



صندوق تطوير وإقراض الهيئات المحلية
Municipal Development & Lending Fund



MDP3 Mission

BIA and Citizens Satisfaction Survey and Technical audit

March, 2023

Evaluation Surveys Purpose

Objective of the overall evaluation assignments

To assess the effectiveness, coverage and quality of municipal services and management practices for improved service delivery and municipal transparency achieved through MDP.

Beneficiary Impact Assessment (BIA) , Citizens Satisfaction Assessment, and Clients Satisfaction Assessment

- Assessing outcomes of MDP III
- Conducting comparative analysis for Citizens Satisfaction Assessment (2017, 2019, 2022)
- Analysis Per Gender
- Analysis Per Region

Technical Audit and Usability Assessment

- **Assessing Soundness, functionality**
- **Effectiveness of the sub-projects implementation processes**

Citizens Satisfaction **Assessment**

Citizens Satisfaction Assessment

Purpose of the assessment

Municipal service assessment was conducted to assess citizen satisfaction with **service delivery**, including electricity, water, sewage services, solid waste, road and road related services, parks and entertainment, and others

Comparison of results:

Given that the same indicators were used in earlier assessments, the citizen satisfaction was also compared to results from **2017 and 2019** figures concerning municipal services.

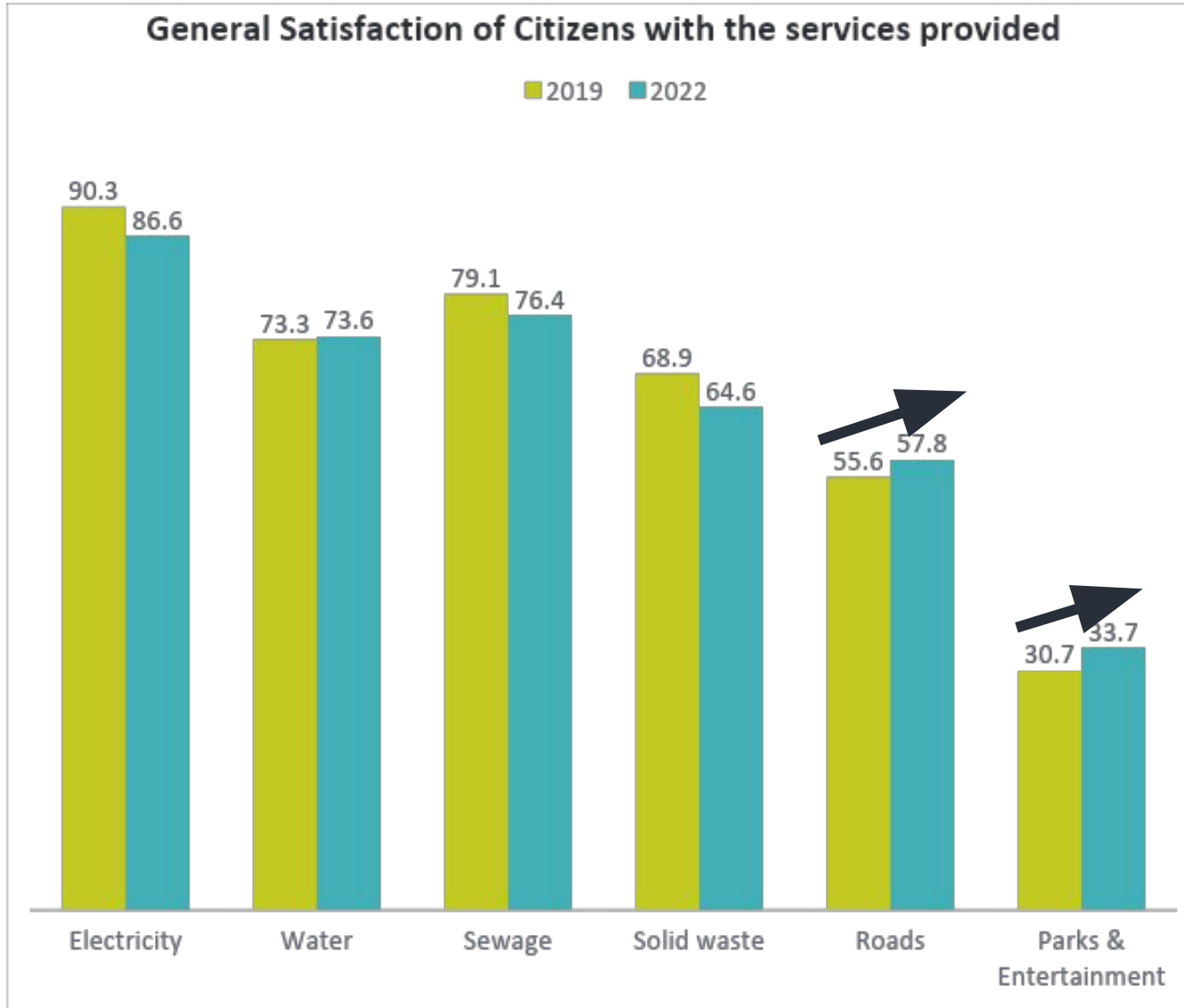
Sample of study:

- The citizen satisfaction survey was conducted through quantitative survey **1,206 respondents**
- More than half of respondents from West Bank (58%) and the rest Gaza strip (42%).
- The survey was complemented with four focus groups across WB&G.

Gender consideration

The gender distribution was split almost in half, with **49% males, and 51% females**

Comparative Analysis of Service Satisfaction Levels for 2019 and 2022

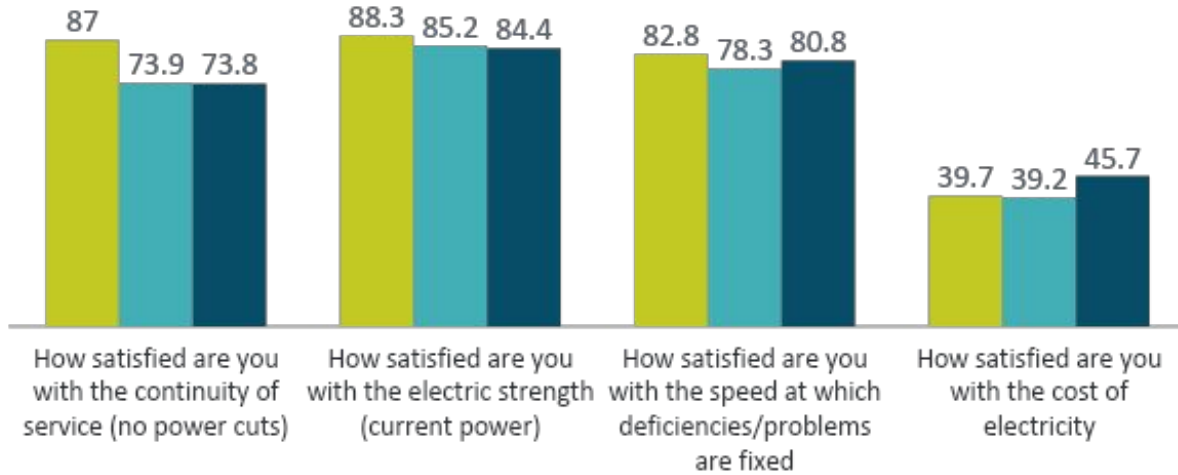


- There is a relative increase in satisfaction levels in some services (Roads and Parks).
- There is a slight decrease in the satisfaction level with electricity, sewage and solid waste service, whereas the satisfaction level with water services was nearly attained at the same level.

