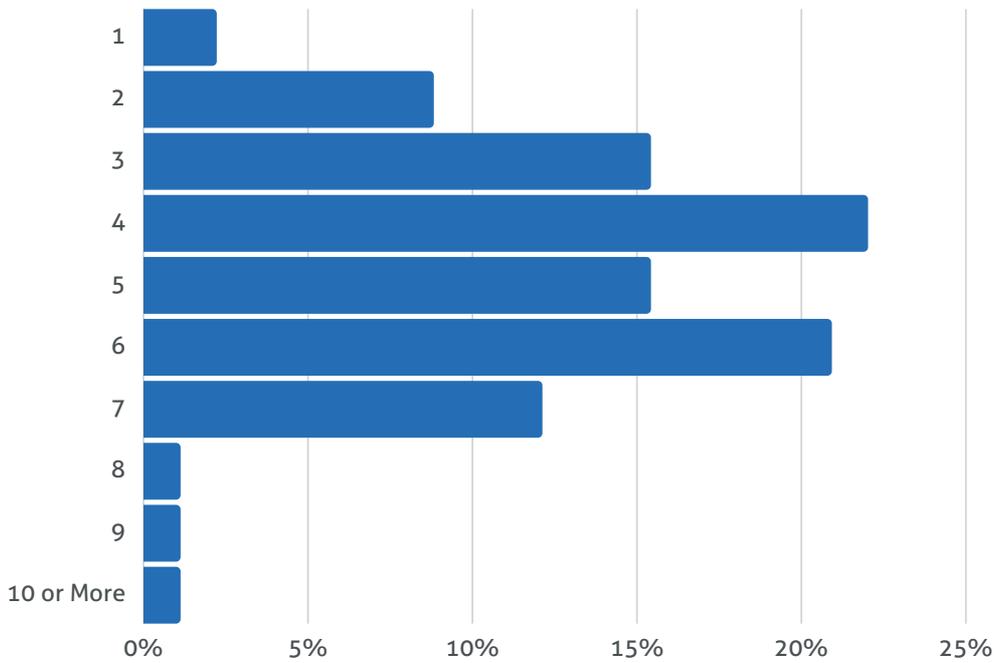
Work Status



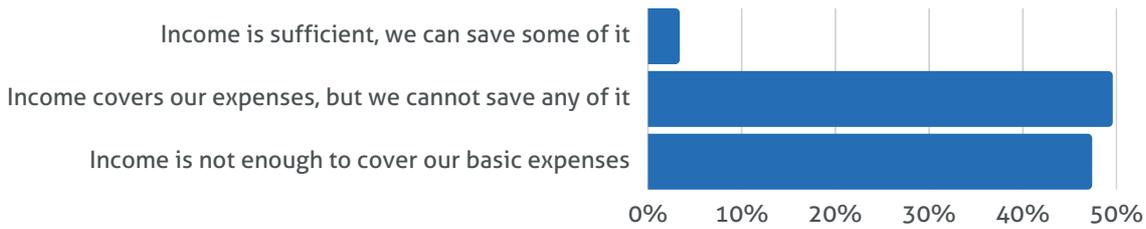
Average Household Income



Number of People within Household



Household Economic Condition

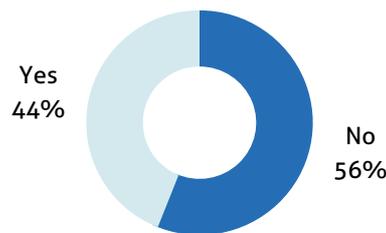


General Information

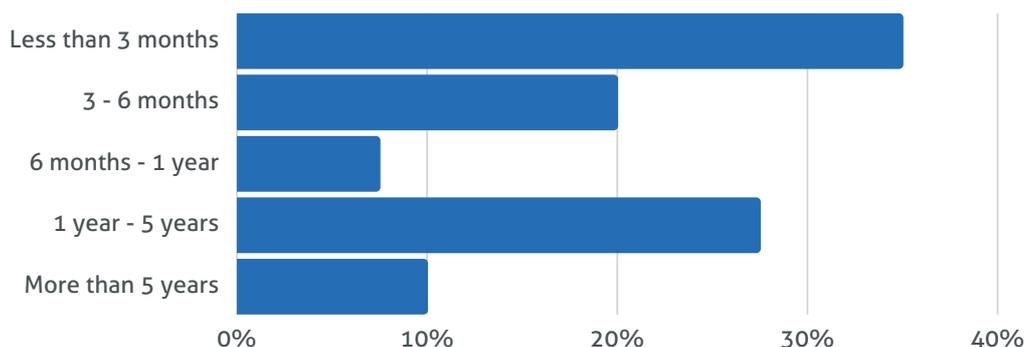
To start understanding the general perception of the respondents, the respondents were asked if they have visited their municipality, and if so, when was their last visit and for what service and their perception and level of satisfaction of that visit.

A total of 44% of respondents stated that they have visited their municipality building at one point during their residency period. The majority of visits have occurred within the period of up to 5 years since the time of the interview, where the highest rate was 35% of respondents stating their last visit occurring within less than 3 months ago.

Have you ever visited the municipality building?

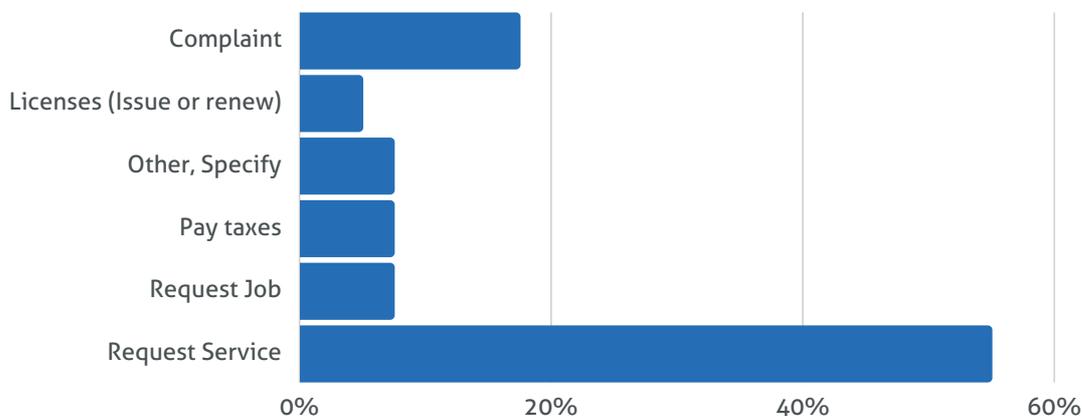


Last visit to municipality building



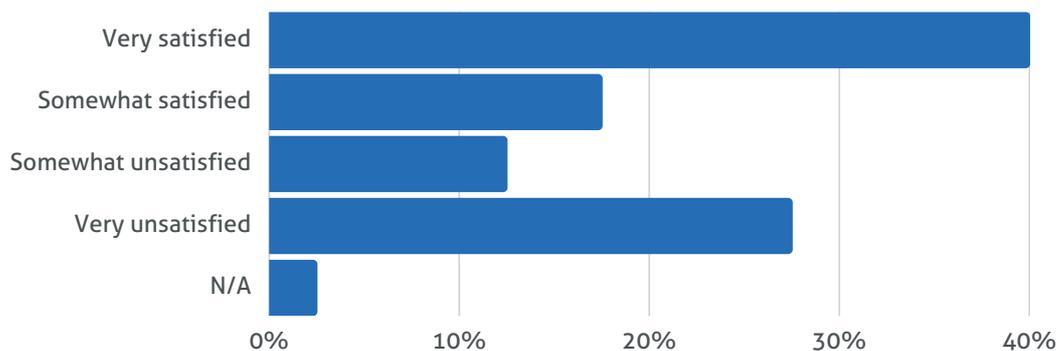
As for the reason of the visit to the municipality building, the top two reasons were to request a service at 55%, followed by complaint at 18%.

What was the service you needed within the municipality during your last visit?



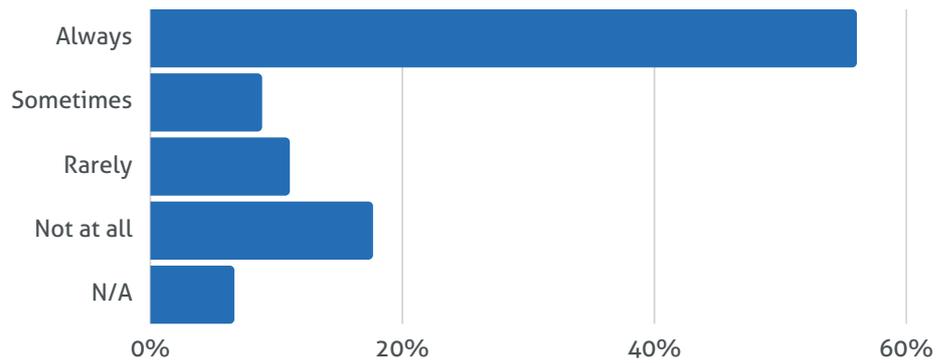
During their last visit, 58% of respondents stated being satisfied or somewhat satisfied and 40% of the respondents stated being somewhat or very unsatisfied. The reasons behind their satisfaction or dissatisfaction was not captured during the interview.

Satisfaction level during last service acquired from municipality



Following this initial perception, the respondents were asked about how frequently they participate in municipal elections, where 76% of respondents stated participating to one extent in municipal elections, 18% of respondent stated that they did not participate in municipal elections at all, a minor percentage of around 7% have stated this is not applicable due to their age at the time of the last election held (being under 18 years of age at the time).

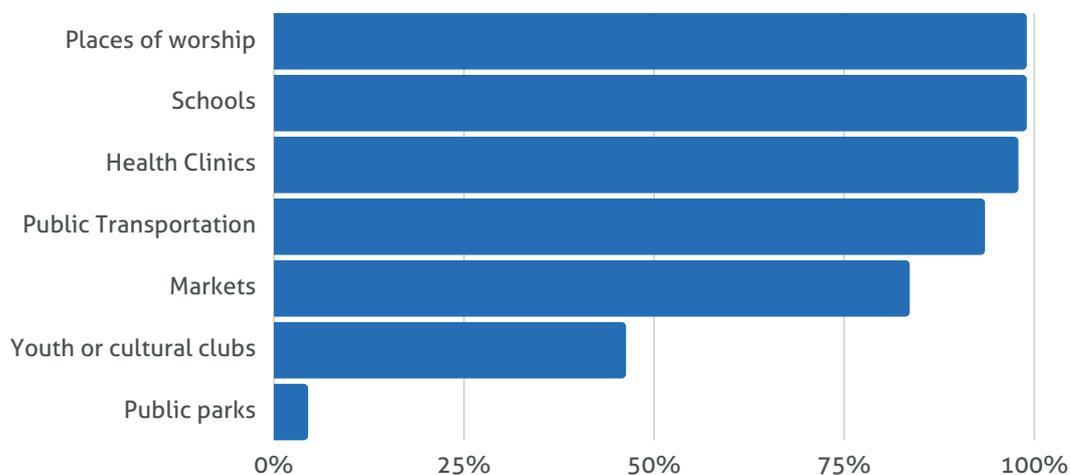
Frequency of participation in municipal elections



To follow up, the respondents were asked two questions, the first is a checklist of the services that are provided or available within their municipality, and the second is the perception of some services and for the respondents to identify if such services were part of the duties of their municipalities or not.

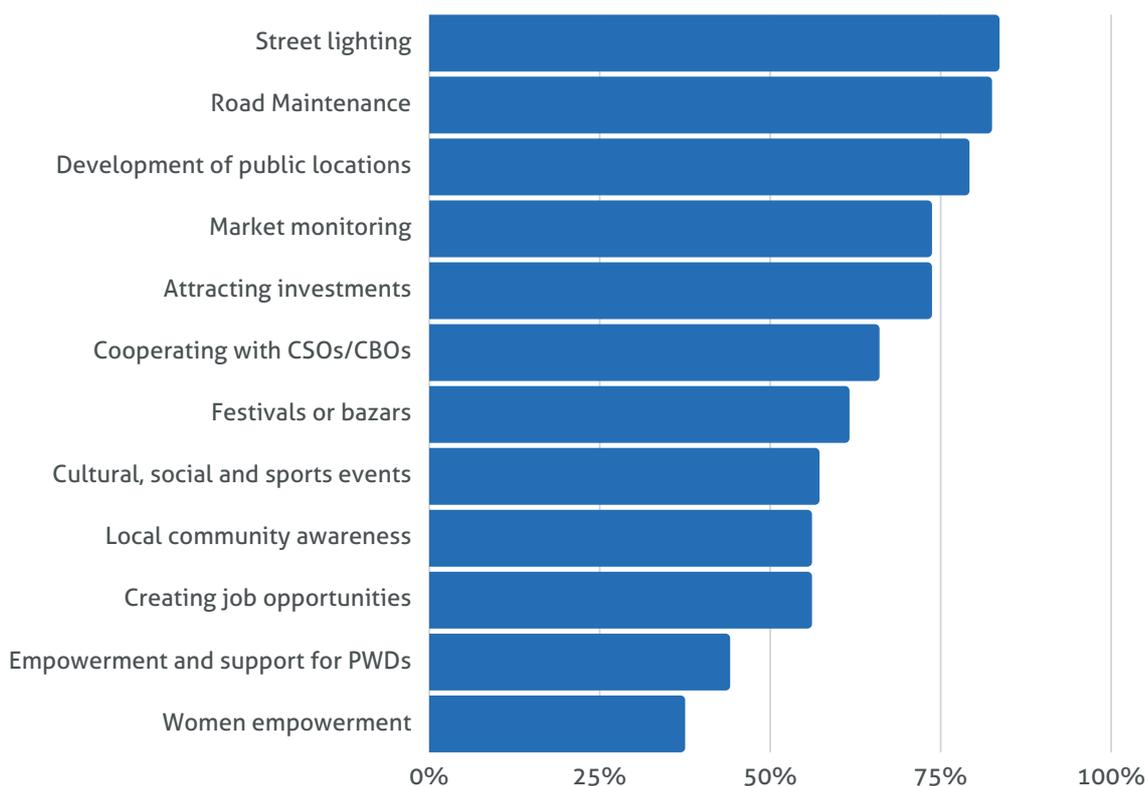
In terms of the availability of services within their neighborhoods, as shown in the figure below, places of worship, schools, health clinics and public transportation, were the most available at 99%, 99%, 98% and 39% respectively, followed by markets, youth or cultural clubs and public parks as the least available at 84%, 46% and 4% respectively.

