

Communication Baseline Identification Study  
Public and Employees

Karak Municipality – Jordan

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## I. Introduction

The “MENA Region Initiative as a Model of NEXUS Approach and Renewable Energy Technologies (MINARET)” aims to address the MENA region’s unique sustainability challenges and opportunities by using the synergies between renewable energy technology and efficiency, water management and food security to increase local and regional sustainability capacities. The four-year project kicked off in the first quarter in 2017, and is operating in Karak municipality in Jordan, Monastir municipality in Tunisia and Jdeidet El-Shouf in Lebanon.

The overarching objective of the project intends to build the municipalities’ resilience to climate change by adopting renewable energy resources, energy efficiency practices, water management techniques and food security. This is in addition to strengthening the institutional capacities of relevant governmental authorities involved in the project by promoting policy dialogue, implementing capacity building programmes as well as promoting inter-municipal regional cooperation to enhance good governance. The project also seeks to strengthen the roles of women, youth and marginalized groups in developing and implementing the NEXUS approach.

The project’s ambitious outputs and contributions to the national and regional dialogue on Nexus could partly be strengthened through building the municipalities capacities on successful communication with stakeholders, including public and staff. Therefore, the project team decided to conduct assessment of the communication structures and opportunities at the municipalities in an attempt to develop communication and visibility plans. The framework for the plans incorporates semi-structured interviews with the Mayors and key staff at the three municipalities. Their buy-in was critical to developing a live document highlighting the communication opportunities and infrastructure in place, the challenges and limitations, aspirations and sustainability. The framework was customized for each municipality based on its unique set of challenges and opportunities. Each localized plan sets out approaches and tools required to keep all stakeholders properly engaged and informed and to ensure their visibility. This falls under component number 2 of MINARET project document, namely “Communication and Networking at Local and Regional Levels”.

Identifying the communication baseline for each municipality was one of the major recommendations of the municipality’s communication and visibility plans to be used as a bench mark for improvement of internal and external communications at the municipality level and for developing the regional communication plan. Therefore, the MINARET team engaged in the process of establishing the communication baseline through; assisting in establishing a Nexus taskforce at each municipality; designing two sets of questionnaires for staff and public with the assistance of an expert; discussing and finalizing the questionnaires with the taskforce and have them distributed based on populations’ sampling. The data compiled was analyzed and results were discussed with Nexus taskforce and communication plans were developed.

### Communication objectives:

The MINARET project gives special importance to communication at all potential levels that could be involved in the project. Basically, the project is expected to communicate with multi-stakeholders on a wide range of topics, including raise awareness about MINARE and Nexus, encourage municipalities to engage in policy dialogue and inter-municipal discussions to transform the municipalities from mere service delivery institutions to investments' hubs that attract funding and contribute to their countries' development. Specifically, MINARET intends to:

- Support municipalities with capacity building in their communication efforts; help them increase awareness about the project and become strong advocates of the MINARET project in their communities.
- Establish local knowledge-sharing mechanism to exchange information, experience and lessons learned.
- Support municipalities to engage with the MINARET collaborative information-sharing platform and website to enhance communication and share policies, practices, experiences and expertise between municipalities and communities throughout the region.
- Ensure timely and effective communication among and with relevant stakeholders about the municipality's activities in general and MINARET's in particular.
- Support positive behavioral change towards key components of the project by promoting bottom-up change in targeted communities.
- Raise awareness about 5 main SDGs as outlined in the MINARET project's objectives.
- Promote inter-municipal regional cooperation to enhance good governance and share knowledge and skills.
- Encourage and facilitate communication activities and outputs that will showcase the donor.

## **II. Executive summary**

This Communication Baseline Identification Study followed a statistical yet interactive approach. Two questionnaires were the main tool for collecting data from the public and the employees and were designed by an expert and the communication consultant to assess the surveyed populations' perceptions with regard to public and staff satisfaction, service delivery efficiency and fundraising opportunities and capacities. The questionnaires, annexed to this report, were designed based on the results and observations of the previous step of developing the communication and visibility plans. The questionnaires were discussed in full with the Nexus taskforce in each municipality and were adjusted during a two-day workshop to adapt to the municipality's context including; i.e. sensitizing of the language used and adjusting certain statements that don't apply to the municipality's populations surveyed. Testing of the questionnaires for readability and timing took place in Jdeidet El-Shouf in Lebanon to address the taskforce's concerns that the public questionnaire required too much time to be filled which could compromise public's willing to respond.

Three groups of volunteers helped with distributing the questionnaires to the public in the three municipalities based on a fair geographic distribution that attempted to ensure equal proportion of public participation. The volunteers were trained on data collection process.

Analyzing the data, the major findings showed that generally there is poor communication internally and externally at the municipality which had adverse impact on staff and public satisfaction, service delivery efficiency and fundraising opportunities and capacities. Both populations surveyed showed dissatisfaction with regard to; the municipalities' information sharing of their work and funded projects, suggestion and complaint process, level of involvement in decision making. There are also general concerns regarding service delivery efficiency and donor visibility.

Based on the data analysis and the findings of the study, the taskforces in the three municipalities with the technical guidance of the communication consultant developed a regional communication matrix addressing gaps and challenges identified in the study while building on the opportunities and existing infrastructure. The matrix identified activities to improve communication with stakeholders and dissemination of information and knowledge, showcase donors and donor-funded projects as well as the municipality operations, improve the physical environment at the municipality building, improve internal processes related to employees' engagement and performance appraisal process and strengthen and institutionalize the complaint and making suggestions process. The matrix identified objectives and themes with customized activities and requirements for each municipality depending on its context and resources. Karak municipality communication matrix is annexed to this report.

### **III. Methodology**

This cross-sectional, quantitative study addresses issues concerning public service with regard to satisfaction, service delivery efficiency and fundraising opportunities and capacities. Employees of the municipalities were all invited to participate in the study. Employees are full-time, with an experience exceeding one year of employment.

The sampling strategy adopted in this study is random stratification where participants from each area served by the municipality was present in the study sample. Eligible participants were individuals receiving services from the municipality and live within the area that receives its services. For the sake of proportional representation of the areas of public served by the municipality, the population within each area was represented by 5% of the total households. In other words, each area under the municipality was represented by 5% of its population depending on its weight within the total number of people. For example, an area X has a total number of 150 and number of people served by the municipality is 1000, which makes its percentile value 15% of the total number. Therefore, the number of recruited participants from area X is .75% ( $n=7.5$ ) or ( $15\% \times 5\%$ ) of the sample, and so on.