Comparative Analysis of Each Service Satisfaction Levels between 2019 and 2022

Satisfaction with Electricity Services

■ 2017 ■ 2019 ■ 2022



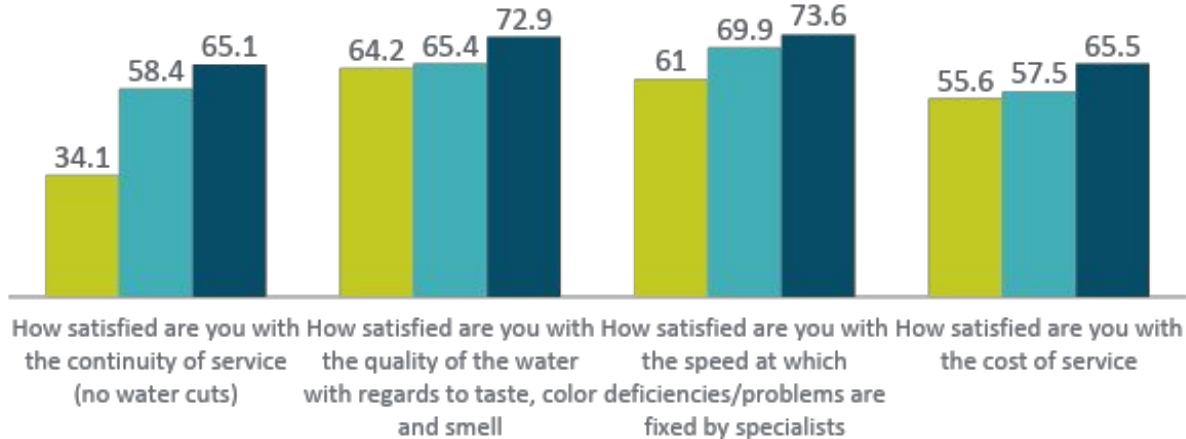
The increase in satisfaction levels is evident in the speed of fixing service problem (2.5%) and cost of electricity (6.5%).

The satisfaction with the continuity of service, and electric strength is nearly attained the same.

In conclusion: Slight decrease in the overall satisfaction level of the electricity services.

Satisfaction with Water Services

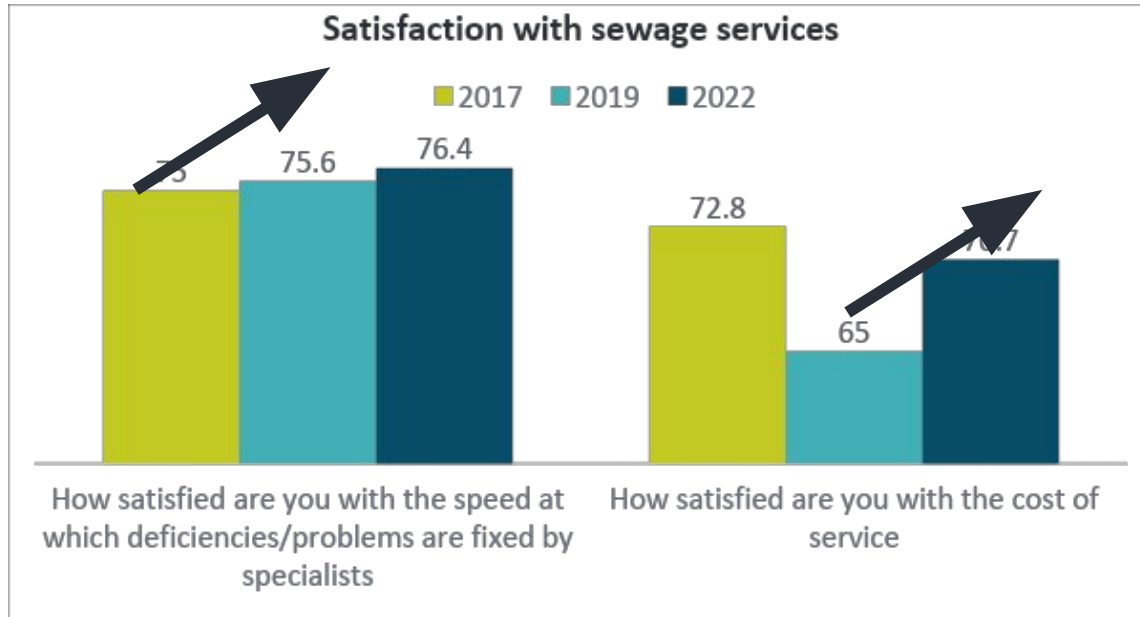
■ 2017 ■ 2019 ■ 2022



The increase in satisfaction level is evident in all indicators related to water services including continuity, quality, speed of response and cost. The increase is evident from 2017 to 2022.

In conclusion: There is a general increase in the satisfaction levels of the municipals' water services in general.

Comparative Analysis of Each Service Satisfaction Levels between 2017 and 2022



Regarding sewage services, there is an increase with the satisfaction of the services including: (the speed of response and the cost of the service).



As for the solid waste services, there is a slight decrease in the satisfaction level regarding the availability and sufficiency of bins and the system used for disposal between the years 2019 and 2022,

While

there is an increase in the satisfaction regarding the cost of the service in the same years

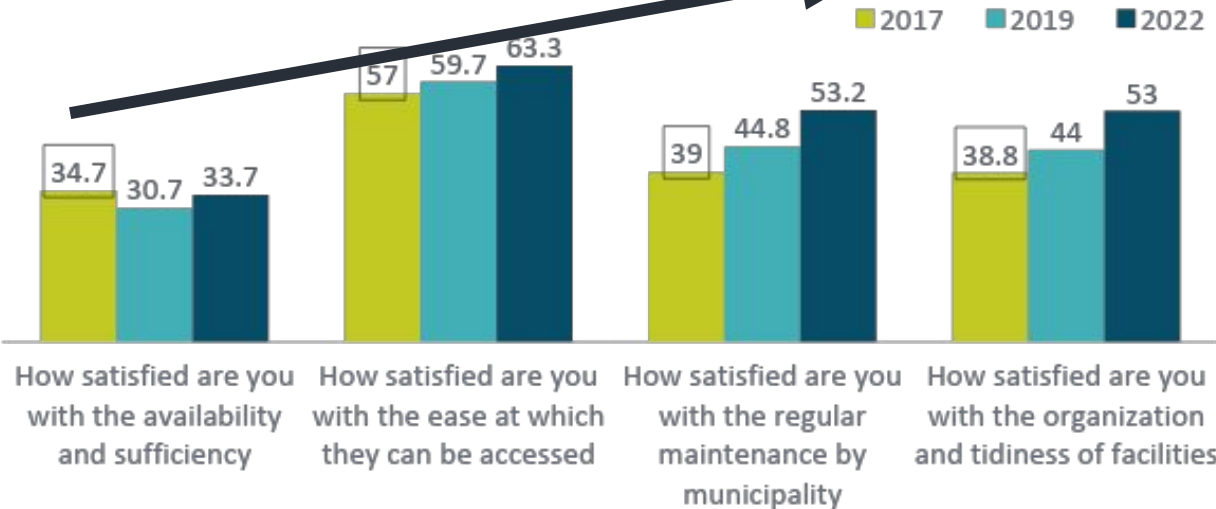
Comparative Analysis of Each Service Satisfaction Levels between 2017 and 2022

Satisfaction with roads services



As for the roads services, there is an overall increase in the satisfaction levels from 2017 to 2022.

