

Anti-Corruption Commission



Transparency and Integrity in the Implementation of Municipal Projects and Licensing of Buildings and Establishments in Local Governments

Ramallah, 2015

Note:

Note: this study was conducted by “Aginlity Management and Financial Consulting”, It’s findings or perspectives do not necessarily denote PACC’s own perspectives.



ANTI-CORRUPTION COMMISSION

“PACC”:

Bireh - Balou - Mecca St.

Tel: 022424016, 022424017, 022424018

Fax:022424015

E-mail: info@pacc.pna.ps

Website: www.pacc.pna.ps

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1. Introduction

The local government units are an important part of the Palestinian texture, a key component of its organizational structure and an important party in the Palestinian development process. These bodies work under the local government units' Act. in which organizes their work¹. In order to complete their job efficiently, they must have a high degree of integrity and transparency in their construction and work. This reinforces their role in provision of services to the citizens and in delivering their message. In recognition with the importance of their development role, many studies were done. However, this research came to study the degree of satisfaction of the public regarding the integrity and transparency of 15 general local government units in the West Bank by using a scientific research approach, in which these views were presented in a debate between the different parties.

The concepts of integrity and transparency are now very important in the fight against corruption² and in creating a suitable environment and practices that reflect and meet the direct and indirect needs of the beneficiaries of the services provided by the local government units' projects. Transparency allows all the relevant parties to collect vital information, detect excesses and maintain interests. The transparency systems has clear procedures for general decision making, an open communication channels between stakeholders and beneficiaries, in which provide a wide range of information available for all those concerned.

Integrity and transparency provide a place that allows everyone to participate effectively and positively in the opportunities provided by their city, regardless of their financial ability, sex, age, religion or ethnicity. This creates more opportunities for the marginalized groups to obtain job offers or invest in entrepreneurship. On the other hand, the absence of this environment usually leads to unfair allocation of resources in providing services and most importantly, in the infrastructure projects which do not target the needs of the disadvantaged groups.

The measurement of the public's satisfaction about the services of local government units reflects their views of the local government units, in which these views can be translated as the public's position towards these local government units in regards to their programs and activities. However, they are only impressions in which do not necessarily reflect the reality of the local government units. More accurately, this judgment should be based on the level of transparency of these local government units through objective data measurements. Nevertheless, the World Bank report, released in 2011, noted that there is a gap in the citizens' opinion on the integrity and transparency of the public institutions, in which is usually lower than the actual level of

¹ Palestinian Local Government Units law no.1 for the year of 1997 and no 9 for the year of 2008 regarding the amendment of the law

² National Plan for anti-corruption (2015-2017), the vision in the plan indicates to "Palestinian society free of corruption. Which is built on the bases of integrity, transparency and accountability"

integrity and transparency in these institutions. In addition, the report praised the achievements of the Palestinian Authority institutions in fighting corruption; Furthermore, the report noted several regulations regarding fighting corruption, such as the Unjust Enrichment Report 2005 and the Money Laundry Law 2007, in addition to some of the committees in the Legislative Council. In 2010, the Anti-Corruption Law was issued in addition to the Anti-Corruption Commission and the Corruption Crimes Court³.

Despite all the achievements of the Palestinian Authority, the report noted to the necessity to continue the work of fighting corruption, nepotism and sometimes bribery. In addition, to the importance of accessing the information, easing the procedures of obtaining licenses and the necessity of building trust between the citizens and the public institutions.

This report includes the main results of the study done by Agility Management and Financial Consulting on “Citizen Satisfaction on the Integrity and Transparency in Implementing the Municipal Projects in 15 Local Government Units in the West Bank”. Nevertheless, this study aims to help the Palestinian Anti-Corruption Mission in coming up with recommendations and mechanisms to reinforce the values of integrity and transparency in the services provided by the local authorities.

This study comes within the framework of the National Strategy to fight corruption by studying civilian views that were documented in more than one study regarding the outweigh of nepotism, favoritism, bribery, use of positions and conflict of interests in implementing the municipal projects and licensing the buildings and facilities. This study followed a scientific research approach, where the Palestinian citizens will learn more information behind the reasons of these views, on an individual level or on the procedural level of the local government units. As a result, to form an approach of analysis on these views and group meetings and workshops in order to gather information on the subject of the study.

Scope of Study

The field of study is limited to measure public satisfaction of 15 local government units, in regards to issuing licenses for houses and economical institutions, in addition to project design and implementation.

Objectives of the study

This study seeks to achieve the following objectives:

- ✓ The evaluation of integrity and transparency in the construction and the work of local government units in the fields of licensing and projects through monitoring their

³ World Bank Report (2011) Improving Governance and Reducing Corruption

achievements in these fields and by identifying the shortcomings from the public's point of view. As well as, the extent of the citizens knowledge of it, how this service is performed and if there is any system that provides the needed information regarding it, in terms of how to obtain it, place of availability and the conditions of obtaining it and whether the local government unit does its projects and activities in coordination with the public.

- ✓ In addition, this study aims to evaluate the availability of a mechanism of accountability for the service provider by the related parties, periodic reports of the local government unit's work in particular, a system for receiving complaints and a competent authority to receive the complaints, look over them and provide answers.
- ✓ To evaluate the extent of the availability of an instruction manual to guide the employees in their work in the local government units and determine their behavior towards the citizens and beneficiaries. In the case of availability of a manual, does it develop the culture of fighting corruption and nepotism and does it seek to provide the service to the citizen based on equality and proficiency between the citizens? Are there any written regulations to work according to and do they commit to them or are there any excesses?

Based on the study results, the recommendations were given to address the shortcomings and to reinforce the values of integrity and transparency in the local government units.

Methodology:

The research team followed the following steps:

- Relying on studies, surveys and questionnaires about the corruption in the Palestinian Local Authorities.

For the purpose of achieving the stated objectives of the study, the Agility team underwent a thorough desk and literature review of relevant studies and reports, interviewed selected municipalities prior to the design of the questionnaire, employed the use of questionnaires for data collection purposes, Interviews with individuals and parties deemed relevant to the study represented the Ministry of Local Authorities, Ministry of National Economy, in addition to nine other parties or agencies such as private sector service providers in the fields of telecommunications, water authority, even though the chambers of commerce and electricity distributors declined requests for interviews for the reason of not being directly related to the Ministry of Local Authorities in their services offered or rendered. Other meetings were held with representatives of the Nablus, Al Bireh, and Hebron Municipalities regarding the procedures and requirements for implementing development projects and issuing licenses for building and establishments, as determined by the study. Additionally, eight meetings were held with targeted municipalities in order to analyze and validate their system and compare the perception results.

- Regarding the field survey, questionnaires were generally used as the data collection instrument first among beneficiaries such as citizens that were recipients of services offered by the Ministry of Local Authorities. Secondly, questionnaires were also employed with beneficiaries receiving licensing services for establishments and construction from the above mentioned entities. This entailed field researchers being prepared for the undertaking through a training session and workshop to fully expose the researchers to various situations and cases for the purposes of collecting data that was valid, reliable and timely in a standardized and consistent manner. This process of collecting data spanned January 28, 2015 through February 4, 2015. Finally, a presentation workshop was conducted in PACC premises dated May 6, 2015 the objective of which is to present the recommendations and get feedback on the study. It is worth mentioning that representative of Ministry of Local Government, Municipal Development Fund as well as members from Local governments Units attended this workshop. (Please refer to annex three for meeting minutes).

The Sample:

The sample size regarding the projects survey was of 241 citizens, whereas, while the size of the sample regarding the beneficiaries of the licensing the buildings and establishments service has was 360 citizen. The total sample size for both surveys (projects and licenses) was 601 citizen; 257 citizens from the northern West Bank, 137 citizens from the middle of the west bank, 207 citizens from the southern of the west bank. They were distributed on the local government units as in the following table:

#	Name of Local Government Unit	No. of citizens in projects survey	No. of citizens in licenses survey	Total
North of West Bank				
1	Jenin	14	21	35
2	Qabatia	7	11	18
3	Tulkarm	19	28	47
4	Nablus	46	72	118
5	Qalqiliya	15	24	39
	Total	101	156	257
Center of West Bank				
6	Ramallah	11	19	30
7	Al-Bireh	18	26	44
8	Bitounia	8	12	20

9	Jaricho	8	12	20
10	Al-Ram	9	14	23
	Total	54	83	137
South of West Bank				
11	Bethlehem	9	18	27
12	Beit Jala	5	8	13
13	Hebron	56	74	130
14	Halhoul	6	9	15
15	Dora	10	12	22
	Total	86	121	207
	Grand Total	241	360	601

Data entry and Analysis:

A data entry program was designed using (Access 2010) for data entry and after the completion of data entry process, checking the validity of information and its readiness for analysis and results, the data are transferred from (Access 2007) to the statistical package (SPSS) and analyzing them using the (SPSS). Then taking the cross tabulations that shows the proportional distribution for the indicators of the study.

Literature review

The Legal Framework Regulated for the Work of local government units.

The work of the local government units in Palestine regulates a legal framework which many factors have overlapped in framing it. These factors resulted from a legal inherit that was framed by the many historical eras Palestine had, in addition to many factors that worked on reformulating this legal framework after signing the Oslo Accords 1993 and what resulted from creating new functional professions for the National Authority towards the Palestinian citizen. Whereas, article (85) from the amended General Law in 2003⁴ stated: “to regulate the country with a law of local administrative units that has legal personnel, and each unit has a council elected directly and duly according to law.

The Palestinian Local Government Units’ Law, issued in 1997, is considered the organizing legal framework for the local government units work in Palestine. Nevertheless, this law works on organizing the relation of the local government units with the Ministry of Local Government and the relations between the local government units with each other. This legal framework required

⁴ The amended basic law for the year of 2008 and its amendments

the development of a group of regulations that regulates the work of the local government units and giving the power of laying out these regulations to the Local Government Minister and to the local government units in accordance to articles No. (2) and (15) of clause No.(2), despite that the main law has mandated issuance of regulations in particular to the council of ministries.

However, the second law is the elections of the local government units' council law, No. (10), year of 2005⁵, and states the designation of a local government to the citizens. Several amendments in this law target the issues of the timing of elections and the shares of species to reinforce the participation of women in local councils. The council's resolution No. (6), year 2011⁶, regarding the construction and the local government units' regulations was also revised. It states that the local government unit manages the constructions, public markets, transportation, and public utilities. As for education, social affairs and health services, they are not within its powers, and usually the local government unit has a very limited ability to obtain taxes and fees. Despite the issuance of the Law No. (8) for the year 2014 on public procurement, it is still valid on the basis of Law No. (6) for the year 1999 regarding bidding for public works and on the basis of Law No. (9) for the year 1998 on public supplies⁷.

Integrity, transparency and accountability in local government units

Transparency is defined as the sharing of information and acting publically, which means that local government units decisions, works and measures must be open to the public. In addition to not holding any information from the beneficiaries, officials, local authorities and the funding parties, regulations must be clear, openness with the beneficiaries and donors, and the publicity of the goals and targets of the local government units, must be available for each citizen in order to be able to follow the mechanisms of decision making and activities, as well as to publishing the budgets and the work results⁸.

- The standards of measuring the costs of the services
- Budgeting
- Arrears collection
- Exemptions and reductions
- Receiving reviewers

⁵ The elections of the local government units' council law, No. (10), year of 2005, and is amended by law no 12 for the year of 2005

⁶ The council's resolution No. (6), year 2011

⁷ National Plan for anti-corruption (2015-2017)

⁸ Coalition for Accountability and Integrity (AMAN), integrity, transparency and accountability in the local government unit in the Gaza Strip, 2012

The Arab Integrity book defines transparency⁹ as: “related to clear regulations and procedures within the organization, the relationship between it and the beneficiaries of its services and the publicity of the procedures, purposes and aims of the work of public institutions”. It also connects transparency to a general policy “the disclosure of information and ensure citizen’s right in obtaining the necessary information on the work of the public administrations”. Where it is known that Coalition for Accountability and Integrity (AMAN) defines the transparency as “the commitment of the leadership and management of the organization at all levels to publish and disseminate or access all the required information for the public about all the things that pertain all the procedures, decisions, services and all the work the organization provides and offers periodically without or in request from any person or of interest, as well as to the information about the officials in the organization.”¹⁰

The transparency indicators are based on the combination of the above mentioned definitions for transparency and include:

- Provides clear documents on the objectives of the local government unit, its work philosophy and programs, and make them available for the public.
- Provide information to the public about the status and organizational structure for the local government units, the personnel system and the budget of the local government units.
- Giving the opportunity for the public to check the local government unit’s plans and involve them in wording the plans and commenting on them.
- The coordination of the local government unit’s activities with local partners or with the targeted audience.
- Citizen’s knowledge of the activities and programs of the local government unit, how to receive their services and how it is done.
- Publishing periodic reports on the activities of the local government unit, funding and relations.
- Having a public policy for publication and disclosure of information to the concerned public.

The integrity system of the local government units:

What distinguish the domination of integrity values in the local government units the most is the presence of what is called the “Integrity System”. This purpose of this concept is the availability of a written reference for the local government unit, to determine the rules of good performance, in which is most important factors include:

A. Financial Estate Data:

The disclosure of the financial estate (the total of rights and financial duties) constitute an important element for applying the integrity system. This basic Palestinian law, article 41 and 67,

⁹ The Arab integrity system for anti-corruption

¹⁰ Coalition for Accountability and Integrity (AMAN)

were exposed to this issue by requiring the members of the legislative council and the ministers only to the disclosure. According to what has been examined, the disclosure of the financial estate for the members of the local government units and its high officials is unusual and inexistent until today in all the local government units, noting that there is a written and clear text in the anti-corruption law that obligates them to do so. It is very important to apply this procedure to prevent conflict of interest and protect from corruption. To promote the principles of accountability and transparency, the Ministry of Local Authority requests the office of His Excellency the President to mobilize financial disclosure reform amongst local councils and similar entities.

B. Code of honor:

All local government units lack the availability of a code of honor until today. The importance of this element is based on establishing a literary commitment and a work ethic definer in the performance of the local government units. The latter is defined as a group of regulations and values that all the employees of the local government units should discipline to their behavior.

Regarding the code of conduct of the civil service employees and according to the comparison report that was issued by the Organization for Economic Cooperation and Development (OCED) in year 2011¹¹, the code of conduct for the civil service employees is considered a very sensitive issue in the establishment and the sustainability of integration between the government departments. There are five areas in achieve such a code, including, (1) the legal framework, (2) organizational structure and processes, (3) use of technology in government, (4) management of the international financial incomes, and (5) management of human resources.

In order to have a staff that can embody integration and has the ability to take decisions effectively in the five above mentioned areas, they must have the following features:

- Unbiased actions
- Compliance to the legal procedures
- Transparency in implementing tasks
- Honesty with colleagues and with the beneficiaries
- Effectiveness in implementing tasks
- Professional treatment to others and putting the public's interest above personal interest.

C. Clear and transparent system for employment:

¹¹ OECD, Code of Conduct for Civil Service: Palestinian Authority, 2011

1- Employment procedures: regarding the employment procedures¹², the local government units law stipulated listing job vacancies in accordance to the local government unit's budget, approved by the Ministry of Local Government, without specifying the criteria that determines the need for employees. Regardless of issuing a "local government units' staffing system", referred to previously and in which having it can end a number of dilemmas. Noting that the employees of the local government units are not of the General Personnel Council concern.

2- Managerial structures: the employment policies are related to the existence of a managerial structure. The managerial structure depends on future plans in which define the number of departments, offices, job titles, the number of employees, roles, powers and responsibilities. The local government units' law entrusted the council of ministers to set the management board of the local government units in accordance to a list. However, this list wasn't issued till today, which created several differences in the structure between one local government unit and another. There are also some structures that do not fit or apply to the written structures, especially the departments and job titles. Some municipalities have done great efforts to approve the new structure after the local election in 2005. New members took in charge of the board, whereas, some of the municipalities issued a structure that stopped the random appointments, levels and unjustified salaries that are contrary to the law.

D. Procurements:

Regarding procurements and grants, the Ministry of Local Government has issued a financial system of the Palestinian local government units and a system for supplying materials and implementing the work in the local government units, in 1998¹³. The first includes 92 articles distributed on five chapters regarding the budget, disbursement, payments and revenues. The second system is of 53 articles and is costumed for grants, procurements, tenders and procurements from outside of Palestine. In general, the two systems cover all the details of identifying the roles, responsibilities, and procedures with the means of control and the validations of the work process, while focusing on the grants.

E. Open Door Policy:

The participation of the local community and its institutions in the policy-making process and prioritization varies between the local governments units significantly, in which large municipalities take that into consideration represented as one of their most important strengths. As for the implementation of a number of projects, in particular, international

¹² Regulation No. (20) for the year 2010 to the staff of the local government units system No. 7 for the year 2009

¹³ Regulation for the supply of materials and implementation of the business in local government units No. (5) for the year 1998

funded projects, by the municipality create a strengthening factor in which the municipality must involve the local community, discuss the project with and gains support from, as a main conditions for funding the project. Despite the serious attempts of the small and the medium local government units, the general environment and the ambience these local government units work in must be taken into consideration, especially those who have witnessed many election processes for the selection of new councils. Nevertheless, many aspects have accompanied the elected councils for a long period of time, due to the passing of elections and the loss of parties that represent families, power, and policies that reached a level of “rebellion”. What complicated things even more is making some decisions for the last few days to employ extra people or to extend the temporary employees contracts in order to put some obstacles in front of the new council, which leads to corruption.

Accountability system in the local government units:

In the book “The Arab Integrity System in Facing Corruption”¹⁴, accountability is defined as the duty of the public employees, whether elected or appointed, to submit periodic reports on the results of their work, an interpretation of their decisions and the extent of their success in achieving them. All in order to make sure that their work is consistent with the values of democracy, the provisions of law and the rules and principles of work. Back to the subject, this concept is related to accountability in all its aspects, which is defined as “the holding of high officials accountable for the legal, administrative and moral work and decisions, which is the responsibility of those in public positions in front of their officials, and so until the top of the hierarchy.” The book distinguished two kinds of accountability: vertical and horizontal accountability. Vertical accountability refers to the accountability of the public to their representatives, by reelecting them or not; whereas horizontal accountability refers to the subordination of each local government unit or official to accountability by another local government unit, this is to assure that no one local government unit is above the accountability system.

Coalition for transparency and integrity¹⁵ is defined by the following questions:

- According to the organizational structure, who are the responsible references for the organization?
- What are the goals, standards and activities the organization must commit to?

If accountability is a necessity for local government units and this necessity comes from the nature of these organizations, their mission and their roles, then what are the conditions that make it effective?

¹⁴ Same as above.

¹⁵ Same as above.

1. The availability of clear published documents concerning the message, the work philosophy, goals, strategies, plans, budgets and expenses of the local government units.
2. The availability of information, for accountability is done based on the available information. Therefore, accountability cannot occur without transparency and the transparency of work is completed when connected to accountability.
3. The availability of a structure in which contains the property of the subordination of all lower local government units to the accountability and the follow up of the higher ones. And also includes systems that define the mechanisms and forms of this relationship between the local government units. This means providing a system that defines the nature and the form of accountability and considering it the legal framework of it, including all the regulations that determine the rights, duties and the responsibilities of the local government units and members.

The question here is those who give the legitimacy to the local government units the ones authorized to question it. Those who are authorized and held accountable must be qualified according to the list below:

- Internal accountability: includes those who held accountable of the local government unit from the inside, including the regulatory local government units.
- External accountability: includes the government, represented by the Ministry of Local Government, the State Audit and Administrative Control Bureau¹⁶, the Anti-Corruption Mission, the beneficiaries, the local community, the public and the donors.

There are several tools for measuring accountability, such as:

- The monitoring and evaluation mechanisms adopted by the local government units for the work of the lower local government units. It includes the different periodic reports, field inspections and periodic meetings.
- Submitting the periodic reports for the Ministry of Local Government.
- Regarding the beneficiaries and the local community, an evaluation form is used, holding periodic meetings, or a suggestion and complaint box.

The Palestinian local government units' law noted the local government units' submission of financial and administrative reports to the Ministry of Local Government according to articles 2, 32, 35 and 36 of law. Beyond that, article 35, in particular, states that "the checking of the local government units' accounts, reviewing all their financial, administrative and legal transactions

¹⁶ The State Audit and Administrative Control Bureau is responsible for monitoring and supervision of the financial and administrative performance of public sector agencies, local government units and the authorities, and civil organizations in addition to any recipient of public funds.

and the inventory of its assets is done by specialists assigned by the Ministry or the Bureau. It is clear that the lack of periodic audits by another independent authority such as an independent external auditor or an administrative assessing process weakens the interest of preparing transparent report that are accountable to rely on.

Manifestations may lead to corruption in local government units:

The previous studies suggest that manifestations of corruption in the local government units are caused by:

- 1- The irregularity of the meetings of some local councils, whether the regularity of time, quorum regularity, the adherence to a convenient and written working schedule including writing meeting minutes duly which opens the door for all the disadvantages that may follow up.
- 2- The absence of a clear and transparent relationship with the public (procedures, laws and regulations do not help to open up to the public).
- 3- The lack of an employment system for the different key positions that is based on the profession efficiency instead of the recruitments based on nepotism and partisan considerations.
- 4- The lack of a unified and continuous training program for the managerial and technical positions on the national or regional level within a comprehensive training system.
- 5- The irregularity of publishing the reports and the yearly audited financial statements and its discussion in the appropriate meeting in public.
- 6- Favoritism and nepotism in providing the services, granting the licenses and the categorical appointments and as well as to the bribe that is given by those influential and in power in the use of lands, licenses, awarding grants, etc.
- 7- Weak structure between local authorities and oversight committees with administrative and financial responsibilities.

2. Main Finding of Projects Survey) for citizens who benefit from the service of the municipality)

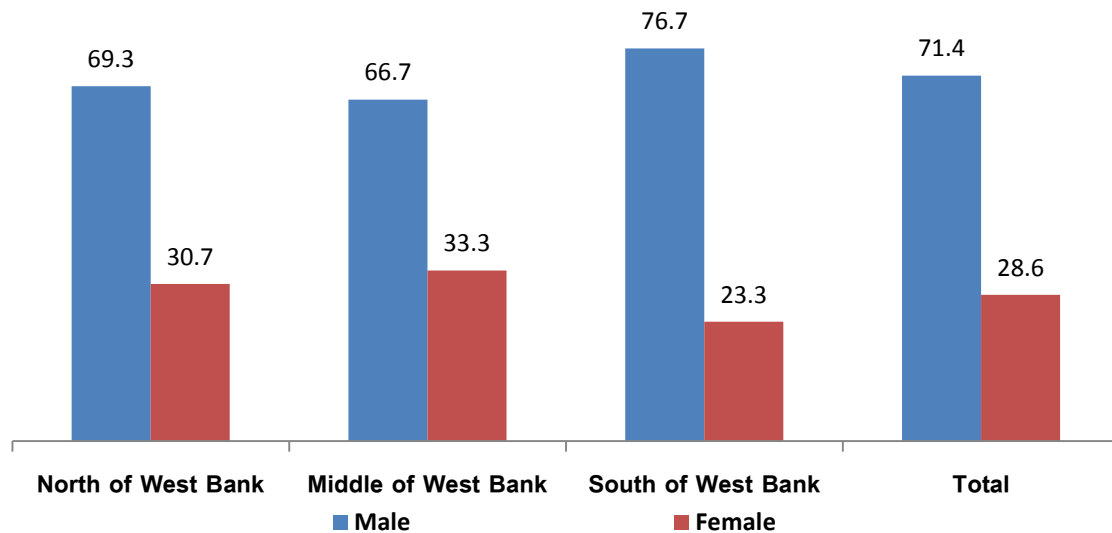
2.1 Sample Characteristics

The sample size of the projects survey was 241 citizens, aged 18 years and above living in the communities that belong to the local government units targeted in the study.