Services available within neighbourhood



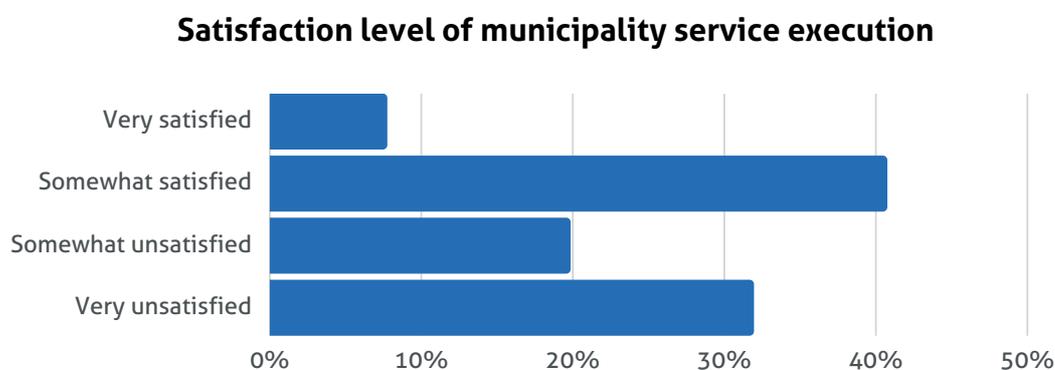
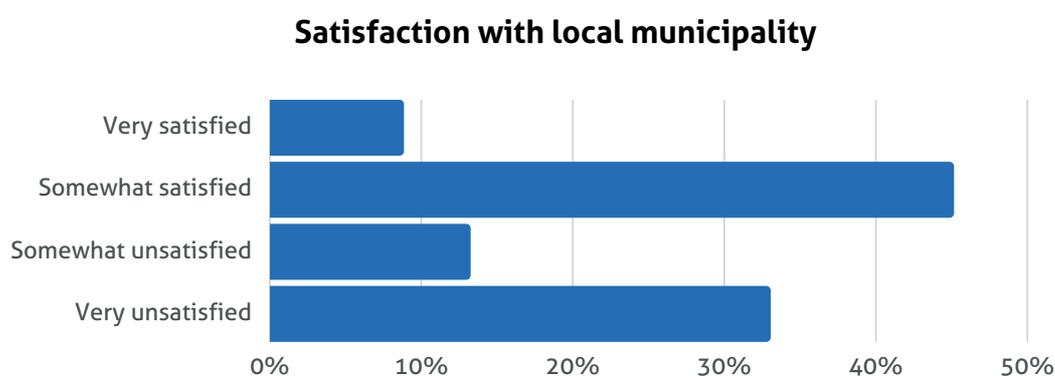
As for the perception of respondents regarding services being the duty or responsibility of the municipality, the highest areas where the citizens perceive the service being the duty under the municipality's mandate, were street lighting (84%), road maintenance (82%), development of public locations, market monitoring (74%), attracting investments (74%), and women empowerment came last at (37%).

**Perception of services
being the duty of the municipality**



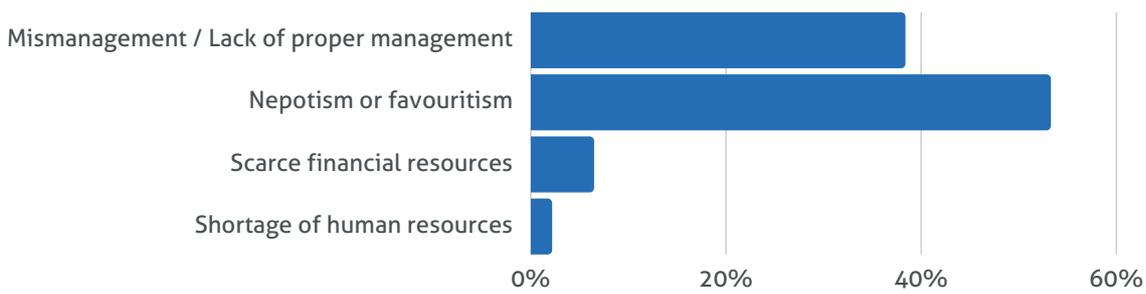
Resource Management

This section of the questionnaire was tailored to assess the satisfaction level of the citizens regarding multiple aspects. First the respondents were asked about their general satisfaction about their municipality and its execution of services. 54% of respondents stated they were very or somewhat satisfied about their municipality in general compared to 46% stating their dissatisfaction. Moreover, regarding the service execution, the respondents were split in half where 48% stated some level of satisfaction compared to 52% stating their dissatisfaction.



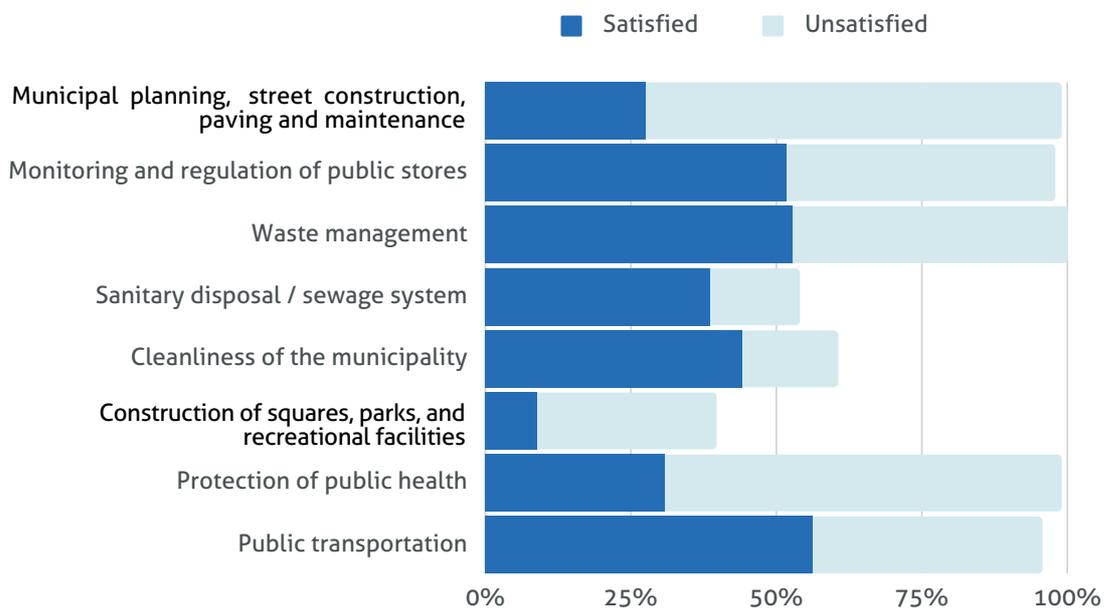
For respondents who stated their dissatisfaction regarding the execution of municipal services, the respondents were asked to pick the reason behind such assessment. 53% stated nepotism or favoritism as the cause behind their dissatisfaction, 38% stated mismanagement or the lack of proper management and 6% selected the scarcity of financial resources and around 2% for shortage or lack of human resources to execute services.

Reasons behind unsatisfactory municipal services



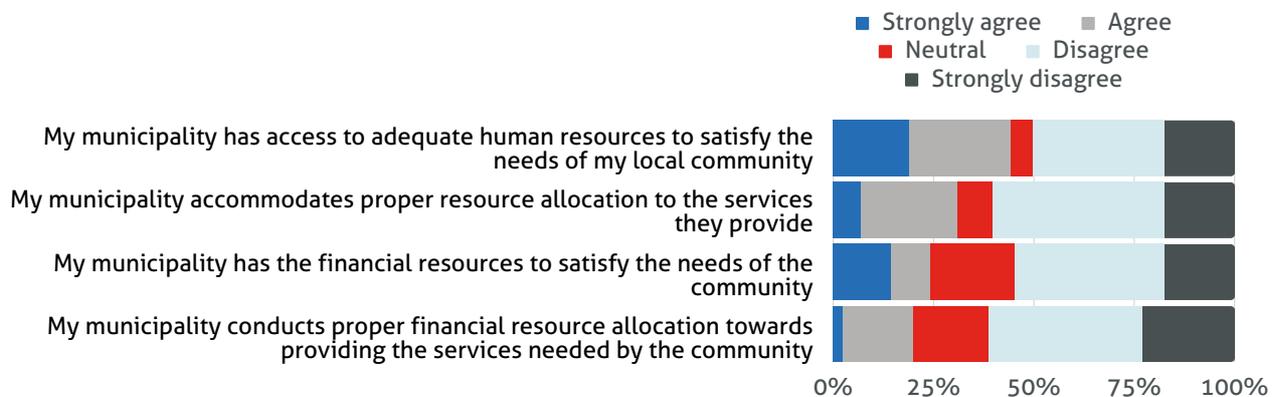
Following this general assessment, the respondents were asked to assess their satisfaction regarding specific services that are offered, or are the duty of, the municipality. The highest satisfaction levels were for public transportation at 56%, followed by waste management at 53% and monitoring of public stores at 52%.

Citizen's satisfaction towards specific municipal services



To finalize the section, the respondents were asked to assess their level of agreement towards statements about their municipality. The first statement was towards the municipality's access to adequate human resources that allows them to provide the local community's needs, 44% of respondents agreed with this statement compared to 51% stating their

disagreement with it. The second statement was towards the municipality's accommodation of proper resource allocation for the services provided, 31% of respondents agreed with this statement compared to 61% disagreeing with it. The third statement was towards the municipality having financial resources or capabilities to satisfy the needs of the community, 24% of respondents agreed with this statement compared to 55% stating their disagreement. The final statement was towards the municipality conducting proper financial resource allocation towards the services needed by the community, 20% of respondents agreed with this statement compared to 62% stating their disagreement with it.



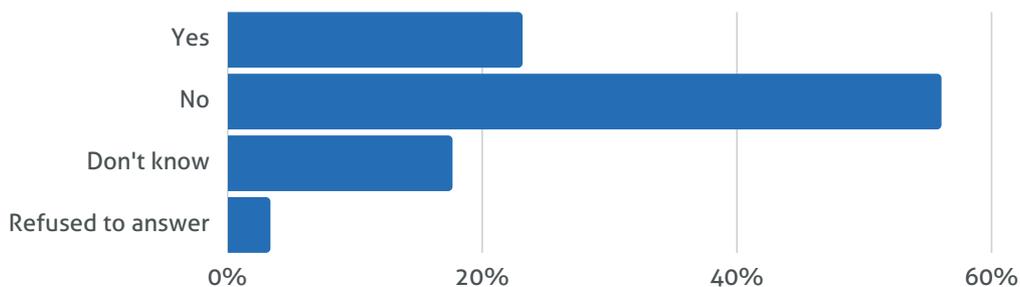
Challenges

The challenges section was designed to try to capture perceptions regarding requesting information from municipality, grievance channels in addition to including the challenges faced by PWDs within the municipality and the neighborhood.

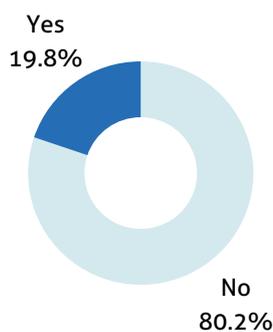
Starting with requesting information from the municipality, the respondents were asked if their municipality has clear procedures related to request official information. 23% stated their municipality has clear procedures compared to 56% stating the opposite. Respondents were also asked if they have tried to request information from their municipality, where 20% of respondents have previously requested or have tried to request information from their municipality while 80% have not. For those who have tried to request information, respondents were asked about the

outcomes of their request, 44% stated they have indeed got the information they have requested, 6% had to file an official request form, 11% were still waiting to receive the information and 39% stated not receiving any information they have requested.

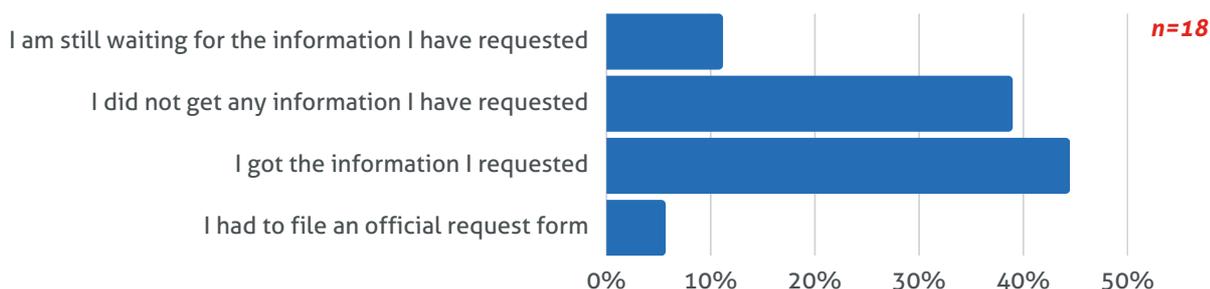
Does your local municipality have a clear procedure to request information?



Have you tried to request any information from your local municipality?



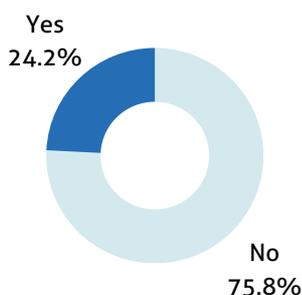
Outcomes of your request for information



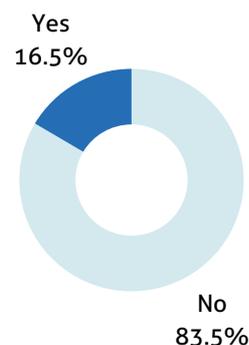
In terms of grievance mechanisms, the respondents were asked if they have knowledge about the available channels to submit complaints to their municipality. 24% of respondents stated they actually know how to submit a complaint while 76% did not have any knowledge about the procedure to submit an official complaint. For those who stated knowing the procedure on how to submit a complaint, 17% of those respondents have

tried to submit a complaint while the remaining 83% who know the procedure have not ever submitted a complaint. For those who submitted a complaint, the respondents were asked about where have they placed their complaint, 67% have submitted a complaint through the complaints department within the municipality. To finalize the complaints sub-section, the respondents who submitted a complaint were asked about the outcome of their officially submitted complaint, 30% stated their complaint was resolved with them being satisfied about its outcomes, and a staggering 70% stated their complaint was not resolved at all.

