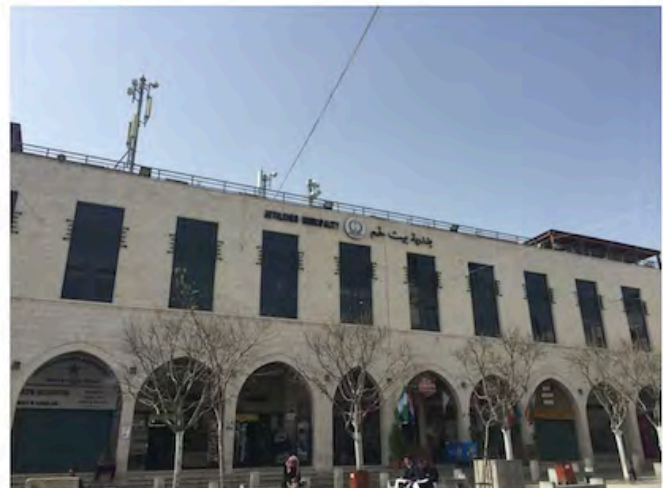
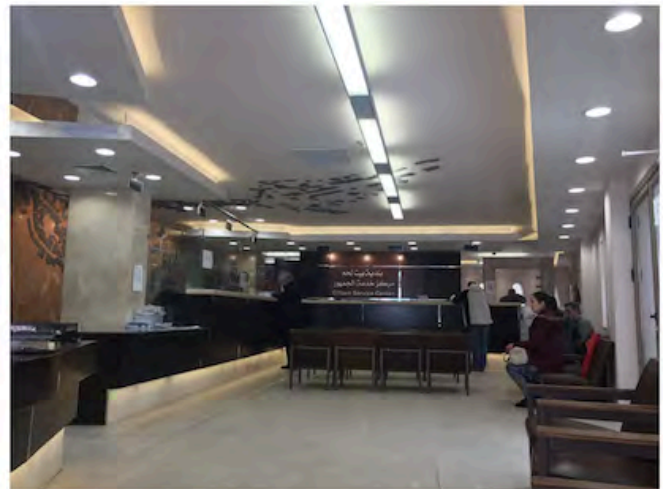


FINAL REPORT: Evaluation of the Local Government and Infrastructure Program

An evaluation of the effect of LGI's local government initiatives on institutional development and participatory governance

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The views expressed in this report are those of the authors and should not be attributed to AidData or funders of AidData's work, nor do they necessarily reflect the views of any of the many institutions or individuals acknowledged here.

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Contents

1	Executive Summary	1
1.1	Key Findings	1
1.2	Policy Recommendations	2
2	Introduction	3
3	Background	4
4	Research design	5
4.1	Matching	6
4.1.1	Survey Design and Sampling	8
4.1.2	World Bank/USAID LPGA Surveys	13
4.2	Outcome Indicators	13
4.2.1	Capacity Development Indicators–user survey:	13
4.2.2	Capacity Development Indicators–World Bank/USAID LPGA citizen survey:	14
4.2.3	Capacity Development Indicators–administrator survey:	15
4.2.4	Capacity Development–World Bank/USAID LPGA Administrator survey	16
4.2.5	Physical and strategic planning–administrator survey:	16
4.2.6	Physical and strategic planning–World Bank/USAID LPGA administrator survey:	16
4.2.7	Participatory Governance–user survey	16
4.2.8	Participatory Governance–World Bank/USAID LPGA user survey	16
4.2.9	Participatory Governance–administrator survey:	17
4.2.10	Participatory Governance–World Bank/USAID LPGA administrator survey:	17
5	Estimation Strategy	17
6	Findings	21
6.1	Capacity Development	21
6.1.1	Service User Results	21
6.1.2	Administrator Results	24