The study questionnaire was built and structured by two experts in the field and in research. Three main themes were covered using the study questionnaire. Namely, these themes were satisfaction, service efficiency, and fundraising opportunities and capacities. These themes addressed municipality employees and the public. Items of the study questionnaire were discussed with the project's taskforce composed of members from the municipality (i.e. staff), and members from the municipal council and NGOs. They were given the opportunity to reflect on these items in a meeting conducted to determine the suitability of the items forming the questionnaire. All suggestions were considered by the researchers, and changes were made accordingly. Therefore, the structure of some items within the questionnaire was modified in order to become understandable for the reader in each of the three municipalities. Therefore, it can be assumed that the readability and understandability of the questionnaire items was satisfied.

Data were cleared and checked for missing data, outliers and extreme responses. Normality was tested using skewness, kurtosis, and the graph with the normal distribution curve. Questionnaire internal consistency and reliability tests were performed to show that the questionnaire items were both consistent with the study themes and cover a very good proportion of the study themes. Then, descriptive ..... to explain the characteristics of the study sample and describe their responses on the study questionnaire. As well, inferential statistics (t-test and ANOVA) were performed to check for the impact of any of the demographic characteristics on the study findings. All significant findings were presented in the form of tables that illustrate and summarize them.

The sampling population covered 5% of the households in municipalities respecting gender and geographic distribution of each municipality; and therefore, questionnaires were distributed to seek public opinions and reactions concerning the three aforementioned thematic areas as follows:

Setting	Number	Male	Female	Missing Data
Jordan	970	548 (56.5%)	407 (42%)	15 (1.5%)
Lebanon	520	304 (58.5%)	206 (39.6%)	10 (1.9%)
Tunisia	970	548 (56.5%)	407 (42%)	15 (1.5%)
Total	2460	143	139	25

There are three statistical terminology mentioned in this report that need to be explained for the sake of assisting in interpreting the results by non-professionals, which are explained below:

- Mean refers to the midpoint, which reflects that the participants view the item as neither positive nor negative. In other words, the midpoint of the score, which is 2 in this study, is where the participants perceive that they neither agree nor disagree on the point. When the mean is lower than 2, it refers to a negative view of the item which means that the participants view the item as incorrect. But when the mean

score is higher than 2, this means that participants view the item positively. The closer the mean score from the 4, the greater the positive view is, and the opposite is for the mean scores less than 2.

- Revers items are items that were reversed to reflect the opposite meaning and there are some double-check point to ensure that the responses in some other sensitive items are accurate, and were not filled blindly or indifferently. The results below reflect only the direction which was intended to be measured in this study.
- Internal consistency refers to the component homogeneity of the items or statement forming a particular theme. The statements under the theme are then said to complement each other to complete the picture which represents the theme. When the items refer to or measure a genuine component of theme, and not something else, then the internal consistency becomes closer to 1 which means that the item under this theme measure all attributes of the theme. In other words, theme has been fully explored using these items. The least acceptable value is usually .65, and the highest is 1.
- Standard deviation (SD) shows how much the responses depart away from the mean. In other words, when the SD is small compared to the mean, this indicates that the values or scores or responses are close from each other and that they tend to cluster near the mean. And this in turn entails that the respondents or participants are not dispersed in their opinion and they are close to each in their responses. For instance, when we have a mean of 11 and a SD of 3 with a range of 8-15, then the values here refer to responses that close from each other, and that the extreme response do not exist

#### **IV. Limitation of the study**

##### **a. Measures ensuring the validity of the collected data**

During the planning process, research steps were followed based on the recommended steps within different books in social science research. The result of adopting these steps is the collection of data that represent the majority of the study population. In addition, research questionnaire items were refined in two different brain storming discussions between an expert researcher and the communication specialist in order to ensure the inclusion of the most prevailing and appropriate items under the themes of the study. Questionnaire items were checked and double-checked for relevancy, appropriateness, easy-to-read, easy-to-understand, and comprehension to make sure that the majority of the study sample can read, understand and respond without any confusion. Furthermore, questionnaire items were explained to the municipality employees, who are individuals within the same areas served by the municipality, and they had their input on the items. Items were then modified in wording and structure so as to suit the study population.

The study sample was recruited using a convenience sampling technique after the implementation of the stratified sampling procedure. In other words, the areas served by the municipality were determined for the number of populations. The number of participants from each particular area was determined based on its relative proportional representation as compared to the whole population served by the municipality. For instance, an area X has a number of persons that represents 20% of the total population. The sample selected from area X represented 20% of the total sample in this study.

The study questionnaire was revised by an expert, bilingual researcher to improve the Arabic structure and ensure that the original English version has been translated fully, and more expressively. Then the questionnaire was pilot tested for readability, comprehensibility and to measure its reliability values.

b. Limitations:

The sample represented only 5% of the total number of households served by the municipality. This percentage is relatively low and could have been increased to improve the representation. The recruited sample depended mainly on the availability of the participants within the area and mainly during the official working hours. This issue kept a number of possible individuals outside the circle of recruitment during data collection. Training was not adequate for the data collectors and this could have influenced the process of data collection. The data collectors were nominated by the municipalities as having good experience in collecting data for municipality's previous projects. Therefore, it was assumed by the communication specialist that they acquire the necessary knowledge and skills to engage in the data collection process. However, it can be seen from the feedback by the data collectors a proper one day training was an essential issue to avoid any confusion or unexpected response from the participants on the research purpose, people interested in collecting these data and so on. The consulted researcher had a single brief meeting within which the questionnaire items and the process of data collection were explained.

## V. Results and Analysis (identify correlations and causation)

(Dr. Lourance, can you please write about Karak results for both populations if not covered below in your opinion)

a. Public questionnaires' results and analysis in Karak municipality

The total number of received questionnaires in Karak municipality was 970, and the missing data is less than the 5% margin. The male exceeded the percentage of the females with a limited percentage. The age ranged between 19 and 88 years of age, with a mean of 35.5 year/old. More than one third of the participants did not have a regular work as shown in Table 1. This could be rendered to the wide range of age category involved in filling the questionnaire and the fact that 42% of respondents were females with good percentage of being unemployed. Results show that almost half of the participants in this study reported that the father is the main source of income for the family, and only 6.2% said that their income is high (as perceived by the participants).