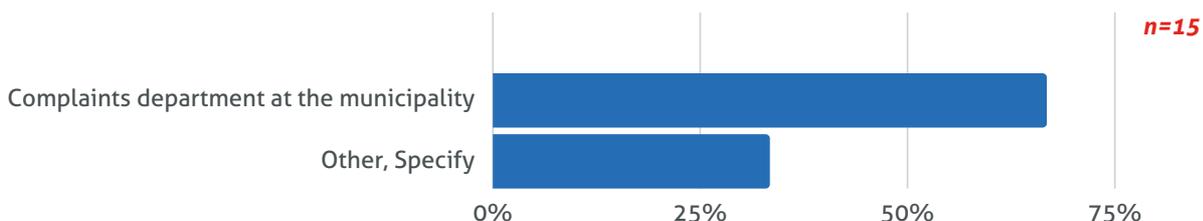
Knowledge of available channels to submit complaints



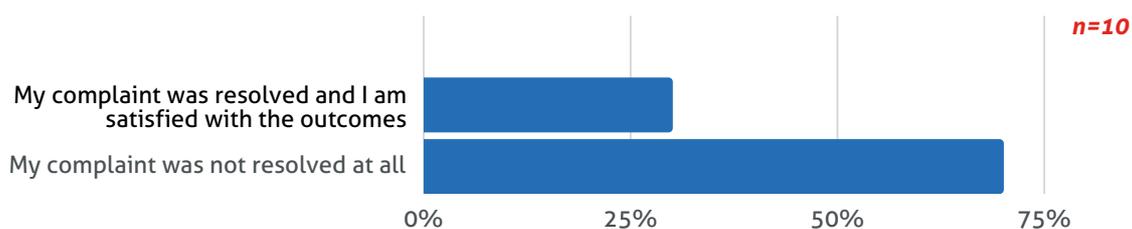
Have you tried to place a complaint within your municipality?



Where have you placed your complaint?

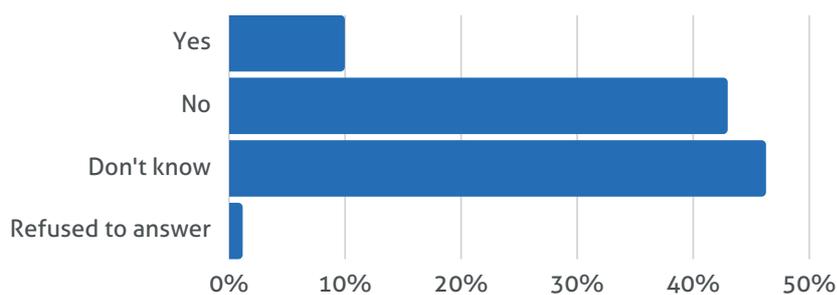


Results of complaint

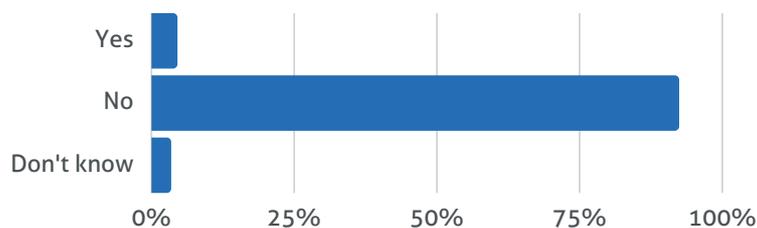


Finally, for PWDs, the respondents were asked if their municipality has proper or adequate infrastructure within its buildings for PWDs to use, 10% of respondents believed that their municipality can accommodate PWDs while 43% indicated that there was not adequate infrastructure to accommodate PWDs within municipality buildings. On another level, the respondents were asked the same question but for infrastructure within public areas and streets, where 4% of respondents agreed that their municipality can accommodate PWDs while 92% of respondents stated that there was no infrastructure within streets or public areas to accommodate the need of PWDs. Moreover, respondents were asked if their municipality conducts any support or empowerment measures for PWDs within their communities were only 4% stated their municipality supporting or empowering PWDs.

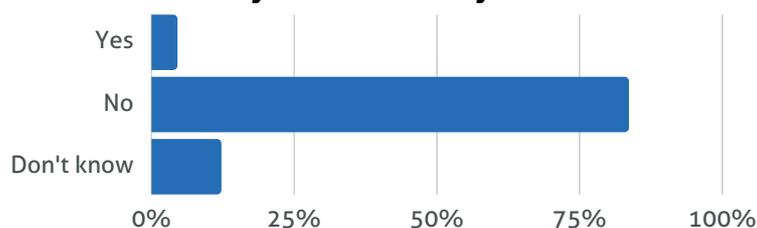
Does your municipality have proper infrastructure for PWDs within its buildings?



Does your municipality have proper infrastructure for PWDs within public streets and areas?



Does your municipality conduct any measures to support or empower PWDs within your community?

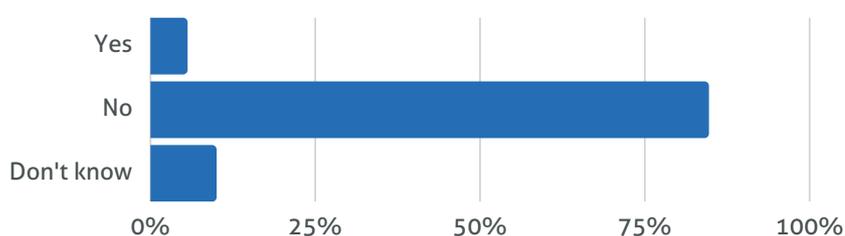


Community Involvement and Communication

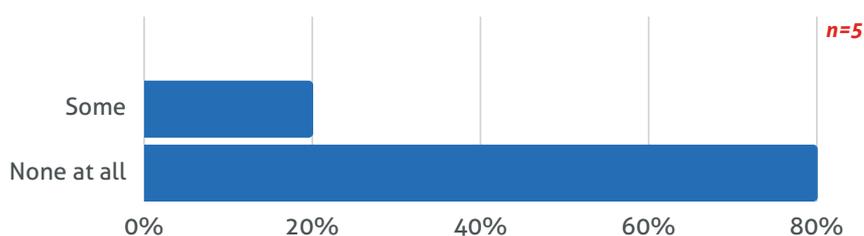
In regards to community involvement and communication, this section had asked about various aspects regarding how the local community is involved in the decision-making process and how effective their communication and knowledge of local issues and needs are.

The first aspect inquired if the municipality have conducted any public meetings, within the past year, to discuss the needs of the local community, 6% stated their municipality had held such events or meetings while 85% stated no such meetings were held. For those who stated that there were indeed meetings, respondents were asked about the frequency of their attendance of such meetings, 20% attended some meetings, and 80% stated they have not attended any meetings within the past year.

Have your municipality conducted any public meetings to discuss the needs of the community within the past year?



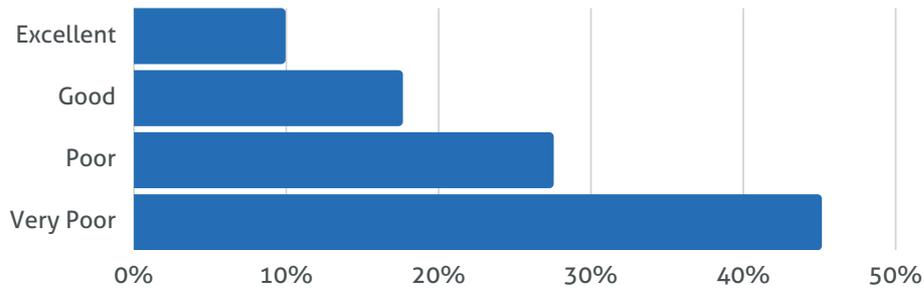
If yes, how many meetings have you attended?



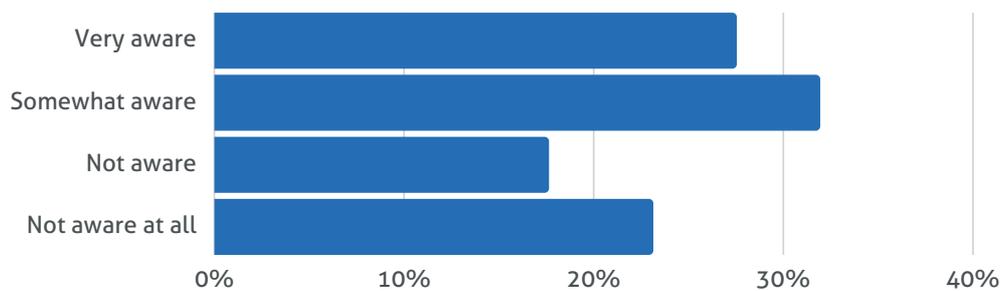
The second aspect inquired about the communication of the elected local council members with the local community, respondents were asked to assess the communication level of the council members with the local community, 28% believed that the communication level is positive while the remaining 72% believed that the communication level of council members with the local community was poor. In addition, respondents

were asked of the level of awareness of local council members about the local issues faced by the community, 59% of respondents stated that council members were moderately or highly aware about the local issues faced by the community compared to 41% believing the contrary.

How do you describe the communication level of the local municipality council with the community?

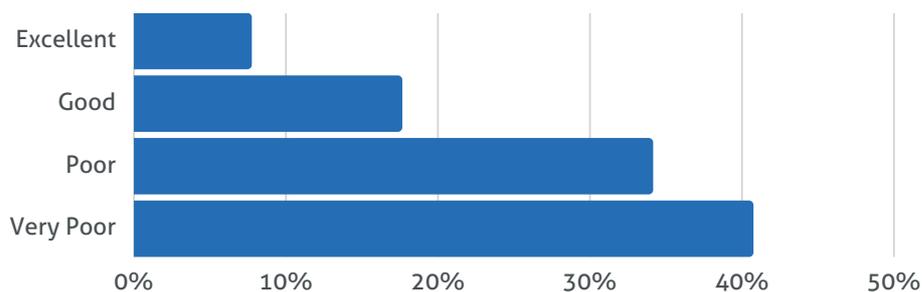


How aware is the local municipality council of the local issues faced by the community?

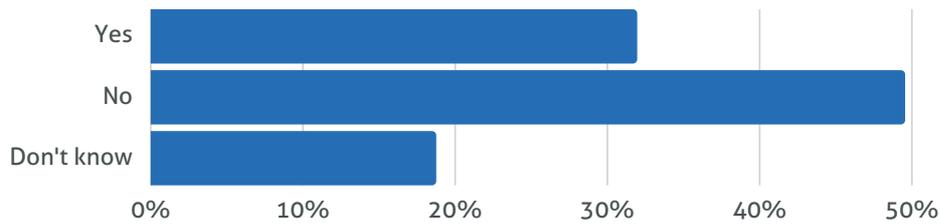


For the third aspect, respondents were asked to describe the communication level of their municipality with the local community, 25% believed that the communication level was positive to some extent, compared to 75% believing the communication level was poor to some extent. Additionally, respondents were asked if their municipality has social media presence to share their public announcements to the community, 32% of respondents stated their municipality has social media presence while 50% stated their municipality has no social media presence.

How do you describe the communication level of your local municipality?

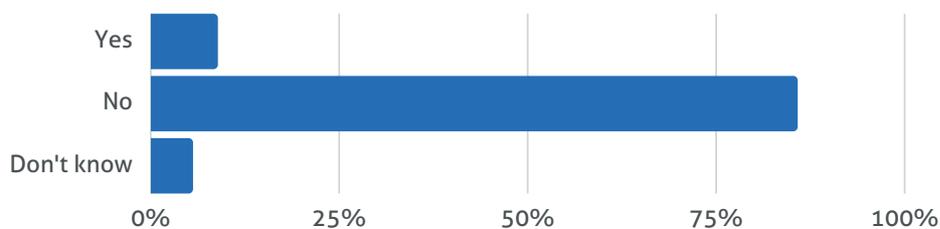


Does your municipality have any social media pages that they share any local communications in?

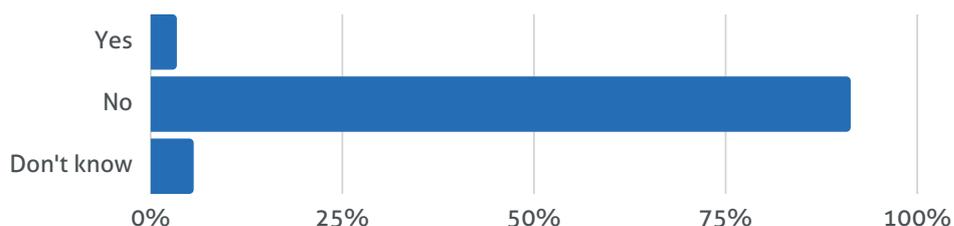


The final aspect was towards the community's involvement in addressing the needs of the community, 9% of respondents believed that their municipality does involve their community members in addressing the needs while 86% did not believe that their municipality involves them in the identification and addressing the community needs. Moreover, the respondents were asked if their municipality issues any material to create awareness about their services, projects or the meetings they hold, only 3% of respondents stated their municipality takes such actions, compared to 91% stating no such efforts are made by the municipality.

Does your municipality involve the community in addressing the needs of the community?



Does your municipality provide periodical material to create awareness about services, projects or meetings?



Openness, Integrity and Accountability

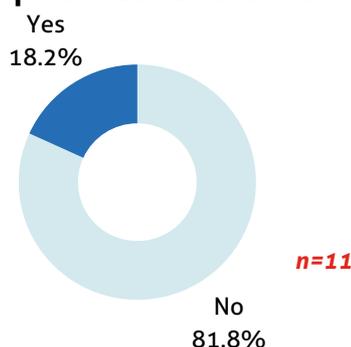
This section was designed to assess the openness, integrity and accountability of the municipality as perceived by the local community. This has included the assessment of direct community recommendations, publishing financial statements, accountability of decision making, equality within community members, sound financial management, competency of municipal employees, favoritism and common interest.

First, respondents were asked if they have presented any recommendations towards the improvement of municipal work performance, 12% of respondents stated they have presented some type of recommendation, those same respondents were asked if their recommendations were actually applied by the municipality, where 18% of those respondents indicated their recommendation were implemented by the municipality and 82% stating their recommendations were not taken into action.

Have you ever presented any recommendations to improve the municipality's work performance?

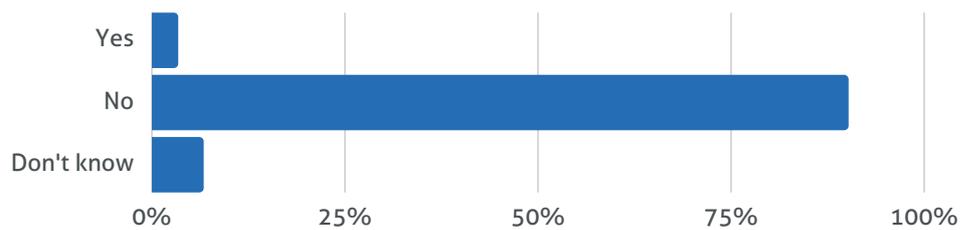


Have any recommendations presented to the municipality been applied?

