



Communication Baseline Identification Study

Jdeidet El-Souf Municipality – Lebanon

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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 Al-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 programs 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 WEF-Nexus approach.

The project’s ambitious outputs and contributions to the national and regional dialogue on WEF-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 is 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 matrix. 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 matrix was developed.

Communication objectives:

The MINARET project places special importance to communication at all potential levels that could be involved in the project. Basically, the project will communicate with multi-stakeholders on a wide range of topics, including raise awareness about MINARE and WEF-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 and WEF-Nexus 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.

EXECUTIVE SUMMARY

This Communication Baseline Identification Study followed a statistical yet interactive approach. Two questionnaires¹ were the main tool for collecting data from the public and the employees and were designed by a research expert and the communication consultant to assess the populations' perceptions with regard to satisfaction, service delivery efficiency and fundraising opportunities and capacities. The questionnaires 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

¹ Questionnaires are annexed to this document

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 and Monastir in Tunisia to address taskforces concerns that the draft public questionnaire required too much time to be filled which could compromise public's willingness to respond, and that certain terms and vocabularies were changed ensuring statements' clarity to cater for Tunisian populations.

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 Al-Karak 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 the decision making process. 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 matrix² 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. Al-Karak municipality's communication matrix is annexed to this report.

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.

² Regional communication matrix was developed for Jdeidet El-Shouf is annexed to this document.

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 questionnaires were built and structured by two experts in the field and in research. Three main themes were covered using the study questionnaires. Namely, these themes were satisfaction, service efficiency, and fundraising opportunities and capacities. These themes addressed municipality employees and the public. Items of the study questionnaires 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 workshop 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 of the responses with the normal distribution curve. Questionnaire internal consistency³ 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 tool was used 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.

³ 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.

The sampling population covered 5% of the households in the three 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

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. Questionnaires' 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, questionnaires' items were explained to the municipality taskforce, 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 questionnaires were 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 adequate for the data collectors given the available resources and timeframes. However, the data collection process could have been improved if the data collectors were professional personnel rather than volunteers. Using fairly trained volunteers could have negatively 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.

RESULTS AND ANALYSIS

c. Public questionnaires' results and analysis in Karak municipality

The total number of received questionnaires was 520, and the missing data are variable among the items. The ratio between the male and the female participants was 3:2. The age of participants ranged between 17 and 88 years of age, with a mean⁴ of more than 40 years of age. The majority of participants had a regular job (70%), and approximately half of the participants reported that the father is the main source of income for the family.

Table 1: The demographic characteristics of the participants (n=520)

Factor		n (%)	Missing Data
Sex	Male	304 (58.5%)	10 (1.9%)
	Female	206 (39.6%)	
Age (Mean= 40.72 Y/O, SD= 14.54 Years)	<20	21(4%)	6 (1.2%)
	20-30	128 (24.6%)	
	31-40	117 (22.5%)	

⁴ Mean (or average) 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.

	41-50	127 (24.4%)	
	>50	121 (23.3%)	
Academic degree	School	156 (30%)	150 (28.9%)
	Diploma	22 (26.2%)	
	Baccalaureate	183 (35.2%)	
	Master	8 (1.5%)	
	PhD	1 (.2%)	
Family income	Low	136 (26.2%)	19 (3.5%)
	Medium	345 (66.4%)	
	High	20 (3.9%)	
Source of income	Father	245 (47.1%)	109 (21%)
	Mother	17 (3.3%)	
	Father and Mother	73 (14%)	
	Other	76 (14.6%)	
Do you have a regular job/work?	I work	98 (70%)	58 (11.2%)
	I don't	367 (18.8%)	