**Table1: The demographic characteristics of the participants (n=970)**

Factor		n (%)	Missing Data
Sex	Male	548 (56.5%)	15 (1.5%)
	Female	407 (42%)	
Age (Mean= 37.02 Y/O, SD= 9.5 Years, Range 21-57 years)	20-30	434 (45%)	6 (.6%)
	31-40	249 (25.8%)	
	41-50	167 (17.2%)	
	51-60	77 (7.9%)	
	>60	34 (3.5%)	

Academic degree	School	317 (32.7%)	42 (4.3%)
	Diploma	244 (25.2%)	
	Baccalaureate	329 (33.9%)	
	Master	33 (3.4%)	
	PhD	5 (.5%)	
Family income	Low	263 (27.1%)	11 (1.1%)
	Medium	636 (65.5%)	
	High	61 (6.2%)	
Source of income	Father	472 (48.7%)	42 (4.3%)
	Mother	60 (6.2%)	
	Father and Mother	279 (28.8%)	
	Other*	117 (12.1%)	
Do you have a regular job/work?	I work	547 (56.4%)	56 (5.8%)
	I don't	367 (37.8%)	

\*The participants referred to income from renting apartments and stores they owned

The two questionnaires studied three main themes (i.e., public satisfaction measured by 17 items; service delivery efficiency measured by 14 items and fundraising opportunities and capacities measured by 9 items, which were subsumed in 40 items. The values of the internal consistency indicate that the whole questionnaire (scale) and its themes (subscales) have achieved high reliability values. The results show that the two questionnaires as a research measure have well-structured, homogenous items, and therefore achieved high internal consistency values. The scale items are quantitative with values classified from 0 “never”, 1 (rarely), 2 (sometimes), 3 (often), or 4 (always). The range of the themes was: public satisfaction 0-68; service delivery efficiency 0-56; and fundraising opportunities and capacities 0-36.

The first theme, satisfaction, achieved an internal consistency value of .924, but the mean was relatively low indicating the presence of general dissatisfaction of the public from municipality services as shown in Table 2. The lowest item on this theme is “I know about the municipality achievements and work through periodic bulletin” and the highest item is “Employees receive with respect”.

**Table 2: Public responses on the items of the satisfaction theme**

Factor/item	Mean	SD
Public satisfaction 17 items, $\alpha = .924$	24.1	15.03



1	Employees receive with respect	1.73	1.26
2	Employees communicate openly	1.60	1.17
3	Employees are not biased when it comes to providing services	1.49	1.19
4	The time I spent to finish my work is acceptable	1.45	1.20
5	My suggestions are taken by the municipality seriously	1.43	1.39
6	I can talk directly to the key person when making any suggestion/complaint	1.40	1.19
7	I contribute in making the general policies of the municipality	1.38	1.22
8	I know how to follow my suggestion within the municipality	1.36	1.16
9	The department of concern follows my suggestion/complaint seriously	1.32	1.17
10	I receive a response from the municipality to complaint within a reasonable period of time	1.32	1.19
11	I know the role of the municipality	1.52	1.29
12	I influence the decision at the municipality through electing my representative	1.54	1.40
13	I influence the decision at the municipality through putting a suggestion in the Suggestion Box at the municipality	1.37	1.25
14	I influence the decision at the municipality through becoming a candidate, myself	1.42	1.38
15	I know about the municipality achievements and work through the municipality webpage	1.54	1.40
16	I know about the municipality achievements and work through meeting with the mayor and council members	1.19	1.19
17	I know about the municipality achievements and work through periodic bulletin	1.00	1.21

The second theme measured service delivery efficiency as perceived by the public attending the municipality. The internal consistency for this theme is .906, and the mean is 19.62, indicating that the public believed that efficiency in delivering the services provided at the municipality was not up to the level of what is required, as shown in Table 3.

The lowest item mean score reported by the public is “Distance between my house and the municipality influence the quality of services”, and the highest mean score is for the item “The number of employees to provide service is adequate”.

**Table 3: Public responses on the items of the service delivery efficiency theme**

Factor/item	Mean	SD
Service delivery efficiency14 items, $\alpha = .906$	19.62	11.52
1 Employees finish task/job on time	1.29	1.14

2	Employees perform similarly	1.38	1.04
3	Employees are helpful when it comes to service delivery	1.46	1.15
4	Employees are collaborative	1.62	1.15
5	The number of employees to provide service is adequate	1.69	1.27
6	Employees know the steps of their work	1.60	1.21
7	Distance between my house and the municipality influence the quality of services	1.24	1.31
8	Distance between my house and the municipality influence the time of service delivery	1.52	1.23
9	Employees are available to provide services on time	1.43	1.20
10	I know whom to address to finish my work at the municipality	1.51	1.83
11	I can reach the key person to present my case/complaint easily	1.43	1.22
12	I can read the signage easily to finish my work at the municipality	1.36	1.42
13	Signage at the municipality are adequate	1.39	1.46
14	Signage at the municipality are self-directing and read easily	1.36	1.73

Public knowledge and awareness of the fundraising opportunities and capacities of the municipality has measured using the third component of the questionnaire. The internal consistency value is .891, and the mean score is 10.79. By examining the range and the reported scores, this mean measured on this theme is very low, which could indicate limited knowledge about funding and funding opportunity supporting the municipality running or planned projects that serve the community, as shown in Table 4.

The lowest achieving mean score is the item “I receive information about projects (new and current) on time”, and highest is “External fund to projects at the municipality is both legal and helpful”. Although the public perceived funding positively, the amount of information transferred to them might not be adequate to understand exactly the role of donor funding.

**Table 4: Public responses on the items of the employee fundraising opportunities and capacities theme**

Factor/item	Mean	SD
Fund Opportunity9 items, $\alpha = .891$	10.79	8.28
1 I know the funding bodies supporting the municipality	1.20	1.19
2 I know about a funded project called MINARET	1.19	1.18
3 The municipality informs the public about the recent achievement and projects frequently	1.18	1.17
4 External fund to projects at the municipality is both legal and helpful	1.44	1.28
5 I receive information about projects (new and current) on time	1.14	1.15
6 I receive updates about funded projects when meeting with the council members or	1.17	1.17

municipality managers			
7	I receive updates about funded projects from the advertisements	1.20	1.23
8	I receive updates about funded projects from the municipality newsletter	1.24	1.66
9	I know about the externally funded projects at the municipality	1.24	1.20

The issue of communicating municipality's plans, projects and achievements has been perceived by the participants in this study as ineffective. This can be seen in the low mean scores of each single item and the three main concepts.