Satisfaction with Parks services



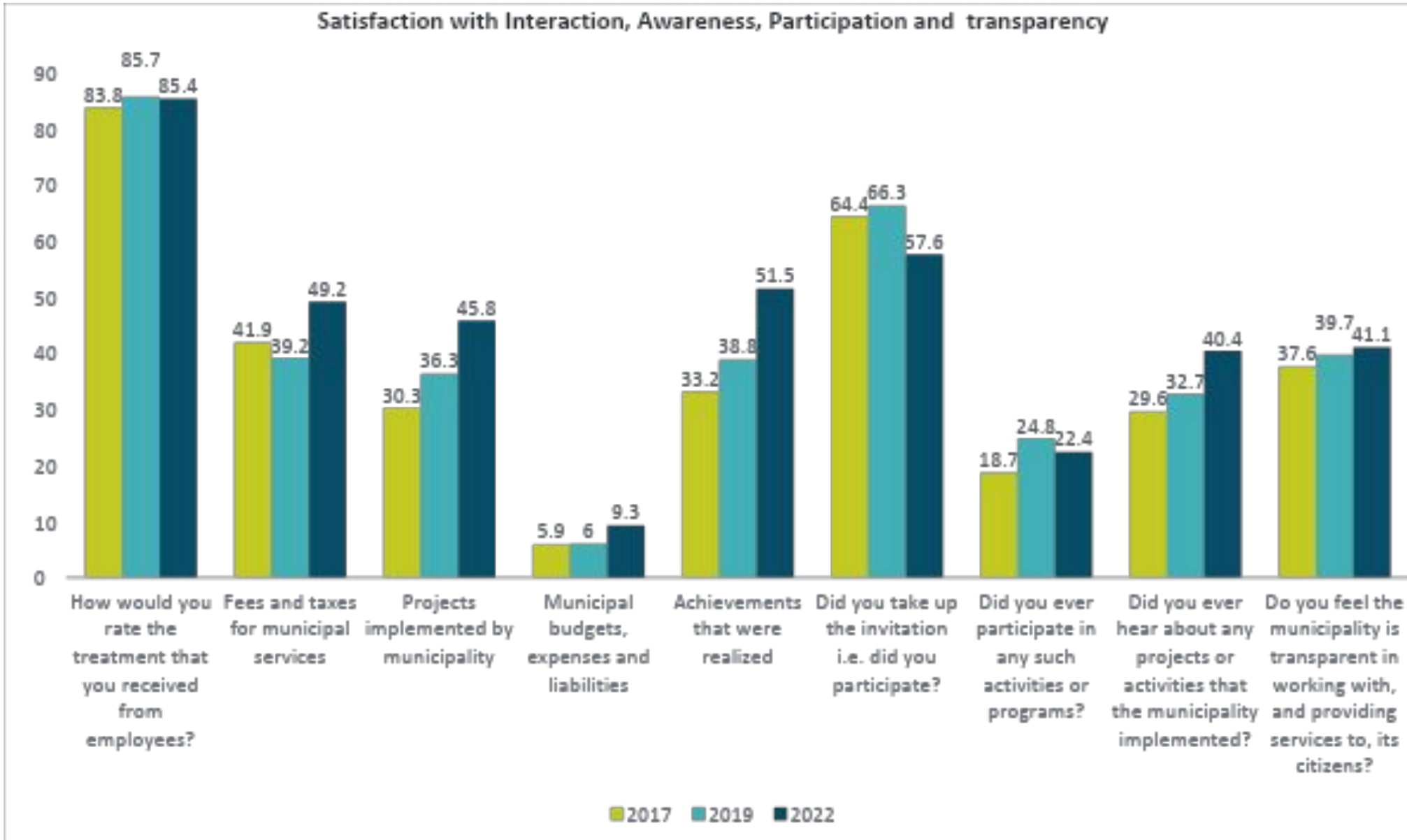
In regards to parks and entertainment, results indicate there is an increase of satisfaction across almost all indicators, with the highest level increase regarding the organization and tidiness of facilities between the years 2017, 2019 and 2022.

Comparative Analysis of Each Service Satisfaction Levels between 2017 and 2022



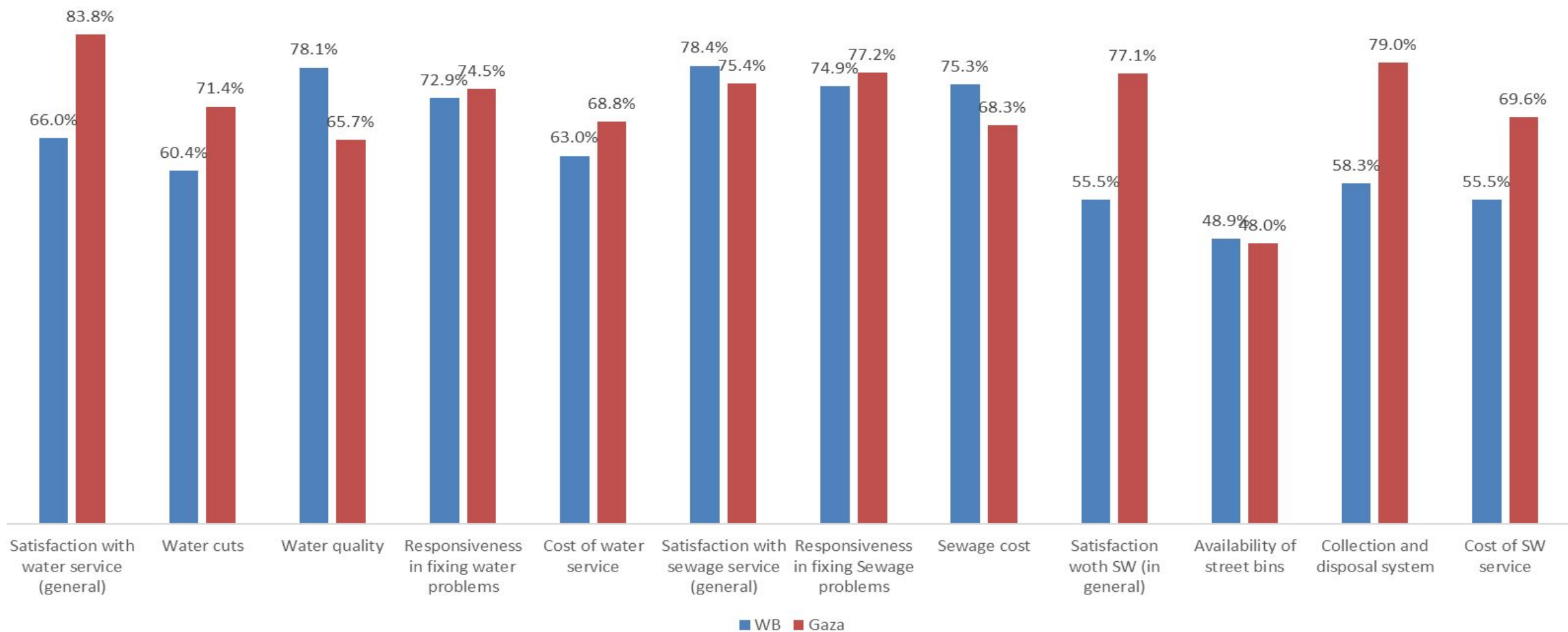
Satisfaction levels regarding the organization of fruit and vegetable markets, witnessed a significant increase between 2019 and 2022.