The study questionnaire studied three main themes (i.e., public satisfaction (11 items); service delivery efficiency (11 items); and fundraising opportunities and capacities (9 items)), which were subsumed in 31 items. The values of the internal consistency indicate that the whole questionnaire (scale) and its themes (subscales) have achieved high reliability values. These results show that this questionnaire as a research measure has well-structured, homogenous items, and therefore achieved high internal consistency values (see tables below). The response on the questionnaires' items has a value of 0 (never), 1 (rarely), 2 (sometimes), 3 (often), or 4 (always). The range of the score on the themes was as follows: public satisfaction 0-44; service delivery efficiency 0-44; and fundraising opportunities and capacities 0-36. These ranges indicate that the score could be somewhere between 0 and 44 for the first two themes, and between 0 and 6 for the later one. The higher the score is the more positive the view of the respondents is. However, lower scores on the study themes mean that the respondents have negative views or opinions about the items under-investigation.

The first theme, public satisfaction, achieved an internal consistency value of .872, which showed that the study theme has been well-covered by the items listed underneath it. However, the mean was very low indicating the presence of dissatisfaction of public from the municipality services as shown in Table 2. As explained earlier, the response for each item ranges between 0 (a very negative view) and 4 (a very positive view). Therefore, the closer the mean to zero, the worst the view of the respondent about the item, greater dissatisfaction of the services provided by the municipality in this case.

The lowest item on the theme is “I know about the municipality achievements and work through periodic bulletin” and the highest item is “I know the role of the municipality”. The lowest item on this scale is common between participants from Jdeidet El-Shouf in Lebanon and from Al Karak of Jordan.

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

Factor/item	Mean	SD ⁵
Employee satisfaction 13 items, $\alpha = .827$	15.42	9.66
1 I know the role of the municipality	2.12	1.28
2 I visit the municipality	1.25	.99
3 Employees know the steps of their work	1.82	1.37
4 Employees are not biased when it comes to providing services	2.01	1.31
5 The time I spent to finish my work is acceptable	1.81	1.1
6 I receive a response from the municipality to my complaint within a reasonable period of time	1.67	1.15
7 I influence the decision at the municipality through electing my representative	1.86	1.57
8 I influence the decision at the municipality through becoming a candidate, myself	1.44	1.52
9 I know about municipality achievements and work through periodic bulletin	.52	.89
10 I know about municipality achievements and work through meeting with the mayor and council members	.61	1.03
11 I know about municipality achievements and work through municipality webpage	1.14	1.33

The second theme measured service delivery efficiency as perceived by the public attending the municipality. The internal consistency for this subscale is .854, and the mean is 16.08 (SD 7.31) showing a very low level of perceived efficiency in delivering services by the municipality (Table 3). As found among the participants in the Jordanian sample, 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 “Employees receive me with respect”.

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

Factor/item	Mean	SD
Service delivery efficiency 9 items, $\alpha = .854$	16.08	7.31
1 Employees finish task/job on time	1.69	1.18
2 Employees are collaborative	2.29	1.20

⁵ 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

3	Employees receive with respect	2.61	1.30
4	The number of employees is adequate	1.54	1.30
5	Distance between my house and the municipality does not influence the quality and the time of the services	.78	1.07
6	Employees are available to provide services on time	1.72	1.30
7	I can talk directly to the key person when making any suggestion/complaint	1.95	1.30
8	I contribute in making the general policies of the municipality	1.12	1.20
9	I can reach the key person to present my case/complaint easily	2.09	1.29
10	I can read the signage easily to finish my work at the municipality	1.30	1.28
11	Signage at the municipality is adequate	1.07	1.25

Public knowledge and awareness of the funding opportunity available at the municipality has measured using the third component of the questionnaire. The internal consistency value is .872, and the mean score is 7.43 (Table 4). By examining the range and the reported scores, this mean measured on this subscale is very low, which might necessarily indicate limited knowledge about funding and funding opportunity supporting the municipality running or planned projects that serve the community. Similar to the Jordanian results, 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”. Apparently, public knowledge is extremely limited about funding opportunity. But still the public perceived funding positively, the amount of information transferred to them might not adequate to understand exactly the role of this fund.