#### **b. Employees' questionnaire's results and analysis**

The total number of received questionnaires was 227. However, there are a number of missing data, which generally did not exceed the 5%, except in rare occasions. This ratio is statistically acceptable and does not influence the results. The ratio of both sexes is approximately equal with the majority of participants aged more than 30 year/old. More than 40% of the employees in this study had a high school degree and only one third had a baccalaureate degree or higher, as shown in Table 5. After running tests of linearity and normality, the data can be assumed to be normally distributed, and therefore we can run parametric tests.

**Table5: The demographic characteristics of the employees (n=227)**

Factor		n (%)	Missing Data
Sex	Male	110 (48.5%)	10 (4.4%)
	Female	107 (47.1%)	
Age (Mean= 37.02 Y/O,SD= 9.5 Years, Range 21-57 years)	20-25	21 (9.9%)	15 (6.6%)
	26-30	38 (17.9%)	
	31-35	34 (16%)	
	36-40	51 (24.1%)	
	41-45	30 (14.2%)	
	>45-57	38 (17.9%)	
Academic degree	School	93 (41.0%)	14 (6.2%)
	Diploma	53 (23.4%)	
	Baccalaureate	63 (27.8%)	
	Master	3 (1.3%)	
	PhD	1 (.4%)	

The study questionnaire consisting of 59 items investigated three themes: satisfaction (measured by 11 items); service delivery efficiency (measured by 33 items); and fundraising opportunities and capacities (measured by 15 items). The values of the internal consistency indicate that the whole questionnaire and its themes have achieved

reasonably high reliability values. This indicates that this questionnaire measures what it was originally structured to measure. The response on the theme items range was as follows: 0=Never, 1=Rarely, 2=Sometimes, 3=Often, 4=Always. Therefore, the range of the themes was: employee satisfaction 0-44; service delivery efficiency 0-132; and fund opportunity 0-60.

The first theme, employee satisfaction, achieved an internal consistency value of .877, but the mean was relatively low, and this emphasizes that there is a general dissatisfaction among employees, as shown in Table 6. This means that the items constituting the theme reflect what there were supposed to be measuring. Therefore, the items are the true component of the theme that was intended to measure. Here, the mean refers to the midpoint, which reflects that the participant (i.e., employee in this case) is in fact viewing the item as neither positive nor negative. In other words, the midpoint of the score, which is 2 in this study, is where the employees perceive that they neither agree nor disagree on the point. However, when the mean is lower than 2, then this necessarily refers to a negative view of the item. For instance, if the item says that “the workplace is supportive to career growth” and the mean score of the employee is less than 2, then this means that this employee views the item as incorrect. But when the mean score is higher than 2, then this means that the workplace is supportive. The closer the mean score from the 4, the greater the positive view is, and the opposite is for the mean scores less than 2. There are some reverse items, which were reversed to reflect the opposite meaning and there are some double-check point to ensure that the responses in some other sensitive items are accurate, and were not filled blindly or indifferently. The results below reflect only the direction which was intended to be measured in this study.

The lowest item on the theme is “I’m happy at work” and the highest item is “My colleagues respect me”. The scores of the reverse items “I feel exhausted towards the end of my day at work” and “I feel drained by the end of the work week” refer to the opposite meaning. In other words, the employees ranked high their feeling of exhaustion and the sense of being drained.

**Table 6: Employee responses on the items of the employee satisfaction theme**

Factor/item		Mean	SD
Employee satisfaction, 11 items, $\alpha = .877$ , $n=212$ (93.4%), excluded 15 (6.6%)		23.28	10.43
1	I’m happy at work	1.76	1.46
2	I like to come to work	1.91	1.38
3	I feel energetic when coming to work (in the morning)	1.93	1.37
4	I feel exhausted towards the end of my day at work ®*	2.42	1.28
5	I feel drained by the end of the work week ®*	2.22	1.37
6	I feel that I’m secured in my current post	2.08	1.38
7	My manager supports me	2.15	1.39

8	My colleagues respect me	2.71	1.33
9	I'm willing to participate in voluntary activities outside my official work time	2.12	1.32
10	I share information concerning my work when transferring or leaving my current work (I do not conceal or destroy information)	2.13	1.38
11	My loyalty increases as I participate in the decision-making process at the municipality	2.14	1.48

\*Reverse item

On the second theme, service delivery efficiency, the internal consistency value is .963, and the mean score is 63.59. This mean score is just below the midpoint of the range for this theme (i.e., 66) indicating that efficiency in service delivery is perceived to be low among employees. The lowest scoring item on this theme is "I receive frequent updates on the municipalities work and projects (funded or not) through periodic meetings", and the highest was "I finish my job on time without delay". Even for the highest scoring item, the mean score is still low ( $M=2.49$  out of 4) as shown in Table 7. The lowest scoring item reflects a major concern to the flow information concerning updates about projects running at the municipality.

**Table 7: Employee responses on the items of the service delivery efficiency theme**

Factor/item	Mean	SD
Service delivery efficiency 33 items, $\alpha$ .963, $n=185$ (81.5%), excluded= 42 (18.5%)	61.59	30.78
1 I have to postpone work to next day due to high workload *	1.68	1.36
2 My colleagues ask me when they need an advice	1.98	1.44
3 My colleagues trust my decisions at work	2.31	1.29
4 My relationship with my colleagues is helpful	2.41	1.29
5 I know what is my job description	2.22	1.38
6 I finish my job on time without delay	2.49	1.25
7 My colleagues help me finish my work	2.21	1.36
8 My colleagues listen to my suggestions to improve work	2.17	1.30
9 I listen to suggestions by my colleagues to improve my performance	2.20	1.27
10 My colleagues listen to what I have to say about work	2.18	1.31
11 Managers play key role in resolving conflicts	1.94	1.39
12 Managers listen to my suggestions to improve work	2.07	1.38
13 I know who to ask for a help	2.16	1.37
14 I know when to ask for a help	2.12	1.31
15 My weak and strong points in the appraisal are explained to me	1.68	1.37
16 Annual appraisal process is clear to me	1.72	1.40