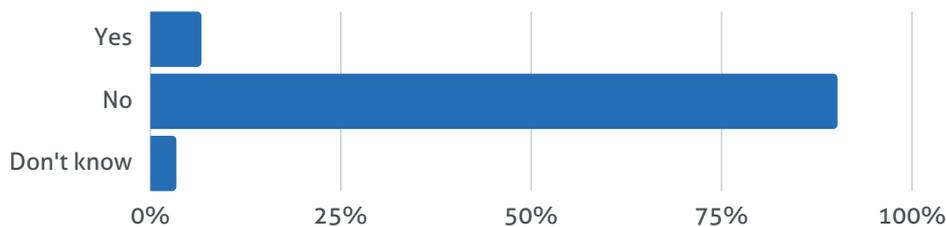


Second, respondents were asked if their municipality publishes its work plans or financial statements to the public, where 3% of respondents stated that such plans and statements were actually published compared to 90% stating the opposite. Moreover, respondents were asked if they have ever read their municipality's plans or municipal council decisions, where 7% have read such plans before compared to 90% never reading plans or municipal council decisions.

Does the municipality publish its financial statements and work plans?

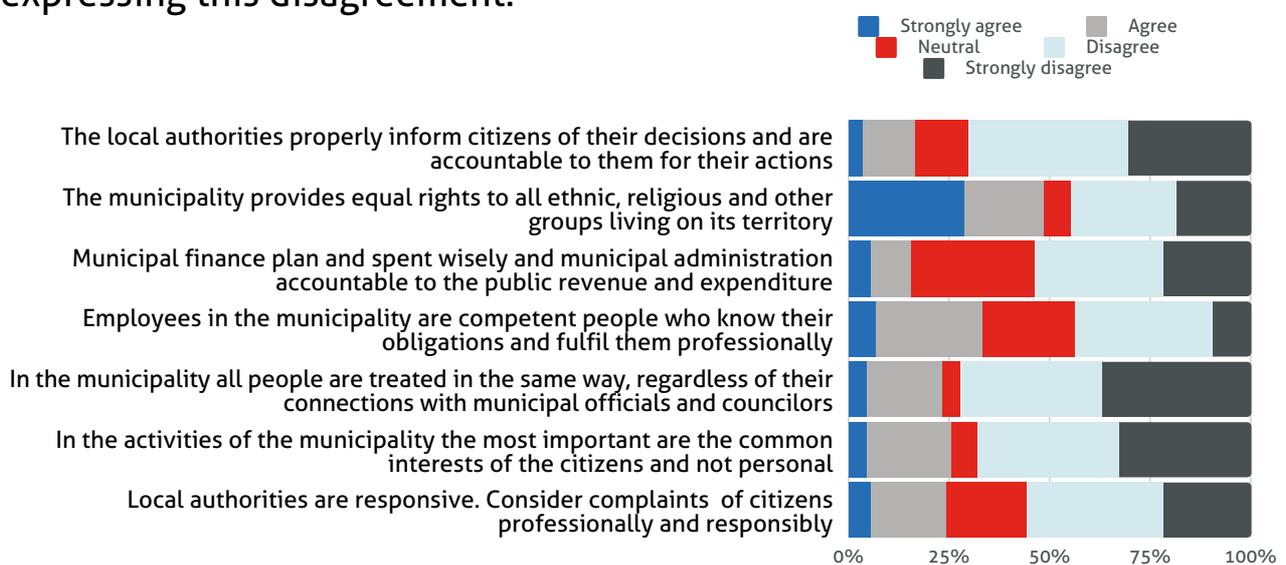


Have you ever read any of the municipality's plans and municipal council decisions?



Third, the respondents were asked to assess their level of agreement with statements associated to multiple core values of the municipality and its employees and activities. Regarding the municipality informing citizens of their decisions and their accountability to such decisions, 17% stated that their municipality informs the public and are accountable for such actions. Regarding the municipality dealing with equality with all community members within their jurisdiction, 48% of respondents agreed with this statement while 45% did not agree with it. Regarding the sound financial spending and accountability of public revenues and expenditures, 15% of respondents agreed with this statement compared to 54% disagreeing with this statement. Regarding the competency and professionalism of employees within the municipality, 33% of respondents agreed with this statement compared to 44% stating their disagreement with it. Regarding favoritism, respondents were asked to assess their agreement with the

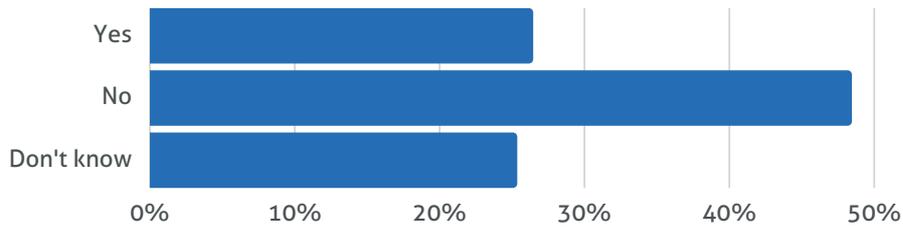
statement related to the equality of treatment of citizens regardless of their connections with municipal employees or council members, 23% of respondents have agreed with this statement whereas 73% expressed their disagreement with it. Regarding the municipal activities being implemented towards the common interest compared to personal interest, 25% of respondents stated their agreement that the general or common good is implemented by the municipality whereas 68% of respondents stated their disagreement with it. Finally, regarding the professional responsiveness and consideration of community complaints, 24% of respondents agreed with this statement compared to 56% expressing this disagreement.



Local Development

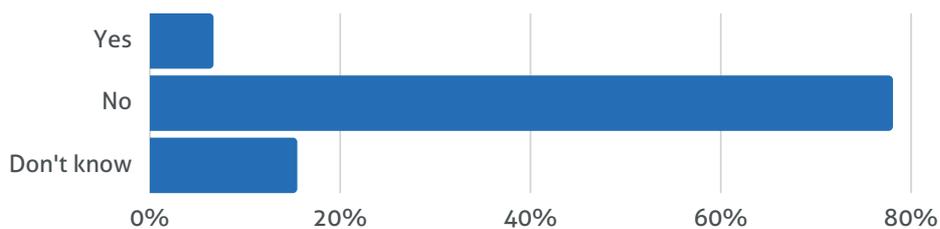
In regards to local development, the respondents were asked a group of questions related to local development activities implemented through the local municipality. The first question was towards the knowledge about any investment opportunities implemented by the municipality such as rental of buildings or land, 26% of respondents stated that their municipalities conduct such activities compared to 48% who stated the contrary and 25% stating having no knowledge about such activities.

Does your municipality have any investments (such as renting buildings, land ... etc.)?

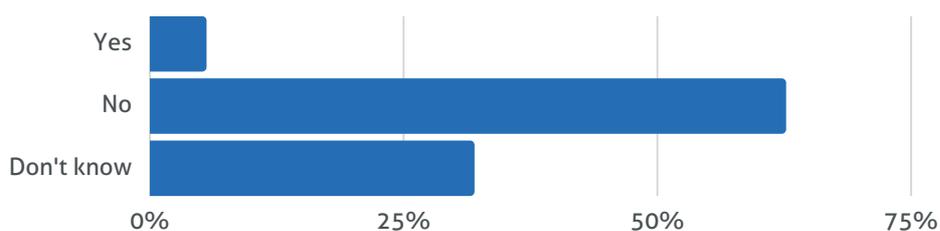


Moreover, the respondents were asked if the municipality have attracted investment opportunities or projects to the local community, 7% of respondents stated that their municipality have attracted investments to the community, 78% stated no investment attraction activities have been done by the municipality and 15% stating having no knowledge about this sort of activity. To complement this, respondents were asked if their local municipality have created partnerships with organization or private sector to create new investment opportunities, where 6% of respondents stating such partnerships have been implemented by their municipality, 63% stated no partnerships were implemented and 32% stating lack of knowledge about such activities.

Have your municipality attracted any investments projects to your community?

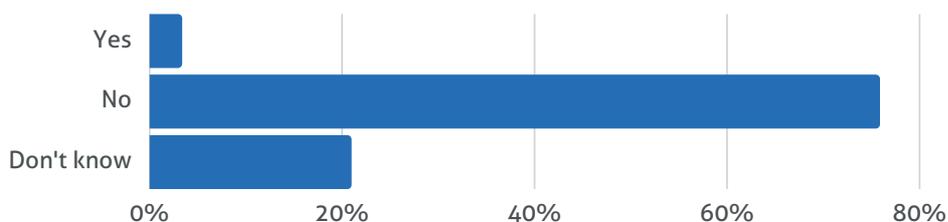


Have your municipality created any partnerships with organizations or private sector to create new investments?



Finally, respondents were asked if their municipality have development plans available for the public to access, 3% stated their municipality provides access to such plans, 76% stating no availability of such plans and 21% stated having no knowledge about such activities.

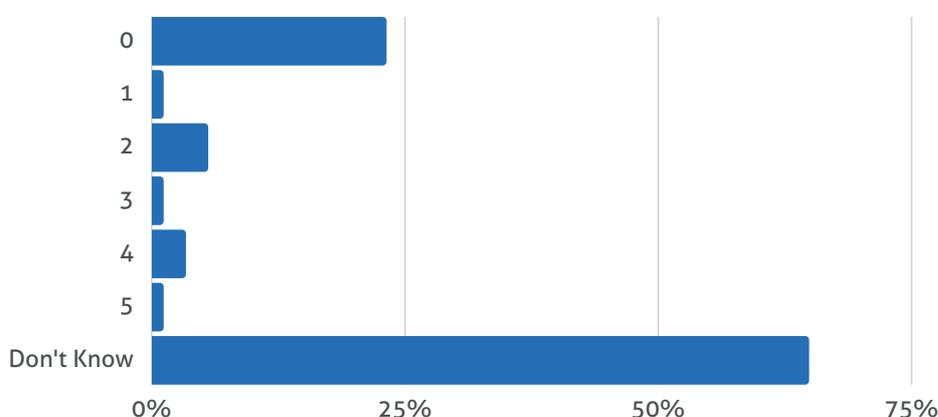
Does your municipality have any development plans available for the community to access?



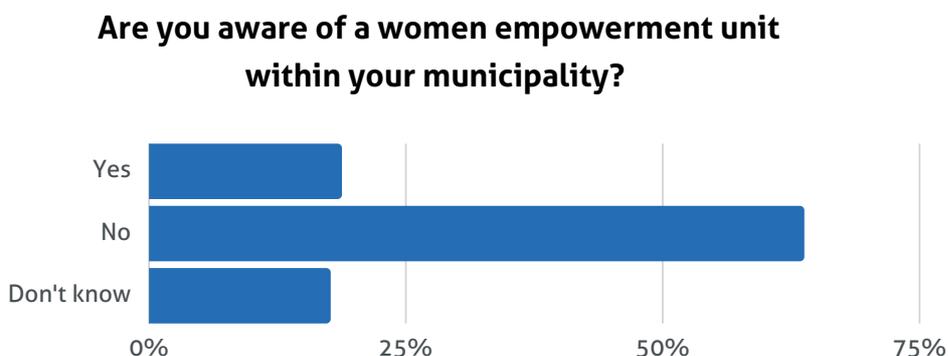
Women Empowerment

In regards to women empowerment, the respondents were asked three questions related to women empowerment that are related to the municipality. First, the respondents were asked to give the number of female members within their local municipality councils, nearly three quarters of respondents stated having no knowledge about the number of female council members whereas the remaining respondents have given a specific number of female members that they believe is correct.

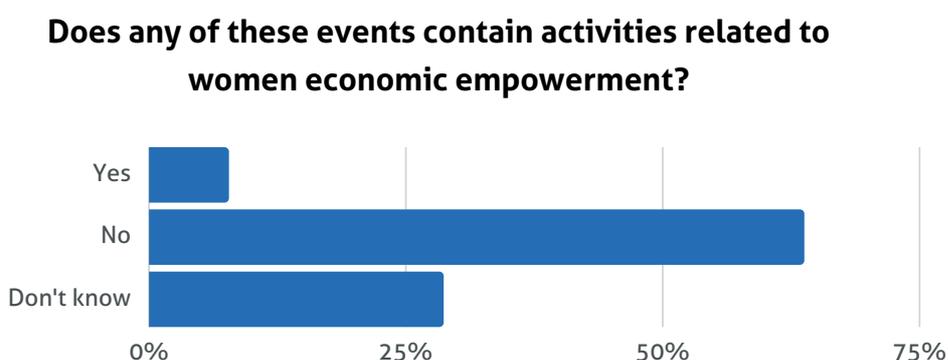
How many members of your local municipal council are females?



Second, the respondents were asked about their awareness regarding the women empowerment unit within their municipality, 19% of respondents stated knowing about this unit, 64% of respondents stating their municipality does not have such a unit and 18% stated having no knowledge if the municipality has a unit with such dedicated for women empowerment.

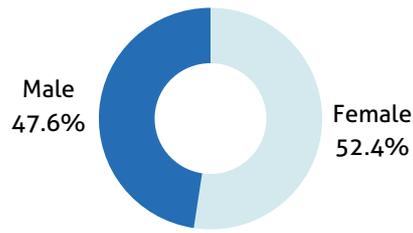


Finally, respondents were asked if any of the events conducted or implemented by their municipalities containing activities related to women's economic empowerment, 8% stated that such activities were embedded within municipal general activities or events, 64% stated that no women economic empowerment activities were embedded in municipal public events and 28% stated having no knowledge about such activities.