Table 4: Public responses on the items of the fund opportunity subscale

Factor/item	Mean	SD
Fund opportunity 9 items, $\alpha = .872$	7.43	6.20
1 I know about the externally funded projects at the municipality	.87	1.22
2 I receive updates about funded projects from the municipality newsletter	.79	1.09
3 I receive updates about funded projects from the advertisements	.98	1.18
4 I receive updates about funded projects when meeting with the council members or municipality directors	.85	1.12
5 I receive information about projects (new and current) on time	.79	1.10
6 External fund to projects at the municipality is both legal and helpful	2.14	1.53
7 The municipality informs the public about the recent achievement and projects frequently	.96	1.18
8 I know the funding bodies supporting the municipality	.72	1.07
9 I know about a funded project called MINARET	.74	1.17

The public show that the understand the legality and benefits of having external fund that runs projects, which aims to improving and promoting better services. Therefore, this point achieved the highest among the other items on the theme.

d. Employees' questionnaire's results and analysis

The total number of employees in the municipality was five. There were four male and one female employee aged between 37 and 57. All employees were high school graduates, except one employee with a baccalaureate degree. Due to the limited number of participants in this part of the study (n=5), linearity, normality and reliability tests cannot be performed to avoid any inaccurate representation of the results.

Table1. The demographic characteristics of the employees (n=5)

Factor		n (%)
Sex	Male	4 (80%)
	Female	1 (20%)
Age (Mean= 46.20 Y/O, SD= 6.67 Years, Range 37-57 years)		
Academic degree	School	4 (80%)
	Baccalaureate	1 (20%)

The study questionnaire (59 items) investigated three concepts: employee satisfaction (11 items); service delivery efficiency (33 items); and fund opportunity (15 items). The values of the internal consistency indicate that the whole questionnaire (scale) and its concepts (subscales) have achieved reasonably high reliability values. This indicates that this questionnaire measures what it was originally structured to measure. The response on the scale items range was as follows: 0=Never, 1=Rarely, 2=Sometimes, 3=Often, 4=Always. Therefore, the range of the concepts was as follows: employee satisfaction 0-44; service delivery efficiency 0-132; and fund opportunity 0-60.

The first subscale, employee satisfaction, the mean was almost at the midpoint of the score range of the scale (mean score 39.80, SD 2.27). This result indicates the presence of a high level of satisfaction among employees (Table 2). The lowest item on the subscale is "I feel exhausted towards the end of my day at work", and the general impression obtained from the responses is that they represent a positive view of the work.

Table 2: Employee responses on the items of the employee satisfaction subscale

Factor/item		Mean	SD
Employee satisfaction - 11 items		39.80	2.27
1	I'm happy at work	3.80	.45
2	I like to come to work	4.00	.00
3	I feel energetic when coming to work (in the morning)	3.20	.84
4	I feel exhausted towards the end of my day at work	2.60	.89
5	I feel drained by the end of the work week	2.80	1.64
6	I feel that I'm secured in my current post	4.00	.00

7	My manager supports me	4.00	.00
8	My colleagues respect me	4.00	.00
9	I'm willing to participate in voluntary activities outside my official work time	3.40	.89
10	I share information concerning my work when transferring or leaving my current work (I do not conceal or destroy information)	4.00	.00
11	My loyalty increases as I participate in the decision-making process at the municipality	4.00	.00

On the second subscale, service delivery efficiency, the mean score is 125.00 (SD 2.65). This mean score is high at the score range of the scale (i.e., 132). Again, this result is high, and perhaps one of the reasons is the limited number of participants. It cannot be determined at this stage whether employees' responses were influenced by an external contaminating source (Table 3). Interestingly, the lowest scoring item reflects a major concern to the workload on the employees and then the limited participation in formulation of the municipality general policies.