The percentage of citizens that belongs to the local government units in the Northern West Bank was 41.9% of the total size of the sample. The percentage of citizens that belongs to the local government units in the Middle of the West Bank was 22.4%. The percentage of citizens that belongs to the local government units in the southern West Bank reached to 35.7%.

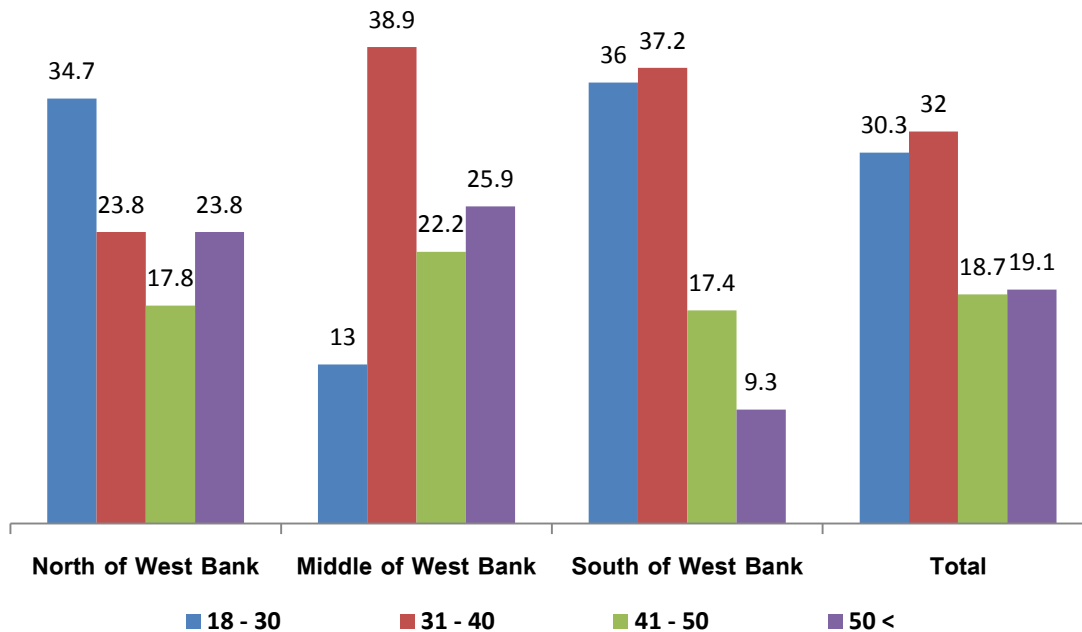
The percentage of males in the sample is 71.4% while the percentage of females is 28.6%. As shown in figure 1.

Figure 1: Percentage distribution of respondents by sex and region



As for the age of the respondents, the results showed that 30.3% were aged 18-30 year, 32.0% were aged 31-40 year, 18.7% were aged 41-50 year and 9.1% were aged more than 50 years. The overall age average of respondents was 39.4 years.

Figure 2: Percentage distribution of respondents by age and region



As for the educational level, the results showed that 29.5% of total interviewees did not have a High School degree, 39.4% of interviewees had a High School degree and/or a Diploma and 31.1% had Bachelor degree and above.

Regarding the respondents' jobs and careers, the results showed that 21.7% have their own business, 17.1% workers, 17.1% housewife, 13.8% government employee, 12.9% private sector employee, 5% of employees in a civil institution, 5.8% unemployed and 6.7% have other jobs.

2.2 Citizens' awareness of the implemented projects by the local government units

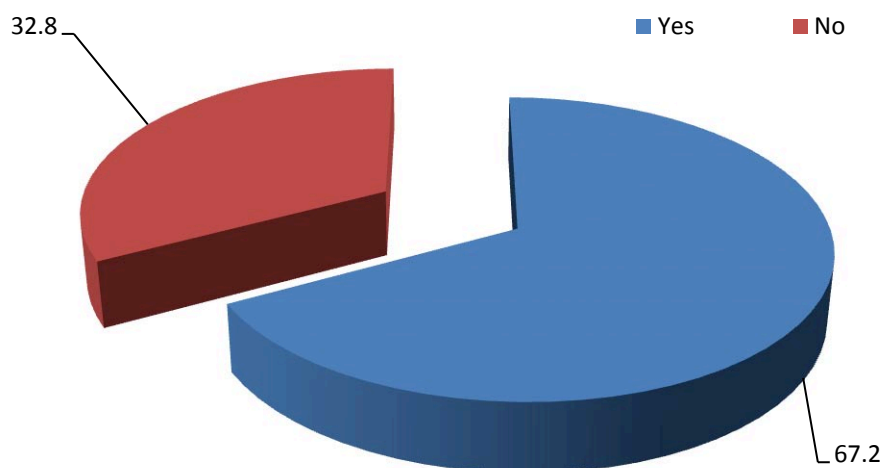
This part of the report aims to identify the extent of citizens' awareness and knowledge of the implemented projects by the local government units and how citizens monitor the progress of implementing these projects. The results are as shown below.

2.2.1. Citizens' benefit from the implemented projects by the local government units

The results of the survey showed that the percentage of the citizens who have benefited from the implemented projects by local government units (such as the construction of roads, paving streets, water and sanitation, construction of schools, public parks... etc.) during the past 3-5

years has reached to 67.2%. Whereas 32.8% of the citizens did not benefit from the implemented projects by the local government units during the past 3-5 years as shown in Figure 3.

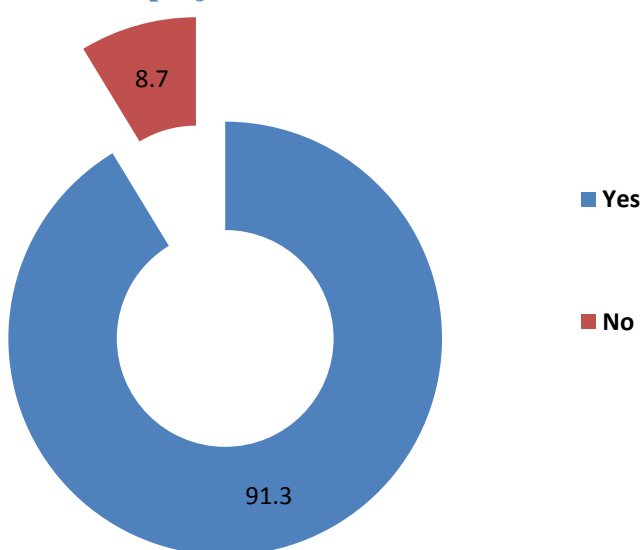
Figure 3: Percentage distribution of respondents about the benefit from projects implemented by local government units



2.2.2. Citizens' participation in sessions or activities related to developmental projects

The results showed that a small percentage of the citizens participated in the sessions or the activities that are related to the developmental projects. The results showed that only 8.7% of all respondents said that they participated in the sessions or activities that are related to developmental projects, as shown in the figure below. The local authority interviews cited participation amongst citizens and projects by way of community based organizations when preparing strategic plans annually.

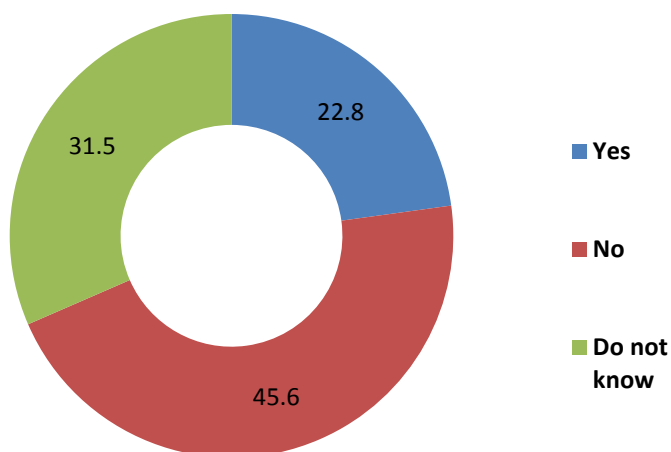
Figure 4: Percentage distribution of respondents about the benefit from the developmental projects



2.2.3. Citizens' awareness of the reports published by the local government units regarding the projects

Survey results show that 22.8% of respondents said that the local government unit publishes the work reports and the reports on the completion of projects regularly; whereas, 45.6% said that the local government unit never published any reports. 31.5% declared that they did not know whether the local government units publishes the work reports and reports on the completion of projects on a regular basis or not, this is shown in the figure below. . It is worth noting that reporting on projects is only made available upon completion as the information is deemed internal during the implementation process, and only considered an achievement upon its satisfactory completion.

Figure 5: Percentage distribution of respondents about their beliefs if local governments units publish progress report about the implementation of projects

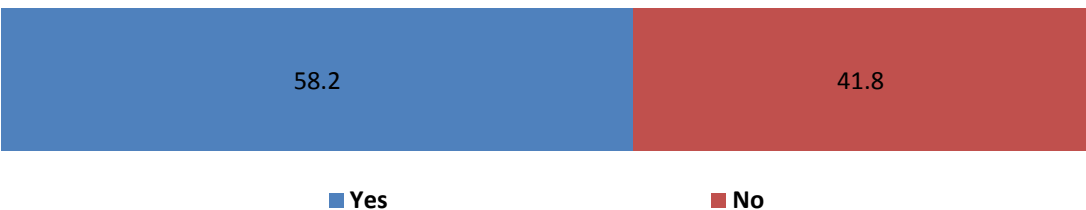


It is noteworthy that this low percentage (22.8%) does not necessarily mean that local government units do not publish such reports. It is very possible that the local government units published these reports, but the citizens are not aware of them. In spite of that, the local government units should review the methods that they are using in publishing reports and make sure to use the best mechanisms in publishing reports regarding the implementation of developmental projects carried out by the local government units in the areas of its powers.

2.2.4 Citizens awareness of the contents of reports published by the local government units regarding the projects.

Among those who said that the local government units have published reports about the progress and project accomplishment reports, 58.2% said they have checked these reports, whereas 41.8% said they have not as show in the figure below.

Figure 6: Percentage distribution of respondents about their awareness of the contents of reports published by the local government units

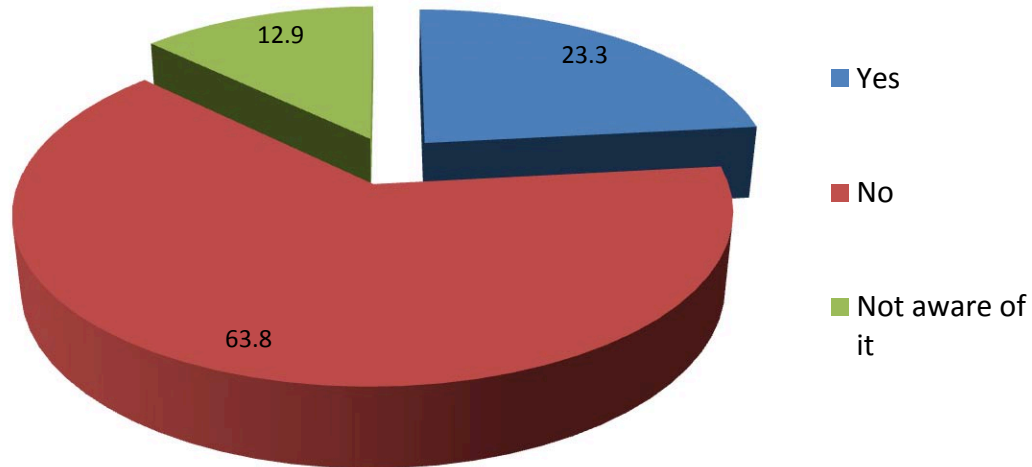


The study shows that 41.7% of the respondents have heard about the announcement of a grant for implementing development projects in the city, whereas 58.3% have not. . Of note, the Union of Contractors confirms that local authorities announce bids in local newspapers as well as the Union's web page.

2.2.5. Citizens’ awareness of the website of the local government unit

The results show a low percentage of the citizens who checked the website. The results indicate that only 23.3% from the respondents have checked the website of the local government unit, 63.8% have not checked it before and 12.9% are not aware of its existence. Local authorities cite a preference when using social media as a means of communications rather than relying on the web page.

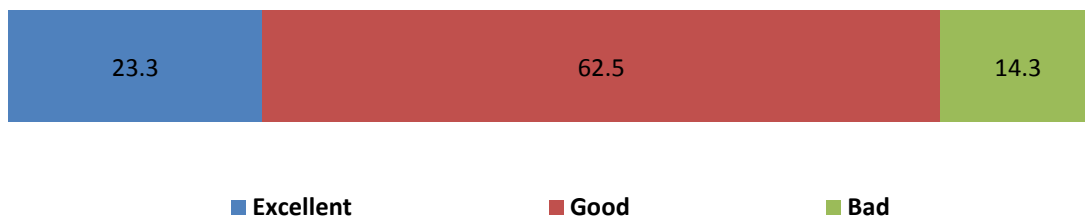
Figure 7: Percentage distribution of respondents about their awareness of the website of the local government unit



It can be said that the local government units must put more effort on urging the citizens to check their website. There is no doubt that the website is a main source for the local government units to inform the citizens about their activities and the projects it implements

Among the respondents who stated they have checked the website of the local government unit, 23.2% of them said it's excellent, 62.5% said it's good and a quiet good percentage (14.3%) said it was bad.

Figure 8: Percentage distribution of respondents about their evaluation of the website contents



2.3 Citizens satisfaction of the mechanisms of implementing the projects and level of involvement in the decision making process.

This part of the report aims to identify the extent of satisfaction for the citizens regarding the mechanisms the local government units use in implementing projects and as well to the references used as a base for implementing those projects. It also aims to identify the extent of the satisfaction for citizens regarding the local government units' efforts to involve the citizens and informing them about the reasons of implementing the projects.

2.3.1. Citizens' satisfaction of the level of their participation in making the decisions which are related to the projects.

This part has included many topics related to the citizens' participation in making the decisions related to the implementation of projects, which the respondents have expressed their extent of satisfaction about each as shown in the following table:

Subject	Level of Satisfaction		
	Very satisfied/Satisfied	Very dissatisfied/Dissatisfied	Don't know
The decision making process of implementing projects is done in knowledge and coordination of the citizens	33.2	55.6	11.2
The Municipality's consideration for your suggestions, demands, and complaints	42.3	52.7	5.0
The participation of the beneficiaries in the planning process for the projects and programs	22.4	61.8	15.8
The participation of the beneficiaries in monitoring the implemented projects	20.3	63.1	16.6
The participation of the beneficiaries in evaluating the implemented projects	20.7	62.2	17.1
The municipality's interest in the opinion of the beneficiaries' opinions in projects and taking it into consideration to evaluate the project	24.5	56.8	18.7

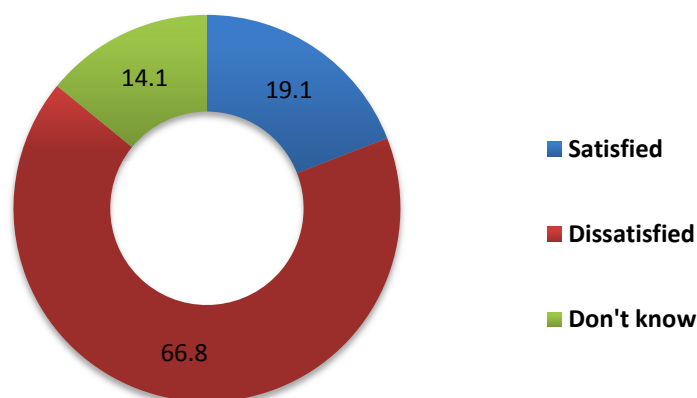
It is clear from the previous table that the level of the satisfaction of the citizens about their participation in the stages of implementation of projects in general is very low, whereas, the highest percentage didn't exceed 42.3% which is for "the extent the municipality's response to the demands, the grievances and the suggestions of the citizens". However, the lowest percentage reached 20.3% which is for "the extent of the participation of citizens in monitoring the implementation of project and evaluating them."

It can be concluded that the participation of the citizens is almost non-existent, whereas, their participation is according to their responses regarding the implementation of the project especially if the projects affects adversely on the interests of some citizens. The citizens' satisfaction indicates the extent of the municipality's response to their demands, grievances and suggestions, which has the highest percentage. It is known that the complaints and the grievances from a project is usually in the preparation period and in the planning stage for the project and if the citizens participated in the planning and preparation of the project, they would not have complained, because it can be solved by their participation in the stages of the project, especially the planning stage.

2.3.2. Citizens satisfaction of the participation of all communities' categories, especially the marginalized ones, in developing the plans and strategies.

The results show that the satisfaction level of the respondents regarding the participation of all categories especially the marginalized ones (women, youth, special needs and the poor) in developing the plans and the strategies of the local government unit. Whereas, 19.1% of the respondents said that they are satisfied about the extent of the participation of all categories including the marginalized ones in demarcating the plans and strategies and 14.1% said that they were not informed about this as shown in the figure below.

Figure 9: Percentage distribution of respondents about their satisfaction of the participation of all communities' categories, especially the marginalized ones, in developing the plans and strategies



2.3.3 Citizens satisfaction of the disclosing of the local government unit of projects, future plans and budgets

This part of the report talks about satisfaction of respondents about several aspects that are related to the disclosing of the local government unit to tier projects, of projects, future plans and budgets as it shown in the following table:

Subject	Level of Satisfaction		
	Very satisfied/Satisfied	Very dissatisfied/Dissatisfied	Don't know
How satisfied are you of the Municipality's announcements of the future plans for the projects that is planned to be implemented	31.5	56.8	11.6
Your knowledge of the bases of choosing the neighborhoods of the implemented projects	27.8	51.9	20.3
The municipality's interest in having public sessions to discuss the plans and budgets of projects	23.2	60.6	16.2
The municipality's commitment to disclose all of its projects, the funding parties and the amounts of permanent funding	32.8	50.6	16.6
The municipality's preparation and dissemination of regular work reports and accomplishment reports	30.3	53.1	16.6

It is clear from the previous table that the extent of citizen satisfaction, in general, regarding disclosing the local government unit of projects, future plans and budgets is very low for which it did not exceed 32.8% which is regarding “the extent of the municipality’s commitment of announcing all its projects, the funding authority and the amount of permanent funding”; whereas, the lowest percentage was 23.2% which is regarding “the municipality’s interest of setting public sessions to discuss the projects’ plans and budgets.” The local authorities have

been known to disclose all details about projects undertaken for the purpose of advocating transparency with respect to the Commission's achievements.

2.3.4. Citizens satisfaction of the local government units' consideration of the public interest in their decisions regarding the implemented projects

This part included several topics related to the local government units' consideration of the public interest in their decisions regarding the implemented projects, which the respondents expressed their satisfaction about each one as shown in the table below:

Subject	Level of Satisfaction		
	Very satisfied/Satisfied	Very dissatisfied/Dissatisfied	Don't know
The municipality takes in consideration the public's interest in their decisions regarding the implemented projects	47.3	42.3	10.4
The municipality divides the projects on the neighborhoods and citizens in order of priority	35.7	53.1	11.2
The municipality builds its projects and programs based on studying the needs of the different categories and their problems	29.5	57.3	13.3

It is clear from the previous table that the level of citizen satisfaction, in general, regarding the local government units' consideration of the public interest in their decisions regarding the implemented projects is a little bit higher than the previous percentages; whereas, the highest percentage of satisfaction reached 47.3% which is regarding "the municipality's consideration of the public's interest in their decisions regarding the implemented projects". However, the lowest percentage reached 29.5% which is regarding "the extent of the municipality's building of projects and programs based on studying the needs of the different categories and their problems." To note, most local authority entities are given priority regarding the implementation of projects according to their strategic plans.

2.3.5 Citizens satisfaction of the performance of the local government units in implementation of projects.

This part included several topics related the performance of the local government units in implementation of projects, which the respondents expressed their satisfaction about each one as shown in the table below:

Subject	Level of Satisfaction		
	Very satisfied/Satisfied	Very satisfied/Satisfied	Don't know
The outputs achievements of the planned projects	28.6	55.2	16.2
The commitment to the period of the project	30.7	54.8	14.5
Your assessment to the impact of these projects on the area	46.1	42.7	11.2

It is clear from the previous table that the extent of citizen satisfaction, in general, regarding the performance of the local government units in implementation of projects is somehow low; whereas, the highest percentage reached 46.1% which is regarding “the impact of projects on the area”. However, the lowest percentage reached 28.6% which is regarding “the outputs achievements of the planned projects”.

It can be concluded that despite the low satisfaction of the citizens regarding the commitment of the local government units in the assigned period for the project, they don't deny the significant impact of those projects on their communities. Local authorities are primarily concerned with coordinating direct relationships with the project stakeholders.

2.4 Level of applying the accountability procedures by the local government units in the implementation of projects

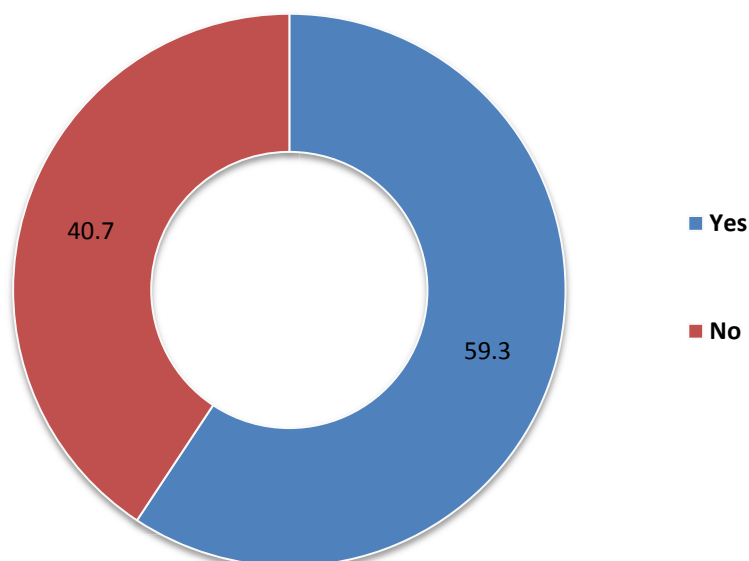
This part of the report aims to identify the impressions of the citizens and the extent of their awareness of means and methods used by the local government units in applying the values of accountability in the implementation of developing projects.