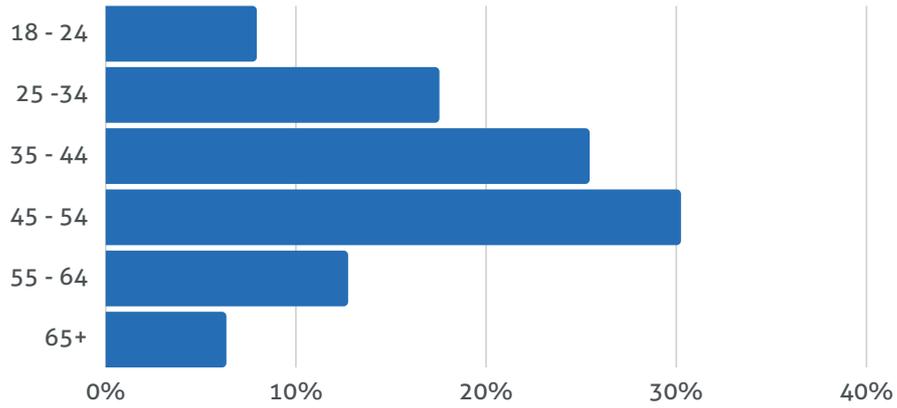


Maan Municipality Results

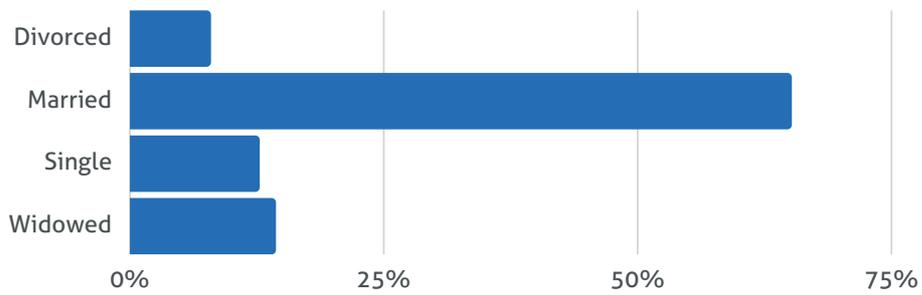
Gender of Respondent



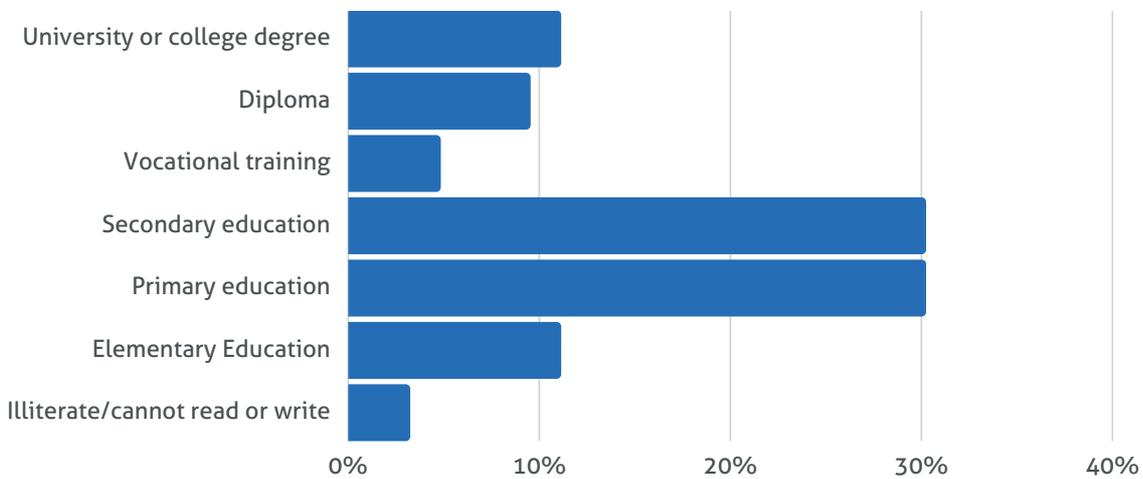
Age of Respondent



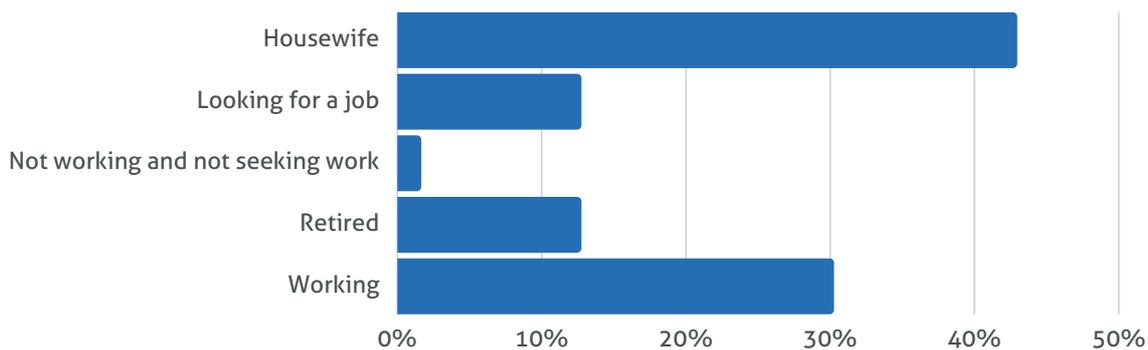
Social Status



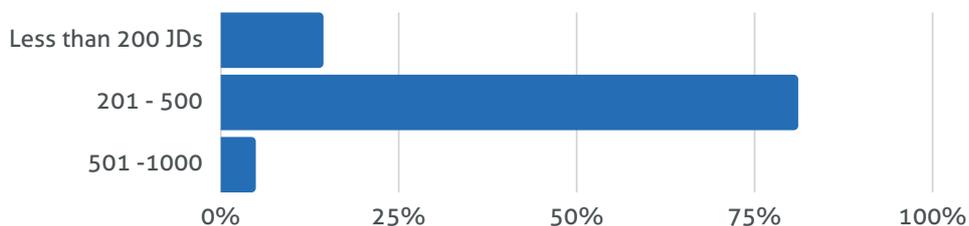
Level of Education



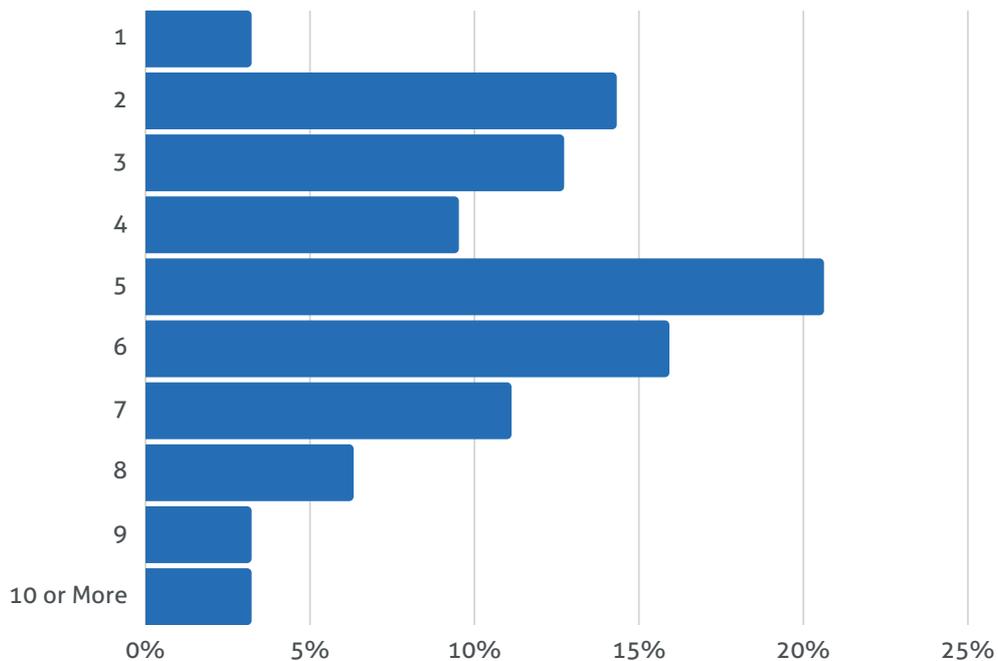
Work Status



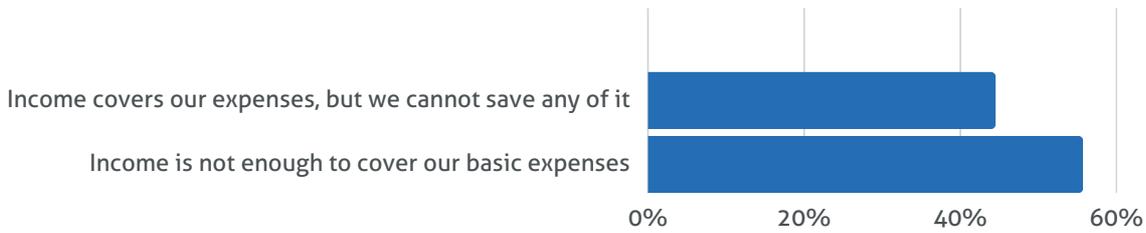
Average Household Income



Number of People within Household



Household Economic Condition

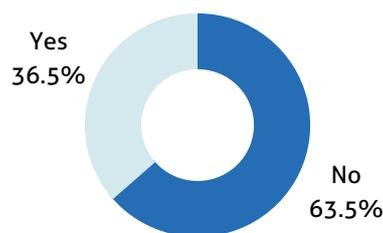


General Information

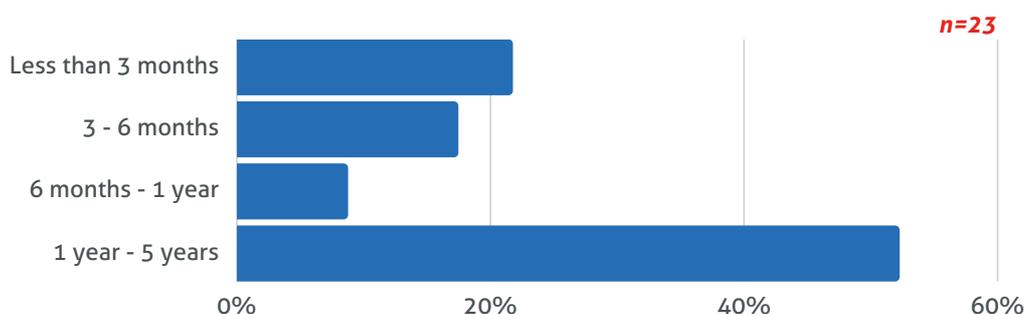
To start understanding the general perception of the respondents, the respondents were asked if they have visited their municipality, and if so, when was their last visit and for what service and their perception and level of satisfaction of that visit.

A total of 37% of respondents stated that they have visited their municipality building at one point during their residency period. The majority of visits have occurred within the period of up to 5 years since the time of the interview, where the highest rate was 52% of respondents stating their last visit occurring within 1-5 years ago.

Have you ever visited the municipality building?

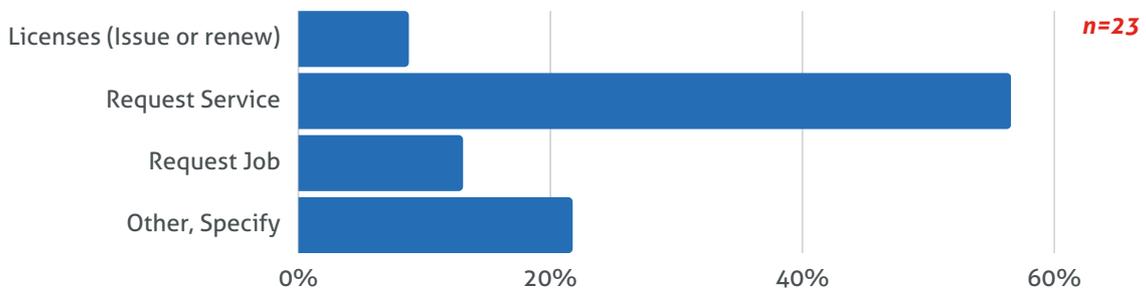


Last visit to municipality building



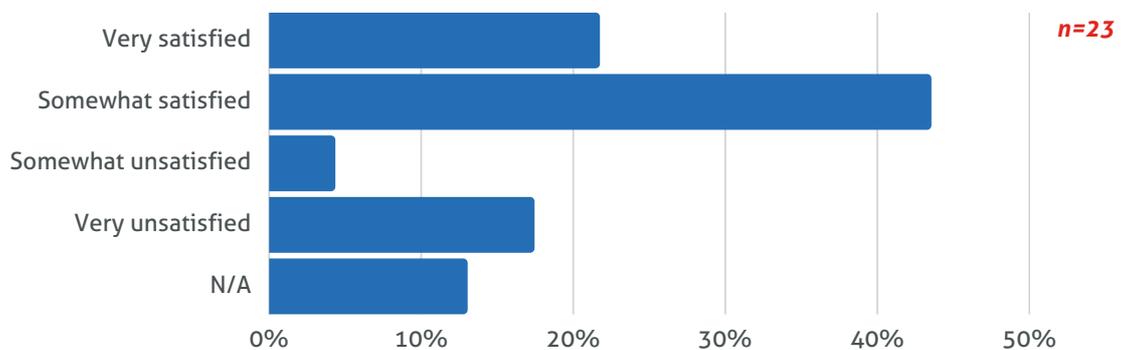
As for the reason of the visit to the municipality building, the top three reasons were to request a service at 57%, other service at 22% followed by request a job at 13% and pay tax at 13%.

What was the service you needed within the municipality during your last visit?



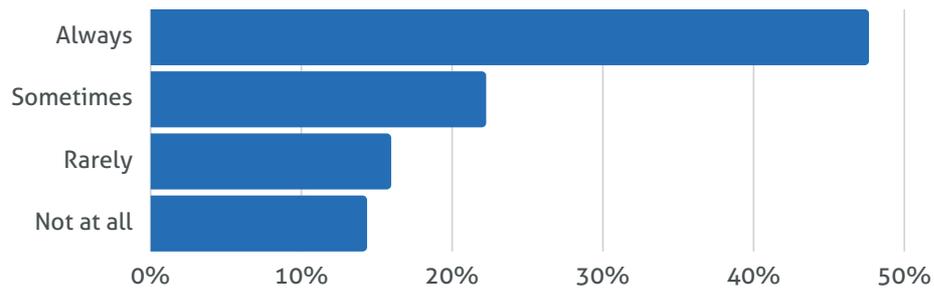
During their last visit, 65% of respondents stated being satisfied or somewhat satisfied and 22% of respondents stated being somewhat or very unsatisfied. The reasons behind their satisfaction or unsatisfaction was not captured during the interview.

Satisfaction level during last service acquired from municipality



Following this initial perception, the respondents were asked about how frequently they participate in municipal elections, where 86% of respondents stated participating to one extent in municipal elections, 14% of respondent did not participate in municipal election at all.

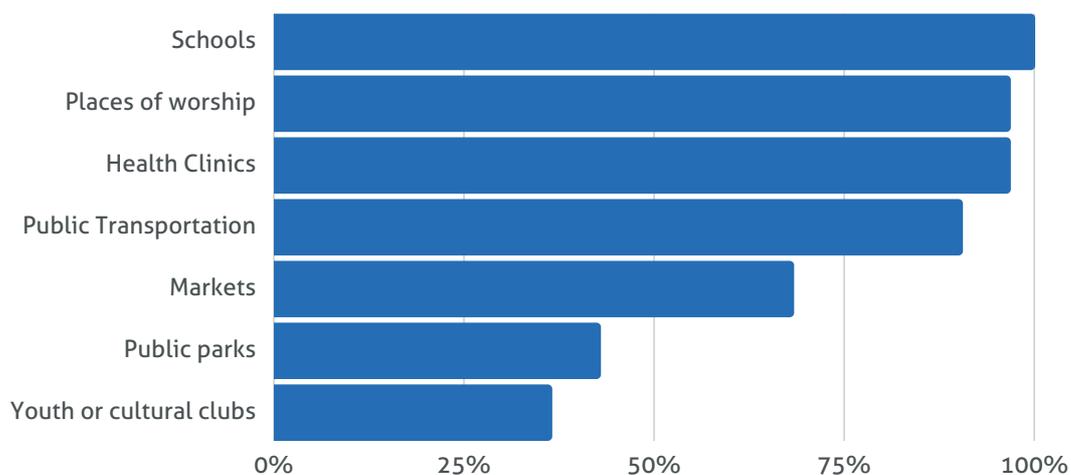
Frequency of participation in municipal elections



To follow up, the respondents were asked two questions, the first is a checklist of the services that are provided or available within their municipality, and the second is the perception of some services and for the respondents to identify if such services were part of the duties of their municipalities or not.