Table 3: Employee responses on the items of the service delivery efficiency subscale

Factor/item	Mean	SD
Service delivery efficiency 33 items	125.00	2.65
1 I have to postpone work to next day due to high workload	.80	1.10
2 My colleagues ask me when they need an advice	4.00	.00
3 My colleagues trust my decisions at work	3.80	.45
4 My relationship with my colleagues is helpful	4.00	.00
5 I know what is my job description	4.00	.00
6 I finish my job on time without delay	4.00	.00
7 My colleagues help me finish my work	3.80	.45
8 My colleagues listen to my suggestions to improve work	4.00	.00
9 I listen to suggestions by my colleagues to improve my performance	4.00	.00
10 My colleagues listen to what I have to say about work	4.00	.00
11 Managers play key role in resolving conflicts	4.00	.00
12 Managers listen to my suggestions to improve work	4.00	.00
13 I know who to ask for a help	4.00	.00
14 I know when to ask for a help	3.80	.45
15 My weak and strong points in the appraisal are explained to me	4.00	.00
16 Annual appraisal process is clear to me	4.00	.00
17 I'm clear about my work	3.80	.45
18 New employees (or transferred ones) receive orientation to the new workplace	3.80	.45
19 We discuss issues and concerns related to in order to find solutions work within the department	3.60	.55
20 Information about the municipality plans and projects is available	4.00	.00
21 There is a clear flow of orders at my work (I have one boss to listen to)	3.80	.45

22	We have clear flow of information (concerning rules and regulations)	4.00	.00
23	I participate in the decisions made in my department	4.00	.00
24	I'm aware of the changes in the municipality concerning the plans and programs	4.00	.00
25	Signage at work guide clients clearly	4.00	.00
26	Signage at work are adequate	3.80	.45
27	Signage at work are self explanatory	3.60	.55
28	I receive frequent updates on the municipalities work and projects (funded or not) through Newsletter	4.00	.00
29	I receive frequent updates on the municipalities work and projects (funded or not) through advertisements	3.40	.55
30	I receive frequent updates on the municipalities work and projects (funded or not) through periodic meetings	4.00	.00
31	I participate in the making the general policies at the municipality	2.60	1.52
32	Making complaints or suggestions is flexible at work	4.00	.00
33	Making complaints or suggestions is effective in improving work	4.00	.00

Fund opportunity subscale addresses the information available to employees concerning funding sources to project at the municipality. This subscale achieved a mean score of 40.60 (SD 2.79). This mean score is just above the midpoint of 30, which further indicates that information about funding, fund resources, methods to obtain and participate in funded projects is available but not necessarily adequate and /or clear to employees (Table 4).

Table 4: Employee responses on the items of the fund opportunity subscale

Factor/item	Mean	SD
Fund opportunity 15 items	40.60	2.79
1 I know who provides fund to sponsored projects at the municipality	3.60	.55
2 I know how funded projects at my municipality are directed and run	3.60	.55
3 I know whom to address in order to obtain a fund to my municipality	4.00	.00
4 I can assist in obtaining an external fund to my municipality	2.60	1.52
5 I know about a funded project called MINARET	4.00	.00
6 I know that SIDA is funding partner for MINARET	4.00	.00
7 I know MINARET partners	4.00	.00
8 I know what are the objectives of MINARET	4.00	.00
9 I Know the countries involved in the MINARET project	4.00	.00
10 I know about the funded projects at the municipality	2.80	1.64
11 I participate in the funded projects at the municipality	3.60	.55
12 I receive information about projects (new and current) on time	2.80	1.64
13 Fundraising requires skills and resources	2.80	1.64

14	Fundraising is legal and healthy	4.00	.00
15	I know how to apply to new projects aiming at developing my department	2.80	1.64

Although inconclusive results due to the limited number of employees, but still the results show that employee knowledge about issues, concerning the funding opportunities is way below the needs. In addition, participation in the decision-making and policy-making processes is a source of the limited satisfaction among those employees.