2.4.1. Citizens' knowledge of the place of submitting complaints.

The results indicated that 59.3% of the respondents know where to go when they face a problem regarding the implantation of the project, while 40.7% said they don't know where to go when they face a problem regarding the implementation of the project as shown in the figure below. Upon site visits to various local authorities, the complaints' site wasn't deemed visible to all.

Furthermore, most citizens weren't even aware that a mechanism or system for processing complaints even existed.

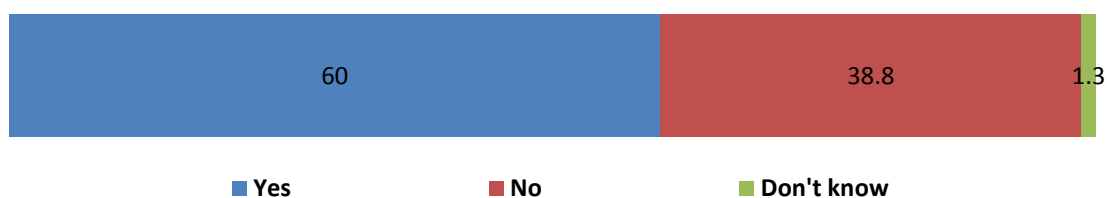
Figure 10: Percentage distribution of respondents by knowledge of the place of submitting complaints



2.4.2. Citizens awareness of the existence of a place to receive the complaints in the local government unit

The results showed that 60.0% of the respondents believe that there is a place to receive complaints in the local government unit, while 38.8% of them think otherwise as shown in the figure below:

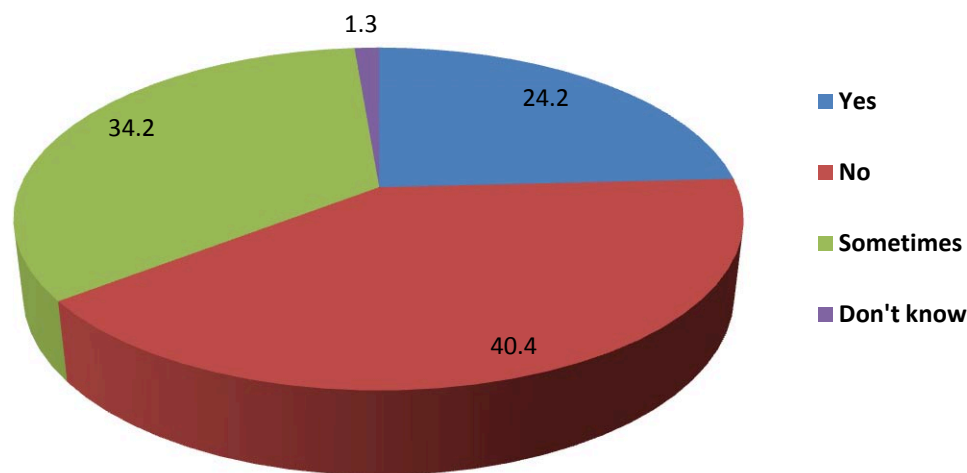
Figure 11: Distribution of respondents by their awareness of the existence of a place to receive the complaints in the local government unit



2.4.3. The municipality's response to the citizens' complaints on time

24.2% of the respondents said that the municipality responds to the complaints submitted by the citizens on time, 34.2% said they sometimes do and a low percentage said they don't whether the municipality responds to the complaints on time or not. While 40.4% of the respondents said that the municipality doesn't respond to the complaints of the citizens on time. This creates a situation whereby the local authority alone can deem an appropriate response time for complaints or suggestions.

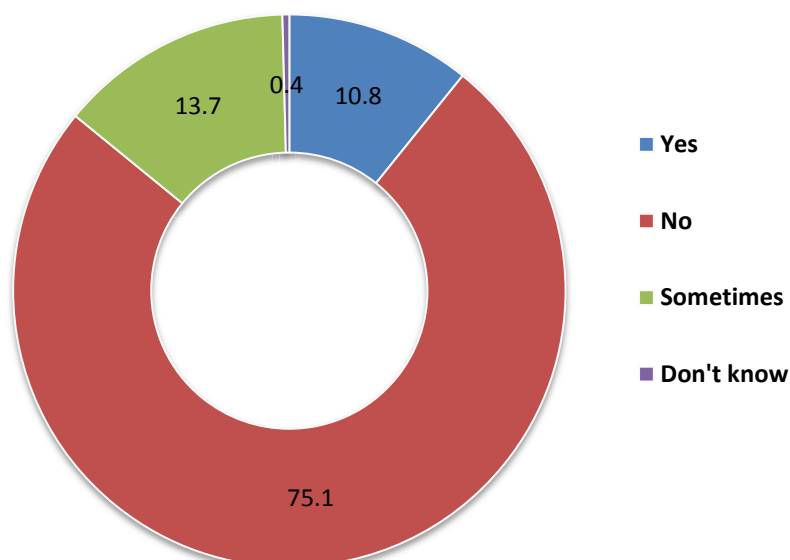
Figure 12: Percentage distribution of respondents by the municipality's response to the citizens' complaints on time



2.4.4. Citizens' participation in the accountability of the officials in the municipality of their performance and decisions

The questionnaire results show that only 10.8% of the respondents said that the municipality involves the citizens in the accountability of the officials in the municipality of their performance and decisions through public meetings held periodically and 13.7% said it happens occasionally. While the vast majority (75.1%) of respondents believes it never happens.

Figure 13: Percentage distribution of respondents about their participation in the accountability of the officials in the municipality of their performance and decisions



2.4.5. Mechanism adopted by the local government units in the selection of projects sites

This part of the reports aims to identify the impressions and the opinions of the citizens regarding the mechanisms and terms of references adopted by the municipality to selecting the projects and places of implementation through the citizens' direct and indirect contact with the municipality. The respondents were asked about a range of mechanisms and terms of references that might be used by the local government units in determining the sites of implementing projects, as shown in the table below:

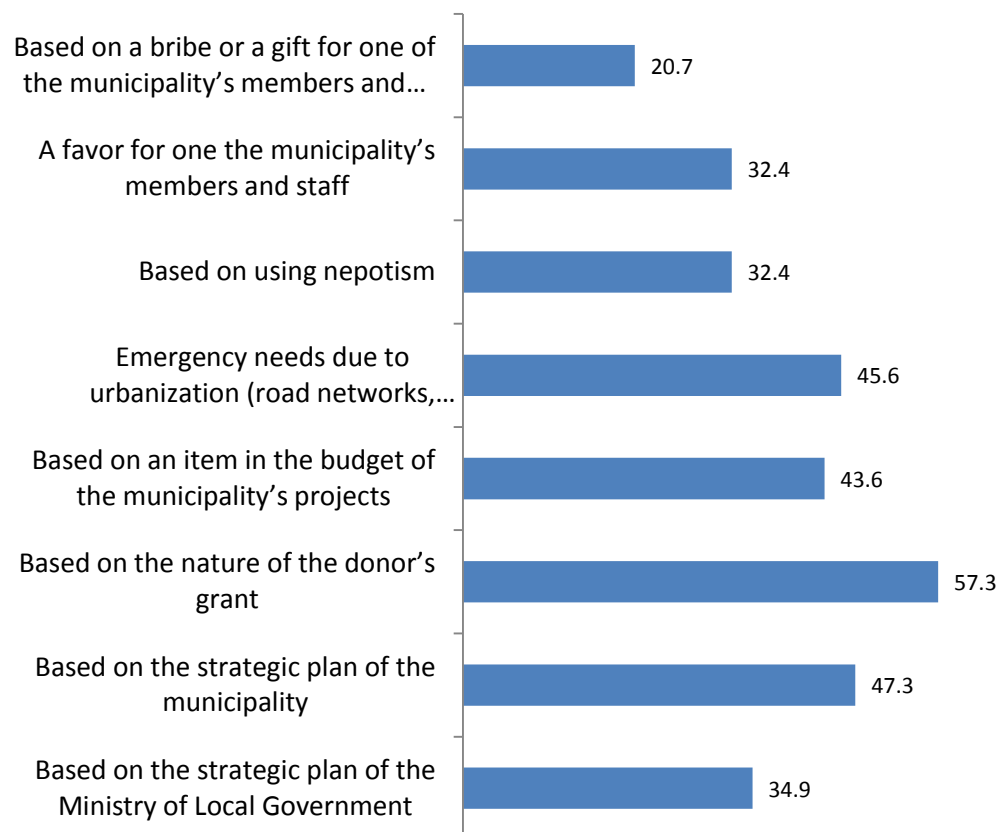
Mechanism	Response			
	Yes	No	May be	Don't know
Based on the strategic plan of the Ministry of Local Government	34.9	17.4	21.2	26.6
Based on the strategic plan of the municipality	47.3	11.2	24.1	17.4
Based on the nature of the donor's grant	57.3	7.1	21.6	14.1
Based on an item in the budget of the municipality's projects	43.6	15.8	22.8	17.8

Emergency needs due to urbanization (road networks, sewage networks)	45.6	13. 3	26.6	14.5
Based on using nepotism	32.4	22. 4	30.3	14.9
A favor for one the municipality's members and staff	32.4	21. 2	29.0	17.4
Based on a bribe or a gift for one of the municipality's members and staff	20.7	30. 3	25.7	23.2

The previous table shows that the respondents believe that the kind of donation given by the donor is the top reference for the municipalities in locating the sites for implementing projects; whereas, 57.3% of the respondents support this view and 47.3% of the respondents believe that the strategic plan of the municipality is one of the mechanisms used in locating the sites for implementing projects. 45.6% of the respondents believe that the urgent needs of urbanization are one of the factors that affect the locating the sites of projects and 43.6% believe that the availability of an item in the budget is one of the factors that affect the implementation of the project. While 34.9% of the respondents believe that the strategic plan is also one of the factors that are taken in consideration in implementing the projects by the municipality.

Not forgetting to note the existence of favoritism and corruption in locating the sites of implementing projects, whereas, 32.4% of the respondents believe that nepotism and doing a favor for one of the employees or the members of the municipality is one of the factors that play a great role in locating the sites of projects and 20.7% of the respondents believe that paying a bribe or giving a gift to one of the employees and the members of the municipality is one of things used to affect the sites of the projects.

Figure 14: Percentage distribution of respondents about the mechanism adopted by the local government units in the selection of projects sites



The local authorities projects stemming from the Municipal Development and Lending Funds (MDLF) is due to the following two reasons:

1-The MDLF administers the programs and projects of mid level or size thereby allowing the local authorities to plan and implement them within reasonable means.

2- The transparency adopted by the MDLF in distributing grants abides by recognized standards.

In order to procure financing to implement a project by way of the Ministry of Local Authority, a project is selected contingent upon databases within the Ministry reflecting the needs of municipalities and village councils according to region and aligned with donor objectives.¹⁷

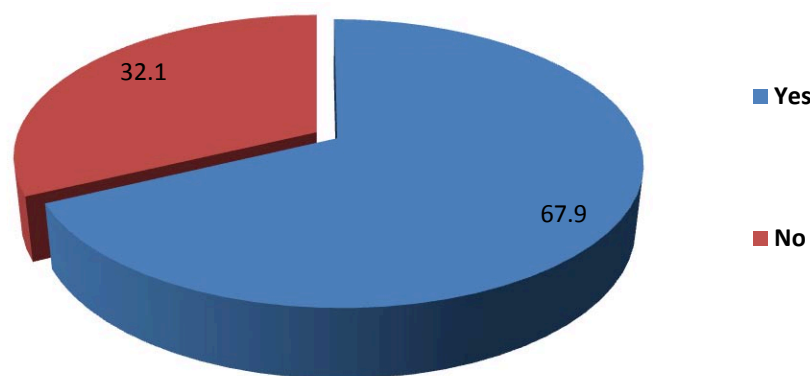
¹⁷ Interview with Eng. Tariq Alawneh: Project Manager in the Ministry of Local Government

2.4.6. Disclosing the sites of implementing projects

When the respondents were asked whether they previously asked or inquired about the reasons of implementing a project in a specific area, 23.2% answered with yes and 76.8% answered with no.

The results show that 67.9% of the respondents who inquired about the implementation of a specific project were informed about the reasons of implementing a project in a specific area as shown in the figure. Some local authorities stated that if the decision makers were elected, project selection wasn't subject to citizen inquiries.

Figure 15: Percentage distribution of respondents about whether the municipality informs them about the reason behind the place of implementing a project



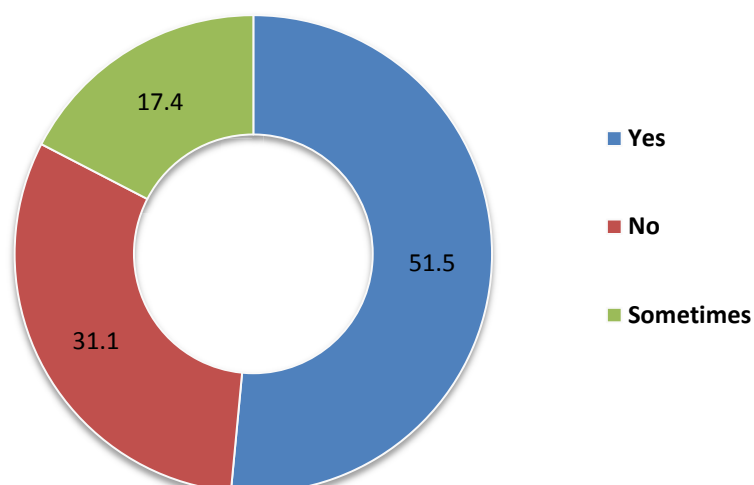
92.1% of the respondents who inquired about the project and received the answers agree that these answers were convincing.

2.4.7. The family and the partisan considerations or interest for the members and high officials of the municipal council in implementing projects

The results indicates that 51.5% of the respondents believe that there are family and the partisan considerations or interest for the members and high officials of the municipality in implementing projects, 17.4% believe that it sometimes happens, while 31.1% believe that it never happens.

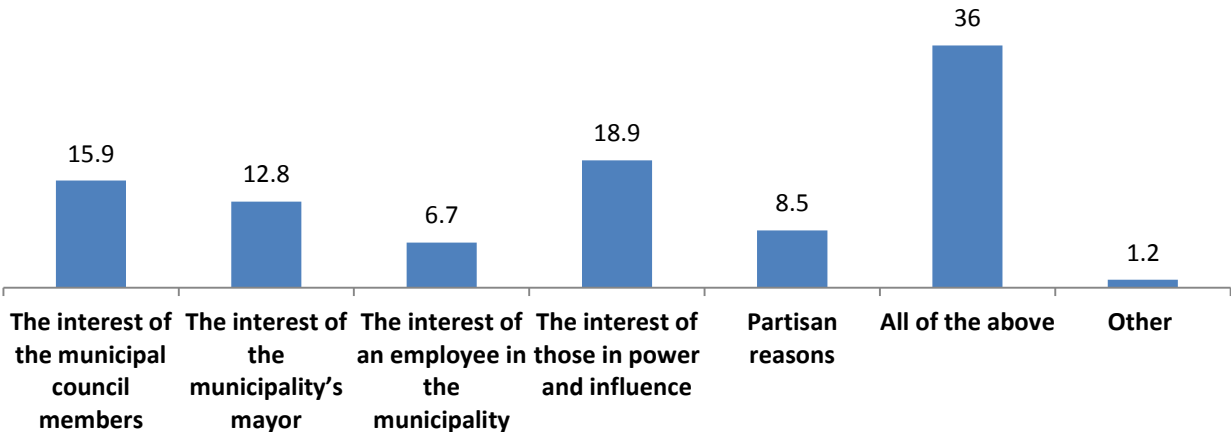
As shown in figure 16. It is worth noting that some local authorities had approved of the above mentioned interventions.

Figure 16: Percentage distribution of respondents about their belief that there is a family and partisan consideration or interest for the members and high officials of the municipality in implementing projects



Among the respondents who believe that the existence of family and the partisan considerations or interest for the members and high officials of the municipal council in implementing projects, 36.0% pointed out that these consideration are present whether it was related to the interest of the municipal council members, the municipality's mayor, an employee in the municipality, those in power and influence or for partisan reasons. While 18.9% of those respondents believe that are considerations only for those in power and influence, 15.9% believe that there are considerations only for the municipal council, 12.8% believe that there are considerations only for the municipality's mayor and 8.5% believe that there are considerations only for an employee in the municipality. As shown the figure below.

Figure 17: Percentage distribution of respondents about the nature of considerations or interest that affects the project implementation



For the most part, local authorities, as expected, denied the role of bribes in directing projects. These entities emphasize this by assurances that project implementation is subject to priorities, constant follow ups, monitoring and evaluation, and referring to the strategic plan of the local authority itself. In fact, some strategic plans were said to be aligned with the conditions of donors to ensure external financing.

2.5 Overall Satisfaction

Although variations regarding the level of satisfaction are apparent amongst citizens and the implementation of development projects exist, the analysis seems to indicate that overall satisfaction can be deemed average. Concerns raised in the analysis included nepotism, procurement procedures, and merit based employment or allocation.

3. Recommendations regarding the projects

Based on the results of the field survey for fifteen local government units, the preparatory interviews with three local government units and the interviews with eight local government units, the following recommendations were done on the level of the local government units, the citizen, the institutions and the relevant bodies: (as its clear in the figure 18)

1. The Local Government Unit

Measuring, planning and setting priorities stage

- The local government units invite the different civil society's institutions, syndicates, associations and universities to participate in preparing the strategic plan, which is usually for three or five years. Therefore, it is impossible not to invite all citizens to participate. However, the results of the field survey indicated a weakness in the community participation in measuring and planning the developing projects. Consequently, the main recommendation focuses on the local government units' initiative of inviting the representatives of the local community on a regular basis (yearly for example) to inform them on the workflow of the strategic plan, giving comments and suggesting and opening the door for the citizen to participate, which increases the satisfaction rate.

Preparing, implementing and (follow up) the project stage

(Public Participation) In the previous stage, the participation of the citizen in planning the project was measured. However, here the participation of the citizen in the implementation process will be measured, whereas, the local government units select the beneficiaries of every project, contact them and coordinates with them for a proper function for the implementation process. Herein, the citizens' interventions are limited to the duration of the project and sometimes on giving comments that might affect the technical aspects which are reflected on the financial matters and are hard to change because these projects are funded by donors. Therefore, the work team recommends the local government units to open the opportunity for the beneficiaries to give their comments and suggestions in the preparation stage and before implementing the project.

Integrity and Transparency

- The results indicate that the gap in the communication between the local government units and the citizen, which was clear in the questions about the reports or the website. Therefore, the work team recommends the local government units to use more effective

communication means; such as the radio and TV in addition to the reports, website, social media and the periodic meetings.

- The field survey results indicate the presence of nepotism or some family and partisan interventions in the selection of developing projects. This result was declared by most local government units and this can be expected due to the Palestinian social and political status. Therefore, it is important here for the local government unit to follow in its priorities what was mentioned in the strategic plan from projects and taking in consideration the situation in Palestine, whereas, most developing projects rely on donors in the funding.
- There is a gap in the subject of bribery, whereas, the results of the field survey indicate the payment of some citizens for bribes, but the local government units deny it. The Ministry of Local Government is currently asking the councils and the local government units employees to fill a return of income form. They also must educate the citizen about reporting any kind of bribery to the concerned authorities.

Accountability

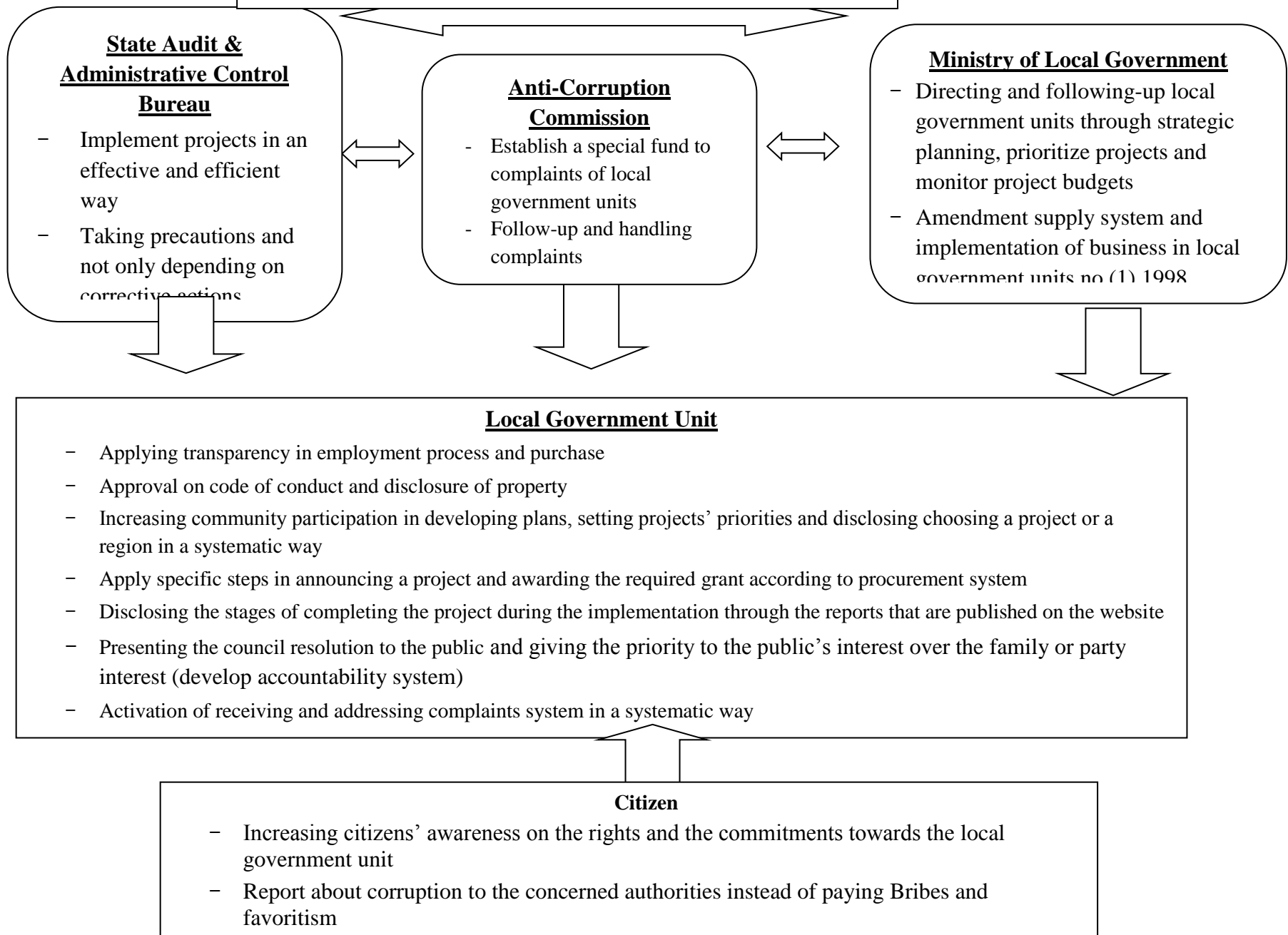
- Having a complaints box doesn't necessarily mean having a system or a procedure for accountability. The increase in the means of communication between the citizen and the local government unit increases the efficiency of delivering the citizen's complaint to the local government unit. The local government unit in coordination with the Ministry of Local Government must develop a procedure to deal with the complaints according to the sequence, steps and specific forms in addition to the importance of responding in all cases and not only studying the written or the oral complaint if the local government unit considers it.