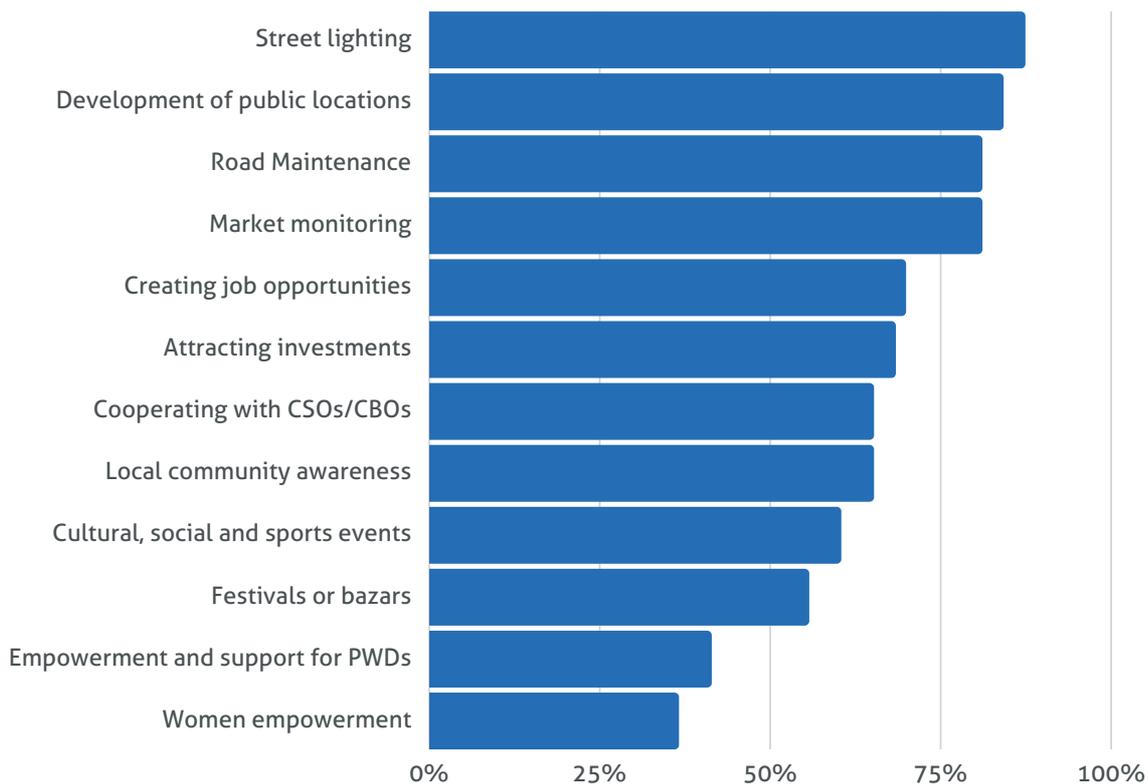
In terms of the availability of services within their neighborhoods, as shown in the figure below, schools, places of worship, health clinics and public transportation at 100%, 97%, 97% and 91% respectively. Followed by markets were the most available over 68%, public parks at 43%, youth or cultural clubs were the least available at 37%.

Services available within neighbourhood



As for the perception of respondents regarding services being the duty or responsibility of the municipality, the highest areas where the citizens perceive the service being the duty under the municipality's mandate, were street lighting (87%), development of public locations (84%), road maintenance (81%), market monitoring (81%), creating job opportunities for citizens (70%), attracting investments (68%), cooperating with CSOs or CBOs (65%), local community awareness (65%), cultural/ social/ sports events (60%), festivals or bazars (56%), and the least women empowerment at 37%.

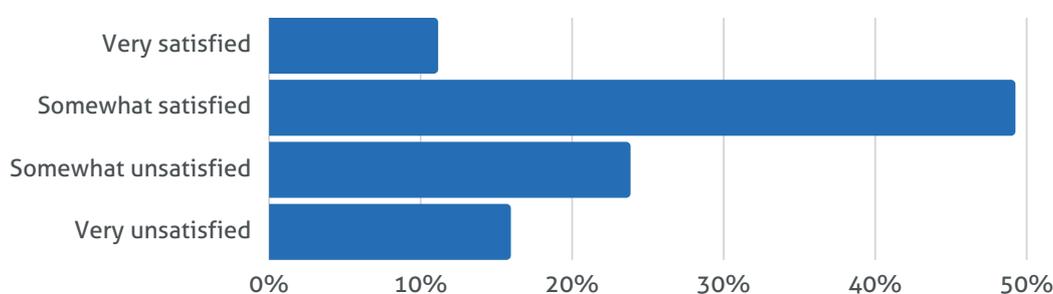
Perception of services being the duty of the municipality



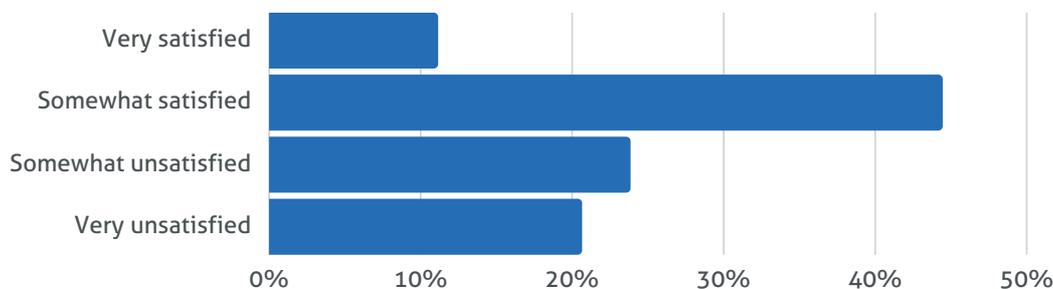
Resource Management

This section of the questionnaire was tailored to assess the satisfaction level of the citizens regarding multiple aspects. First the respondents were asked about their general satisfaction about their municipality and its execution of services. 60% of respondents stated they were very or somewhat satisfied about their municipality in general compared to 40% stating their dissatisfaction. Moreover, regarding the service execution, the respondents were split in half where 56% stated some level of satisfaction compared to 44% stating their dissatisfaction.

Satisfaction with local municipality

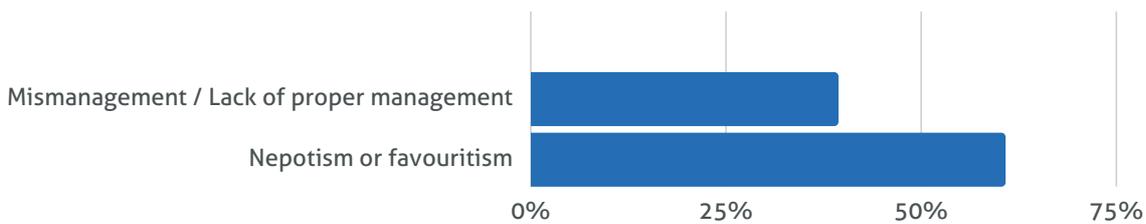


Satisfaction level of municipality service execution



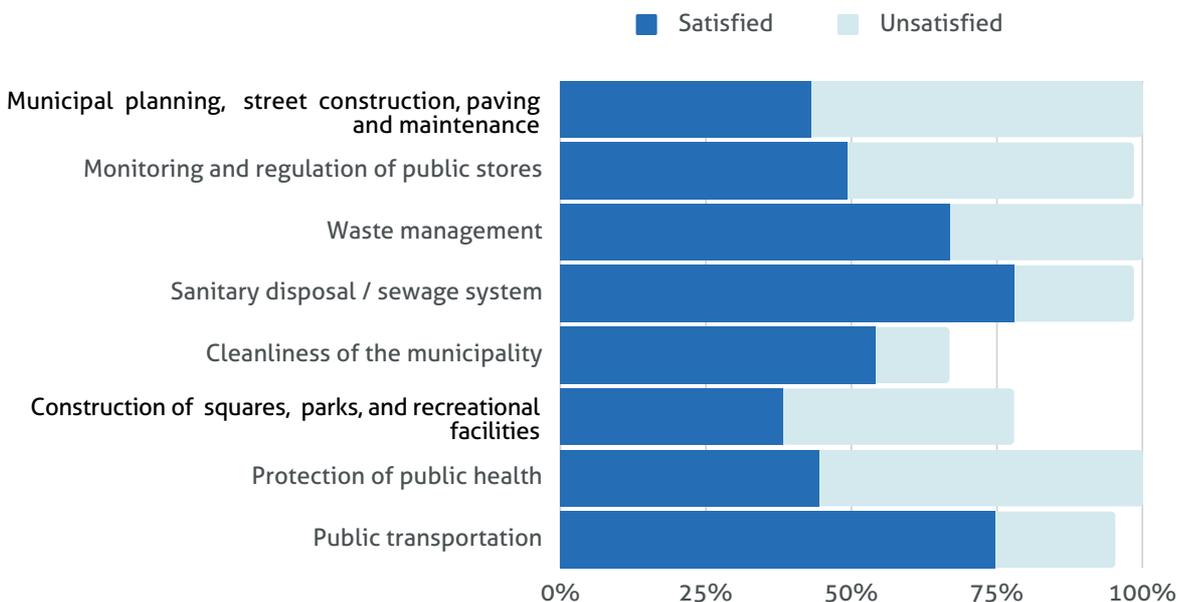
For respondents who stated their dissatisfaction regarding the execution of municipal services, the respondents were asked to pick the reason behind such assessment. 61% stated nepotism or favoritism as the cause behind their dissatisfaction, 39% stated mismanagement or the lack of proper management.

Reasons behind unsatisfactory municipal services



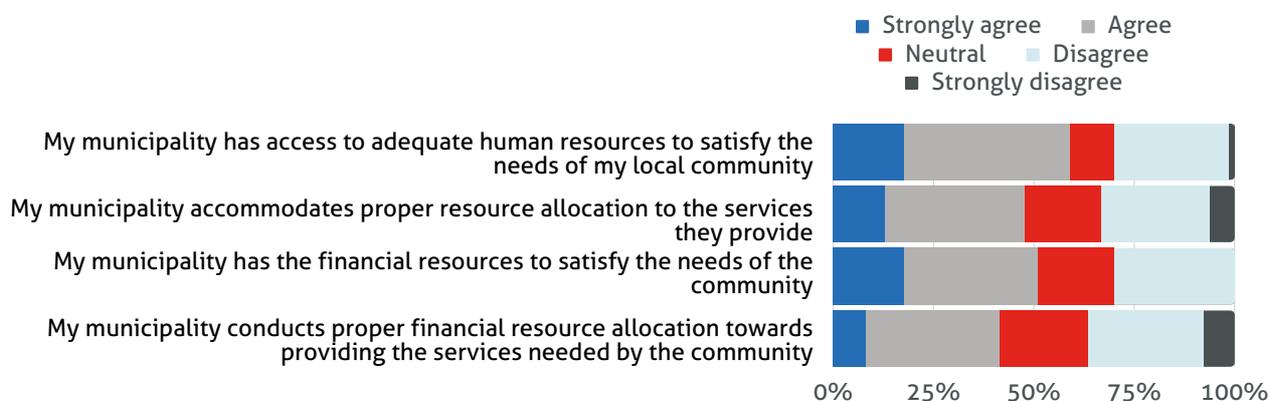
Following this general assessment, the respondents were asked to assess their satisfaction regarding specific services that are offered, or are the duty of, the municipality. The highest satisfaction levels were for sanitary or disposal/ sewage system at 78%, followed directly by public transportation at 75%.

Citizen's satisfaction towards specific municipal services



To finalize the section, the respondents were asked to assess their level of agreement towards statements about their municipality. The first statement was towards the municipality's access to adequate human resources that allows them to provide the local community's needs, 58% of respondents agreed with this statement compared to 30% stating their

disagreement with it. The second statement was towards the municipality's accommodation of proper resource allocation for the services provided, 48% of respondents agreed with this statement compared to 33% disagreeing with it. The third statement was towards the municipality having financial resources or capabilities to satisfy the needs of the community, 50% of respondents agreed with this statement compared to 30% stating their disagreement. The final statement was towards the municipality conducting proper financial resource allocation towards the services needed by the community, 41% of respondents agreed with this statement compared to 37% stating their disagreement with it.



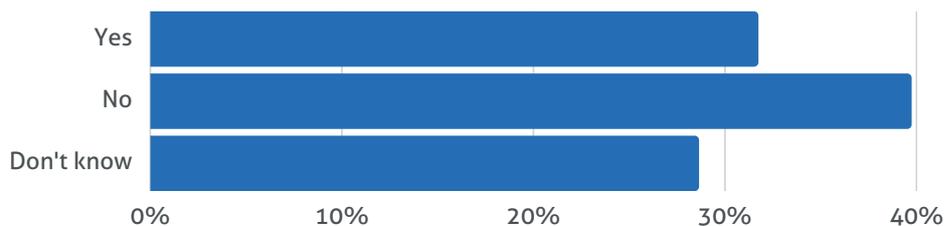
Challenges

The challenges section was designed to try to capture perceptions regarding requesting information from municipality, grievance channels in addition to including the challenges faced by PWDs within the municipality and the neighborhood.

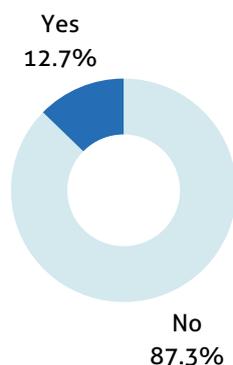
Starting with requesting information from the municipality, the respondents were asked if their municipality has clear procedures related to request official information. 32% stated their municipality has clear procedures compared to 40% stating the opposite. Respondents were also asked if they have tried to request information from their municipality, where 13% of respondents have previously requested or have tried to request information from their municipality while 87% have not. For those who have tried to request information, respondents were asked about the

outcomes of their request, 88% stated they have indeed got the information they have requested, and 13% stated not receiving any information they have requested.

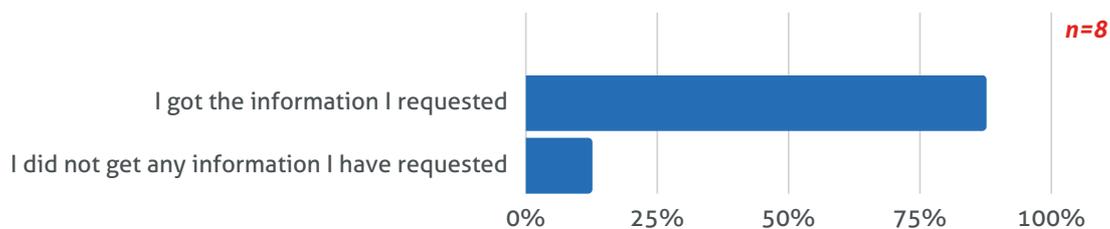
Does your local municipality have a clear procedure to request information?