Citizens Satisfaction with Interaction, Awareness, Participation and transparency (2017, 2019, 2022)



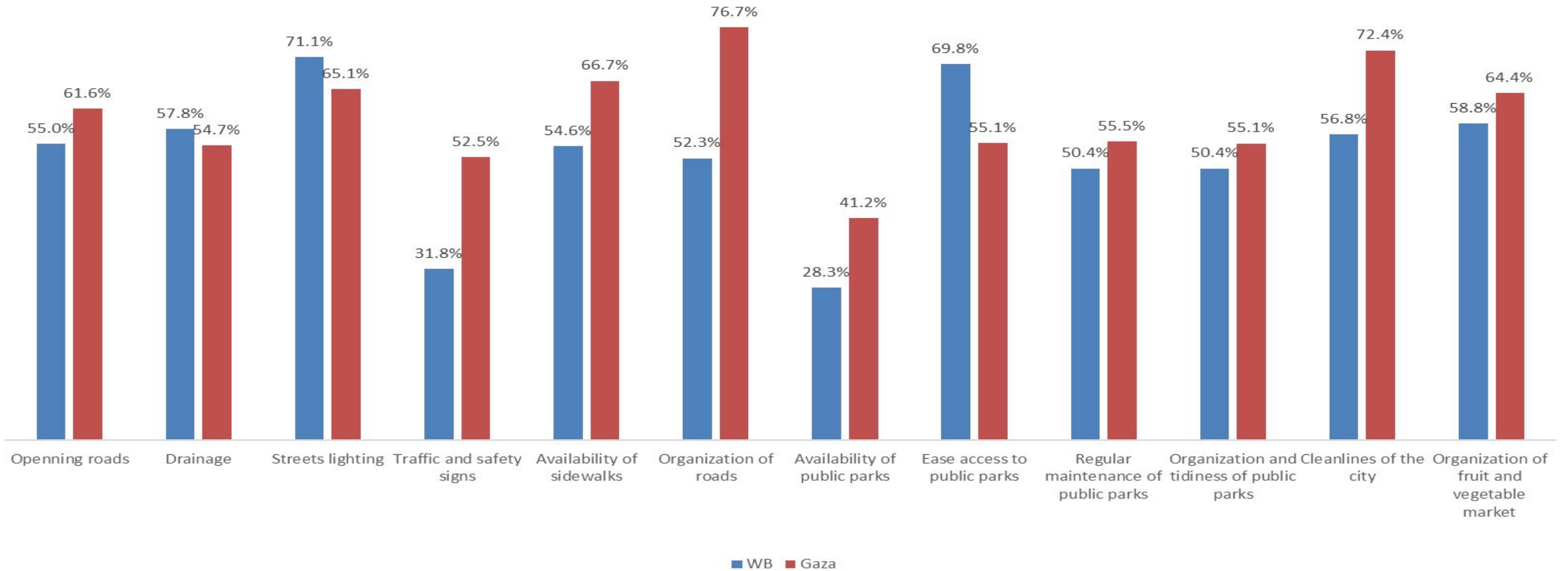
There is a **general increase** in the satisfaction level between the years 2017 and 2022 across the main indicators.

Satisfaction with Services by Region



- There is a high level of satisfaction of Gaza citizens with services (water service and SW services in general) compared to WB citizens.
- There is a lower level of satisfaction with (sewage, water quality) compared to WB citizens.

Satisfaction with Services by Region



There is a high level of satisfaction of Gaza citizens with roads, public parks, city cleanliness and organization of fruit and vegetable markets compared to WB citizens.

Citizens satisfaction with Public Service Centers



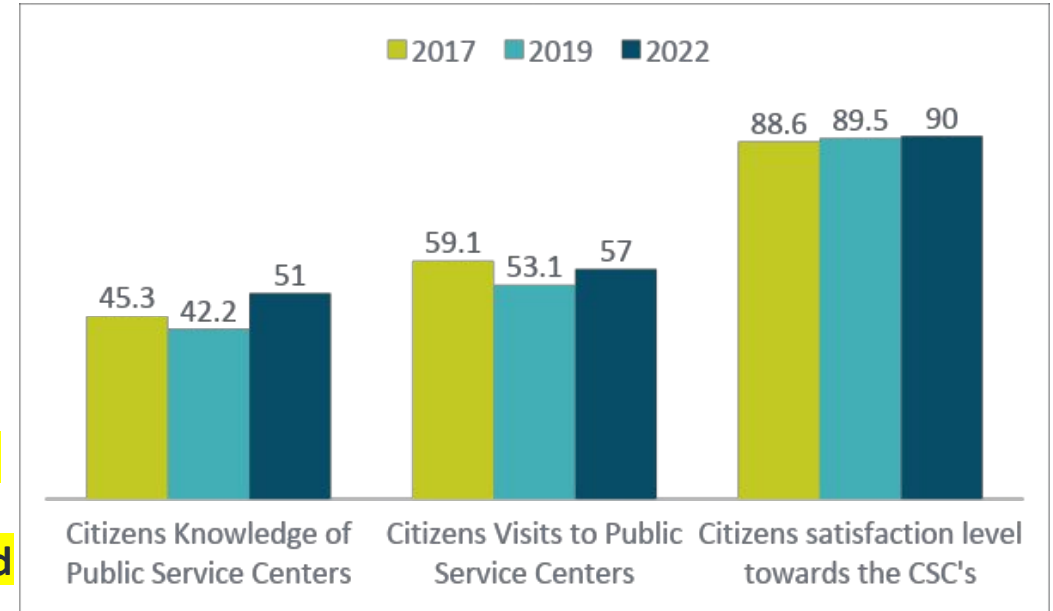
Knowledge of the CSC's have increased among the public from (45.3%) in 2017 to (51%) in 2022.



Of those who have heard of the CSC, the percentage of those who have visited the centers have increased from (53.1%) in 2019 to (57%) in 2022.



In 2022, the overwhelming majority of respondents (90%) of those who have visited the centers are satisfied/very satisfied with the service compared to (88.6%) in 2017 and (89.5%) in 2019.



The overwhelming majority (93%) stated that the municipal service is better after having the public service center.