The satisfaction of municipality's performance in general

- It is hard to satisfy all citizens and the results of the study indicate a disparity in the level of satisfaction. Therefore, the work team recommends the local government unit to study the citizens' satisfaction in general on the local government unit's sections and services (project, employment, procurement...) on a regular basis. Also to rearrange its procedures to achieve higher quality while reducing the time and cost.
 1. The citizen
 - Increasing the awareness of the citizen regarding his rights and duties towards the local government unit.
 - Reporting on corruption to the concerned authorities instead of nepotism and paying bribes.
 2. The Ministry of Local Government
 - Following up the return of income for the council members and the local government units employees.

- Guiding and following up with the local government units in the strategic planning, the project priorities and monitoring the projects budgets.
 - Follow-up projects implemented by LGUs during implementation and finalization of projects.
 - Capacity building on tender preparation process as well as project design and monitoring and evaluation mechanisms.
 - Modifying the system of providing and implementing the projects in the local government units, No. (1) Issued in 1998, in accordance to the best methods of providing and implementing the projects as the accredited systems by the World Bank.
 - The need to activate Law No. (8) for the year 2014 on public procurement and bidding.
 - Continuous coordination with utilities providers (Water Authority, electricity companies and the telecommunications company) in terms of projects.
3. Anti Corruption Commission
- Establishing a complaint box for the local government units and the possibility to access submitted complaints to the local government units.
 - Following up and addressing the submitted complaints and the methods of addressing them.
4. State Audit and Administrative Control Bureau
- Ensuring the implementation of projects efficiently and effectively through the periodic visits.
 - Taking precautionary procedures in assessing the performance and not only the corrective procedures (to predict the violations and not only reporting after the problem happens).
 - The need to consolidate the control and inspection procedures of the local government units conducted by the State Audit and Administrative control Bureau as well as the Inspection Unit in the Ministry of Local Government.

Figure 18: Recommendations related to each stakeholder



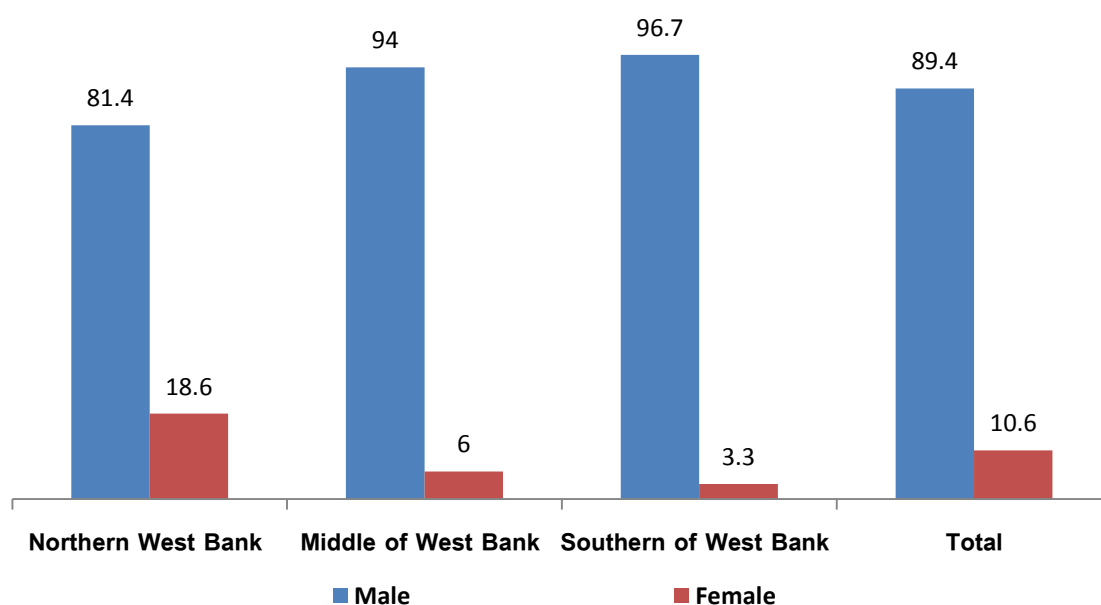
4. Main Finding of Licensing of Buildings and Establishments Survey

4.1 Sample Characteristics

The sample size which targets people who have benefit from the buildings or establishments licensing service reached 360 citizens who live in communities that belong to local government units .

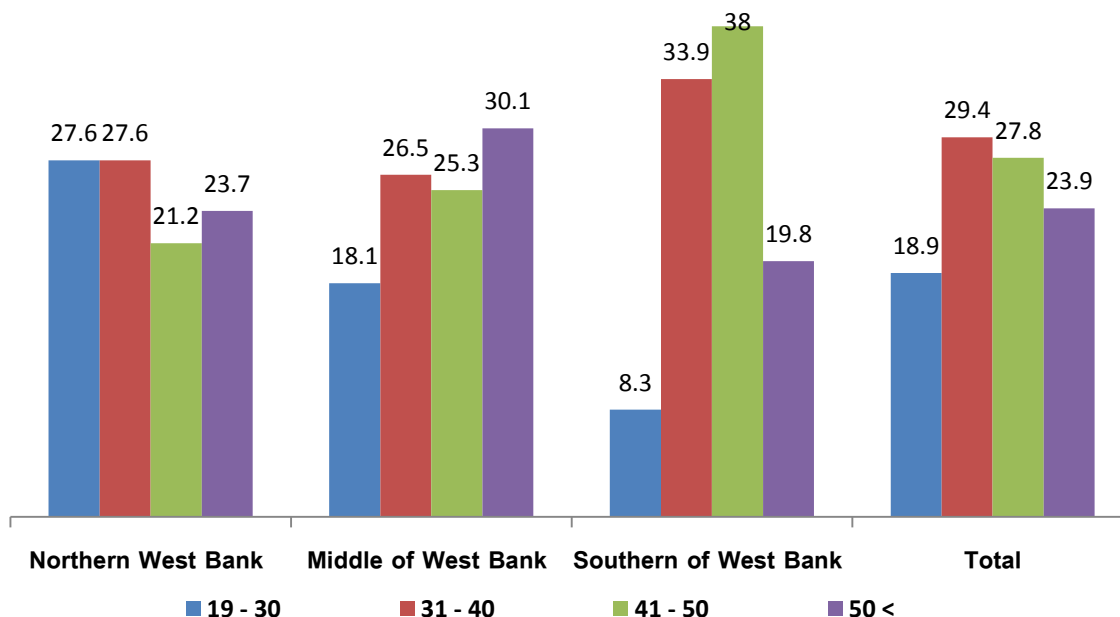
The percentage of citizens who belong to local government units in the Northern West Bank is 43.3%, Middle of the West Bank is 23.1% and in the Southern West Bank area reached to 33.6%. The percentage males in the sample reached to 89.4% while the percentage of females reached to 10.6%. As shown in Figure 18.

Figure 18: Percentage distribution of respondents by sex and region



As for the age of the respondents, the results showed that 18.9% of respondents were aged 19-30 year, 29.4% were aged 31-40 year, 27.8% were aged 41-50 year and 23.9% were aged more than 50 years. The overall age average of respondents was 42.4 years.

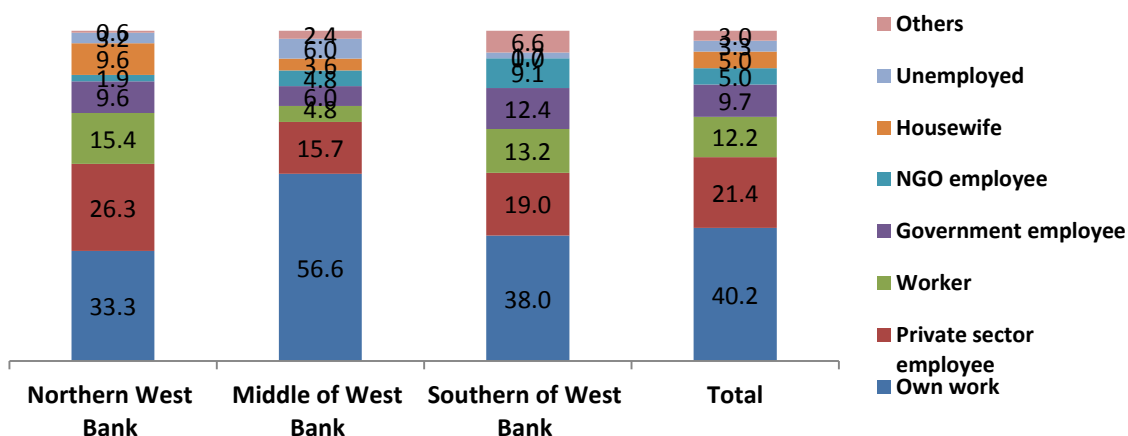
Figure 19: Percentage distribution of respondents by age and region



As for the educational level the results showed that 22.5% of the total respondents, their level is less than high schools, and 40.3% of respondents from secondary to diploma, 37.2% bachelor degree and above.

Regarding the respondents' jobs and careers the results showed that 40.3% of respondents have their own work, 21.4% employees in the private sector, 12.2% workers, 5.0% housewives, 9.7% government employees 0.5% employees in a civil institution, 3.3% unemployed and 3.1% have other works. As shown in Figure 20.

Figure 20: Percentage distribution of respondents by profession and region



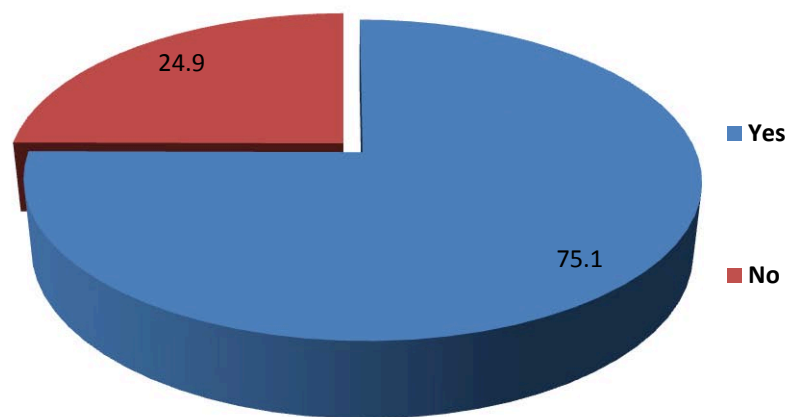
The previous chart clarifies that the largest proportion of respondents that benefit from buildings licensing services are those who have their own work. This percentage increases up to 56.6% in the Middle of the West Bank and falls to 33.3% in the Northern West Bank.

4.2 Citizens' awareness of the procedures to obtain a license

This part of the research aims to identify the extent of citizens' awareness and informing them of the licensing procedures, the results of the study were as the following.

Results show that citizens who have benefited from the buildings license know about the procedures to obtain buildings licenses services. 75.1% of respondents said that they know the procedures of obtaining licenses, while 24.9% said they don't know these procedures, as shown in the figure below. It is worth noting the difference between the average citizen that is aware about the licensing process as opposed to those who are architects or contractors. (As shown in figure21)

Figure 21: Percentage distribution of respondents by the knowledge know about the procedures to obtain buildings licenses Services



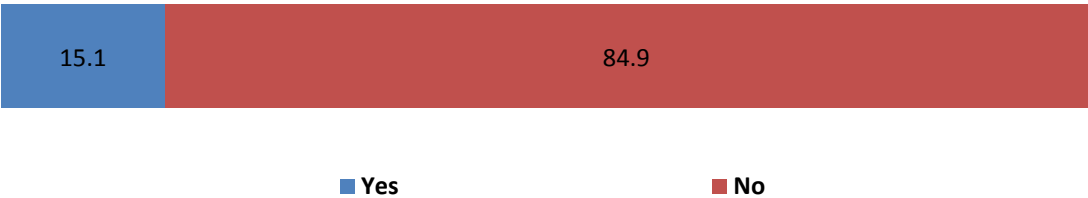
The results indicate that the citizens don't know about the existence of written instruction on the licensing procedures in local government units. 39.9% of respondents said that they do not know the existence of written information about licensing procedures. 15.9% said they do not know if there is a written instructions or not, and only 44.1% of the respondents said that there is written instructions.

The above results illustrate that the citizens' awareness of procedures for obtaining a license is not based on reliable references. It is based on oral information and personal experience instead. It's possible to conclude by saying that respondents claim that they are familiar with the procedures do not necessarily mean that they know the correct instructions about the procedures. Therefore, the lack of awareness about the correct procedures of obtaining licenses might expose

this service to corruption and bribes. This is possible to happen if municipal staff members use the lack of citizens' awareness and demand bribes to facilitate the delivery of service to them.

The results also indicate that the respondents did not try to get information about licensing procedures through the website; only 15.1% have received information about the license procedures from the website of the local government units, while 84.9% did not get it through the website, as shown in Figure 22.

Figure 22: Percentage distribution of respondents by receiving information from local government website

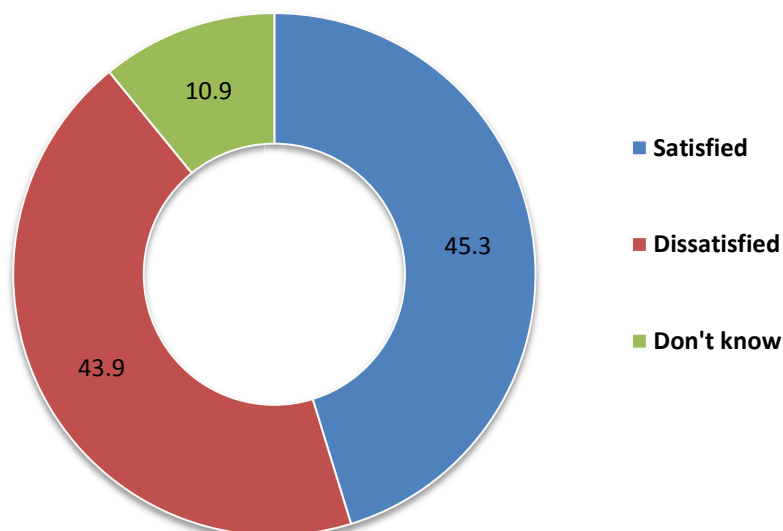


One of the reasons for inability to access information about licensing procedures through the website could be (not aware) of citizens about the existing of information on the website or lack of the availability of the information in an easily accessible way. Therefore, local government units must work to raise citizens' awareness about the existence of the procedures for obtaining the services offered on its website.

4.3 Citizens' satisfaction about the municipality's performance during the past five years

When the citizens are asked about their satisfaction on municipality performance, 45.3% said they are satisfied, while 43.9% of them said that they are dissatisfied and 10.9% said they do not know.

Figure 23: Percentage distribution of respondents by their satisfaction of municipality performance during the past five years

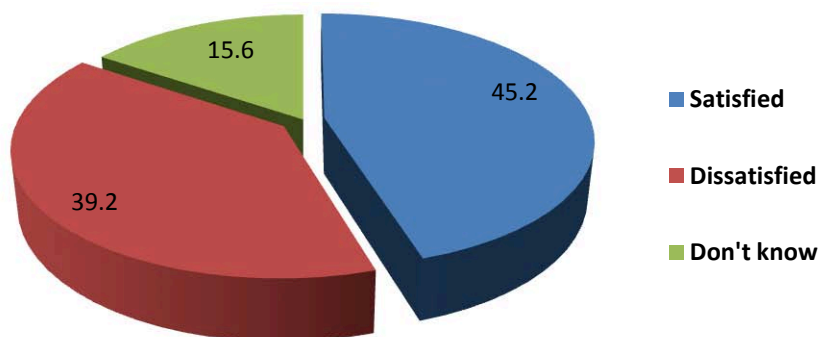


4.4 Citizens' satisfaction about buildings and establishments licensing service

This part of the study concerns citizens' satisfaction on several issues that are related to the performance of local government units' staff in presenting buildings and establishments licensing service. People were asked about the extent of public satisfaction with obtaining building licensing service and also their satisfaction with some of the matters that are related to providing service licenses.

Regarding the citizens' general satisfaction on buildings licenses service, results show that there is a kind of satisfaction. 45.2% of respondents are satisfied with the buildings licenses service, 39.2% of them said that they are dissatisfied, while 15.6% of them said they don't know, as shown in Figure 24.

Figure 24: Percentage distribution of respondents about their general satisfaction of buildings and establishments services

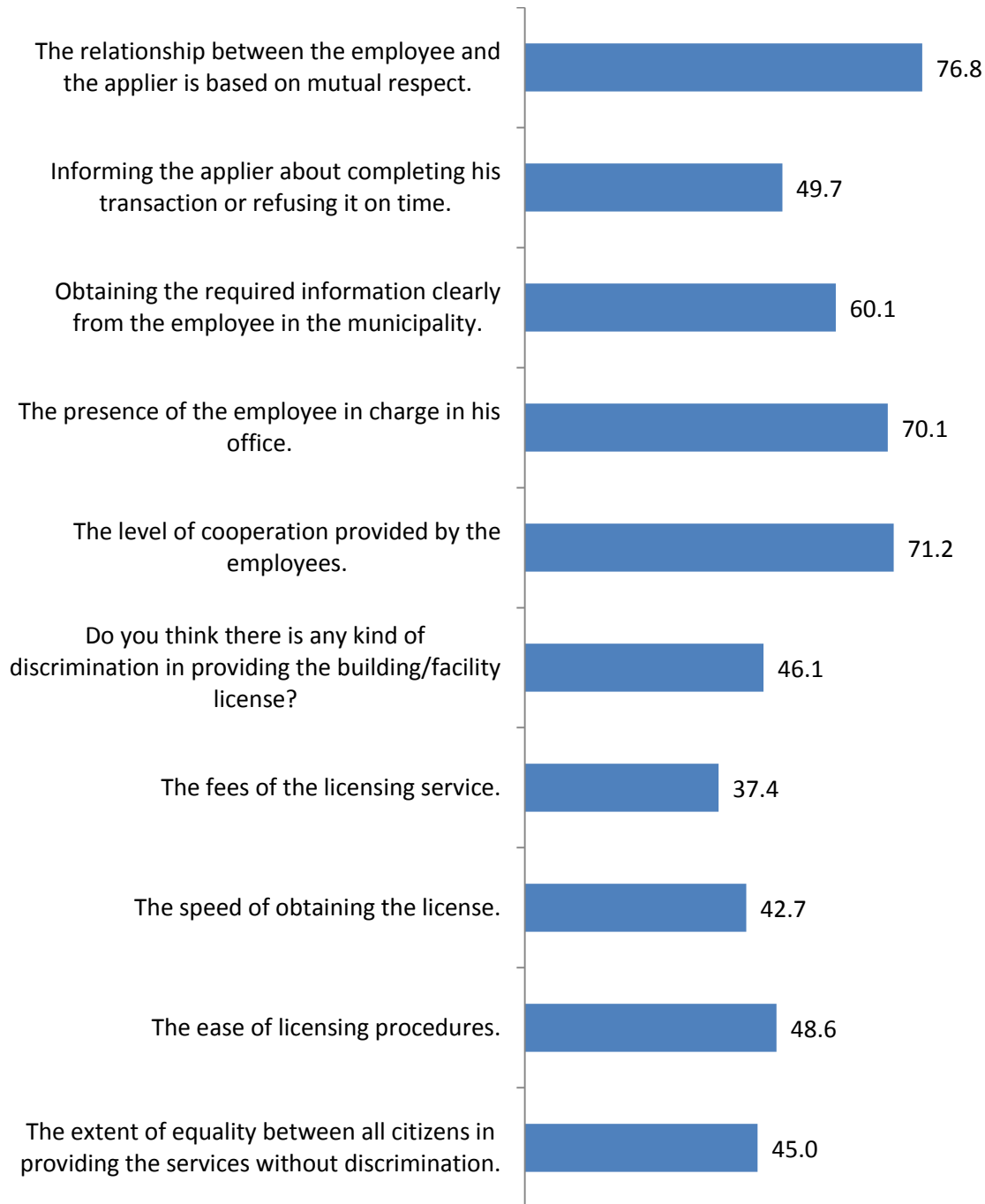


Citizens' satisfaction differs when they are asked about some matters that are related to the mechanism of providing license service, as shown in the table below.

Subject	Level of Satisfaction		
	Very satisfied/Satisfied	Very satisfied/Satisfied	Don't know
The relationship between the employee and the applier is based on mutual respect	76.8	21.8	1.4
The level of cooperation provided by the employees	71.2	27.7	1.1
The presence of the employee in charge in his/her office	70.1	28.8	1.1
Obtaining the required information clearly from the employee in the municipality	60.1	38.5	1.4
Informing the applier about completing his transaction or refusing it on time	49.7	46.6	3.6
The ease of licensing procedures	48.6	49.7	1.7
Do you think there is any kind of discrimination in providing the building/ establishments license?	46.1	46.1	7.8
The extent of equality between all citizens in providing the services without discrimination	45	53.4	1.7
The speed of obtaining the license	42.7	55	2.2
The fees of the licensing service	37.4	60.6	2.0

The above table shows how citizens' satisfaction differs from one issue to another regarding providing the service, the highest level of satisfaction is about respect from the staff of the local government unit to the citizens the percentage of satisfaction on respect reached to 76.8%, it is followed by 71.2% which is the percentage of citizens' satisfaction on cooperation between the local government units staff, the percentage of citizens' satisfaction on the presence of requested employ in his office reached to 70.1%, while citizens' satisfaction on the speed of licensing process and licensing fees are the least satisfied where the percentage of satisfaction from them 42.7% and 37.4% as shown in Figure 25.

Figure 25: Percentage distribution of respondents about their satisfaction of providing the licensing services



From the previous results we could say that citizens are satisfied with the staff of local government units in terms of respect and accessibility of reaching information about procedures but this satisfaction declines to reach dissatisfaction when it comes to licensing procedures, informing the citizen on completion or refusal of transaction on time and equality among citizens in providing services. The satisfaction degree reaches its lowest degree when it comes to speed of providing license process and license fees.

4.5 Citizens' satisfaction of the integrity of the local government units in employment and procurements

It is clear for the results that the citizens are not satisfied about the integrity and transparency of the local government units in employment as 51.7% of respondent were unsatisfied and cited interference from intermediaries or third parties in the recruitment process

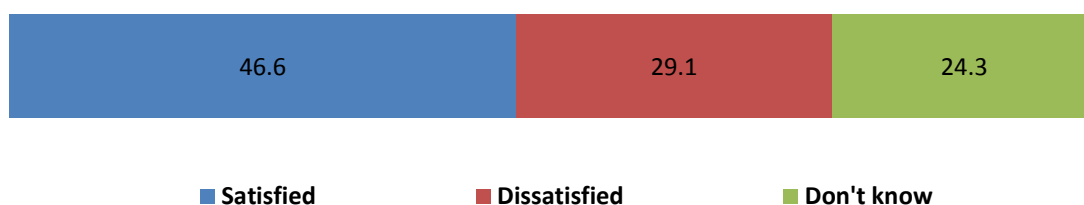
The respondents' dissatisfaction of the integrity and transparency of the local government units in employment is even clearer when they were asked about the extent of employing the right person in the right place where, 54.5% said that they are unsatisfied regarding that ,whereas local authorities stated administrative procedures that had qualified individuals in appropriate positions.