Have you tried to request any information from your local municipality?

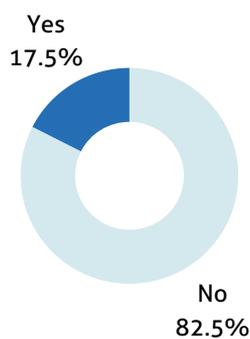


Outcomes of your request for information

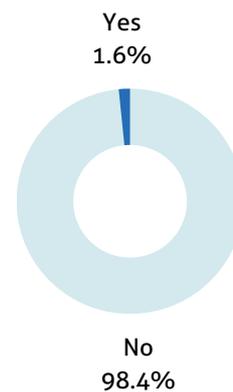


In terms of grievance mechanisms, the respondents were asked if they have knowledge about the available channels to submit complaints to their municipality. 18% of respondents stated they actually know how to submit a complaint while 82% did not have any knowledge about the procedure to submit an official complaint. For those who stated knowing the procedure on how to submit a complaint, 2% of those respondents have tried to submit a complaint while the remaining 98% who know the procedure have not ever submitted a complaint.

Knowledge of available channels to submit complaints



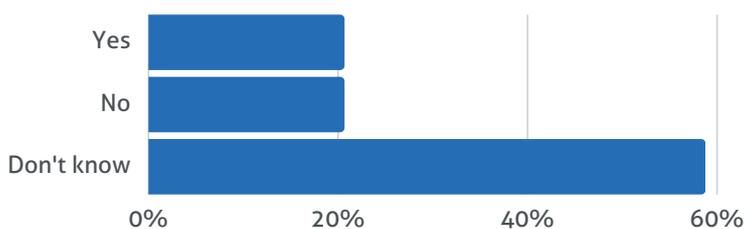
Have you tried to place a complaint within your municipality?



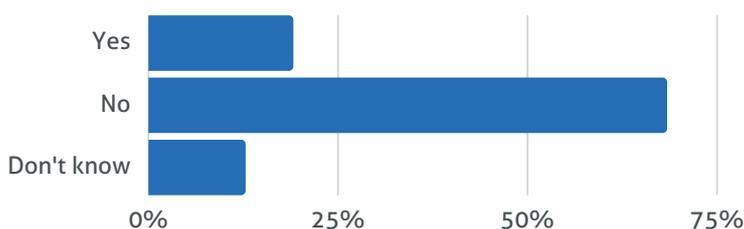
Finally, for PWDs, the respondents were asked if their municipality has proper or adequate infrastructure within its buildings for PWDs to use, 21% of respondents believed that their municipality can accommodate PWDs while 21% indicated that there was not adequate infrastructure to accommodate PWDs within municipality buildings. On another level, the respondents were asked the same question but for infrastructure within public areas and streets, where 19% of respondents agreed that their municipality can accommodate PWDs while 68% of respondents stated that there was no infrastructure within streets or public areas to

accommodate the need of PWDs. Moreover, respondents were asked if their municipality conducts any support or empowerment measures for PWDs within their communities were only 6% stated their municipality supporting or empowering PWDs.

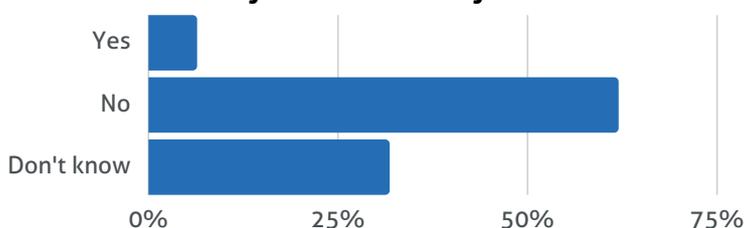
Does your municipality have proper infrastructure for PWDs within its buildings?



Does your municipality have proper infrastructure for PWDs within public streets and areas?



Does your municipality conduct any measures to support or empower PWDs within your community?

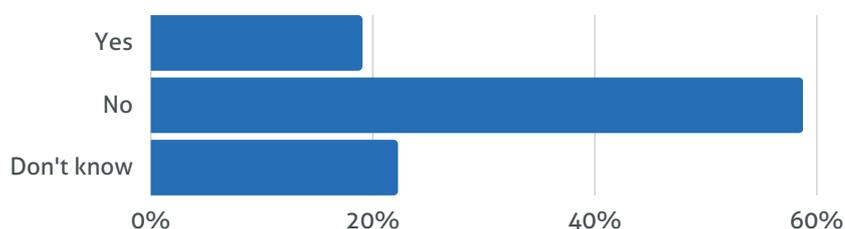


Community Involvement and Communication

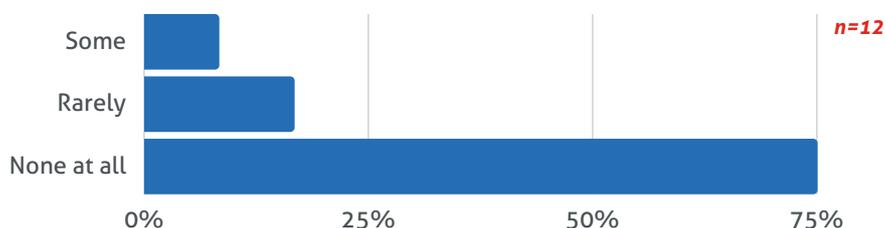
In regards to community involvement and communication, this section had asked about various aspects regarding how the local community is involved in the decision-making process and how effective their communication and knowledge of local issues and needs are.

The first aspect inquired if the municipality have conducted any public meetings, within the past year, to discuss the needs of the local community, 19% stated their municipality had held such events or meetings while 59% stated no such meetings were held. For those who stated that there were indeed meetings, respondents were asked about the frequency of their attendance of such meetings, 8% attended some meetings, 17% stated they rarely attend municipal meetings and 75% stated they have not attended any meetings within the past year.

Have your municipality conducted any public meetings to discuss the needs of the community within the past year?



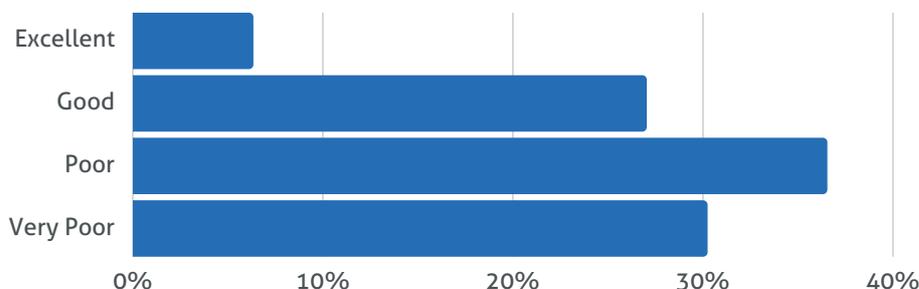
If yes, how many meetings have you attended?



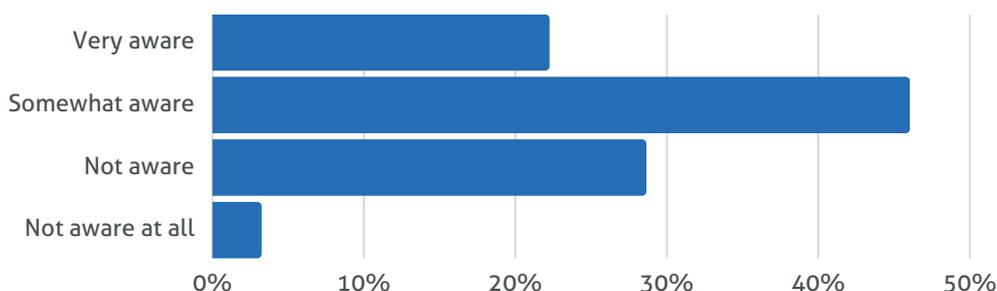
The second aspect inquired about the communication of the elected local council members with the local community, respondents were asked to assess the communication level of the council members with the local community, 33% believed that the communication level is positive while the remaining 67% believed that the communication level of council members with the local community was poor. In addition, respondents

were asked of the level of awareness of local council members about the local issues faced by the community, 68% of respondents stated that council members were moderately or highly aware about the local issues faced by the community compared to 32% believing the contrary.

How do you describe the communication level of the local municipality council with the community?

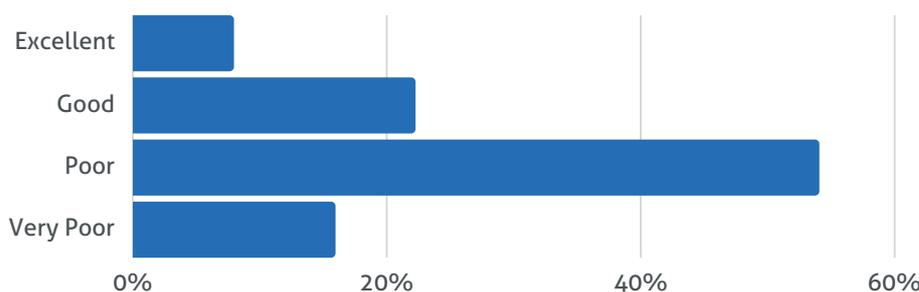


How aware is the local municipality council of the local issues faced by the community?

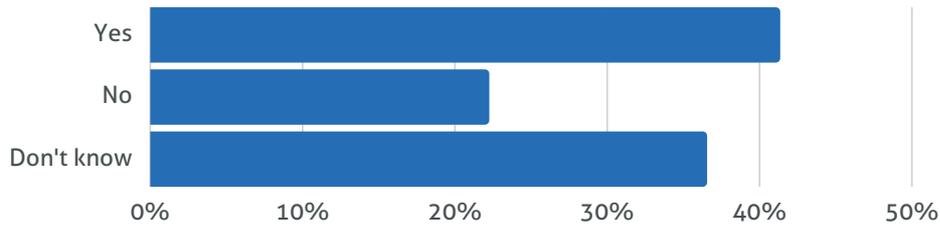


For the third aspect, respondents were asked to describe the communication level of their municipality with the local community, 30% believed that the communication level was positive to some extent, compared to 70% believing the communication level was poor to some extent. Additionally, respondents were asked if their municipality has social media presence to share their public announcements to the community, 41% of respondents stated their municipality has social media presence while 22% stated their municipality has no social media presence.

How do you describe the communication level of your local municipality?

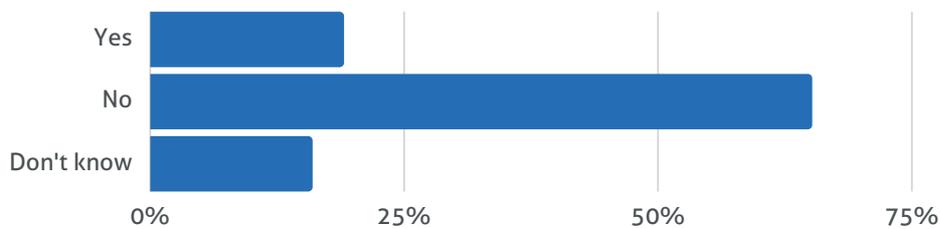


Does your municipality have any social media pages that they share any local communications in?

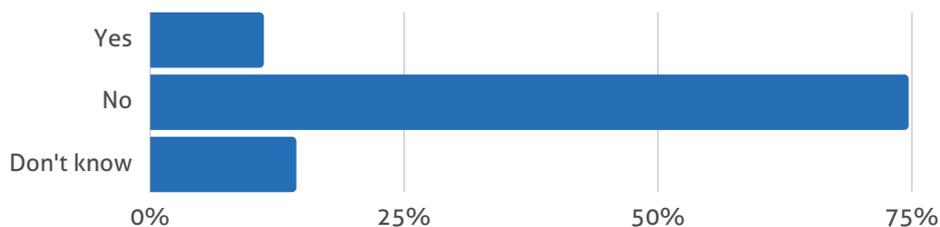


The final aspect was towards the community's involvement in addressing the needs of the community, 19% of respondents believed that their municipality does involve their community members in addressing the needs while 65% did not believe that their municipality involves them in the identification and addressing the community needs. Moreover, the respondents were asked if their municipality issues any material to create awareness about their services, projects or the meetings they hold, 11% of respondents stated their municipality takes such actions, compared to 89% stating no such efforts are made by the municipality.

Does your municipality involve the community in addressing the needs of the community?



Does your municipality provide periodical material to create awareness about services, projects or meetings?

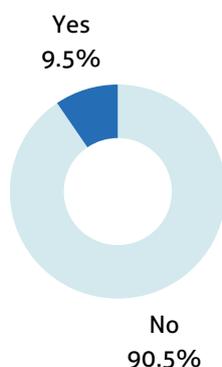


Openness, Integrity and Accountability

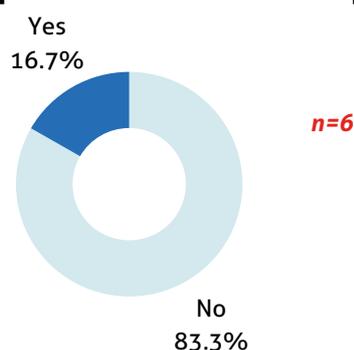
This section was designed to assess the openness, integrity and accountability of the municipality as perceived by the local community. This has included the assessment of direct community recommendations, publishing financial statements, accountability of decision making, equality within community members, sound financial management, competency of municipal employees, favoritism and common interest.

First, respondents were asked if they have presented any recommendations towards the improvement of municipal work performance, 10% of respondents stated they have presented some type of recommendation, those same respondents were asked if their recommendations were actually applied by the municipality, where 17% of those respondents indicated their recommendation were implemented by the municipality and 83% stating their recommendations were not taken into action.

Have you ever presented any recommendations to improve the municipality's work performance?

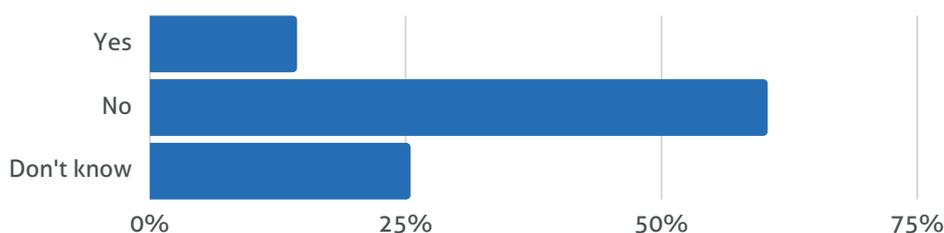


Have any recommendations presented to the municipality been applied?