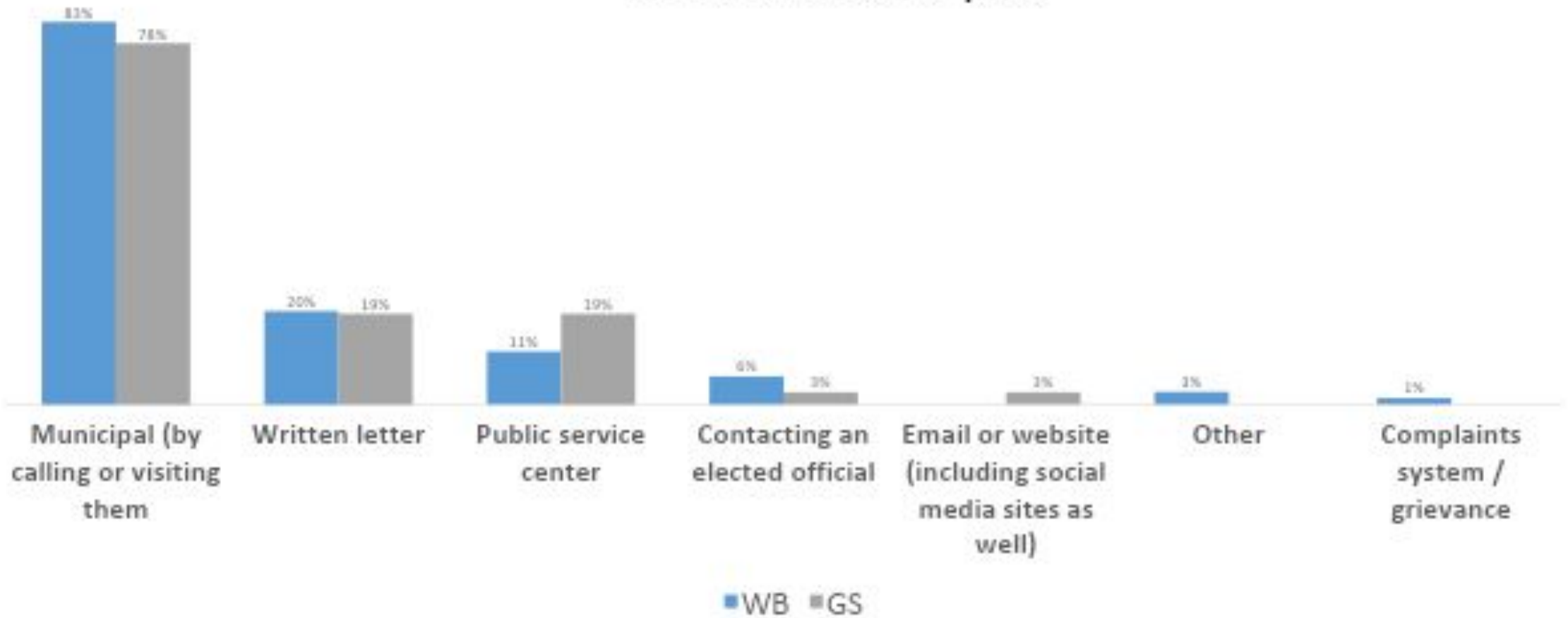
Citizens Satisfaction with Complaints

- Overall, the majority of respondents (**61%**) said they know that there are complaint mechanism(s) in their municipality.
- The majority of respondents (**81%**) said they have not submitted a complaint before.

Regarding the **responsiveness** of municipalities with citizens' complaints:

Did the municipality follow up / deal with the complaint? ?	Yes	2017	2019	2022	Municipalities responsiveness in dealing with complaints have enhanced from 2017 to 2022 .
		50.4%	59.9%	62%	
Were you satisfied with the way it was resolved??	Yes	2017	2019	2022	The overwhelming majority of respondents (88%) were satisfied with the way their problem was resolved.
		88.3%	84.3%	88%	

Method Used to Complain

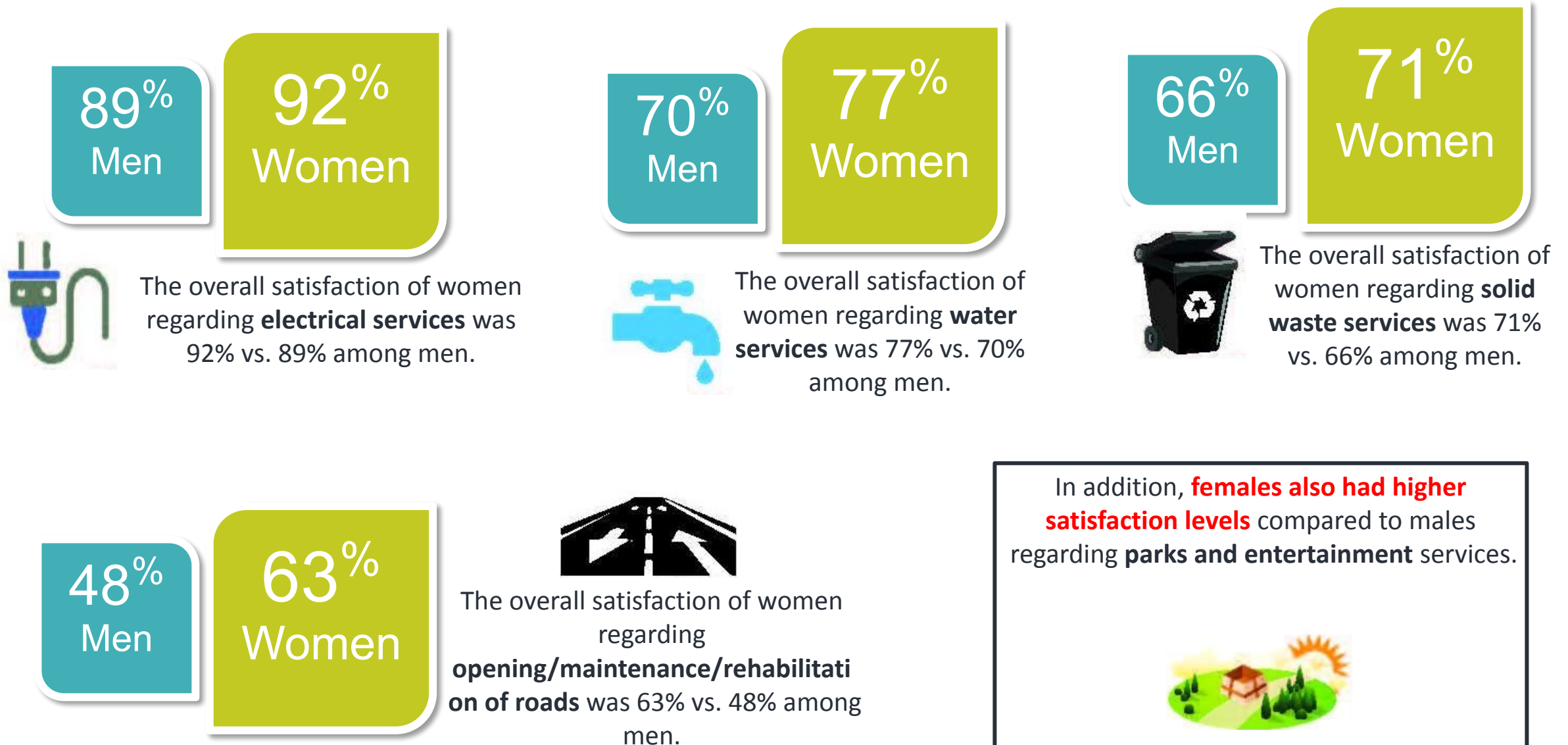


The overwhelming majority of respondents that have submitted a complaint have done it by directly contacting the municipality (by calling or visiting them).

GRM system needs to be strengthened and enhanced under MDP 4.