17	I'm clear about my work	2.10	1.44
18	New employees (or transferred ones) receive orientation to the new workplace	1.81	1.39
19	We discuss issues and concerns related to in order to find solutions work within the department	1.83	1.34
20	Information about the municipality plans and projects is available	1.72	1.38
21	There is a clear flow of orders at my work (I have one boss to listen to)	1.74	1.38
22	We have clear flow of information (concerning rules and regulations)	1.75	1.44
23	I participate in the decisions made in my department	1.82	2.07
24	I'm aware of the changes in the municipality concerning the plans and programs	1.57	1.40
25	Signage at work guide clients clearly	1.73	1.36
26	Signage at work are adequate	1.64	1.40
27	Signage at work are self explanatory	1.60	1.31
28	I receive frequent updates on the municipalities work and projects (funded or not) through Newsletter	1.24	1.32
29	I receive frequent updates on the municipalities work and projects (funded or not) through advertisements	1.24	1.29
30	I receive frequent updates on the municipalities work and projects (funded or not) through periodic meetings	1.22	1.31
31	I participate in the making the general policies at the municipality	1.79	1.42
32	Making complaints or suggestions is flexible at work	1.57	1.42
33	Making complaints or suggestions is effective in improving work	1.45	1.43

\*Check item

Fundraising opportunities and capacities theme addresses the information available to employees concerning funding sources to projects at the municipality. This theme achieved an internal consistency value of .965 and a mean score of 20.84. Again, this mean score is way below the midpoint, which further indicates that information about funding, fund resources, methods to obtain and participate in funded projects is either very limited or not clear to employees. The lowest scoring item is "I know about the funded projects at the municipality", and the highest item is "Fundraising requires skills and resources". Clearly, scores on this theme show that information is not well disseminated among employees concerning the fundraising process and donor-funded projects as shown in Table 8.

**Table 8: Employee responses on the items of the fundraising opportunities and capacities theme**

Factor/item	Mean	SD
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Fund opportunity 15 items, $\alpha$ .965, n= 205 (90.3%), excluded 22 (9.7%)		20.84	17.47
1	I know who provides fund to sponsored projects at the municipality	1.50	1.36
2	I know how funded projects at my municipality are directed and run	1.36	1.33
3	I know whom to address in order to obtain a fund to my municipality	1.59	2.06
4	I can assist in obtaining an external fund to my municipality	1.42	1.41
5	I know about a funded project called MINARET	1.33	1.43
6	I know that SIDA is funding partner for MINARET	1.30	1.37
7	I know MINARET partners	1.30	1.45
8	I know what are the objectives of MINARET	1.24	1.35
9	I Know the countries involved in the MINARET project	1.32	1.46
10	I know about the funded projects at the municipality	1.06	1.39
11	I participate in the funded projects at the municipality	1.11	1.29
12	I receive information about projects (new and current) on time	1.19	1.34
13	Fundraising requires skills and resources	1.60	1.45
14	Fundraising is legal and healthy	1.86	1.53
15	I know how to apply to new projects aiming at developing my department	1.45	1.35

In order to examine differences in the employee responses concerning the questionnaire's items and themes, t-test and analysis of variance have shown no significant differences among the three demographic characteristics (i.e., sex, age, and academic degree) investigated in this study ( $p > .05$ ).

## VI. Findings and conclusions

Based on the above results, the general assumption made by the public and is reflected by the responses shows that the public expressed dissatisfaction from the municipality related service delivery efficiency, lack of information about the municipality achievement, plans, and projects, and fundraising opportunities and capacities, which raises questions about the quality and content of the communication that is taking place between the municipality and the public.

In particular, they perceive their contribution to the decision-making processes at the municipality concerning the policies and the decisions that influence their lives as very weak. The public raised concerns regarding communication with the key persons at the municipality either to make suggestions or complaints or even to follow them once submitted. The low scores on all items indicate higher levels of dissatisfaction or inefficiency depending on the theme.

The In part, this dissatisfaction is referenced back to lack of information, but this further extends to reach the quality and type of communication that the municipality adopts, like lacking regular bulletins and newsletters that update the public about the events and activities at the municipality. Therefore, it is crucial to consider improving communicating the municipality range of activities, especially those influencing the living of the served population, to the public including also future plans and vision. The lowest scoring items on the scale were as follows: "I know about the municipality achievements and work through periodic bulletin" (1.00 out of 4); "I know about the municipality achievements and work through meeting with the mayor and council members (1.19 out of 4); and I receive a response from the municipality to complaint within a reasonable period of time and "The department of concern follows my suggestion/complaint seriously" (1.32 out of 4 each).

On the second theme, service delivery efficiency, the responses indicate that there is a major concern regarding the employee's ability to perform their jobs. In addition, it has clearly been reported that signage, which explains the procedure and documents required to finish any task within the municipality, is not present in the vicinity. Therefore, signage that explains different procedures and guides the served population to the required steps and personnel to finish the job is needed which could help to smooth the public's visits to the municipality, shorten the time spent, ensure more efficiency in directing the public to concerned employees. Finally, there is a perceived thought among the public that the distance between the municipality and the served target is a major challenge. The public reported that the greater the distance, the greater the delay of the services provided by the municipality. Apparently, the municipality should explain more on this particular point to the public, as to justify that the distanced place require more resources and this needs planning and clustering to serve the greatest number of population in a single visit, and so on. The municipality should explain the reasons for any delay in services in a logical manner so that any misconception is removed.

The third theme, fundraising opportunities and capacities, shows that the public is not aware of the projects, whether funded or not. This brings back the issue of communicating the presence of such projects, and how much these running or planned ones are beneficial. In addition, these projects could even benefit from the public inputs to redirect resources where cost cuts and greater advantages can be achieved with suggestions made by the public. The lowest scoring items on the scale were: "I receive updates about funded projects when meeting with the council members or municipality managers" (1.17 out of 4); "I know about a funded project called MINARET" (1.19 out of 4); and "I receive updates about funded projects from the advertisements" (1.20 out of 4).

Generally, open lines of communication directed toward making the public aware of the different steps, plans, activities, and projects that the municipality is taking could eventually promote a better understanding of the role that the municipality is taking to improve the services within the available resources.