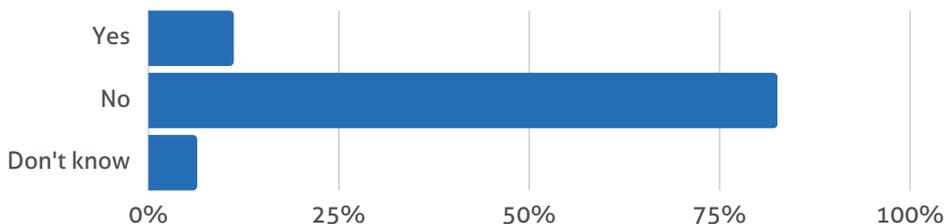


Second, respondents were asked if their municipality publishes its work plans or financial statements to the public, where 14% of respondents stated that such plans and statements were actually published compared to 60% stating the opposite. Moreover, respondents were asked if they have ever read their municipality's plans or municipal council decisions, where 11% have read such plans before compared to 83% never reading plans or municipal council decisions.

Does the municipality publish its financial statements and work plans?

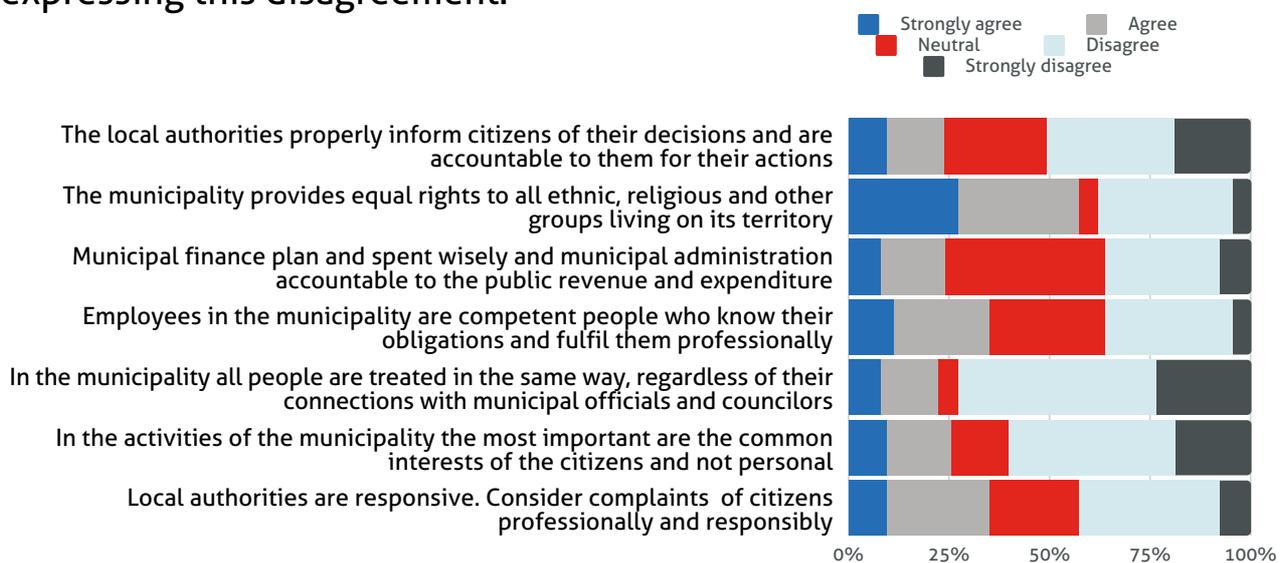


Have you ever read any of the municipality's plans and municipal council decisions?



Third, the respondents were asked to assess their level of agreement with statements associated to multiple core values of the municipality and its employees and activities. Regarding the municipality informing citizens regarding their decisions and their accountability to such decisions, 24% stated that their municipality informs the public and are accountable for such actions. Regarding the municipality dealing with equality with all community members within their jurisdiction, 57% of respondents agreed with this statement while 38% did not agree with it. Regarding the sound financial spending and accountability of public revenues and expenditures, 24% of respondents agreed with this statement compared to 37% disagreeing with it. Regarding the competency and professionalism of employees within the municipality, 35% of respondents agreed with this statement compared to 37% stating their disagreement with it. Regarding favoritism, respondents were asked to assess their agreement with the

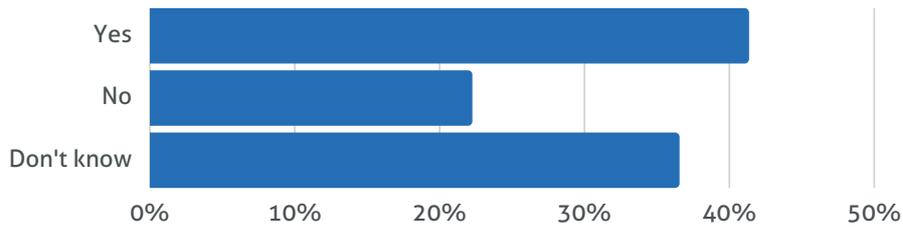
statement related to the equality of treatment of citizens regardless of their connections with municipal employees or council members, 22% of respondents have agreed with this statement whereas 73% expressed their disagreement with this statement. Regarding the municipal activities being implemented towards the common interest compared to personal interest, 25% of respondents stated their agreement that the general or common good is implemented by the municipality whereas 60% of respondents stated their disagreement with it. Finally, regarding the professional responsiveness and consideration of community complaints, 35% of respondents agreed with this statement compared to 43% expressing this disagreement.



Local Development

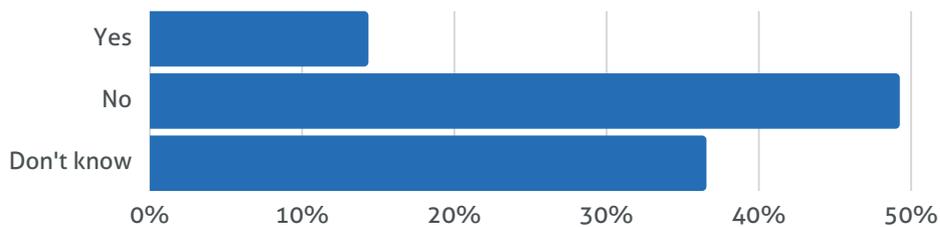
In regards to local development, the respondents were asked a group of questions related to local development activities implemented through the local municipality. The first question was towards the knowledge about any investment opportunities implemented by the municipality such as rental of buildings or land, 41% of respondents stated that their municipalities conduct such activities compared to 22% who stated the contrary and 37% stating having no knowledge about such activities.

Does your municipality have any investments (such as renting buildings, land ... etc.)?

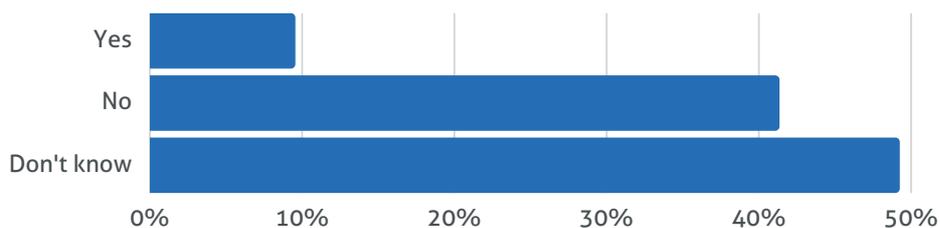


Moreover, the respondents were asked if the municipality have attracted investment opportunities or projects to the local community, 14% of respondents stated that their municipality have attracted investments to the community, 49% stated no investment attraction activities have been done by the municipality and 37% stating having no knowledge about this sort of activity. To complement this, respondents were asked if their local municipality have created partnerships with organization or private sector to create new investment opportunities, where 10% of respondents stating such partnerships have been implemented by their municipality, 41% stated no partnerships were implemented and 49% stating lack of knowledge about such activities.

Have your municipality attracted any investments projects to your community?

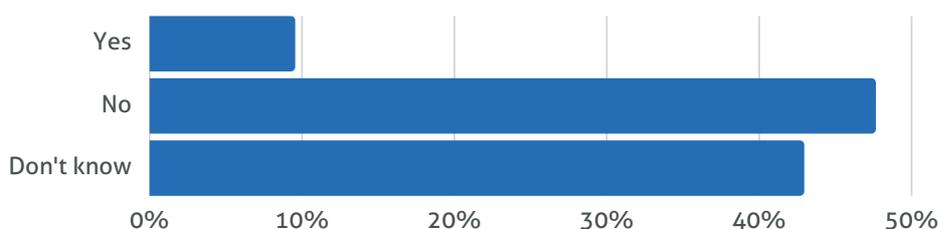


Have your municipality created any partnerships with organizations or private sector to create new investments?



Finally, respondents were asked if their municipality have development plans available for the public to access, 10% stated their municipality provides access to such plans, 48% stating no availability of such plans and 43% stated having no knowledge about such activities.

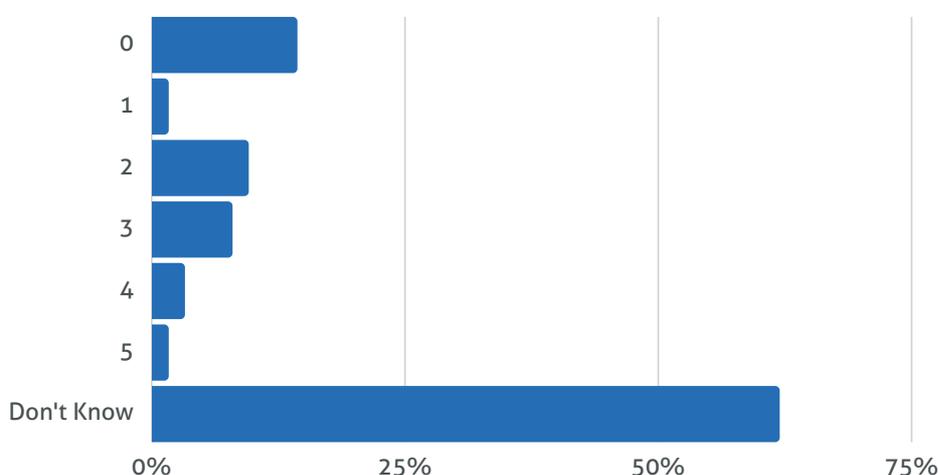
Does your municipality have any development plans available for the community to access?



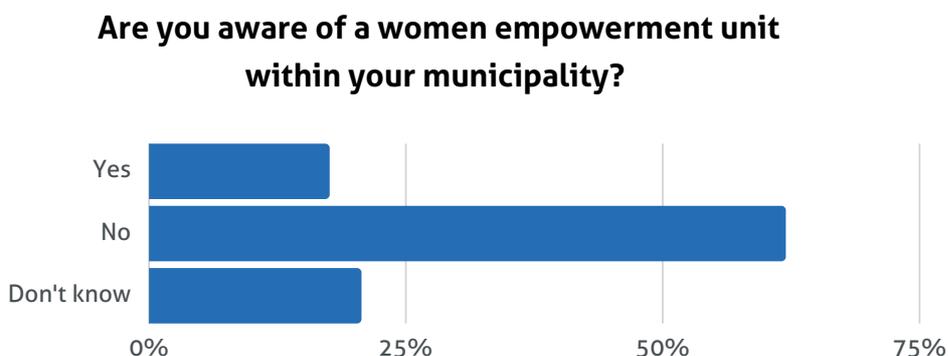
Women Empowerment

In regards to women empowerment, the respondents were asked three questions related to women empowerment that are related to the municipality. First, the respondents were asked to give the number of female members within their local municipality councils, nearly three quarters of respondents stated having no knowledge about the number of female council members whereas the remaining respondents have given a specific number of female members that they believe is correct.

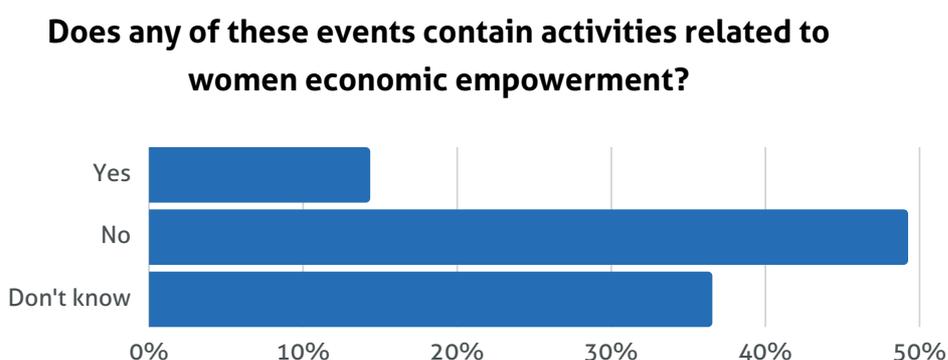
How many members of your local municipal council are females?



Second, the respondents were asked about their awareness regarding the women empowerment unit within their municipality, 17% of respondents stated knowing about this unit, 62% of respondents stating their municipality does not have such a unit and 21% stated having no knowledge if the municipality has a unit with such dedicated for women empowerment.



Finally, respondents were asked if any of the events conducted or implemented by their municipalities containing activities related to women's economic empowerment, 14% stated that such activities were embedded within municipal general activities or events, 49% stated that no women economic empowerment activities were embedded in municipal public events and 37% stated having no knowledge about such activities.



BIOS OF PEER REVIEWERS

Dr. Amin Mashaqbeh

Dr. Amin currently works as a professor at Prince Hussein College for International Studies at the University of Jordan. He had served as a minister of social development among other academic positions and has multiple publications and books. He had achieved his Ph.D. from the South California University in Los Angeles.

Dr. Bader Al Madi

Dr. Bader currently works as a professor of political sociology in the German Jordanian University. He is the head of the Migration and Refugees' Department. He had worked in the Royal Hashemite Court, a faculty member at the International Studies College of Political Science at the University of Jordan and multiple academic positions in addition to the Jordanian Diplomatic Institute. He had achieved his Ph.D. from the University of Brigham Young University.

Dr. Firyal Abu Awwad

Dr. Firyal is a professor of psychology education in the University of Jordan. She currently serves as the vice dean of the faculty of graduate studies for humanitarian affairs. She has various publications and is among the 100 most influential Arab authors. She had achieved her Ph.D. from the University of Jordan.

Dr. Al Hareth Al Halalmeh

Dr. Al Hareth currently works as an associate professor at the faculty of Arts in Al Zarqa University and a part-time lecturer at the University of Jordan. He had achieved his Ph.D. in international relations and political studies from Mutah University.



رشيد RASHEED

TRANSPARENCY INTERNATIONAL - JORDAN
الشفافية الدولية - الأردن

معاً للقضاء على الفساد

TOGETHER TO END CORRUPTION



 RasheedTljo  RasheedTljo  RasheedTljo  RasheedTljo

www.rasheedti.org