If we looked at the way the municipal elections are carried out, we find that it is often prone to family or partisan interventions, whereas, most of the winners in elections either represent a political party or big families. From here the citizen believes that some of the employments are dishonest and are due to partisan, family interventions or both.

Regarding the integrity and transparency of the council regarding the procurements (bids), the results showed that the satisfaction and dissatisfaction percentages were close; whereas, the percentage of the dissatisfied and completely dissatisfied reached 34.1%. While the percentage of the very satisfied reached 32.9% and the percentage of those were not aware of it reached 32.7%. Of note, the procurement systems in place didn't project modern management techniques such as electronic procurement or similar development.

When the respondents were asked about their satisfaction of the administration and the local municipal council disclosing their properties when appointed, 46.6% of the respondents explained that they are dissatisfied and completely dissatisfied. While 29.1% said that they are satisfied and very satisfied. 24.3% of the respondents don't know if the members of the council disclose their property when appointed. as shown in figure 26. The apparent need for financial disclosure regarding the members of local bodies, from the President to the staff, is quite evident.

Figure 26: Percentage distribution of respondents about their satisfaction of the administration and the local municipal council disclosing their properties when appointed



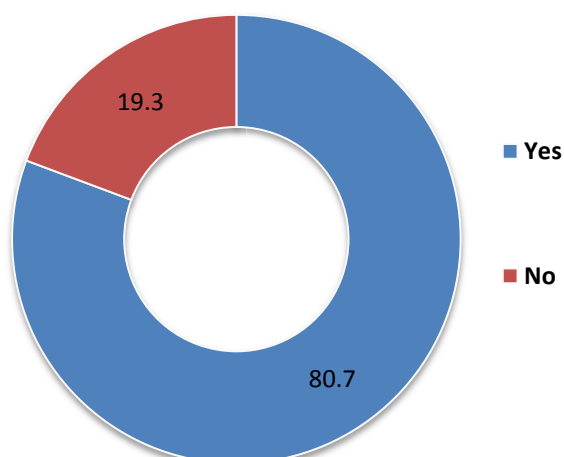
4.6 Level of applying the accountability procedures by the municipality in providing the service of licensing building and establishments

This part of the report aims to identify the impressions of the citizens and the extent of their awareness of the applying the accountability procedures by the local government units in providing the service of licensing building and establishments.

4.6.1 Citizens' knowledge of the places of submitting the complaints

The results indicated 80.7% of the respondents know where to go to in the municipality when they face any problems regarding the licensing service, whereas 19.3% of the respondents said they don't know where to if they faced such problems, as shown in the figure below. Of note, all local authorities maintain a suggestions or complaints box, but not all prominently display the boxes, which in certain cases creates an unclear mechanism for addressing complaints or suggestions from citizens.

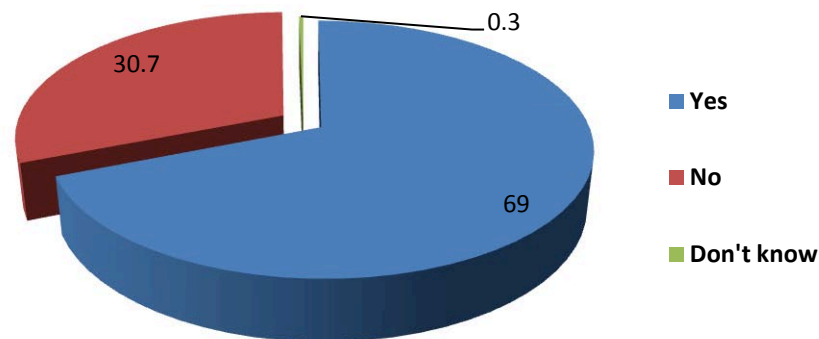
Figure 27: Percentage distribution of respondents about their knowledge of the places of submitting the complaints



4.6.2 Citizens' awareness of the existence of a mechanism or a system for receiving complaints in the local government units

The results showed that 69.0% of the respondents believe that there is a mechanism or a system for receiving complaints in the local government units, whereas 30.0 % of them believe the otherwise as shown in the figure below.

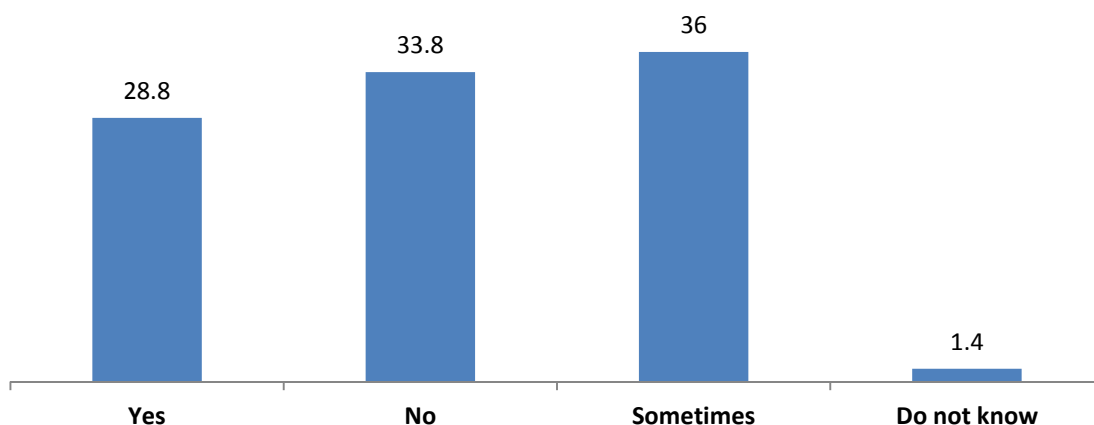
Figure 28: Percentage distribution of respondents about their awareness of the existence of a mechanism or a system for receiving complaints in the local government units



4.6.3 The municipality's response to the complaints on time

28.8% of the respondents said that the municipality responds to the complaints submitted by the citizens on time, 36.0% said it sometimes does; whereas, 1.4% said they don't know whether the municipality responds to the complaints on time or not and 33.8% of the respondents said that the municipality does not respond to the complaints of the citizens on time. This result is somewhat surprising, given that local bodies lack systems to address complaints, thus leaving the issue up to the local authority or body to assess and address such complaints.

Figure 29: Percentage distribution of respondents about the municipality response to the complaints submitted by the citizens on time

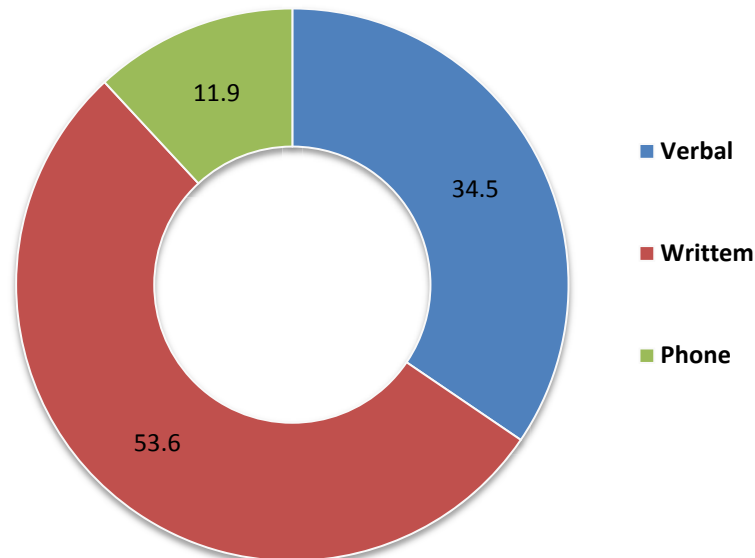


4.6.4 Submitting complaints about illegal excesses to law

When the respondents were asked whether they ever submitted a complaint about illegal excesses to law by anyone in their area, 23.5% answered with yes while 76.5% said they never have submitted a complaint about illegal excesses to law.

Regarding the mechanism used in submitting the complaint, 53.6% said it was written. 34.5% said it was verbal and only 11.9% said it was by phone as shown in figure 31. However, the respondents didn't necessarily clarify who they communicated with, as well as not clarifying the proper authorities.

Figure 30: Percentage distribution of respondents about the mechanism they used in submitting the complaint



Regarding the authority the complaint was sent to, 8.3% of the respondents directed it to the Ministry of Local Government, 90.5% directed it to the municipality and 1.2% directed it to other authorities.

In regards to dealing with the complaint seriously, 53.6% of the respondents who submitted a complaint said that the local government units took their complaint seriously, whereas 46.5% of the respondents said that their complaints were not taken seriously. This can be attributed to the screening process of the local body in terms of assessing the importance and seriousness of the complaint.

Figure 31: Percentage distribution of respondents about the seriousness of musicality in dealing with their complaints



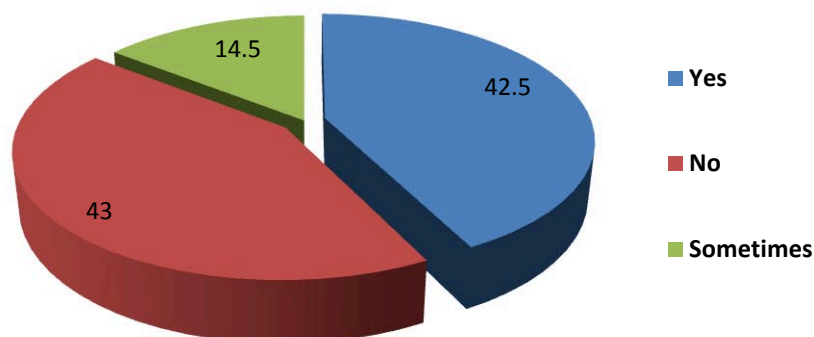
The previous results show that the percentage of dealing with the complaints seriously is very low. If we took in consideration that the existence of an effective complaints system and dealing with seriously is one of the essentials that reinforces the trust between the citizen and the local government unit, especially in the absence of a real partnership between both, it is necessary for the local government units to review the complaints system in several ways as follows:

- The ease of submitting a complaint (submitting complains system).
- The number of complaints that were not looked at from the total of submitted complaints.
- The number of complaints that the complainer was responded to
- The period the complaint needs to be looked and responded to.

4.6.5 The family and partisan considerations and the interest of the members and high officials of the municipal council in providing licenses.

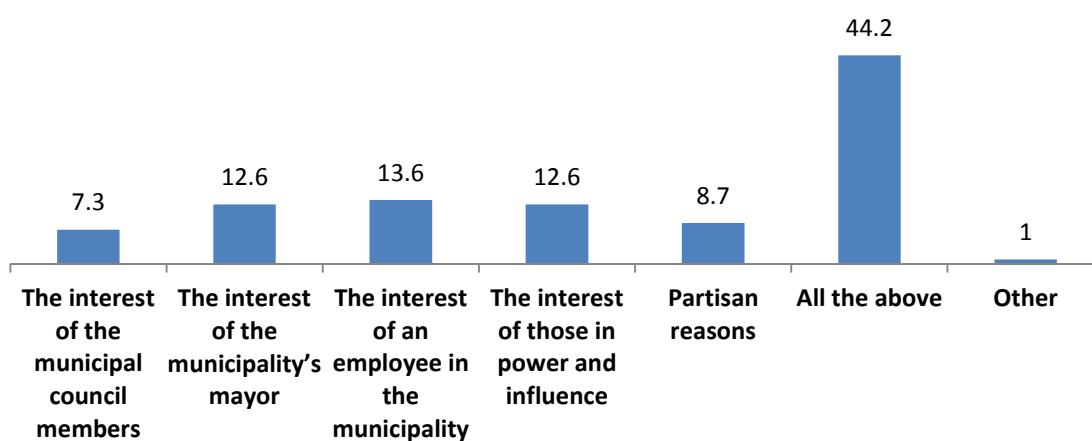
The results indicates that 42.5% of the respondents believe that there are family and the partisan considerations or interest for the members and high officials of the municipality in providing licenses, 14.5% believe that it sometimes happens, while 43.0% believe that it never happens although some local authorities didn't deny the existence of such practices as this is believed to be part of the norms related to Palestinian culture. The differences between the geographical areas were not significant as shown in figure 32.

Figure 32: Percentage distribution of respondents about their belief of the existence of family and partisan considerations and interest in providing licenses



Among the respondents who believe that the existence of family and the partisan considerations or interest for the members and high officials of the municipal council in providing licenses, 44.2% pointed out that these consideration are present whether they were related to the interest of the municipal council members, the municipality's mayor, an employee in the municipality, those in power and influence or for partisan reasons. 13.6% believe that there are considerations only for the interest of an employee in the municipality, 12.6% believe that there are considerations only for the interest of the municipality's mayor, 12.6% believe that there are considerations only for the interest of those in power and influence, 8.7% believe that that there are considerations only for partisan reasons and 7.3% believe that there are considerations only for the members of the municipal council. As shown the figure below.

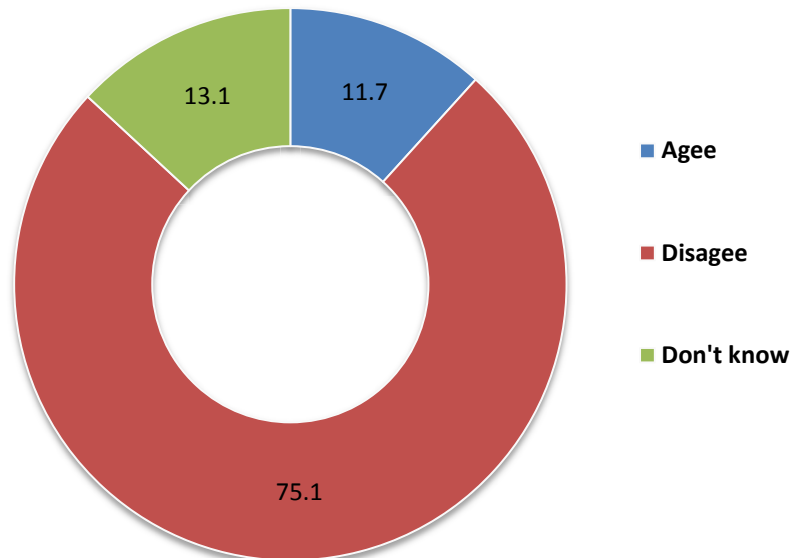
Figure 33: Percentage distribution of respondents about the nature of considerations or interest that affects the project implementation



The use of bribe in providing licenses:

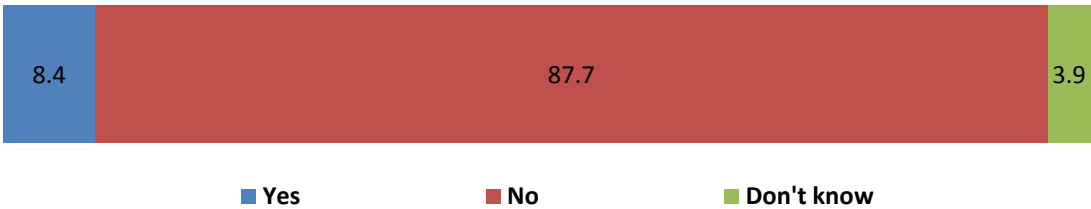
Regarding the use of bribe in providing licenses, 11.7% believe that paying a bribe is a necessity for obtaining a building/ establishment license, while 75.1% of the respondents disagree. All local authorities denied the existence of bribery when issuing licenses.

Figure 34: Percentage distribution of respondents about their belief of a necessity for bribe to obtain a building/ establishment license



8.4% of the respondents said that they were asked to pay a bribe in exchange of having a building or establishment license. As shown in the figure below.

Figure 35: Percentage distribution of respondents about their paying for a bribe in exchange of having a building or establishment license



We can conclude that percentage of those who were asked to pay a bribe might be higher because the citizens tend not to state that they have paid a bribe. In all circumstances, this percentage, even if seemed low, is a factor to be taken in consideration in reviewing the licensing system and make sure it's free of corruption. Nevertheless, as we know that the commercial

establishments licenses is one of the things prone to corruption, especially bribery, because the establishments owners are usually the ones capable to pay large amounts of money.

It is clear from the results that the vast majority of citizens who said they were asked to pay a bribe (30 citizens) were males (90% males and 10% females), and 40% of which are B.A holders, 36.7% are holders of the Tawjihi certificate and 10% holders of high diploma. It also shows that 36.7% of those citizens have their own job (profession), 16.7% work in national institutions, 13.3% work in the private sector, 10% are workers and 10% are housewives.

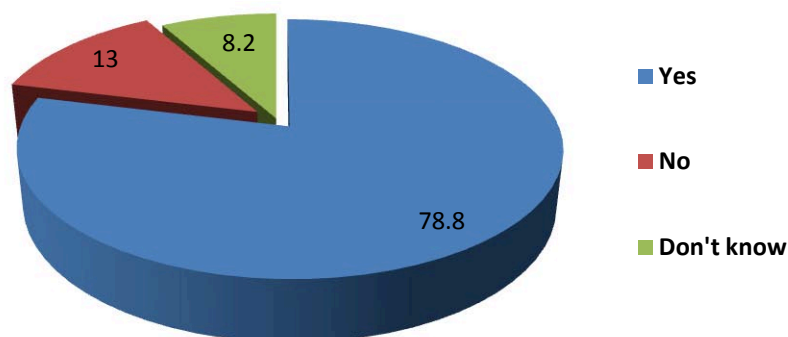
4.7 Level of applying the construction and organization of local government units system

In this part of the study, the citizens who were provided a building license were asked about many provisions regarding the procedures of obtaining a license and the extent of the local government units ' commitment in applying the procedures and provisions. The citizens were also asked about the procedures taken by the local government unit and in case the citizens did not commit to the instructions of building when implementing the project.

4.7.1 The response to the license request within 60 days

One of the provisions of providing a license is responding to the buildings license request submitted by the citizen within the legal period, 60 days from the date of the request. The results showed that 78.8% of the respondents' requests were responded to within 60 days of submitting the request, while 13.0% of the respondents said that the local government unit did not respond to them within this period. As shown in figure 36.

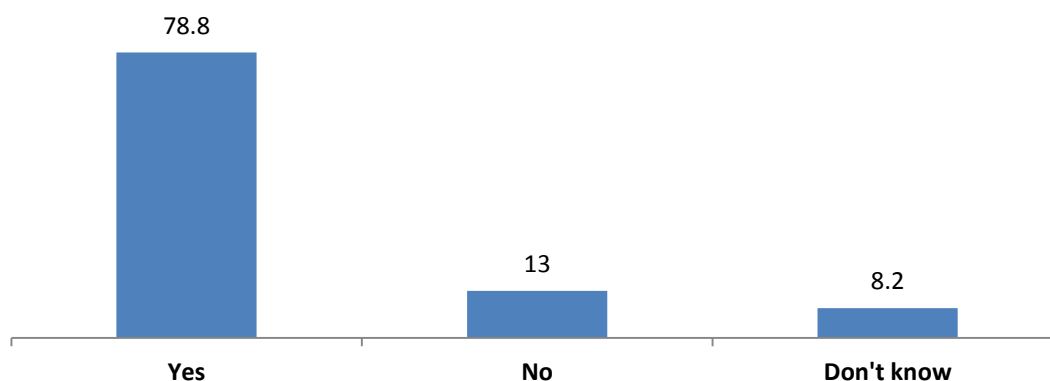
Figure 36: Percentage distribution of respondents about the response of the municipality within 60 days for their buildings license request



4.7.2 The completion of the license fees before issuing the license

One of the provisions of providing a license is the completion of the license fees before issuing the license. The results showed that 82.8% of the respondents have completed paying the license fees before issuing the license, whereas 9.3% of them have not as shown in figure 37. Local authorities stated that licenses were subject to a fairly rigid fee collection system that left no room for manipulation regarding adjusting the amounts, increasing or decreasing them, but did reserve the right of the local body to offer exemptions for special circumstances.

Figure 37: Percentage distribution of respondents about completion of the license fees before issuing the license



4.7.3 Citizens commitment in applying the provisions and procedures of licensing in construction of a building

The respondents were asked about their commitment to a number of the provisions and procedures of licensing buildings. The following table shows the results of the citizens' commitment to these provisions and procedures:

Provisions and Procedures	Response		
	No	Yes	Don't know
Is there a sub – building which area doesn't exceed 5% of the area of the land?	34.4	51.7	13.9
Is there a garden which area doesn't exceed 10% of the area of the land?	25.3	65.9	8.8
The area of the roof shouldn't exceed 50% of the bottom floor with 3 meters as rebound from all sides of the building and without closing the open balconies.	25	61.4	13.6

The warehouse's height is less than 5 meters and the attic is less than two and a quarter meters with a ventilation.	20.4	69.2	10.4
Is there a water well or an absorbance hole	16	83.1	0.9
Did you commit to the maximum limit to the rebound of the building according to the license area and construction category	14.5	79.7	5.8
Do the passageways exceed 50% of the area and are they for building purposes.	14.2	68.9	16.9
The mezzanine floor (a part from the basement floor behind the warehouse and has an independent entrance) area shouldn't exceed 50% of the total area of the basement floor and not less than the area of the warehouse, 8 meters	11.8	59.9	28.3
Did you commit to the floor area ratio according to the license areas and construction category	10.7	82.1	7.2
Is there one parking lot for each 50 meters area of exhibitions and stores and one for each commercial and offices 70 meters area or 200 meters for industrial building?	10.4	70.3	19.3
Is there a parking lot for each residential unit with an external passageway according to the specifications of the law provisions?	8.8	82.8	8.4
Did you start and finish building in the period of the license and according to the provisions of law	8.7	80.3	11
Did you commit to the building percentage according to the license areas and construction category	8.4	83.6	8
Were the commercial protrusions included in the general provisions	7.9	82	10.1
The rooftop floor area shouldn't exceed 25% and a maximum of 70 meters.	7.9	72.9	19.2
Does the amount of rocks used equal 80% of the construction	5.5	92.6	1.8

It is clear from the previous table that the percentage of violating the provisions and procedures of licensing buildings varied between 5.5% and 34.4%; whereas, the highest percentage of violations was regarding “**building a sub-building that's area does not exceed 5% of the land's area**” which reached 34.4%. The violation regarding “**a garden that's area does not exceed 10% of the land's area**” came in second place and which percentage reached of 25.3%. The violation regarding “**the area of the roof not exceeding 50% of the basement's area with**

3 meters as rebound from all sides of the building and without closing the open balconies” came in third place and which percentage reached 25.0%. The lowest percentage was for the violation regarding **“amount of rocks used equal 80% of the construction”** which percentage reached 5.5% and the percentage of the violation regarding **“The rooftop floor area should not exceed 25% and a maximum of 70 meters”** and the one regarding **“the commercial protrusions within the general provisions”** were a bit higher, which percentage of each reached 7.9% as shown in figure 38. According to the interviews, the majority of contractors that did violate the terms of a license, often did so by expanding space, adding floors or levels to buildings, or took advantage of public facilities somehow for personal gain.