6.2	Strategic Planning	26
6.3	Participatory Governance	28
6.3.1	Service User Results	28
6.3.2	Administrator Results	29
7	Issues, Challenges and Limitations	31
8	Conclusions and Recommendations	32
8.1	Conclusions	32
8.2	Policy Recommendations	33
A	Annexes	35
A.1	Matching	35
A.1.1	List of Covariates used for Matching	35
A.2	Matched pairs	36
A.3	Variables	37
A.3.1	User survey (Primary indicators)	37
A.3.2	Admin survey (Primary indicators)	38
A.3.3	User survey (Secondary indicators)	38
A.3.4	Admin survey (Secondary indicators)	39
A.3.5	Admin survey (World Bank Survey on Municipal Service Provision)	39
A.3.6	Citizen Survey (LGPA)	40
A.4	Control Variables	40
A.5	Variable Transformation	40
A.6	Primary indicators for WB/USAID surveys	41
A.6.1	Capacity Development	41
A.6.2	Strategic Planning	42
A.6.3	Participatory Governance	42
A.7	Secondary indicators	43
A.7.1	Capacity Development	43
A.7.2	Strategic Planning	45
A.7.3	Participatory Governance	46

A.8	Survey Instrument	47
A.8.1	User Survey Instrument	47
A.8.2	Admin Survey Instrument	72

1 Executive Summary

USAID/West Bank and Gaza (WBG) Local Governance and Infrastructure (LGI) program was a four-year, 104 million dollar program that was in effect between 2012 and 2016. The program worked in a total of 28 municipalities across 11 governorates of WBG for both its governance and infrastructure components of the program. This evaluation, done through collaboration between USAID/WBG and AidData, assesses the impact of the three categories of governance activities that were implemented, namely institutional development, community planning, and participatory governance.

Given the nature of the interventions and the underlying theory of change, this evaluation tests a total of five hypotheses:

- H1: LGI will be associated with an increase in citizen perception of the quality of governance.
- H2: LGI will be associated with greater citizen satisfaction with municipal services.
- H3: LGI will be associated with good governance practices among officials and administrators.
- H4: LGI will be associated with improved community planning.
- H5: LGI will be associated with more citizen participation in government.

Hypotheses 1-3 relates to institutional development. Hypothesis 4 relates to community planning, and hypothesis 5 relates to participatory governance.

The evaluation relies on two methods. First, given that the 28 targeted localities for the governance component of the program were not chosen at random (i.e. it was not a randomized control trial), we employ a statistical method of matching to find suitable “control” units with which we can compare the programmed municipalities. We measure impact via endline surveys of service users and municipal administrators in the West Bank. Second, we draw on household and administrator surveys collected from the universe of municipalities for the forthcoming Local Government Performance Assessment (LGPA) program.

1.1 Key Findings

To give a preview of the key results, we find:

- LGI has important, positive effects on the capacity of municipal governments, particularly as it bears on digitized procurement, internal auditing, staff training, e-municipality, and public disclosure.
- LGI is associated with better access to services, more reliable services, higher quality services, and a greater belief that services have improved in recent years.
- At the same time, citizens in LGI municipalities believe that access to services is unfair, requires side payments and is subject to personal and party favoritism.

- There is evidence of increasing political awareness and critical ability, with potential implications for democratic accountability.
- LGI has a positive effect on the extent of physical and strategic planning.
- LGI has limited impact on participatory governance.

1.2 Policy Recommendations

Our interpretation of the findings suggest several policy recommendations:

- Continue and, if possible, increase efforts to further advance the institutional enhancement of municipalities across the West Bank.
- Introduce incentives for local politicians to exercise their increased capacity in a more transparent way. Possible steps in this direction could include simplifying protocols for citizens to provide input, further expand training of municipal employees in good governance practices, efforts to socialize (through schools) future citizens into the habit of voicing feedback, and/or conditioning fiscal decisions by the central government on transparency and citizen satisfaction indicators.
- Increase engagement and participation by younger members of the community. Possible strategies towards this end could include sustained diffusion campaigns through schools, introduction of small incentives to make use of the newly created common spaces, or provision of transportation to and from the more remote areas within the municipality.
- Future USAID programming should explicitly build evaluation into the design of interventions. This will allow for a much more precise assessment of if and how programs are working. Ex post evaluations such as this one are necessarily limited in their capacity to assess the efficacy of USAID programs.