FINDINGS AND CONCLUSIONS

Public satisfaction theme shows that there is a general dissatisfaction from the roles and services provided by the municipality. When examining the items, the public show a considerable shortage regarding the information about the achievements and the activities of the municipality. In addition, the results show that the public do not receive enough information about municipality services and updates. The lowest scoring points on the scale were as follow as: “I know about municipality achievements and work through periodic bulletin” (.52 out of 4); “I know about municipality achievements and work through meeting with the mayor and council members” (.61 out of 4); and “I know about municipality achievements and work through municipality webpage” (1.14 out of 4). Only two items made it to the midpoint on this theme where the respondents expressed ambivalent feelings toward the municipality. The lowest items belonged to the processes and methods adopted by the municipality to inform the public about the processes and projects run at the municipality. These items are clear evidence on the limitation in the process of communication and limited flow of information to the public, which contributed to the sense of dissatisfaction expressed openly by the respondents in this study.

Responses on the second theme raised issues concerning public participation in the decision-making processes within the municipality. The majority of items were below the midpoint which is a clear reflection of a negative view of the public. This issue point has been explained further when responses further indicated that knowledge about the different projects running at the municipality is very limited. In addition, the public reported that the number and efficiency of work is inadequate. The final point shown in this study is related to the availability of signage where responses rated very low the presence and adequacy of signage that explain the steps and documents needed for different services provide by the municipality. “Distance between my house and the municipality does not influence the quality and the time of the services” (.78 out of 4); “Signage at the municipality is adequate” (1.07 out of 4); and “I contribute in making the general policies of the municipality” (1.12 out of 4).

The third theme, fund opportunity, reflects even more challenges to the decision-makers at the municipality. The responses show that the public is not aware or knowledgeable about the funded projects, they do not receive updates on any project within the municipality, and, although reported that externally funded projects could be

beneficial, they know very little information concerning the organization that provides the fund. The public also reported knowing very little about the MINARET project. Similar to Al Karak of Jordan, the issue of communicating the what, when and who concerning the projects, which aims at improving the municipality services, is a major challenge to tackle during the coming period. It is expected that gaining this information could improve satisfaction.

Responses on this scale were very low (less than 1 out of 4), showing that there is a very low level of orientation and knowledge about the funded projects running or planned to run in the municipality. Even the flow of information is unsatisfactory to the public, which further emphasize the need to have a much reliable methods of communication and better levels of transparency.

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 brining 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.

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 الاشارة الى اكثر 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 يمثلك من الاستجابات المقابلة:

	نسبة التكرار	ابدا %0	نادرا %20	احيانا %50	غالبا %80	دائما %100
1	أعرف ما هو دور البلدية					
2	كم مرة تزور البلدية في السنة؟					
3	ينهي الموظفون أعمالهم و المهام المناط بهم بدون تأخير					
4	الموظفون متعاونون معي					
5	يستقبلني موظفو البلدية باحترام					
6	عدد الموظفين كاف لأداء العمل المناط بهم في البلدية					
7	يعرف الموظفون ما هو المطلوب لإنهاء المعاملة					
8	الموظفون غير متحيزين لأحد عندما يقدمون الخدمة للمواطنين					
9	المسافة بين منزلي و البلدية تؤثر سلبا على جودة و موعد تقديم الخدمات المقدمة لي					
10	موظفو البلدية متوافرون لتقديم الخدمة للمراجعين و بدون تأخير					
11	لا أحتاج الى قضاء وقت طويل لإتمام معاملتي في البلدية					
12	استطيع ايصال مقترحاتي عن طريق التحدث مباشرة مع الموظف المسؤول					
13	أشعر انني اساهم في تحديد سياسات البلدية لما فيه المصلحة العامة					