4.7.4 The reasons for the citizens’ non-commitment to the provisions and procedures of licensing

Regarding the reasons for the citizens’ non-commitment to the provisions and procedures of licensing, the results showed that the local government units do not inspect on the violations of those provisions, especially the ones regarding “the existence of a parking lot for each residential unit with an external passageway according to the specifications of the law provisions”. The second reason was the willingness to pay a fine. The third was that the citizens proceed in the building process without being afraid of any procedure taken by the local government unit. The fourth reason was that some citizens use their connections to move forward in their violations to the provisions of the law of licensing and proceed in the building process. The last reason the respondents mentioned was that the citizens would pay a bribe to move forward in their violations to the provisions of the law of licensing and proceed in the building process. For all of these reasons, an increased or enhanced level of vigilance is required by the local authorities to be more firm in dealing with these offenses.

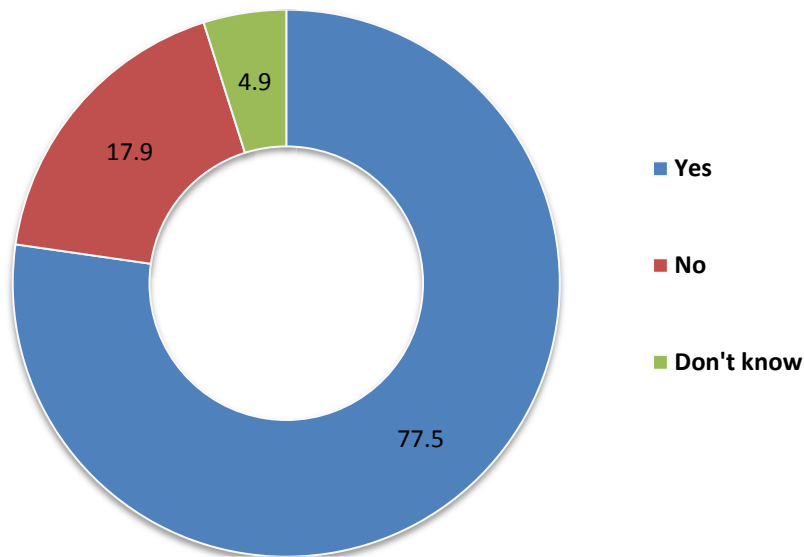
4.7.5 The mechanism of dealing with the violations by the municipality

The respondents who violated the provisions of the law of licensing buildings said that in most cases the local government unit would charge fees on the violation. The respondents add that the second mechanism used against those who violate the provisions of the law of licensing building is the suspension of building. The other mechanism the respondents said the local government units used was retreating the license from the citizen who violates the provisions of the law of licensing. In this case, it is apparent that a disparity exists between how violations of licenses from different areas are addressed, which may be attributed to the extent of power local authorities or councils exercise in certain areas.

4.8 The extent of applying the provisions of the law of licensing buildings

Regarding the extent of applying the provisions of the law of licensing buildings, 77.2% of the respondents said that the constructed building were supervised and followed up by the local government unit, while 17.9% said that there were no supervision or follow up to the buildings. As shown in the figure below.

Figure 38: Percentage distribution of respondents about applying the provisions of the law of licensing buildings



The respondents added that a notice is issued against the owner, contractor or engineer if there were any excesses for the system or the structural schemes or any misleading information, whereas, 61.1% referred to this. As shown in the figure below.

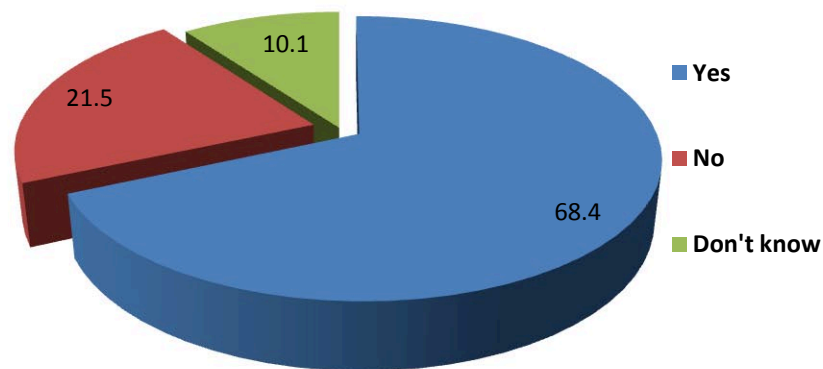
Figure 39: Percentage distribution of respondents about notice is issued against the owner, contractor or engineer if there were any excesses for the system



4.9 Inspection and follow up on the licenses

This part aims to identify the extent of local government units' follow up and inspection on the licenses it gives to the citizens. The results show that 68.4% of the respondents said that the local government units inspect and follow up the building licenses provided to the citizens regularly, 10.1% said it sometimes does, while 21.5% of them said that the local government units does not inspect or follow up on the licenses. As shown in figure 41.

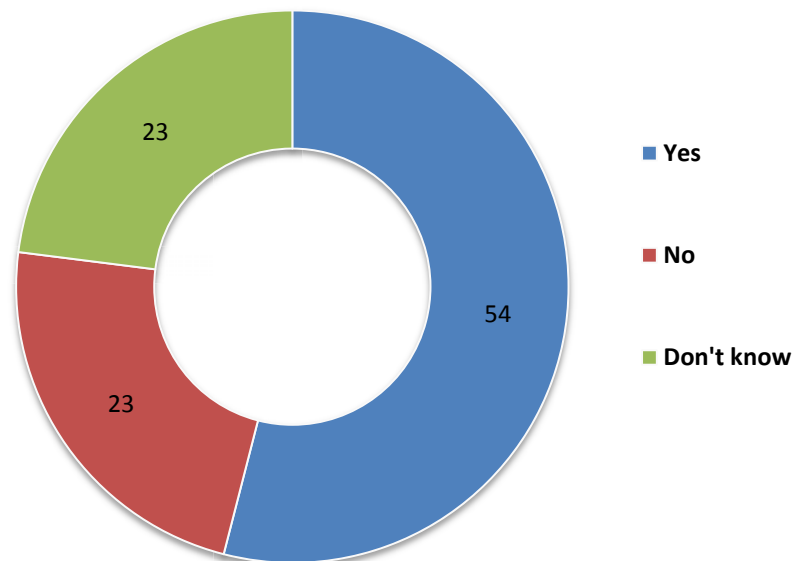
Figure 40: Percentage distribution of respondents of local government units' follow up and inspection on the licenses



The respondents added that the process of inspection is done by the local government units after providing the license and starting the implementation (50.9%). While 27.9% of the respondents said the process of inspection is done before providing the license and 6.7% of them said that the process is done after the construction is complete.

It is clear from the results that there is rotation in the inspection process (inspection is done by more than one inspector) by the local government units during the stages of construction (54.1%). However, 23.0% said it sometimes happens and 23.0% said it never does. Most of the bodies attributed this to lack of site inspections or having a limited number of inspectors.

Figure 41: Percentage distribution of respondents about the rotation in the inspection process



The results indicates that there are observations given by the inspector (53.7%). While 15.2% of them said sometimes it happens, while 31.1% said that the local government units give some observations to the owner of the building.

Regarding the method of dealing with the observations, 72.6% of the respondents said that they are addressed as required. 16.7% of the respondents said that they contact one of the acquaintances of the inspector, 6.5% of the respondents said that they contact the mayor of the municipality in order to lessen them and 3.6% said they would pay a bribe.

5 Recommendations regarding licenses

Based on the results of the field survey for fifteen local government units, the preparatory interviews with three local government units and the interviews with eight local government units, the following recommendations were done on the level of the local government units, the citizen, the institutions and the bodies of relevance: (as shown in figure page 69)

1. The Local Government Unit

Submitting the licensing request stage

- Despite issuing a services manual, some citizens are not in full knowledge of the procedures and the fees of registrations. This is due to the lack of communication between the local government unit and the citizen. Therefore, the work team recommends the importance of delivering the information with the easiest method; such as the illustrations.
- Activate the web page of the local government unit.

Establish an effective system to ensure the sequence of actions and not impenetrable. Protect citizens' requests regarding the issuance of licenses from the conflict of interest that may occur due to direct relation between the municipalities' employees with private engineering offices.**After obtaining the license stage (construction)**

- The results of the field survey and the interviews indicated some violations in the buildings. Therefore, the work team recommends the importance of intensifying the number of field visits by the inspectors in addition to extra surveillance from the local government unit council on the work of inspectors and dealing seriously with the violations.

Integrity and Transparency

- The results indicate that the gap in the communication between the local government units and the citizen, which was clear in the questions about the reports or the website. Therefore, the work team recommends the local government units to use more effective communication means; such as the radio and TV in addition to the reports, website, social media and the periodic meetings.
- The field survey results indicate the presence of nepotism or some family and partisan interventions in the selection of developing projects. This result was declared by most local government units and this can be expected due to the Palestinian social and political status. Therefore, it is important here for the local government units to follow in its priorities what was mentioned in the strategic plan from projects and taking in

consideration the situation in Palestine, whereas, most developing projects rely on donors in the funding.

- There is a gap in the subject of bribery, whereas, the results of the field survey indicate the payment of some citizens for bribes, but the local government units deny it. The Ministry of Local Government is currently asking the councils and the local government units' employees to fill a return of income form. They also must educate the citizen about reporting any kind of bribery to the concerned authorities.

Accountability

- Having a complaints box doesn't necessarily mean having a system or a procedure for accountability. The increase in the means of communication between the citizen and the local government unit increases the efficiency of delivering the citizen's complaint to the local government unit. The local government unit in coordination with the Ministry of Local Government must develop a procedure to deal with the complaints according to the sequence, steps and specific forms in addition to the importance of responding in all cases and not only studying the written or the oral complaint if the local government unit considers it.

The satisfaction of municipality's performance in general

It is hard to satisfy all citizens and the results of the study indicate a disparity in the level of satisfaction. Therefore, the work team recommends the local government unit to study the citizens' satisfaction in general on the local government unit's sections and services (project, employment, procurement...) on a regular basis. Also to rearrange its procedures to achieve higher quality while reducing the time and cost.

2. The citizen

- Increasing the awareness of the citizen regarding his rights and duties in the field of licensing buildings.
- Reporting on corruption to the concerned authorities instead of nepotism and paying bribes.

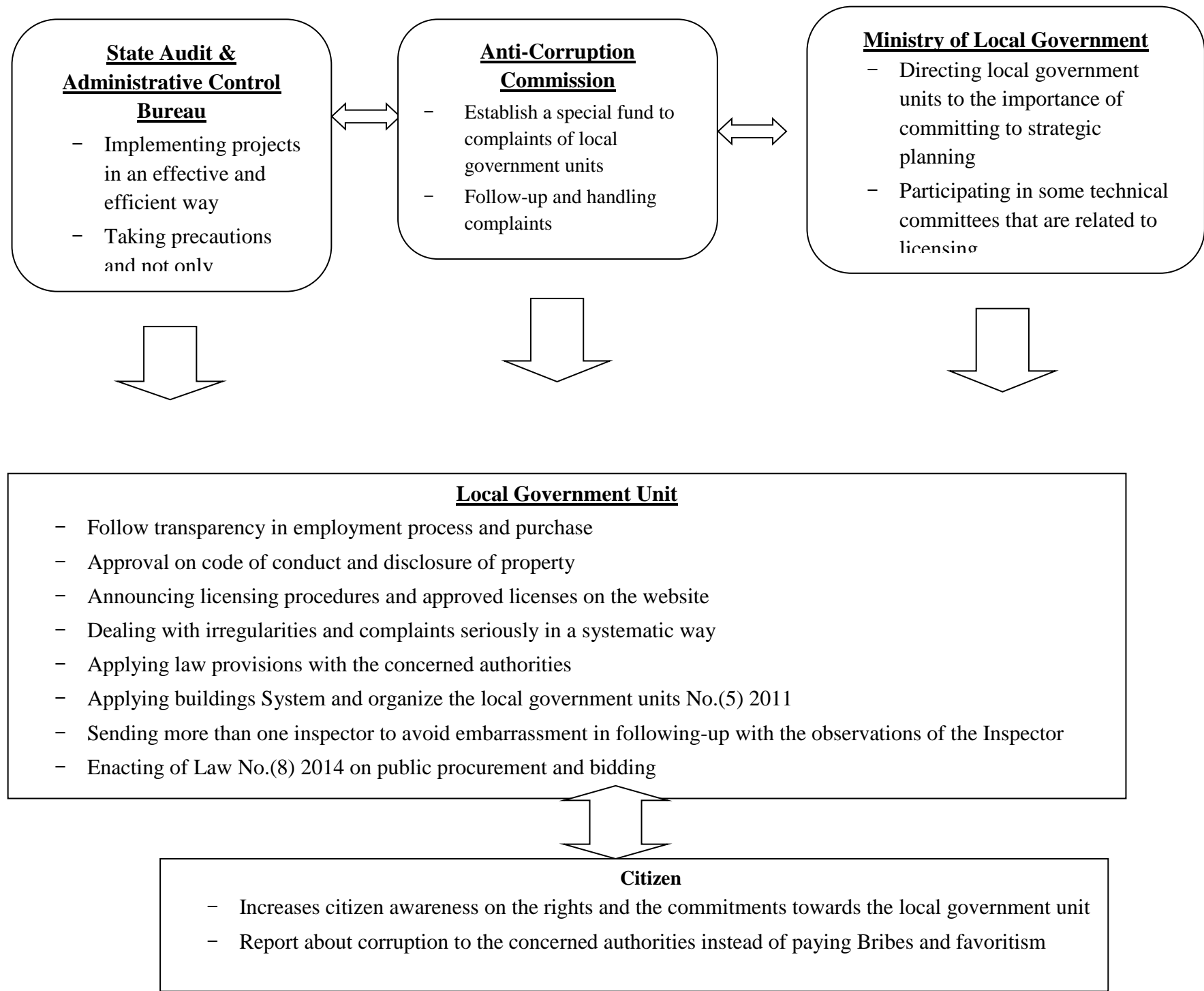
3. The Ministry of Local Government

- Following up the return of income for the council members and the local government units employees.
- Guiding the local government units to the importance of committing to strategic planning.
- Participating in some technical committees related to licensing.

4. Anti Corruption Commission

- Establishing a complaint box for the local government units and the possibility to access submitted complaints to the local government units.
 - Following up and addressing the submitted complaints and the methods of addressing them.
5. State Audit and Administrative Control Bureau
- Ensuring the implementation of projects efficiently and effectively through the periodic visits.
 - Taking precautionary procedures in assessing the performance and not only the corrective procedures (to predict the violations and not only reporting after the problem happens).

Figure 42: Recommendations related to each stakeholder



6. Statistical Tables

6.1 Statistical tables of projects survey

Indicator	Percent
Part one: Citizens Opinion Regarding the Projects Implemented by Municipality	
B01. Have you benefited from the projects implemented by the municipality (opening roads, paving streets, water, sewage systems, building schools or public parks, etc....) in any direct way or indirect way?	
Yes	67.2%
No	32.8%
Total	100.0%
B02. Have you ever participated in the municipality's meetings or activities related to the development projects in your city?	
Yes	8.7%
No	91.3%
Total	100.0%
B03. Does the municipality publish any work reports or progress reports on regular basis?	
Yes	22.8%
No	45.6%
Do not know	31.5%
Total	100.0%
B04. If yes, have you ever checked any of these reports?	
Yes	58.2%
No	41.8%
Total	100.0%
B05. Have you ever read or heard of an announcement for bid to implement the municipality's projects?	
Yes	41.3%
No	58.8%
Total	100.0%

Indicator	Percent
B06. Have you browsed the Municipality's Web page?	
Yes	23.3%
No	63.3%
Never heard about their Web page	13.3%
Total	100.0%
B07. How do you rate the information included in the page?	
Excellent (up to date)	23.2%
Good	62.5%
Bad	14.3%
Total	100.0%
B08. How satisfied are you of the following:	
B08_1. The decision making process of implementing projects is done in knowledge and coordination of the citizens	
Very satisfied	5.8%
Satisfied	27.4%
Not satisfied	36.5%
Not satisfied at all	19.1%
Do not know	11.2%
Total	100.0%
B08_2. The municipality takes in consideration the public's interest in their decisions regarding the implemented projects	
Very satisfied	11.2%
Satisfied	36.1%
Not satisfied	30.3%
Not satisfied at all	12.0%
Do not know	10.4%
Total	100.0%

Indicator	Percent
B08_3. The Municipality's consideration for your suggestions, demands, and complaints	
Very satisfied	10.4%
Satisfied	32.0%
Not satisfied	36.5%
Not satisfied at all	16.2%
Do not know	5.0%
Total	100.0%
B08_4. How satisfied are you of the Municipality's announcements of the future plans for the projects that is planned to be implemented	
Very satisfied	7.1%
Satisfied	24.5%
Not satisfied	37.8%
Not satisfied at all	19.1%
Do not know	11.6%
Total	100.0%
B08_5. Your knowledge of the bases of choosing the neighborhoods of the implemented projects	
Very satisfied	2.5%
Satisfied	25.3%
Not satisfied	32.4%
Not satisfied at all	19.5%
Do not know	20.3%
Total	100.0%
B08_6 .The municipality divides the projects on the neighborhoods and citizens in order of priority	
Very satisfied	5.4%
Satisfied	30.3%
Not satisfied	32.4%
Not satisfied at all	20.7%
Do not know	11.2%
Total	100.0%

Indicator	Percent
B08_7. The participation of the beneficiaries in the planning process for the projects and programs	
Very satisfied	2.5%
Satisfied	19.9%
Not satisfied	38.2%
Not satisfied at all	23.7%
Do not know	15.8%
Total	100.0%
B08_8 .The participation of the beneficiaries in monitoring the implemented projects	
Very satisfied	3.3%
Satisfied	17.0%
Not satisfied	42.3%
Not satisfied at all	20.7%
Do not know	16.6%
Total	100.0%
B08_9. The participation of the beneficiaries in evaluating the implemented projects	
Very satisfied	4.6%
Satisfied	16.2%
Not satisfied	42.7%
Not satisfied at all	19.5%
Do not know	17.0%
Total	100.0%
B08_10. The municipality's interest in the opinion of the beneficiaries' opinions in projects and taking it into consideration to evaluate the project	
Very satisfied	3.3%
Satisfied	21.2%
Not satisfied	37.8%
Not satisfied at all	19.1%
Do not know	18.7%
Total	100.0%

Indicator	Percent
B08_11. The municipality's interest in having public sessions to discuss the plans and budgets of projects	
Very satisfied	2.9%
Satisfied	20.3%
Not satisfied	41.5%
Not satisfied at all	19.1%
Do not know	16.2%
Total	100.0%
B08_12. The municipality builds its projects and programs based on studying the needs of the different categories of community and their problems	
Very satisfied	3.3%
Satisfied	26.1%
Not satisfied	34.9%
Not satisfied at all	22.4%
Do not know	13.3%
Total	100.0%
B08_13. The participation of all community groups especially the marginalized ones, including women, in the demarcating of the council's strategies and plans	
Very satisfied	3.7%
Satisfied	15.4%
Not satisfied	41.5%
Not satisfied at all	25.3%
Do not know	14.1%
Total	100.0%
B08_14. The municipality's commitment to disclose all of its projects, the funding parties and the amounts of permanent funding	
Very satisfied	5.8%
Satisfied	27.0%
Not satisfied	35.7%
Not satisfied at all	14.9%
Do not know	16.6%
Total	100.0%

Indicator	Percent
B08_15 .The municipality's preparation and dissemination of regular work reports and accomplishment reports	
Very satisfied	7.1%
Satisfied	23.2%
Not satisfied	34.9%
Not satisfied at all	18.3%
Do not know	16.6%
Total	100.0%
B08_16. The outputs achievements of the planned projects	
Very satisfied	3.3%
Satisfied	25.3%
Not satisfied	37.3%
Not satisfied at all	17.8%
Do not know	16.2%
Total	100.0%
B08_17. The commitment to the period of the project	
Very satisfied	5.0%
Satisfied	25.7%
Not satisfied	33.6%
Not satisfied at all	21.2%
Do not know	14.5%
Total	100.0%
B08_18. What is your assessment to the impact of these projects on the area?	
Very satisfied	10.0%
Satisfied	36.1%
Not satisfied	28.2%
Not satisfied at all	14.5%
Do not know	11.2%
Total	100.0%

Indicator	Percent
Part Two: The Extent of the application of the accountability procedures by the municipality in implementing their projects	
C01. Do you know who you should go to the municipality when facing any problems related to the project?	
Yes	59.3%
No	40.7%
Total	100.0%
C02 . Are you involved by the municipality in developing the suggestions and taking any decisions regarding the project?	
Yes	12.9%
No	78.4%
Sometimes	8.7%
Total	100.0%
C03. Is there a mechanism or system to receive complaints from citizens in the municipality?	
Yes	60.0%
No	38.8%
Do not know	1.3%
Total	100.0%
C04. Does the municipality respond to the complaints submitted by the citizens on time?	
Yes	24.2%
No	40.4%
Sometimes	34.2%
Do not know	1.3%
Total	100.0%
C05 . Are the citizens involved in the questioning of the officials in the municipality about their performance and decisions?	
Yes	10.8%
No	75.1%
Sometimes	13.7%
Do not know	0.4%
Total	100.0%

Indicator	Percent
C06. According to your impression or direct and indirect knowledge: the project cites are chosen based on the following:	
C06_1. Based on the strategic plan of the Ministry of Local Government	
Yes	34.9%
No	17.4%
Possible	21.2%
Do not know	26.6%
Total	100.0%
C06_2. Based on the strategic plan of the municipality	
Yes	47.3%
No	11.2%
Possible	24.1%
Do not know	17.4%
Total	100.0%
C06_3. Based on the nature of the donor's grant	
Yes	57.3%
No	7.1%
Possible	21.6%
Do not know	14.1%
Total	100.0%
C06_4. Based on an item in the municipality's budget allocated for the project implementation	
Yes	43.6%
No	15.8%
Possible	22.8%
Do not know	17.8%
Total	100.0%
C06_5. Based on an emergency needs due to urbanization (road networks, sewage networks)	
Yes	45.6%
No	13.3%
Possible	26.6%
Do not know	14.5%
Total	100.0%

Indicator	Percent
C06_6. Based on using nepotism	
Yes	32.4%
No	22.4%
Possible	30.3%
Do not know	14.9%
Total	100.0%
C06_7. Based on a favor for one the municipality's members and staff	
Yes	32.4%
No	21.2%
Possible	29.0%
Do not know	17.4%
Total	100.0%
C06_8 . Based on a bribe or a gift for one of the municipality's members and staff	
Yes	20.7%
No	30.3%
Possible	25.7%
Do not know	23.2%
Total	100.0%
C07. Have you ever asked about the reason of the implementation of a project in a certain area?	
Yes	23.2%
No	76.8%
Total	100.0%
C08. If yes, were you told about the reasons?	
Yes	67.9%
No	32.1%
Total	100.0%