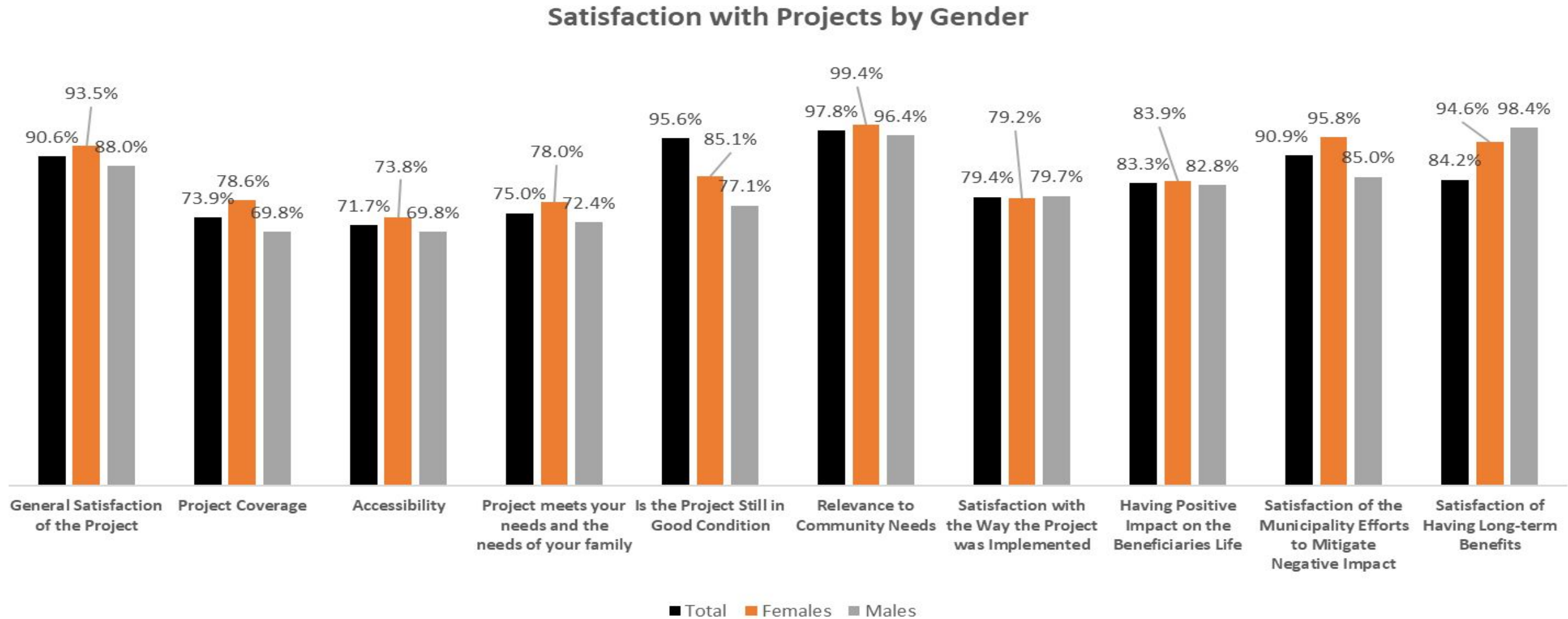
Gender Analysis of Municipal Services

Generally, **females had higher satisfaction levels** compared to males regarding the different municipal services. This includes some significant satisfaction levels in regards to the following:



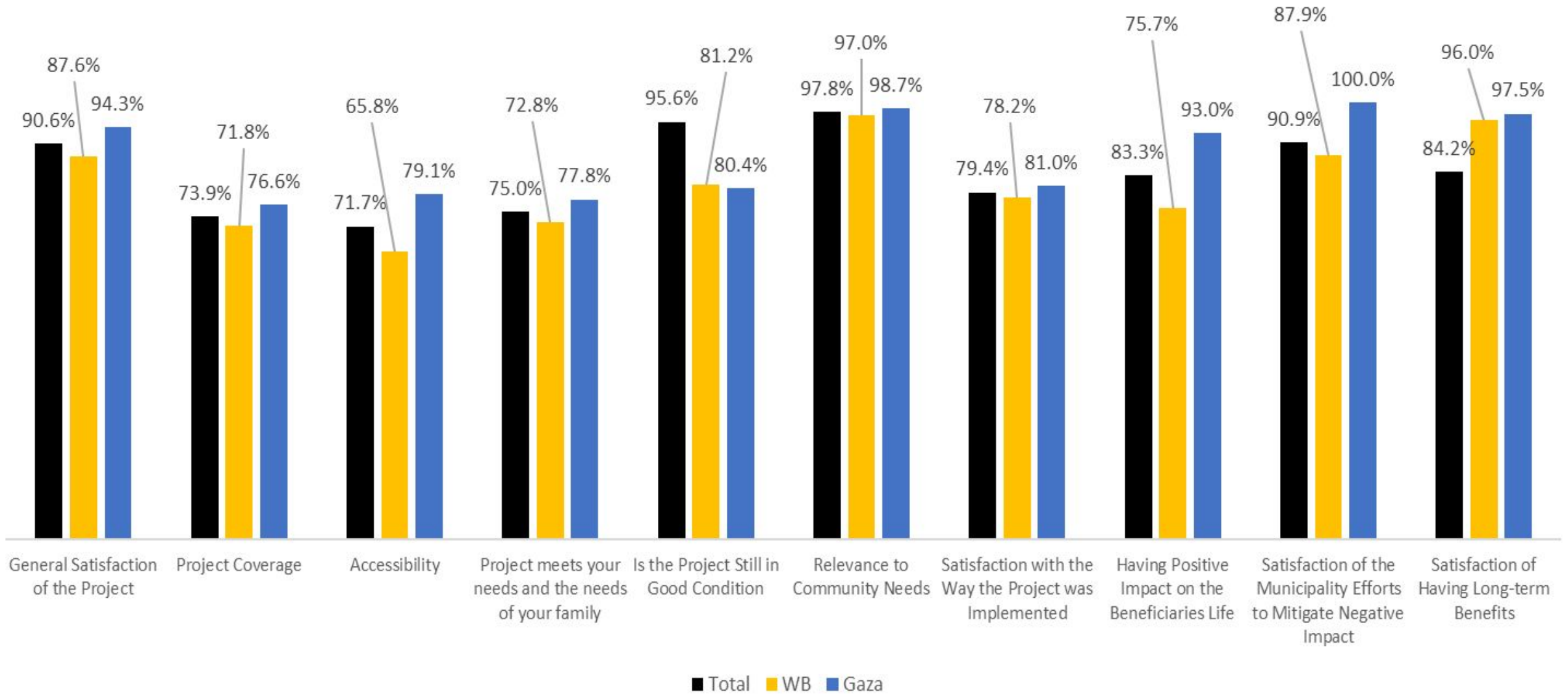
Beneficiaries Satisfaction **Assessment**

A total of **360 respondents** were interviewed as part of the beneficiary satisfaction survey in order to assess the impact of MDP III on residents. **(53% were males, and 47% females)**



Females are more satisfied than males regarding (coverage, accessibility, relevance, meeting needs) and no major differentiation between both genders for other indicators.