2 Introduction

USAID/West Bank and Gaza (WBG) Local Governance and Infrastructure (LGI) program is a four-year, 104 million dollar program that was in effect between 2012 and 2016. The program worked in a total of 28 municipalities across 11 governorates of WBG for both its governance and infrastructure components of the program. This evaluation focuses on the governance component of the program. The programming aimed at strengthening local government capacity in Palestinian municipalities by implementing three categories of activities:

- Providing support for institutional development,
- Promoting community planning, and
- Encouraging participatory governance.

This evaluation is designed to assess the impact of these efforts on improving Palestine’s local government capacity and services.

The program was planned and executed with the general goal of “providing an enabling environment for good local governance” and to “provide the basic infra necessary for sustainable improvements in the quality of life” for the Palestinians in WBG (LGI Program Description). There was concern that the local government units (LGUs) lacked the institutional capacity and skills to provide quality services and to attract skilled staff, and lacked sufficient guidance and monitoring from the Ministry of Local Government (MoLG). In light of these concerns, the program was designed to increase institutional capacity and skills of the LGUs.

This evaluation assesses the impact of the three categories of governance activities that were implemented, namely institutional development, community planning, and participatory governance. We examine the impact of the activities on both the demand side (citizens) and the supply side (administrators) of municipal governance. Throughout these efforts, we use two methods. First, given that the 28 targeted localities for the governance component of the program were not chosen at random (i.e. it was not a randomized control trial), we employ a statistical method of matching to find suitable “control” municipalities with which we can compare the programmed LGUs. We measure impact via endline surveys of service users and municipal administrators that we conducted in the West Bank. Second, we draw on household and administrator surveys collected from the universe of municipalities for the forthcoming Local Government Performance Assessment (LGPA) program. In this document we refer to the municipalities that received programming as “programmed municipalities” and refer to the controls as “comparison municipalities”.

Specifically, we seek to assess:

1. Whether there have been improvements in the governance practices of LGI municipalities, and if citizen satisfaction with municipal services and governance has improved;
2. Whether programming in LGI municipalities has improved strategic and physical planning; and
3. Whether civic engagement mechanisms in LGI municipalities have increased citizen involvement in local governance.

3 Background

Development of good democratic local governance institutions and basic infrastructure play a central role in the social and economic requirements for the Palestinian state. The donor community, including USAID, has recognized that there is a need to improve local government capacity and basic services for citizens. The donor community has run projects to provide basic infrastructure and develop service provision institutions. In spite of those efforts, however, there remains a gap in the institutional capacity of the Palestinian state to provide public services and infrastructure.

In order to fill this gap in institutional capacity, USAID awarded Global Communities a six-year Cooperative Agreement to carry out the Local Government and Infrastructure Program (LGI), with the goal of “promot[ing] an enabling environment for good local governance and provide the basic infrastructure necessary for sustainable improvements in the quality of life for Palestinians in the West Bank and Gaza” (LGI Program Description). The program was implemented in 28 municipalities between 2012 and 2016.

The project aimed to achieve three objectives:

- Objective 1: Improve living conditions for Palestinians through the provision of sustainable, multi-sector community infrastructure packages.
- Objective 2: Enhance the impact of USAID sector-specific programs and priorities through the provision of high priority infrastructure.
- Objective 3: Strengthen local government capacity to respond effectively and efficiently to community needs by promoting and institutionalizing good democratic governance practices.