Indicator	Percent
C09. Were the reasons convincing to you?	
Yes	92.1%
No	7.9%
Total	100.0%
Part Three: The Extent of applying integrity measures and procedures by the municipality in the implementation of their projects	
D01. Is there any family or partisan consideration or interest for the members and high officials of the municipal council taken in implementing these projects?	
Yes	51.5%
No	31.1%
Sometimes	17.4%
Total	100.0%
D02. If yes or sometimes, what do you think these considerations are?	
The interest of the municipal council members	15.9%
The interest of the municipality's mayor	12.8%
The interest of an employee in the municipality	6.7%
The interest of those in power and influence	18.9%
Partisan reasons	8.5%
All of the above	36.0%
Other	1.2%
Total	100.0%
D03. Is it possible to use nepotism to implement a certain project in your area?	
Yes	41.9%
No	29.0%
Sometimes	29.0%
Total	100.0%

Indicator	Percent
D04. Do you think that the bids carried out by the municipality have the requested level of integrity and transparency?	
Yes	35.8%
No	27.5%
Sometimes	36.7%
Total	100.0%
Part Four: Demographic data	
A01. Sex	
Male	71.4%
Female	28.6%
Total	100.0%
A02. Age in years	
30 - 18	30.3%
40 - 31	32.0%
50 - 41	18.7%
50 <	19.1%
Total	100.0%
A03. Academic Qualification?	
Illiterate	2.1%
Primary or less	9.1%
Preparatory school	18.3%
Secondary school	27.4%
Diploma	12.0%
Bachelor	26.6%
High Diploma	1.7%
Master	2.5%
PhD	0.4%
Total	100.0%

Indicator	Percent
A04. Job/ Main profession	
Worker	17.1%
Government employee	13.8%
NGO Employee	5.0%
Private sector employee	12.9%
Has his/her own business	21.7%
Out of labor force (old age, disability, retirement...)	5.8%
Housewife	17.1%
Others	6.7%
Total	100.0%

6.2 Statistical tables of buildings and establishments licensing survey

Indicator	Percent
Part one: Citizens Opinion Regarding Providing Building and Establishment License	
B01. Have you or any of your family members applied for a building or an establishment license in the past five years?	
Yes	99.4%
No	0.6%
Total	100.0%
B02. In your opinion, is there any written information about the procedures of granting a building license?	
Yes	75.1%
No	24.9%
Total	100.0%
B03. Have you tried to get this information from the website?	
Yes	44.1%
No	39.9%
Do not know	15.9%
Total	100.0%
B04. Have you tried to get this information from the website?	
Yes	15.1%
No	84.9%
Total	100.0%
B05. How satisfied are you of the following:	
B05_1. The extent of equality between all citizens in providing the services without discrimination	
Very satisfied	5.0%
Satisfied	39.9%
Not satisfied	39.7%
Not satisfied at all	13.7%
Do not know	1.7%
Total	100.0%

Indicator	Percent
B05_2. The ease of licensing procedures	
Very satisfied	8.4%
Satisfied	40.2%
Not satisfied	38.0%
Not satisfied at all	11.7%
Do not know	1.7%
Total	100.0%
B05_3. The speed of obtaining the license	
Very satisfied	8.1%
Satisfied	34.6%
Not satisfied	42.2%
Not satisfied at all	12.8%
Do not know	2.2%
Total	100.0%
B05_4. The fees of the licensing service	
Very satisfied	5.3%
Satisfied	32.1%
Not satisfied	42.7%
Not satisfied at all	17.9%
Do not know	2.0%
Total	100.0%
B05_5. Do you think there is any kind of discrimination in providing the building/ establishment license?	
Very satisfied	10.3%
Satisfied	35.8%
Not satisfied	32.1%
Not satisfied at all	14.0%
Do not know	7.8%
Total	100.0%

Indicator	Percent
B05_6. The level of cooperation provided by the employees	
Very satisfied	11.2%
Satisfied	60.1%
Not satisfied	22.1%
Not satisfied at all	5.6%
Do not know	1.1%
Total	100.0%
B05_7. The presence of the employee in charge in his office	
Very satisfied	13.7%
Satisfied	56.4%
Not satisfied	22.6%
Not satisfied at all	6.1%
Do not know	1.1%
Total	100.0%
B05_8. Obtaining the required information clearly from the employee in the municipality	
Very satisfied	10.6%
Satisfied	49.4%
Not satisfied	28.8%
Not satisfied at all	9.8%
Do not know	1.4%
Total	100.0%
B05_9. Informing the applier about completing his transaction or refusing it on time	
Very satisfied	4.7%
Satisfied	45.0%
Not satisfied	34.4%
Not satisfied at all	12.3%
Do not know	3.6%
Total	100.0%

Indicator	Percent
B05_10. The relationship between the employee and the applier is based on mutual respect	
Very satisfied	16.5%
Satisfied	60.2%
Not satisfied	14.0%
Not satisfied at all	7.8%
Do not know	1.4%
Total	100.0%
B05_11. How satisfied are you about the integrity and the transparency of the council in the employment field	
Very satisfied	3.9%
Satisfied	25.7%
Not satisfied	34.1%
Not satisfied at all	17.6%
Do not know	18.7%
Total	100.0%
B05_12. The integrity and the transparency of the council in the purchasing field	
Very satisfied	7.5%
Satisfied	25.4%
Not satisfied	25.4%
Not satisfied at all	8.9%
Do not know	32.7%
Total	100.0%
B05_13. How often does the municipal council or the management disclose their properties when they take in charge	
Very satisfied	3.6%
Satisfied	25.4%
Not satisfied	31.8%
Not satisfied at all	14.8%
Do not know	24.3%
Total	100.0%

Indicator	Percent
B05_14. The employment of the right person in the right place in the municipality	
Very satisfied	3.9%
Satisfied	33.5%
Not satisfied	33.8%
Not satisfied at all	20.7%
Do not know	8.1%
Total	100.0%
B05_15. The degree of the public satisfaction about the municipality's work in the past five years	
Very satisfied	4.5%
Satisfied	40.8%
Not satisfied	29.1%
Not satisfied at all	14.8%
Do not know	10.9%
Total	100.0%
B05_16. The degree of satisfaction in your area about building/ establishment licenses services?	
Very satisfied	4.5%
Satisfied	40.8%
Not satisfied	27.7%
Not satisfied at all	11.5%
Do not know	15.6%
Total	100.0%
Part Two: The application of accountability measures and procedures by the municipality in providing building/ establishments licenses	
C01. Do you know who to go to know when facing any problems regarding the service?	
Yes	80.7%
No	19.3%
Total	100.0%

Indicator	Percent
C02. Are you involved by the municipality in developing the suggestions and taking any decisions regarding the service?	
Yes	12.3%
No	67.3%
Sometimes	20.4%
Total	100.0%
C03. Is there any means of permissiveness in providing the licenses for a particular party or area?	
Yes	41.3%
No	32.4%
Sometimes	26.3%
Total	100.0%
C04. The reasons of permissiveness in providing the licenses goes for	
Common interest or acquaintance between the members of the municipal council	7.2%
An interest for or acquaintance with the mayor of municipality	10.1%
An interest for or acquaintance with the one of the employees of the municipality	20.3%
An interest for or acquaintance with the one of those in power and influence	12.7%
All the above	38.8%
Other	11.0%
Total	100.0%
C05. Is there a mechanism or a system in the municipality to receive complaints from the citizens?	
Yes	69.0%
No	30.7%
Sometimes	0.3%
Total	100.0%

Indicator	Percent
C06. Does the municipality respond to the complaints submitted by the citizens on time?	
Yes	28.8%
No	33.8%
Sometimes	36.0%
Do not know	1.4%
Total	100.0%
C07. Have you ever submitted a complaint about any violations to the law by any of the citizens in your area?	
Yes	23.5%
No	76.5%
Total	100.0%
C08. What is the mechanism for submitting a complaint or a notification:	
By phone	11.9%
Written	53.6%
Verbally	34.5%
Total	100.0%
C09. To whom the complaint or the notification is submitted for?	
The Ministry of local government	8.3%
The municipality	90.5%
Others	1.2%
Total	100.0%
C10. Is the complaint or notification taken seriously?	
Yes	53.6%
No	46.4%
Total	100.0%

Indicator	Percent
Part Three: The extent of integrity in providing licenses	
D01. Is there any family or partisan consideration or interest for the members and high officials of the municipal council taken in in granting the licenses?	
Yes	42.5%
No	43.0%
Sometimes	14.5%
Total	100.0%
D02. If yes or sometimes, what do you think these considerations are?	
The interest of the municipal council members	7.3%
The interest of the municipality's mayor	12.6%
The interest of an employee in the municipality	13.6%
The interest of those in power and influence	12.6%
Partisan reasons	8.7%
All the above	44.2%
Others	1.0%
Total	100.0%
D03. Paying a bribe is a requirement for obtaining a building/ establishment license?	
Agree	11.7%
Disagree	75.1%
Do not know	13.1%
Total	100.0%
D04. Were you asked to pay a bribe in return for the license?	
Yes	8.4%
No	87.7%
Do not know	3.9%
Total	100.0%

Indicator	Percent
Part Four: The Extent of the application of the buildings and the organization of local government system:	
P601A. Did the specialized committee issue their response on the license within 60 days	
Yes	13.0%
No	78.8%
Do not know	8.2%
Total	100.0%
P601B. Reason of non- commitment	
Completing the construction with no commitment	0.0%
No one inspects on this issue	11.1%
I will pay a fine	2.2%
I will use my connections to solve this issue	6.7%
I will pay a bribe to the inspector	0.0%
Not applicable	80.0%
Total	100.0%
P601C. The mechanism of dealing with violations by the municipality	
I was stopped from building	11.1%
Retreating the license	4.4%
Impose fine	0.0%
Not applicable	84.4%
Total	100.0%
P602A. In case of rejection and submitting an appeal, have you received a response within the legal period, 30 -60 days	
Yes	17.0%
No	58.9%
Do not know	11.7%
Not applicable	12.3%
Total	100.0%

Indicator	Percent
P602B. Reason of non- commitment	
Completing the construction with no commitment	0.0%
No one inspects on this issue	3.3%
I will pay a fine	0.0%
I will use my connections to solve this issue	6.6%
I will pay a bribe to the inspector	0.0%
Others	1.6%
Not applicable	88.5%
Total	100.0%
P602C. The mechanism of dealing with violations by the municipality	
I was stopped from building	3.3%
Retreating the license	1.6%
Impose fine	1.6%
Others	4.9%
Not applicable	88.5%
Total	100.0%
P603A . Did you complete the license fees before the license was issued	
No	9.3%
Yes	82.8%
Do not know	7.9%
Total	100.0%

Indicator	Percent
P603B. Reason of non- commitment	
Completing the construction with no commitment	0.0%
No one inspects on this issue	6.1%
I will pay a fine	0.0%
I will use my connections (nepotism) to solve this issue	6.1%
I will pay a bribe to the inspector	0.0%
Other	6.1%
Does not applicable	81.8%
Total	100.0%
P603C. The mechanism of dealing with violations by the municipality	
I was stopped from building	9.1%
Retreating the license	0.0%
Impose fine	9.1%
Other	6.1%
Does not applicable	75.8%
Total	100.0%
P604A . Did you start and finish building in the period of the license and according to the provisions of law	
No	8.7%
Yes	80.3%
Do not know	11.0%
Total	100.0%

Indicator	Percent
P604B. Reason of non- commitment	
Completing the construction with no commitment	7.7%
No one inspects on this issue	11.5%
I will pay a fine	19.2%
I will use my connections (nepotism) to solve this issue	0.0%
I will pay a bribe to the inspector	3.8%
Other	0.0%
Does not applicable	57.7%
Total	100.0%
P604C. The mechanism of dealing with violations by the municipality	
I was stopped from building	0.0%
Retreating the license	0.0%
Impose fine	23.1%
Other	15.4%
Does not applicable	61.5%
Total	100.0%
P605A . Did you commit to the building percentage according to the license areas and construction category	
No	10.7%
Yes	82.1%
Do not know	7.2%
Total	100.0%

Indicator	Percent
P605B. Reason of non- commitment	
Completing the construction with no commitment	2.9%
No one inspects on this issue	14.7%
I will pay a fine	35.3%
I will use my connections (nepotism) to solve this issue	0.0%
I will pay a bribe to the inspector	5.9%
Does not applicable	41.2%
Total	100.0%
P605C. The mechanism of dealing with violations by the municipality	
I was stopped from building	0.0%
Retreating the license	8.8%
Impose fine	26.5%
Other	8.8%
Does not applicable	55.9%
Total	100.0%
P606A. Did you commit to the floor area ratio according to the license areas and construction category?	
No	8.4%
Yes	83.6%
Do not know	8.0%
Total	100.0%

Indicator	Percent
P606B. Reason of non- commitment	
Completing the construction with no commitment	7.4%
No one inspects on this issue	18.5%
I will pay a fine	14.8%
I will use my connections (nepotism) to solve this issue	3.7%
I will pay a bribe to the inspector	0.0%
Other	3.7%
Does not applicable	51.9%
Total	100.0%
P606C. The mechanism of dealing with violations by the municipality	
I was stopped from building	14.8%
Retreating the license	0.0%
Impose fine	7.4%
Other	7.4%
Does not applicable	70.4%
Total	100.0%
P607A. Did you commit to the maximum limit to the rebound of the building according to the license area and construction category?	
No	14.5%
Yes	79.7%
Do not know	5.8%
Total	100.0%

Indicator	Percent
P607B. Reason of non- commitment	
Completing the construction with no commitment	44.7%
No one inspects on this issue	2.1%
I will pay a fine	14.9%
I will use my connections (nepotism) to solve this issue	0.0%
I will pay a bribe to the inspector	8.5%
Does not applicable	29.8%
Total	100.0%
P607C. The mechanism of dealing with violations by the municipality	
I was stopped from building	4.3%
Retreating the license	2.2%
Impose fine	13.0%
Other	6.5%
Does not applicable	73.9%
Total	100.0%
P608A . Does the amount of rocks used equal 80% of the construction	
No	5.5%
Yes	92.6%
Do not know	1.8%
Total	100.0%

Indicator	Percent
P608B. Reason of non- commitment	
Completing the construction with no commitment	0.0%
No one inspects on this issue	13.3%
I will pay a fine	0.0%
I will use my connections (nepotism) to solve this issue	0.0%
I will pay a bribe to the inspector	6.7%
Does not applicable	80.0%
Total	100.0%
P608C. The mechanism of dealing with violations by the municipality	
I was stopped from building	0.0%
Retreating the license	6.7%
Impose fine	0.0%
Other	6.7%
Does not applicable	86.7%
Total	100.0%
P609A. Is there a water well or an absorbance hole	
No	16.0%
Yes	83.1%
Do not know	0.9%
Total	100.0%

Indicator	Percent
P609B. Reason of non- commitment	
Completing the construction with no commitment	0.0%
No one inspects on this issue	8.1%
I will pay a fine	2.7%
I will use my connections (nepotism) to solve this issue	0.0%
I will pay a bribe to the inspector	0.0%
Other	2.7%
Does not applicable	86.5%
Total	100.0%
P609C. The mechanism of dealing with violations by the municipality	
I was stopped from building	0.0%
Retreating the license	0.0%
Impose fine	8.1%
I will pay a bribe to the inspector	0.0%
Does not applicable	91.9%
Total	100.0%
P610A. Were the commercial constructions included in the general provisions?	
No	7.9%
Yes	82.0%
Do not know	10.1%
Total	100.0%

Indicator	Percent
P610B. Reason of non- commitment	
Completing the construction with no commitment	11.1%
No one inspects on this issue	5.6%
I will pay a fine	22.2%
I will use my connections (nepotism) to solve this issue	11.1%
I will pay a bribe to the inspector	0.0%
Does not applicable	50.0%
Total	100.0%
P610C. The mechanism of dealing with violations by the municipality	
I was stopped from building	0.0%
Retreating the license	0.0%
Impose fine	22.2%
I will pay a bribe to the inspector	0.0%
Does not applicable	77.8%
Total	100.0%
P611A. Do the passageways exceed 50% of the area and are they for building purposes	
No	14.2%
Yes	68.9%
Do not know	16.9%
Total	100.0%

Indicator	Percent
P611B. Reason of non- commitment	
Completing the construction with no commitment	0.0%
No one inspects on this issue	6.5%
I will pay a fine	3.2%
I will use my connections (nepotism) to solve this issue	0.0%
I will pay a bribe to the inspector	0.0%
Other	9.7%
Does not applicable	80.6%
Total	100.0%
P611C. The mechanism of dealing with violations by the municipality	
I was stopped from building	0.0%
Retreating the license	0.0%
Impose fine	3.2%
I will pay a bribe to the inspector	3.2%
Does not applicable	93.5%
Total	100.0%
P612A. The warehouse's height is less than 5 meters and the attic is less than two and a quarter meters with a ventilation	
No	20.4%
Yes	69.2%
Do not know	10.4%
Total	100.0%

Indicator	Percent
P612B. Reason of non- commitment	
Completing the construction with no commitment	4.4%
No one inspects on this issue	6.7%
I will pay a fine	2.2%
I will use my connections (nepotism) to solve this issue	0.0%
I will pay a bribe to the inspector	0.0%
Does not applicable	86.7%
Total	100.0%
P612C. The mechanism of dealing with violations by the municipality	
I was stopped from building	0.0%
Retreating the license	0.0%
Impose fine	2.2%
Other	4.4%
Does not applicable	93.3%
Total	100.0%
P613A .The area of the roof shouldn't exceed 50% of the bottom floor with 3 meters as rebound from all sides of the building and without closing the open balconies	
No	25.0%
Yes	61.4%
Do not know	13.6%
Total	100.0%

Indicator	Percent
P613B. Reason of non- commitment	
Completing the construction with no commitment	0.0%
No one inspects on this issue	4.5%
I will pay a fine	6.8%
I will use my connections (nepotism) to solve this issue	0.0%
I will pay a bribe to the inspector	0.0%
Other	4.5%
Does not applicable	84.1%
Total	100.0%
P613C. The mechanism of dealing with violations by the municipality	
I was stopped from building	0.0%
Retreating the license	2.3%
Impose fine	6.8%
Other	2.3%
Does not applicable	88.6%
Total	100.0%
P614A .The rooftop floor area shouldn't exceed 25% and a maximum of 70 meters	
No	7.9%
Yes	72.9%
Do not know	19.2%
Total	100.0%

Indicator	Percent
P614B. Reason of non- commitment	
Completing the construction with no commitment	5.9%
No one inspects on this issue	0.0%
I will pay a fine	19.2%
I will use my connections (nepotism) to solve this issue	0.0%
I will pay a bribe to the inspector	0.0%
Does not applicable	76.5%
Total	100.0%
P614C. The mechanism of dealing with violations by the municipality	
I was stopped from building	0.0%
Retreating the license	0.0%
Impose fine	0.0%
Other	23.5%
Does not applicable	76.5%
Total	100.0%
P615A. The mezzanine floor (a part from the basement floor behind the warehouse and has an independent entrance) area shouldn't exceed 50% of the total area of the basement floor and not less than the area of the warehouse, 8 meters	
No	11.8%
Yes	59.9%
Do not know	28.3%
Total	100.0%

Indicator	Percent
P615B. Reason of non- commitment	
Completing the construction with no commitment	9.1%
No one inspects on this issue	9.1%
I will pay a fine	4.5%
I will use my connections (nepotism) to solve this issue	0.0%
I will pay a bribe to the inspector	0.0%
Does not applicable	77.3%
Total	100.0%
P615C. The mechanism of dealing with violations by the municipality	
I was stopped from building	0.0%
Retreating the license	0.0%
Impose fine	4.5%
Other	4.5%
Does not applicable	90.9%
Total	100.0%
P616A. Is there a sub – building which area doesn't exceed 5% of the area of the land?	
No	34.4%
Yes	51.7%
Do not know	13.9%
Total	100.0%

Indicator	Percent
P616B. Reason of non- commitment	
Completing the construction with no commitment	0.0%
No one inspects on this issue	0.0%
I will pay a fine	0.0%
I will use my connections (nepotism) to solve this issue	0.0%
I will pay a bribe to the inspector	0.0%
Other	3.8%
Does not applicable	96.2%
Total	100.0%
P616C. The mechanism of dealing with violations by the municipality	
I was stopped from building	1.9%
Retreating the license	0.0%
Impose fine	0.0%
Other	1.9%
Does not applicable	96.2%
Total	100.0%
P617A. Is there a garden which area doesn't exceed 10% of the area of the land?	
No	25.3%
Yes	65.9%
Do not know	8.8%
Total	100.0%

Indicator	Percent
P617B. Reason of non- commitment	
Completing the construction with no commitment	4.3%
No one inspects on this issue	4.3%
I will pay a fine	0.0%
I will use my connections (nepotism) to solve this issue	0.0%
I will pay a bribe to the inspector	2.2%
Other	2.2%
Does not applicable	87.0%
Total	100.0%
P617C. The mechanism of dealing with violations by the municipality	
I was stopped from building	2.2%
Retreating the license	0.0%
Impose fine	0.0%
Other	2.2%
Does not applicable	95.7%
Total	100.0%
P618A. Is there a parking lot for each residential unit with an external passageway according to the specifications of the law provisions?	
No	8.8%
Yes	82.8%
Do not know	8.4%
Total	100.0%

Indicator	Percent
P618B. Reason of non- commitment	
Completing the construction with no commitment	4.3%
No one inspects on this issue	30.4%
I will pay a fine	0.0%
I will use my connections (nepotism) to solve this issue	0.0%
I will pay a bribe to the inspector	0.0%
Does not applicable	65.2%
Total	100.0%
P618C. The mechanism of dealing with violations by the municipality	
I was stopped from building	0.0%
Retreating the license	0.0%
Impose fine	4.3%
Other	21.7%
Does not applicable	73.9%
Total	100.0%
P619A. Is there one parking lot for each 50 meters area of exhibitions and stores and one for each commercial and offices 70 meters area or 200 meters for industrial building?	
No	10.4%
Yes	70.3%
Do not know	19.3%
Total	100.0%

Indicator	Percent
P619B. Reason of non- commitment	
Completing the construction with no commitment	9.1%
No one inspects on this issue	4.5%
I will pay a fine	9.1%
I will use my connections (nepotism) to solve this issue	4.5%
I will pay a bribe to the inspector	0.0%
Does not applicable	72.7%
Total	100.0%
P619C. The mechanism of dealing with violations by the municipality	
I was stopped from building	9.1%
Retreating the license	0.0%
Impose fine	0.0%
Other	9.1%
Does not applicable	81.8%
Total	100.0%
Section Seven: The extent of the application of the law provisions regarding the licenses	
P701 Did the local committee follow up and supervise the building process	
Yes	77.2%
No	17.9%
Do not know	4.9%
Total	100.0%
P702 In case there were any excesses for the system or the structural schemes or any misleading information, did the committee issue a notice to the owner, contractor or the engineer	
Yes	61.1%
No	25.2%
Do not know	13.7%
Total	100.0%

Indicator	Percent
Section Eight: Monitoring and inspection on the granted licenses	
E01. Does the municipality do a periodic inspection on the licensed buildings?	
Yes	68.4%
No	21.5%
Sometimes	10.1%
Total	100.0%
EE0. When does the municipality do the inspection process?	
Before granting the license	27.9%
After granting the license and starting the implementation	50.9%
After the completion of construction	6.7%
It doesn't inspect	1.1%
Other	13.4%
Total	100.0%
E02. Are the employees rotated in the inspection (inspection is done by more than one inspector) by the municipality during the construction period?	
Yes	54.1%
No	23.0%
Sometimes	23.0%
Total	100.0%
E03. Does the inspector give any observations?	
Yes	53.7%
No	31.1%
Sometimes	15.2%
Total	100.0%

Indicator	Percent
E04. How is it dealt with these observations?	
Addressed as required	72.6%
They call one the acquaintances of the inspector	16.7%
They call the mayor of the municipality or one of the members	6.5%
They pay a bribe	3.6%
Other	0.6%
Total	100.0%

Annex 1: Projects Survey Questionnaire

A field survey questionnaire about

The integrity and transparency of the implementation of the municipalities' projects and licensing the buildings and facilities in the local bodies and the satisfaction of the local community about it.