As for the results of the questionnaires distributed to the employees, the main issue surfacing from the first theme addressing employee satisfaction shows that employees are experiencing low energy and low self-esteem. The lowest items of the factor were “I’m happy at work” (Mean 1.76 out of 4), “I like to come to work” (Mean 1.91 out of 4) and “I feel energetic when coming to work (in the morning)” (Mean 1.93 out of 4). The employees do not feel happy at work, and thus this condition is influencing their willingness to participate in activities aiming at serving the public negatively. There are steps that could be adopted to improve this general emotional and physical downturn, which can be observed from responses on the other points under this theme. These might include better involvement in the decision-making processes, improving the process of performance appraisal and increasing employee engagement in the projects at the municipality. These issues have clearly been raised at the second theme, which examined the perceived service delivery efficiency where employees responded low on the items that inquired about their knowledge of the projects and achievements of the municipality, as well as their ability to make suggestions that aim at improving the work, which appeared to be among the major concerns to the employees. In addition, the employees have expressed that work instability is among the main issues of concern to them. The items addressing signage were all very low scoring way below the midpoint (i.e., Mean 1.24 out of 4), and the following items scored significantly low: “Making complaints or suggestions is effective in improving work” (Mean 1.45 out of 4); “I’m aware of the changes in the municipality concerning the plans and programs” (Mean 1.57 out of 4); “My weak and strong points in the appraisal are explained to me” (Mean 1.68 out of 4); “Annual appraisal process is clear to me” (Mean 1.72 out of 4).

While the employees reflected relatively positive views about themselves and how they can get their work done with limited delay (notably observed in 13 different items, which the mean score was always above the midpoint of 2), they also expressed their disappointment from the support of the manager, the flow of information, and the effectiveness of the communication, which were measured by 16 different items with mean scores below 2.

By looking at the two opposing items, “I have to postpone work to next day due to high workload” and “I finish my job on time without delay”, it is interesting that the responses did not indicate two opposite findings. This finding further indicates that employees might be reluctant when it comes to reporting their ability to perform work in a timely manner, but do not hesitate to report that they can do their job with high efficiency. Employees were not as explicit and open to report the real situation, which raises issues concerning their response when it comes to self-critique. Another point on the theme is related to the annual appraisal, which the majority of employees indicated to be of great concern to them. It is not clear at this point the source of concern; however, if present, then there is a need to revise the component and the process of annual appraisal to reflect a more comforting and just results. In addition, the items, which address the process of communication aiming at promoting a relaxing and more conducive environment, seem to suffer from many shortages. This can be seen in the low scores on these items, like

“Mangers play key role in resolving conflicts”, “We discuss issues and concerns related to in order to find solutions work within the department” and “There is a clear flow of orders at my work (I have one boss to listen to)”.

Although the majority of items scored below the midpoint, which should necessarily reflect a minimal degree of perceived efficiency, the highest among these items were those addressing colleague relationships. This result indicates that employees perceive their colleagues as at the minimal acceptable point of collegiality. This point could initial be considered as a source of positive energy so that any future empowerment plan could start from here.

The third theme asks about issues concerning employees’ knowledge and roles in the funded projects, current or future plans. The responses are very low indicating that many employees know very little information and require more so that they look for opportunities to participate and engage actively in these projects. The following items scored low on the scale: “I know about the funded projects at the municipality” (Mean 1.06 out of 4); “I participate in the funded projects at the municipality (Mean 1.11 out of 4); “I receive information about projects (new and current) on time” (Mean 1.19 out of 4). Although the perceived idea about these projects is ambiguous as the item “Fundraising is legal and healthy” mean score is below the midpoint, but it is still way above the remaining of the items. This finding shows that employee at the municipality lack information about the funded projects and do not actually believe in its benefits. A major setback is that these funded projects, unless highlighted in different areas of the municipality, the employees may not know about them.

Perhaps conducting frequent workshops and meetings could improve the flow of information and increase employees’ sense of worth as benefits to the workplace. In addition, the inclusion of municipality achievements and running projects and tasks in the employees’ routine meeting and communication could increase employees’ interest in and knowledge about what their colleagues are doing and might improve loyalty further.

## **VII. Recommendations**

based on the findings of the questionnaires which sought public and employees’ perceptions with regard to the three themes; satisfaction, service delivery efficiency and fundraising opportunities and capacities, this study suggests targeted interventions aiming at improving communication with stakeholders in Karak municipality.

- Provide capacity building training to the taskforce on communication, interpersonal skills, time management, strategic planning and proposal writing. The aforementioned training topics could be combined in one training package.
- Improve work environment through:

- Develop comprehensive and realistic TORs for all positions at the municipality and accordingly make improvements to the performance appraisal process.
  - Create mechanisms to ensure employees' engagement and involvement in the decision making process.
  - Establish structured communication tools to share information and get feedback from employees and public.
  - Install signage to provide guidance and information to the public.
- Institutionalize and structure the complaint and making suggestions process for both public and employees.
- Take measures to showcase the municipality's donors, projects and operations.
- Produce a paper on country's legislations governing municipal work and workers to advocate for bringing benefits and making improvements to the municipal laws at governmental level and to encourage policy dialogue among Jordan, Tunisia and Lebanon.
- MINARET project to follow up on the implementation of the regional communication matrix with the taskforce.
- Re-assess communications at the municipality one year after the date of the implementation of the regional communication matrix.
- Encourage the taskforce to utilize MINARET platform to engage in fruitful discussions with the taskforce of the other municipalities in Tunisia and Lebanon.

## VIII. Annexes

- a. Annex 1: Public questionnaire of Karak municipality
- b. Annex 2: Employee questionnaire of Karak municipality
- c. Regional communication matrix of Karak municipality
- d. Pictures
- e.



## استبيان المواطنين

يقيس هذا الاستبيان مستوى رضى متلقي الخدمة و كفاءة الانجاز و التغذية الراجعة في البلدية إضافة الى المعلومات الخاصة بالتمويل الخارجي لمشاريع تهدف الى رفع سوية اداء و انجاز البلدية

### القسم الأول: المعلومات الذاتية

الجنس: 1. ذكر 2. أنثى

العمر: .....

الدرجة الأكاديمية: .....

متوسط دخل الأسرة:

1. منخفض 2. متوسط 3. مرتفع

مصدر الدخل (يمكن الإشارة الى أكثر من اختيار):

1. الزوج 2. الزوجة 3. الأب 4. الأم 5. مصدر آخر (حدد): .....