Objective 3 is the main focus of this evaluation. There are three specific goals that Objective 3 aimed to achieve:

1. Capacity Development
2. Physical and strategic Planning
3. More Participatory Governance

The **capacity development** portion of the program attempted to strengthen local government capacity by institutionalizing good governance practices, examples of which include sound financial practices, transparent procurement and tendering systems, performance-based appraisal of human resources management, and responsive service delivery mechanisms. The program also developed e-municipalities capabilities and internal audit functions within targeted LGUs.

The **strategic planning** aspects of the program provided support to increase skills in strategic and physical planning. Strategic planning included updating the Strategic Development Framework of the municipalities and implementing strategic planning processes. Physical planning involved the naming of streets and buildings, developing the local registrar, and training employees in physical planning (e.g. Geographical Information Systems).

The **participatory governance** programming involved introducing and institutionalizing mechanisms of civic engagement in governance, such as civic engagement committees, enhancing dialogue and communication between LGUs and citizens through town hall meetings and public hearings, raising public awareness on issues of good governance and community development, and promoting youth inclusion in local governance through Youth Local Councils.

In light of the programming and the program theory upon which it was developed, we test several hypotheses:

H1: We expect that citizen perceptions of the quality of governance will be higher in programmed than in comparison municipalities.

H2: We expect citizens in programmed municipalities to be more satisfied with the provision of services than their counterparts in comparison municipalities.

H3: We expect that good governance practices among officials and administration will be more pervasive in programmed than in comparison municipalities.

H4: We expect that municipal government's community planning will be more pervasive in programmed than in comparison municipalities.

H5: We expect that citizen participation in government will be more pervasive in programmed than in comparison municipalities.

Two features of the programming have important bearing on the evaluation team's capacity to measure program effects. First, not all parts of the programming were applied equally to all the LGI municipalities. For instance, while all LGI municipalities received training in restructuring and process reengineering under the first objective of institutional development, only 4 out of 28 municipalities received training for e-municipality. Second, the selection of the targeted municipalities was non-random—meaning the municipalities that were chosen for programming were not chosen randomly but were instead chosen intentionally on the following criteria:

- Regional representation
- Population size
- Level of development and current operational capacity

These criteria resulted in a set of programmed municipalities that is considerably more urban than average. These two features of the programming make it difficult to construct comparison cases for LGI municipalities and to identify average effects of the program. Below we discuss our IE design strategy for addressing these challenges.

4 Research design

Our evaluation examines the impact of the programming on both the demand side (citizens) and the supply side (administrators) of service provision. In doing so, we compare evidence from citizens and

administrators that did receive LGI programming with those from municipalities that did not. Our aim in collecting data from non-beneficiary municipalities is to generate a benchmark against which to compare LGI's effects. To that end and given that the 28 targeted localities for the governance component of the program were not chosen at random (i.e. it was not a randomized control trial), we employ a statistical method of matching to find suitable "control" municipalities with which we can compare the programmed LGUs. This method generates matched pairs of similar LGI and non-LGI municipalities to compare against each other.

We measure impact via endline surveys of service users and municipal administrators that we conducted in the matched pairs of LGI and non-LGI municipalities. As a robustness check we draw on household and administrator surveys recently collected from all West Bank municipalities for the forthcoming Local Government Performance Assessment (LGPA) program.

As mentioned above, the selection of LGI municipalities was non-random; that is, municipalities that were chosen for programming were not chosen randomly but were instead chosen intentionally. The non-random selection of targeted units poses a threat to accurate evaluation of the program effects since the municipalities chosen to be programmed are inherently different from those that were not, and especially since the targeted municipalities already have higher levels of development and operational capacity (Dunning 2012; Gerber and Green 2012). Likewise, no municipalities were explicitly assigned as control municipalities at the time of program design or at baseline for evaluation purposes. On top of the non-random selection of targeted units, the non-uniform assignment of programs across the municipalities poses a threat to evaluation, since the delivery of different elements of the programming is not likely to have been random either.