Ladies and Gentlemen,

Agility company is conducting a study about the transparency and integrity in implementing the municipalities' projects, licensing the buildings and facilities in the local bodies and the degree of satisfaction of the local community about it, for the benefit of the Palestinian Anti-Corruption Commission.

Therefore, we kindly ask you to cooperate with us in filling this questionnaire, which will be used for the purpose of research and submitting recommendations for the Anti-corruption commission, which will benefit and improve the work and the monitoring of the municipalities sector in Palestine.

Section One: Identification Data

ID02: Province.	ID01: Serial No. for Questionnaire Sample : <input type="text"/> <input type="text"/> <input type="text"/> <input type="text"/>
ID03: Municipality	
Researcher Name:	IR01 -Date:/...../2015

Section Two: Demographic data

A01	Gender? 1. Male 2. Female <input type="checkbox"/>
A02	Age in Years? Must be 18 and above <input type="text"/> <input type="text"/>
A03	Academic Qualification? 1. Illiterate 2. Primary or less 3. Preparatory school <input type="checkbox"/> 4. Secondary school 5. Diploma 6. Bachelor Degree 7. High Diploma 8. Master 9. PhD.
A04	Job/ Main profession (must be asked about the job/ profession whether he/she works or not. If he/ she doesn't work, they are asked about their usual profession) 1. Worker 2. Government employee 3. NGO Employee 4. Private sector employee 5. Has his/her own business 6. Out of labor force (old age, disability, retirement...) 7. Housewife 8. Others/ specify <input type="checkbox"/>

Section Three: Poll aspects of the implemented projects by the municipality.

B01	Have you benefited from the projects implemented by the municipality (opening roads, paving streets, water, sewage systems, building schools or public parks, etc....) in any direct way or indirect way? 1. Yes 2. No	
B02	Have you ever participated in the municipality's meetings or activities related to the development projects in your city? 1. Yes 2. No	
B03	Does the municipality publish any work reports or progress reports on regular basis? 1. Yes 2. No	
B04	If yes, have you ever checked any of these reports? 1. Yes 2. No	
B05	Have you ever read or heard of an announcement for bid to implement the municipality's projects? 1. Yes 2. No	
B06	Have you browsed the Municipality's Web page? 1. Yes 2. No (move to B08) 3. Never heard about their Web page (move to B08)	
B07	How do you rate the information included in the page? 1. Excellent (up to date) 2. Good 3. Bad 4. Other	
B08	How satisfied are you with the following: 1. Very satisfied 2. Satisfied 3. Not satisfied 4. Not satisfied at all 5. I don't know	
No.	Subject	Satisfaction Degree
1.	The decision making process of implementing projects is done in knowledge and coordination of the citizens.	
2.	The municipality takes in consideration the public's interest in their decisions regarding the implemented projects.	
3.	The Municipality's consideration for your suggestions, demands, and complaints.	
4.	How satisfied are you of the Municipality's announcements of the future plans for the projects that is planned to be implemented.	
5.	Your knowledge of the bases of choosing the neighborhoods of the implemented projects.	
6.	The municipality divides the projects on the neighborhoods and citizens in order of priority.	
7.	The participation of the beneficiaries in the planning process for the projects and programs.	
8.	The participation of the beneficiaries in monitoring the implemented projects.	
9.	The participation of the beneficiaries in evaluating the implemented projects.	
10.	The municipality's interest in the opinion of the beneficiaries' opinions in projects and taking it into consideration to evaluate the project.	
11.	The municipality's interest in having public sessions to discuss the plans and budgets of projects.	
12.	The municipality builds its projects and programs based on studying the needs of the different categories of community and their problems.	
13.	The participation of all community groups especially the marginalized ones, including women, in the demarcating of the council's strategies and plans.	
14.	The municipality's commitment to disclose all of its projects, the funding parties and the amounts of permanent funding.	

15.	The municipality's preparation and dissemination of regular work reports and accomplishment reports.	
16.	The outputs achievements of the planned projects.	
17.	The commitment to the period of the project.	
18.	What is your assessment to the impact of these projects on the area?	

Section four: The Extent of the application of the accountability procedures by the municipality in implementing their projects.

C01	Do you know who you should go to the municipality when facing any problems related to the project? 1. Yes 2. No
C02	Are you involved by the municipality in developing the suggestions and taking any decisions regarding the project? 1. Yes 2.No
C03	Is there a mechanism or system to receive complaints from citizens in the municipality? 1. Yes 2.No
C04	Does the municipality respond to the complaints submitted by the citizens on time? 1. Yes 2. No 3. Sometimes.
C05	Are the citizens involved in the questioning of the officials in the municipality about their performance and decisions? 1. Yes 2. No 4 Sometime.
C06	According to your impression or direct and indirect knowledge: the project cites are chosen based on the following: (please answer the following with 1. Yes 2. No 3. Possible 4. I don't know.) 1- Based on the strategic plan of the Ministry of Local Government. 2- Based on the strategic plan of the municipality. 3- Based on the nature of the donor's grant. 4- Based on an item in the municipality's budget allocated for the projects implementation. 5- Based on an emergency needs due to urbanization (road networks, sewage networks). 6- Based on using nepotism. 7- Based on a favor for one the municipality's members and staff. 8- Based on a bribe or a gift for one of the municipality's members and staff.
C07	Have you ever asked about the reason of the implementation of a project in a certain area? 1. Yes 2. No (move to section five).
C08	If yes, were you told about the reasons? 1. Yes 2. No (move to section five).
C09	Were the reasons convincing to you? 1. Yes 2. No/ why _____.

Section Five: The Extent of applying integrity by the municipality in the implementation of their projects.

1D0	Is there any family or partisan consideration or interest for the members and high officials of the municipal council taken in implementing these projects? 1. Yes 2. No (move to 3D0) 3. Sometimes
2D0	If yes or sometimes, what do you think these considerations are? 1- The interest of the municipal council members 2- The interest of the municipality's mayor. 3- The interest of an employee in the municipality.

	4- The interest of those in power and influence. 5- Partisan reasons. 6- All of the above. 7- Other
3D0	Is it possible to use nepotism to implement a certain project in your area? 1. Yes 2. No.
4D0	Do you think that the bids carried out by the municipality have the requested level of integrity and transparency? 1. Yes 2. No 3. Sometimes.

Section Six: What are your recommendations regarding reinforcing the values of integrity, transparency and accountability implemented by the municipality?

For Further inquiries regarding any unclear information, please provide us your phone number and name.

ID05: Phone No. : <input type="text"/> - <input type="text"/> <input type="text"/> <input type="text"/> <input type="text"/> <input type="text"/> <input type="text"/> <input type="text"/>	ID04: Researcher Name : <input type="text"/>
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Annex 2: Buildings and Establishments Survey Questionnaire

A field survey questionnaire about

The integrity and transparency of the implementation of the municipalities' projects and licensing the buildings and establishments in the local bodies and the satisfaction of the local community about it.

Ladies and Gentlemen,

Agility company is conducting a study about the transparency and integrity in implementing the municipalities' projects, licensing the buildings and facilities in the local bodies and the degree of satisfaction of the local community about it, for the benefit of the Palestinian Anti-Corruption Commission.

Therefore, we kindly ask you to cooperate with us in filling this questionnaire, which will be used for the purpose of research and submitting recommendations for the Anti-corruption commission, which will benefit and improve the work and the monitoring of the municipalities sector in Palestine.

Section One: Identification Data

ID02: Province.	ID01: Serial No. for Questionnaire Sample : <input type="text"/> <input type="text"/> <input type="text"/> <input type="text"/>
ID03: Municipality	
Researcher Name:	IR01 -Date:/...../2015

Section Two: Demographic data

A01	Gender? 1. Male 2. Female <input type="checkbox"/>
A02	Age in Years? Must be 18 and above <input type="text"/> <input type="text"/>
A03	Academic Qualification? 1. Illiterate 2. Primary or less 3. Preparatory school <input type="checkbox"/> 4. Secondary school 5. Diploma 6. Bachelor Degree 7. High Diploma 8. Master 9. PhD.
A04	Job/ Main profession (must be asked about the job/ profession whether he/she works or not. If he/ she doesn't work, they are asked about their usual profession) 1. Worker 2. Government employee 3. NGO Employee 4. Private sector employee 5. Has his/her own business 6. Out of labor force (old age, disability, retirement...) 7. Housewife 8. Others/ specify <input type="checkbox"/>

Section Three: Poll aspects of the civilians' opinions of granting a building/ establishment license.

B01	Have you or any of your family members applied for a building or a establishment license in the past five years? 1. Yes 2.No (interview is done).																																																			
B02	Do you know what the procedures of granting a building license are? 1. Yes 2. No.																																																			
B03	In your opinion, is there any written information about the procedures of granting a building license? 1. Yes 2. No (move to B05) 3. I don't know (move to B05).																																																			
B04	Have you tried to get this information from the website? 1. Yes 2. No.																																																			
B05	<p>How satisfied are you of the following: Please answer using (1. Very satisfied 2. Satisfied 3. Not satisfied 4. Not satisfied at all 5. I don't know).</p> <table border="1"> <thead> <tr> <th>No.</th><th>Subject</th><th>Degree of satisfaction</th></tr> </thead> <tbody> <tr> <td>1.</td><td>The extent of equality between all citizens in providing the services without discrimination.</td><td></td></tr> <tr> <td>2.</td><td>The ease of licensing procedures.</td><td></td></tr> <tr> <td>3.</td><td>The speed of obtaining the license.</td><td></td></tr> <tr> <td>4.</td><td>The fees of the licensing service.</td><td></td></tr> <tr> <td>5.</td><td>Do you think there is any kind of discrimination in providing the building/ establishment license?</td><td></td></tr> <tr> <td>6.</td><td>The level of cooperation provided by the employees.</td><td></td></tr> <tr> <td>7.</td><td>The presence of the employee in charge in his office.</td><td></td></tr> <tr> <td>8.</td><td>Obtaining the required information clearly from the employee in the municipality.</td><td></td></tr> <tr> <td>9.</td><td>Informing the applier about completing his transaction or refusing it on time.</td><td></td></tr> <tr> <td>10.</td><td>The relationship between the employee and the applier is based on mutual respect.</td><td></td></tr> <tr> <td>11.</td><td>How satisfied are you about the integrity and the transparency of the council in the employment field.</td><td></td></tr> <tr> <td>12.</td><td>The integrity and the transparency of the council in the purchasing field</td><td></td></tr> <tr> <td>13.</td><td>How often does the municipal council or the management disclose their properties when they take in charge.</td><td></td></tr> <tr> <td>14.</td><td>The employment of the right person in the right place in the municipality.</td><td></td></tr> <tr> <td>15.</td><td>The degree of the public satisfaction about the municipality's work in the past five years.</td><td></td></tr> <tr> <td>16.</td><td>The degree of satisfaction in your area about building/ establishment licenses services?</td><td></td></tr> </tbody> </table>	No.	Subject	Degree of satisfaction	1.	The extent of equality between all citizens in providing the services without discrimination.		2.	The ease of licensing procedures.		3.	The speed of obtaining the license.		4.	The fees of the licensing service.		5.	Do you think there is any kind of discrimination in providing the building/ establishment license?		6.	The level of cooperation provided by the employees.		7.	The presence of the employee in charge in his office.		8.	Obtaining the required information clearly from the employee in the municipality.		9.	Informing the applier about completing his transaction or refusing it on time.		10.	The relationship between the employee and the applier is based on mutual respect.		11.	How satisfied are you about the integrity and the transparency of the council in the employment field.		12.	The integrity and the transparency of the council in the purchasing field		13.	How often does the municipal council or the management disclose their properties when they take in charge.		14.	The employment of the right person in the right place in the municipality.		15.	The degree of the public satisfaction about the municipality's work in the past five years.		16.	The degree of satisfaction in your area about building/ establishment licenses services?	
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Section Four: The application of accountability measures and procedures by the municipality in providing building/ establishments licenses.

C01	Do you know who to go to know when facing any problems regarding the service? 1. Yes 2. No
C02	Are you involved by the municipality in developing the suggestions and taking any decisions regarding the service? 1. Yes 2.No
C03	Is there any means of permissiveness in providing the licenses for a particular party or area? 1. Yes 2. No 3. Sometimes
C04	The reasons of permissiveness in providing the licenses goes for: 1- Common interest or acquaintance between the members of the municipal council. 2- An interest for or acquaintance with the mayor of municipality. 3- An interest for or acquaintance with the one of the employees of the municipality. 4- An interest for or acquaintance with the one of those in power and influence. 5- All the above. 6- Other _____.
C05	Is there a mechanism or a system in the municipality to receive complaints from the citizens? 1. Yes 2. No.
C06	Does the municipality respond to the complaints submitted by the citizens on time? 1. Yes 2. No 3. Sometimes.
C07	Have you ever submitted a complaint about any violations to the law by any of the citizens in your area? 1. Yes 2. No (move to section five).
C08	What is the mechanism for submitting a complaint or a notification: 1. By phone 2. Written 3. Verbally 4. Other _____.
C09	To whom the complaint or the notification is submitted for? 1. The Ministry of local government. 2. The municipality 3. Other _____.
C010	Is the complaint or notification taken seriously? 1. Yes 2. No

Section Five: The extent of integrity in granting licenses.

D01	Is there any family or partisan consideration or interest for the members and high officials of the municipal council taken in in granting the licenses? 1. Yes 2. No (move to D03) 3. Sometimes
D02	If yes or sometimes, what do you think these considerations are? 8- The interest of the municipal council members. 9- The interest of the municipality's mayor. 10- The interest of an employee in the municipality. 11- The interest of those in power and influence. 12- Partisan reasons. 13- All the above. 14- Other
D03	Paying a bribe is a requirement for obtaining a building/ establishment license? 1. Agree 2. Do not agree 4. I don't know.
D04	Were you asked to pay a bribe in return for the license? 1. Yes 2. No 3. I don't know

Section Six: The Extent of the application of the buildings and the organization of local government system:

Please answer the following questions: (1. Yes 2. No 3. I don't know 4. Doesn't apply) in case the answer was no, please fill in the column of the reason of non-commitment and the column of the mechanism of dealing with violations by the municipality.

	System rules	Answer (1. Yes, 2. No, 3. I don't know, 4.doesn't apply)	Reason of non- commitment 1. Completing the construction with no commitment. 2. No one inspects on this issue. 3. I will pay a fine 4. I will use my connections (nepotism) to solve this issue. 5. I will pay a bribe to the inspector. 6. Other/ mention. 7. doesn't apply.)	The mechanism of dealing with violations by the municipality. (1. I was stopped from building. 2. Retreating the license 3. Impose fine. 4. Other/ mention. 5. Doesn't apply.
1.	Did the specialized committee issue their response on the license within 60 days.			
2.	In case of rejection and submitting an appeal, have you received a response within the legal period, 30 -60 days.			
3.	Did you complete the license fees before the license was issued.			
4.	Did you start and finish building in the period of the license and according to the provisions of law.			
5.	Did you commit to the building percentage according to the license areas and construction category?			
6.	Did you commit to the floor area ratio according to the license areas and construction category?			
7.	Did you commit to the maximum limit to the rebound of the building according to the license area and construction category?			
8.	Does the amount of rocks used equal 80% of the construction.			
9.	Is there a water well or an absorbance hole.			
10.	Were the commercial constructions included in the general provisions?			
11.	Do the passageways exceed 50% of the area and are they for building purposes.			
12.	The warehouse's height is less than 5 meters and the attic is less than two and a quarter meters with a ventilation.			
13.	The area of the roof shouldn't exceed 50% of the bottom floor with 3 meters as rebound from all sides of the building and without closing the open balconies.			
14.	The rooftop floor area shouldn't exceed 25% and a maximum of 70 meters.			
15.	The mezzanine floor (a part from the basement floor behind the warehouse and has an independent entrance) area shouldn't exceed 50% of the total area of the basement floor and not less than the area of the warehouse, 8 meters.			
16.	Is there a sub – building which area doesn't exceed 5% of the area of the land?			
17.	Is there a garden which area doesn't exceed 10% of the area of the land?			
18.	Is there a parking lot for each residential unit with an external passageway according to the specifications of the law provisions?			
19.	Is there one parking lot for each 50 meters area of exhibitions and stores and one for each commercial and offices 70 meters area or 200 meters for industrial building?			

Section Seven: The extent of the application of the law provisions regarding the licenses.

Please answer the following questions: (1. Yes 2. No 3. I don't know 4. Doesn't apply)

No.	Law provision	Answer
1.	Did the local committee follow up and supervise the building process.	
2.	In case there were any excesses for the system or the structural schemes or any misleading information, did the committee issue a notice to the owner, contractor or the engineer.	

Section Eight: Monitoring and inspection on the granted licenses.

1E0	Does the municipality do a periodic inspection on the licensed buildings? 1. Yes 2. No (move to section nine) 3. Sometimes
EE0	When does the municipality do the inspection process? 1. Before granting the license 2. After granting the license and starting the implementation 3. After the completion of construction 4. It doesn't inspect 5. other _____.
2E0	Are the employees rotated in the inspection (inspection is done by more than one inspector) by the municipality during the construction period? 1. Yes 2. No 3. Sometimes
3E0	Does the inspector give any observations? 1. Yes 2. No (move to section nine) 3. Sometimes
4E0	How is it dealt with these observations? 1. Addressed as required 2. They call one the acquaintances of the inspector 3. They call the mayor of the municipality or one of the members 4. They pay a bribe 5. Other _____.

Section Nine: What are your recommendations regarding reinforcing the values of integrity, transparency and accountability in granting the building or establishments licenses?

For Further inquiries regarding any unclear information, please provide us your phone number and name.

ID05: Phone No. <input type="text"/> <input type="text"/> <input type="text"/> - <input type="text"/> <input type="text"/> <input type="text"/> <input type="text"/> <input type="text"/> <input type="text"/>	ID04 :Researcher Name
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Workshop Meeting Minutes: Transparency and Integrity in the Implementation of Municipal Projects and Licensing of Buildings and Establishments in Local Governments

Date: May, 5th 2015

Time: 10:30-12:00

Audience: Attached

Place: The Palestinian Entity of Anti-Corruption.

- **The Workshop Objectives:**

- ✓ Presenting the outcomes and recommendations of the study.
- ✓ Open discussion.

- **The Sessions:**

- ✓ The Greeting

H.E. Rafiq Al Natsheh welcomed the audience and insisted on the necessity of preferring the public behalf instead of looking for the familial or party benefits by improving the accountability and the public proceedings systems and activating the Complaints System.

- ✓ The Outcomes and recommendations presentation

Dr. Suhail Sultan presented the methodology used as well as the outcomes of the study regarding the transparency and integrity in the licensing of buildings and establishment in the local governments. Subsequently, Mr. Mutaz Jabr presented the second part consequences of the report regarding the integrity and transparency in implementing the developmental projects in the local governments.

✓ The Discussion Part

- ♦ The importance of strengthen the trust between citizens and the local governorate units.
- ♦ The internal system of the ministry and the working on applying an integral system that is difficult to penetrate. The master plans are the most important part of it which composes the main pillars of the licenses and projects.
- ♦ The importance of increasing the citizens' awareness about the bad effects of paying bribes to make some excesses and the importance of the compliance with law and its instructions.
- ♦ The citizens' satisfaction in terms of deprivation from the services due to occupation and the scarcity of the financial resources, as well as the importance of paying the services dues.
- ♦ The concentration on the disclosure tools and this is done by providing the municipalities with the disclosure mechanisms and means in regard to their actions and achievements.
- ♦ Discussing the sample size and aim of making this study where the focus was on the analysis of the municipalities' commitment and comparing it with citizens' satisfaction.

- ♦ The Licensing brokers issue was discussed since the existence of some employees in the local governments units who own or work in some engineering offices.
- ♦ The grants from the donors by the magnification of the grant's amount and in fact there were big amounts of money paid back to the donors.
- ♦ The importance of the clarification of the licensing procedures in terms of the approvals from the other ministries such as the antiquities and agricultural ministries etc... And this demands the citizens to contact with different parties to get the license. As well as the judges' blindness in terms of these procedures to decide some obstacles those occur between citizens and the local governorate units.
- ♦ The Municipalities procurements process and the range of their integrity and the commitment in the procedures from the entities.
- ♦ The importance of conducting periodic surveys by the local governorate units to measure the range of the citizens' satisfaction in regard to the provided services.
- ♦ The importance of finding out the citizens dissatisfaction reasons in terms of the performance of the municipalities and the local entities, since there is kind of quality of service that the municipalities and the local entities provide.
- ♦ Variation in terms of the controlling approaches in the municipalities and the local entities due to the fact the current system doesn't prevent the overtaking activities completely.
- ♦ The impossibility of applying the citizens' opinions completely for evaluating the performance of the municipalities and the local entities since he could be prejudiced in the majority of the time.

- ♦ Public participation in the municipalities and the ministries meetings are limited.
- ♦ The research indicated that some of the citizens were forced to pay bribes to be capable of getting a specific service, so what is the kind of this service is it legal or illegal, and why didn't the citizens grumble on the person that demanded the bribe.
- ♦ The importance of considering the public accountability in the municipalities and the local entities.
- ♦ The working women in the municipalities and the local entities are less corrupted than men.
- ♦ The importance of the existence of the roles integrity due to its effect on the procedures efficiency.

✓ The Outcomes and recommendations from the discussion:

- 1- Working on more on related studies and reports in the future.
- 2- The Necessity of looking for a follow up mechanism on the results of these studies with the competent authorities in order not to make them descriptive studies only.

- **Conclusion:**

There was answering for the questions in regard to the sample and the system analysis in the local entities by Agility Consulting Company and there was an affirmation on that the survey delivers an indicator on the citizens satisfaction in terms of the provided services by the local entities not necessarily to reflect the actual situation in the municipalities.

References

Related laws and procedures

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- Law (amended) for Palestinian Local Government no. 9 for 2008 year
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