العمل: 1. أعمل 2. لا أعمل

### القسم الثاني: نرجو منك أن تملأ كل العبارات التالية بما تعتقد انه يمتلك من الاستجابات المقابلة:

	ابدا	نادرا	أحيانا	غالباً	دائماً
	0%	20%	50%	80%	100%
نسبة التكرار					
1					
ينهي الموظفون أعمالهم و المهام المناط بهم بدون تأخير					
2					
يتمتع الموظفون بنفس المستوى من الاداء					
3					
عندما يتعلق الأمر بتقديم الخدمات في البلدية فانني أجد الموظفين مفيدون لي					
4					
الموظفون متعاونون معي					
5					
يستقبلني موظفو البلدية باحترام					
6					
يتواصل الموظفون معي بصورة واضحة					
7					
عدد الموظفين كاف لأداء العمل المناط بهم في البلدية					
8					
يعرف الموظفون ما هو المطلوب لإنهاء المعاملة					

9	الموظفون غير متحيزين لأحد عندما يقدمون الخدمة للمواطنين				
10	المسافة بين منزلي والبلدية تؤثر سلبا على جودة الخدمات المقدمة لي				
11	ان للمسافة بين منزلي والبلدية تأثير سلبي على موعد تقديم الخدمة لي				
12	موظفو البلدية متوافرون لتقديم الخدمة للمراجعين و بدون تأخير				
13	لا احتاج الى قضاء وقت طويل لإتمام معاملتي في البلدية				
14	يتم اخذ مقترحاتي في البلدية بشكل جدي				
15	استطيع ايصال مقترحاتي عن طريق التحدث مباشرة مع الموظف المسؤول				
16	أشعر انني اساهم في تحديد سياسات البلدية لما فيه المصلحة العامة				
17	أعرف كيف اتتبع مقترحاتي في البلدية				
18	أعرف الى من اتوجه لطلب المساعدة لإتمام معاملتي داخل البلدية				
19	استطيع الوصول الى الشخص المعني للتقدم بالشكاوي عند الحاجة بسهولة				
20	عند تقديمي بشكوى تتم متابعتها من قبل القسم أو الشخص المعني				
21	في حال تقديمي بشكوى تقوم البلدية بالرد ضمن فترة مناسبة				
22	أستطيع قراءة لوحات التعليمات في البلدية بسهولة لأكمل معاملتي				
23	لوحات التعليمات في البلدية كافية				
24	لوحات التعليمات في البلدية واضحة و لا تحتاج الى مساعدة لفهمها بدقة				
25	أعرف من هي الجهات الممولة للبلدية				
26	أعلم بوجود مشروع ممول في البلدية يدعى ميناريت				
27	أعرف ما هو دور البلدية				
أستطيع ان اساهم باتخاذ القرارات في البلدية عن طريق:					
28	انتخاب من يمثلني				
29	ترشيح نفسي لمجلس البلدية				
30	وضع اقتراحات في صندوق المقترحات في البلدية				
31	أعرف المشاريع التي تنفذها البلدية بتمويل خارجي				
32	أتلقي تحديثا عن عمل البلدية والمشاريع الممولة عن طريق نشرة البلدية				
33	أتلقي تحديثا عن عمل البلدية والمشاريع الممولة عن طريق الاعلانات الموجودة في البلدية				
34	أتلقي تحديثا عن عمل البلدية والمشاريع الممولة عن طريق اجتماعات ممثلي البلدية مع المواطنين				
35	أتلقي المعلومات عن مشاريع البلدية بوقتها (و ليس بعد نهاية المشروع)				
36	إن تمويل المشاريع من قبل هيئات خارجية معتبرة و معترف بها شيء مفيد و قانوني				
37	يتم ابلاغنا من قبل البلدية عن المستجدات من اعمال و انجازات و مشاريع و خطط				
أتعرف على انجازات و اعمال البلدية عن طريق:					
38	النشرة الدورية				
39	اجتماعات الجمهور مع رئيس و اعضاء المجلس البلدي				
40	الموقع الالكتروني				

ذ

هل تود اضافة اي مقترح تعتقد انه سيحسن من اداء و تعظيم الانجاز في البلدية بما يخدمك و يخدم باقي المواطنين و موظفي البلدية؟

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شكرا جزيلا لتفضلك بملء هذا الاستبيان

الحقوق محفوظة

هذا الاستبيان ملك لمشروع مبادرات الاقليمي المنفذ من قبل بلدية الكرك ويتمويل من الوكالة السويدية للتنمية





## استبيان الموظفين

تهدف هذه الدراسة الى الكشف و قياس مستوى و كفاءة الانجاز مقرونة بسبل التواصل مع كل الاطراف المرتبطة بالعمل البلدي و التغذية الراجعة و العوامل المؤثرة في هذه الامور. هذا بالاضافة الى تفحص مقدار المعلومات الخلسة بالتمويل الخارجي لمشاريع تهدف الى رفع سوية اداء و انجاز موظفي البلدية.

نرجو منكم قراءة الجمل في هذا الاستبيان و وضع الإستجابة المناسبة بدقة و عالية حتى نستطيع الخروج بتوصيات هامة لصانعي القرار من أجل تطوير برامج تطوير الاداء لما في ذلك من مصلحة للموظف و للعمل على حد سواء.

علما بأن المعلومات ستعامل بسرية تامة و دقة, والاجابة ستكون بدون اسماء, ولك عزيزي المشارك الكريم حق عدم المشاركة والانسحاب من الدراسة ان أردت  
شاكرين لكم تعاونكم

القسم الأول: المعلومات الذاتية

الجنس: 1. ذكر 2. أنثى

العمر: .....

الدرجة الأكاديمية: .....