Satisfaction of Projects Per Region

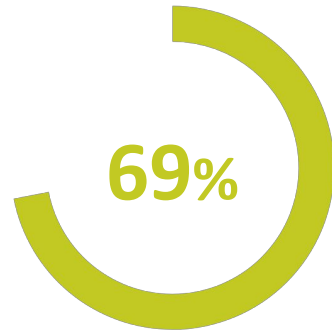


Gaza beneficiaries are more satisfied than WB beneficiaries across all indicators)

Awareness of Projects Complaint System & Responsiveness of Municipalities



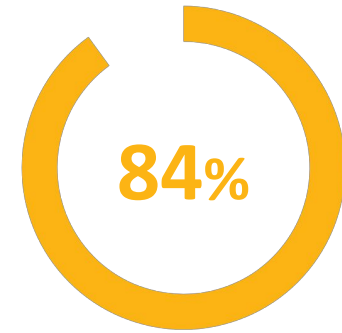
Most respondents **59%** are aware of the municipal complaint system



Most of these respondents who had complaints **(69%)** from the West Bank and Gaza Strip have had their complaint resolved.



About **(83%)** from the West Bank and Gaza Strip of those who submitted complaints reported that they were **satisfied with the way it was resolved.**



The majority **(84%)** of those whom submitted a complaint said that **it was dealt with**

Employment Beneficiaries Satisfaction

A total of **351 respondents** from Gaza Strip were interviewed as a part of the beneficiaries of **Window 5 Projects** to assess their satisfaction with the employment opportunity that they received through their participation in the project.

This component was designed to finance the costs associated with the scaling-up of MDP III support to Gaza municipalities to enable them to expand local services provision through **labor-intensive Operation and Maintenance (O&M)** and municipal infrastructure development activities.

After the job opportunity

% of respondents relying on the job opportunity as the only source of income

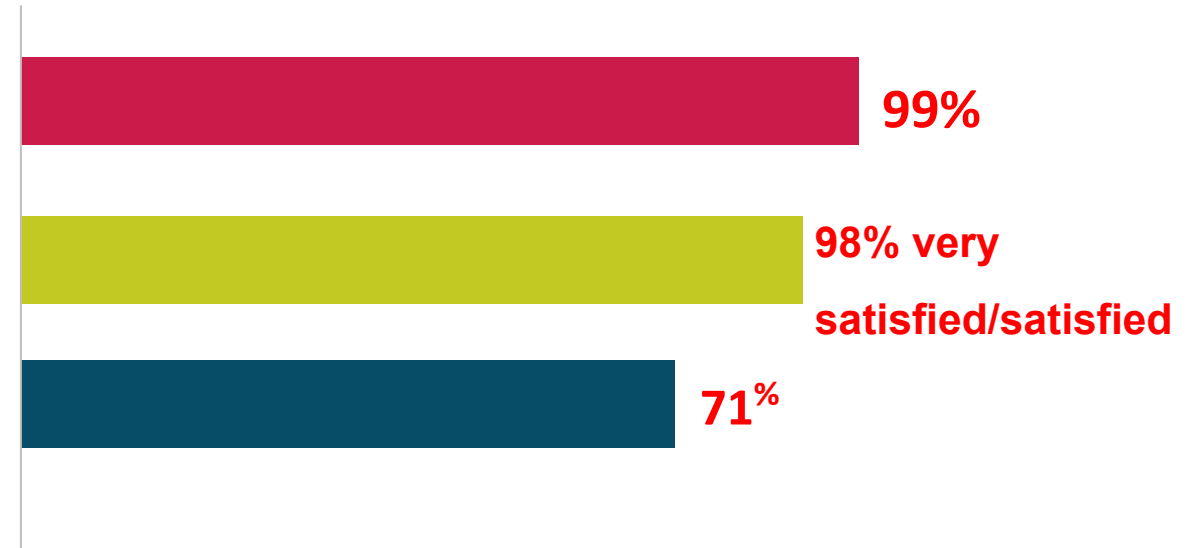
99%

% of respondents satisfaction with the job opportunity they received.

98% very satisfied/satisfied

% of respondents believe that the job opportunity improved the quality of life

71%



Project Impact on Beneficiaries

Generally, the project has had an almost positive impact on the respondents' lives, **as (71%) of them agree that it improved their quality of life to a certain extent**

96% of Respondents were satisfied/very satisfied about the way the project was implemented .

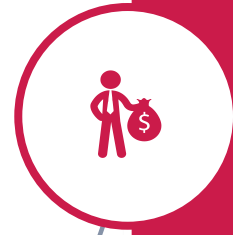
As well as a total of **(87%) were satisfied** with the employment opportunity wage.



The job opportunity enabled beneficiaries to cater to their family needs and meet special needs while also paying off their debts, resulting in greater material independence.



Many individuals reported that their economic, material, and living situation were improved as a result of the project, allowing them to increase or gain experience and skills without any negative effects.



The project facilitated the formation of new social relationships, providing respondents with psychological comfort and a sense of self while eliminating the need to borrow from anyone.



For some respondents, the project was a catalyst for starting a new project or helping their parents, resulting in a lifestyle change or routine change.

Social Accountability Committees

The role of the social accountability committee, part of MDP III objectives, is to integrate citizen participatory processes as part of the municipal management and expenditure cycle.

Sample size: 209 respondents from SA committees

01

Nearly all respondents (95%) believe that the existence of the Social Accountability Community strengthens the relationship and bridges the gap between the municipality and the citizen

02

The majority of respondents (78%) said a social accountability plan been developed.

03

(78%) of respondents said they received training on the tools and concepts of social accountability

04

(85%) of respondents said that the SA committee was able to implement the SA tools