14	استطيع الوصول الى الشخص المعني للتقدم بالشكاوي عند الحاجة بسهولة				
15	في حال تقديمي بشكاوى تقوم البلدية بالرد ضمن فترة مناسبة				
16	أستطيع قراءة لوحات التعليمات في البلدية بسهولة لأكمل معاملتي				
17	لوحات التعليمات في البلدية كافية				
18	أعرف من هي الجهات الممولة للبلدية				
19	أعلم بوجود مشروع ممول في البلدية يدعى مينايريت				
	أستطيع ان اساهم باتخاذ القرارات في البلدية عن طريق:				
20	انتخاب من يمثلني اذا كنت استطيع الانتخاب				
21	ترشيح نفسي لمجلس البلدية اذا كنت استطيع الترشح				
22	أعرف المشاريع التي تنفذها البلدية بتمويل خارجي				
23	أنتلقى تحديثا عن عمل البلدية والمشاريع الممولة عن طريق نشرة البلدية				
24	أنتلقى تحديثا عن عمل البلدية والمشاريع الممولة عن طريق الاعلانات الموجودة في البلدية				
25	أنتلقى تحديثا عن عمل البلدية والمشاريع الممولة عن طريق اجتماعات البلدية مع المواطنين				
26	أنتلقى المعلومات عن مشاريع البلدية بوقتها (و ليس بعد نهاية المشروع)				
27	إن تمويل المشاريع من قبل هيئات خارجية معتبرة و معترف بها شيء مفيد و قانوني				
28	يتم ابلاغنا من قبل البلدية عن المستجدات من اعمال و انجازات و مشاريع و خطط				
	أتعرف على انجازات و اعمال البلدية عن طريق:				
29	النشرة الدورية				
30	اجتماعات الجمهور مع رئيس و اعضاء المجلس البلدي				
31	الموقع الالكتروني				

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

شكرا جزيلا لتفضلك بملء هذا الاستبيان

الحقوق محفوظة

هذا الاستبيان ملك لمشروع مينايريت الاقليمي المنفذ من قبل بلدية جديدة الشوف و بتمويل من الوكالة السويدية للتنمية



الهدف ٣: توفير المانحين المالية في المهرجان السنوي في البداية											
											تقديم لوحات الخلفية عن المشاريع الممولة من المانحين ووضعها في مكان بارز في المهرجان
											تقديم حوارات الخلفية مختصرة عن المشاريع الممولة في البداية مع المانحين
											تقديم لوحات الخلفية لبرامج مختلفات عن المشاريع الممولة في البداية
											تقديم لوحات الخلفية للمانحين طوال يوم المهرجان
الهدف ٤: توفير دليل المانحين على صفحة التواصل الاجتماعي ويمكن بارز											
											المعلومات
											الحصول على موافقة من المانحين بصفحة البداية لوضع الدمار الخاص بهم على صفحة التواصل الاجتماعي
الهدف ٥: تقديم حوارات مشاريع للممولين المانحين الممولين على القائمة المانحين المختلفين التي تم تطويرها للقيادة من قبل مشروع حوارات											
الهدف ٦: الحصول على الدعم المالي والتمويل من مشروع حوارات في كتابة مقترحات المشاريع											
											المعلومات
											كتابة الدعوات لتقديم مقترحات المشاريع المانحين المختلفين بالإضافة إلى قائمة المانحين المختلفين المطور من قبل مشروع حوارات
											مجلس مدونة الممارسات
											مجلس مدونة الممارسات
											مجلس مدونة الممارسات
											مجلس مدونة الممارسات
الهدف ٧: تطوير منحة التقديم للمنتخبين لعدد العالم مع نهاية حزيران 2019											
الهدف ٨: تطوير والتواصل مع المانحين لعدد العالم والتواصل مع مركز بحوث الطاقة في الآلات											
											المعلومات
											إدارة مودنة لوجستية من قبل مركز بحوث الطاقة حول مقترحات التقديم للمانحين
											عدد العالم
											تقديم المعلومات المطلوبة من قبل البداية
											عدد العالم والتواصل مع مجلس عدد العالم