القسم الثاني: نرجو منك أن تملأ كل العبارات التالية بما تعتقد انه يمثل وجهة نظرك من الاستجابات المقابلة:

	نسبة التكرار	ابدا %0	نادرا %20	احيانا %50	غالباً %80	دائماً %100
1	أنا سعيد في العمل					
2	أحب أن آتي إلى العمل					
3	أشعر بالحيوية عند قدومي إلى العمل (في الصباح)					
4	أشعر بالإرهاق مع نهاية يوم العمل					
5	أشعر أن قواي قد استنزفت في نهاية أسبوع العمل					
6	أضطر لتأجيل عمل اليوم الى الغد لكثرة المعاملات					
7	أشعر بالأمان في موقع عملي الحالي					
8	علاقتي مع زملائي مفيدة					
9	أشعر أن مديري يدعمني					
10	زملائي يحترمونني					



11	يسألني زملائي عندما يحتاجون إلى المشورة				
12	يثق زملائي في قراراتي في العمل				
13	أعرف ما هو الوصف الوظيفي الخاص بعلمي تماماً				
14	أنهي عملي على الوقت و بدون تأخير				
15	يساعدني زملائي على اتمام عملي عندما احتاج الى ذلك				
16	ينصت زملائي لمقترحاتي لتحسين الأداء				
17	استمع لمقترحات زملائي التي تهدف الى تحسين ادائي				
18	يستمتع زملائي لما أقوله عن سير العمل				
19	لدي استعداد للعمل التطوعي خارج اوقات العمل الرسمي				
20	أشارك زملائي المعلومات الخاصة بعلمي في حال تركي لمكان العمل او الانتقال الى مكان او دائرة اخرى				
21	يلعب المدير دوراً فاعلاً في حل النزاعات في الدائرة و البلدية				
22	ينصت مديري لمقترحاتي و التي تهدف الى تحسين سير العمل و الإنجاز				
23	أعرف الى من اتوجه لطلب المساعدة في العمل				
24	أعرف متى أطلب المساعدة في العمل				
25	يتم شرح نقاط الضعف و القوة في تقييمي السنوي				
26	عملية و اسس التقييم السنوي واضحة بالنسبة لي				
27	أعرف تماماً ما هو المطلوب مني في عملي				
28	يحصل الزملاء الجدد على عملية تعريف بطبيعة العمل و المهام المناطة بهم عند بداية العمل او حين الانتقال الى مكان عمل جديد				
29	نناقش الحالات التي فيها اشكاليات لإيجاد حلول مناسبة داخل دائرتي				
30	كل المعلومات عن البلدية متوفرة ويمكن الحصول عليها في أي وقت				
31	هنالك طريق معروف و واضح في وصول المعلومة عن التعليمات و القوانين الجديدة في البلدية				
32	كيفية تسلسل الأوامر الادارية واضح بالنسبة لي				
33	أشارك في اتخاذ القرارات في دائرتي				
34	أعرف بكل التغيرات التي تحصل في البلدية من اولويات و خطط و برامج				
35	يمكن للمواطن ان يقرأ لوحات التعليمات في البلدية بسهولة				
36	لوحات التعليمات في البلدية كافية				
37	لوحات التعليمات في البلدية واضحة و لا يحتاج فهمها بدقة الى مساعدة				
38	أعرف من هي الجهات الممولة للمشاريع في البلدية				
39	أعرف كيف تدار المشاريع الممولة في البلدية				
40	أعرف الى من اتوجه للتعرف على الجهات الممولة للبلدية (الحالية و المحتملة)				
41	أستطيع مساعدة البلدية في الحصول على تمويل خارجي				
42	أعلم بوجود مشروع ممول في البلدية يدعى MINARET				
43	أعلم أن الجهة الممولة لمشروع MINARET هي المؤسسة السويدية لتمويل المشاريع التنموية(SIDA)				
44	أعرف من هم الشركاء في مشروع MINARET				
45	أعرف ما هي اهداف مشروع MINARET				
46	أعرف من هي الدول المشاركة في مشروع MINARET				

47	أعرف عن المشاريع الممولة في البلدية
48	أشارك في المشاريع الممولة في البلدية
	أنتقل تحديث باستمرار عن عمل البلدية والمشاريع الممولة و غير الممولة عن طريق:
49	نشرة البلدية
50	الإعلانات
51	والاجتماعات الدورية
52	أنتقل المعلومات عن مشاريع البلدية بالوقت المناسب (و ليس بعد نهاية المشروع)
53	للحصول على تمويل لمشاريع في البلدية احتاج الى مهارات خاصة
54	تمويل المشاريع من قبل هيئات معتبرة و معترف بها شيء مفيد و قانوني
55	اعرف ما المطلوب و كيفية التقدم للحصول على تمويل لمشاريع لتطوير عمل البلدية
56	استطيع المشاركة في اتخاذ بعض القرارات الخاصة بالعمل
57	أشارك في اتخاذ القرارات في البلدية يزيد من شعوري بالانتماء لعملي
58	طريقة التقدم بالاقتراعات والشكاوي مرنة
59	طريقة التقدم بالاقتراعات والشكاوي في البلدية فعالة

و أخيرا، هل تود ان تصنف اية مقترحات قد تحسن من أداء عمل البلدي المؤسسي على كل المستويات؟

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شكرا جزيلاً لتفضلك بملء هذا الاستبيان

الحقوق محفوظة

هذا الاستبيان ملك لمشروع مبادرات الاطمي المنفذ من قبل بلدية الكرك ويتمويل من الوكالة السويدية للتنمية



خطة التواصل الإقليمية للبلدان المشاركة في مشروع ميناريت (الأردن ولبنان وتونس) للعام 2019

بلدية الكرك - الاردن

الربع الاول	الربع الثاني	الربع الثالث	الربع الرابع	ملاحظات
كانتون الثاني شباط	نيسان	حزيران	تموز	آب
			ابلول	تشرين الاول
				تشرين الثاني
				كانتون الاول

الموضوع: رضا الموظفين
الهدف 1: تخفيف العبء الوظيفي عن الموظفين بنسبة 15 % مع نهاية عام 2019

نشاط 1:

[illegible][illegible][illegible]

نشاط 2:

[illegible][illegible]

الهدف 2: اعلام الموظفين بنشاطات البلدية بشكل دوري	
نشاطات:	1- ارسال تحديثات عن نشاطات البلدية للموظفين عن طريق البريد الالكتروني بشكل شهري

										المتطلبات:									
--	--	--	--	--	--	--	--	--	--	------------	--	--	--	--	--	--	--	--	--

												جمع نشاطات البلدية ونجازاتها والمانحين لها والمشاريع الممولة في الاسبوع
--	--	--	--	--	--	--	--	--	--	--	--	---

[illegible][illegible]

النشاط 2: اعلام الموظفين بنشاطات البلدية عن طريق نشرية دورية كل ثلاثة اشهر

[illegible][illegible]

صفحة التواصل الاجتماعي وتعليق نسخة ورقية في البلدية

النشاط 3: عقد اجتماع اسبوعي مع مدراء الدوائر لمتابعة سير العمل

[illegible]

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[illegible]

[illegible]



[illegible]