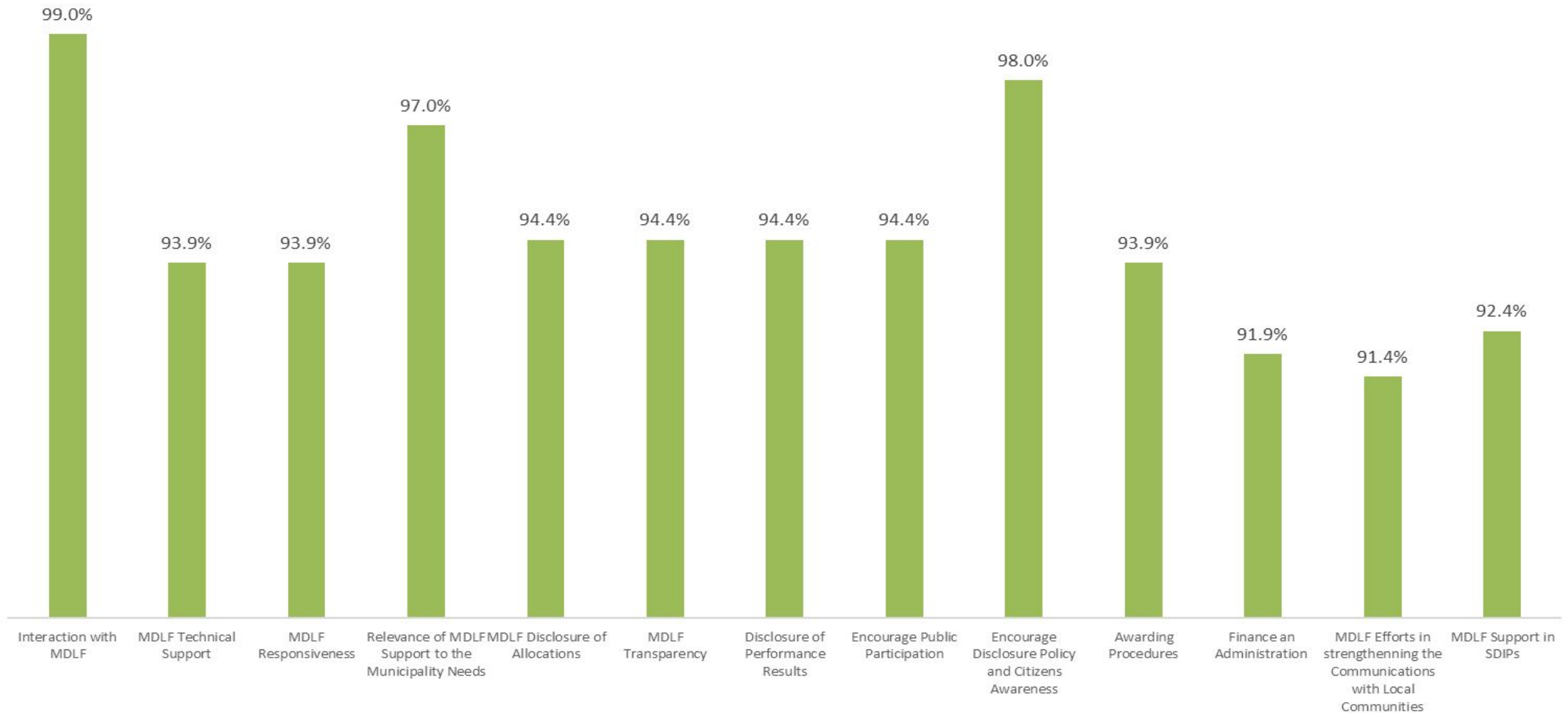
05

All participants said they are satisfied/very satisfied (100%) with participating in the Social Accountability Committee

Client Satisfaction Survey

Clients Satisfaction with MDLF

Sample size: 197 municipal staff

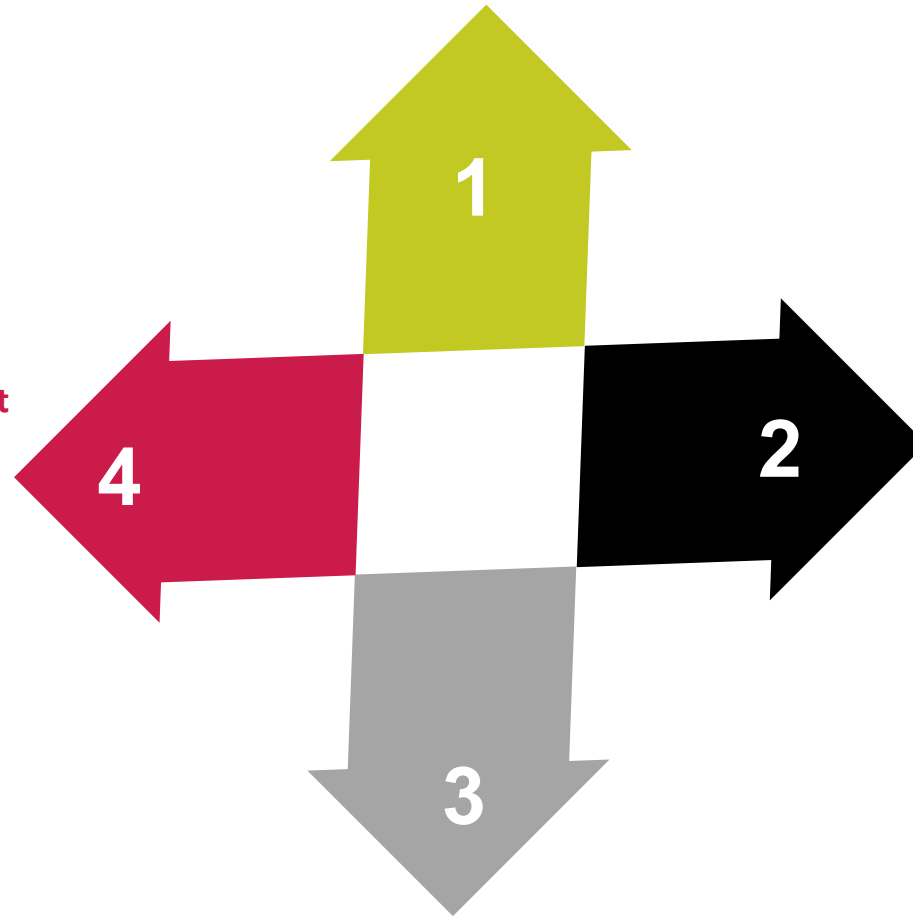


Technical audit and Usability Assessment

Two technical auditors were contracted (one in the West Bank and one in Gaza)

The technical audit covered all aspects related to the following:

- **Projects selection**
- **Construction quality**
- **Design consideration**
- **Effectiveness of procurement process**
- **Quality control & time control**
- **Safety measures**
- **Cost efficiency**
- **O&M arrangement**
- **Functionality of the implemented projects.**



A sample of projects were selected by the auditors (30 projects in the WB, and 30 projects in Gaza).

The approach was based on technical inspection, focus groups, key informant interviews in addition to desk review of MDLF manuals and guidelines.

Main findings of the assessment

1

The consultant concluded that the **functionality, usability, and sustainability of the implemented project are acceptable.**

2

Clear and transparent procedure was followed by the MDLF team in the evaluation and selection of the sub-projects.

3

Good compliance with MDLF procedures and regulations had been noticed in project selection, procurement, and financial management.

4

Quality control procedures applied by the Municipalities, LTCs, and the MDLF team were appropriate and satisfactory

5

All the municipalities without exception, has **prepared and submitted the O&M plan.**

6

Most of the implemented sub-projects have had a positive impact, eased access to infrastructure utilities, and **improved to a certain extent the life quality for the targeted communities.**

Results and Recommendations

Projects identification and selection	<ul style="list-style-type: none">• All projects were eligible and selected from the municipalities' SDIP.• The focus on the environmental and social aspects enriched/emphasized some projects' components (drainage, roadside protection).
Design and preparation of tender documents	<ul style="list-style-type: none">• The design was based on international building and infrastructure codes, taking into consideration local practices, materials, and existing project conditions.• The drawings were adequate for contractors to price and prepare the shop drawings.• The design quality and accuracy could be further improved (general details book addressing design requirements and list of drawings)
Supervision and construction quality	<ul style="list-style-type: none">• The projects were implemented according to design, specification, and contract documents.• Some of the small municipalities don't have the full capacity to manage and supervise their projects (they rely on MDLF and LTCs heavily).
Procurement	<ul style="list-style-type: none">• The procurement process applied by the Municipalities was effective, transparent, procuring the best value offer, and complying with the MDLF procurement manual.• The municipalities procurement plans need to be updated regularly.

Results and Recommendations

Project Management

- A remarkable development in the capacity of the municipalities to manage their projects has been achieved.
- More attention is needed on regular updating and monitoring the projects time schedule even for small projects and other management aspects.

Projects functionality & Usability

- All the completed projects were functional and usable at the time of the visits.
- More attention is needed to develop sound operation and maintenance plans (to be systemized rather than ad-hoc corrective maintenance).
- Special focus is needed on the feasibility and equipment sub-projects in terms of (efficiency , operation, maintenance cost) during the appraisal of projects.

O&M

- The projects were in good condition and well-maintained during the site visits.
- More focus is needed on soundness of O&M plans

Thank You.....