4.1 Matching

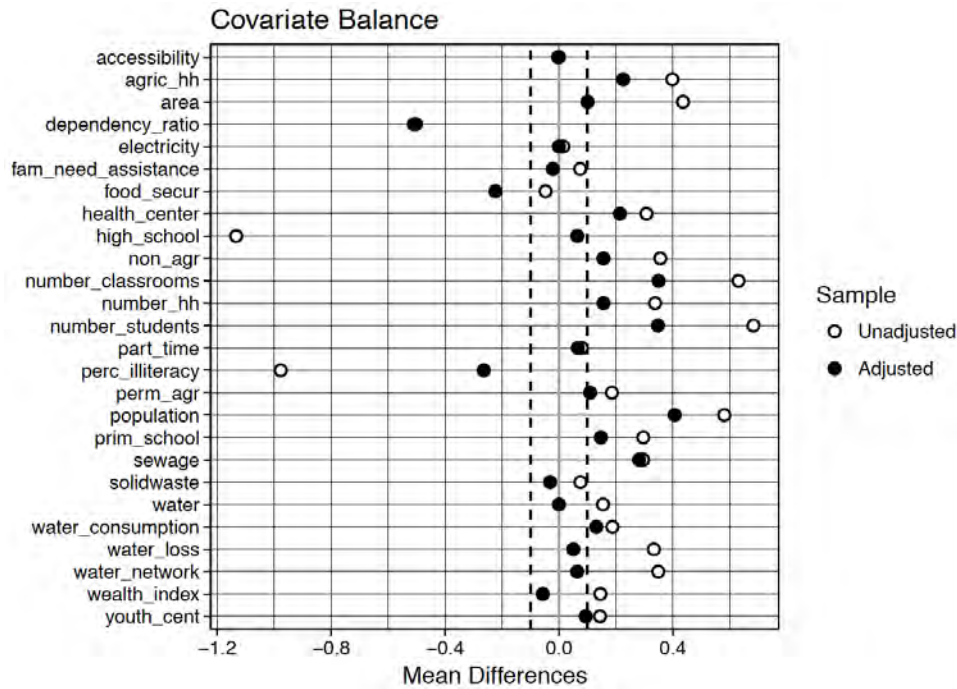
In the absence of an experimental design and in light of the evaluation budget, the evaluation team chose to examine the effects of the interventions by matching the programmed municipalities to comparison municipalities and conducting surveys (municipal office users and employees) in a total of 56 municipalities. The goal of matching techniques is to reduce imbalance (or differences) between the programmed municipalities and comparison municipalities on observed pre-treatment confounders (Stuart et al. 2013). Reducing imbalance between programmed and comparison municipalities and thus increasing their similarity offers several benefits. First, it decreases the risk that municipality level characteristics other than the programming are responsible for the differences in outcomes between the programmed and comparison municipalities. Differences between the programmed and comparison municipalities that are correlated with the program outcomes can lead to biased, incorrect inferences about program effects. Second, it increases the robustness of subsequent analyses by decreasing the prevalence of extrapolation across observed variables. Third, directly comparing districts that are most similar on pre-LGI programming municipal-level characteristics that predict the outcomes of interest can improve our ability to detect effects of the programming.

In order to ensure that the municipalities were as similar as possible, we conducted matching on a number of pre-programming characteristics at the municipal level that are expected to be highly correlated with the outcomes of interest (Brookhart et al. 2006), namely service provision and local governance capacity. In total, we included 27 variables for matching, including demographics, economic structure, service access and wealthy. The full list of covariates included in the matching algorithm can be found in Annex A.1.1.

There are several approaches to statistical matching, ranging from exact matching to nearest neighbor to genetic matching. Given the non-random selection of programmed municipalities and the multi-dimensionality of the covariates we match on, most matching algorithms produce imbalanced pairs of matches. In light of this consideration, we used a genetic matching technique that tries to maximize the balance of observed covariates across LGI-programmed and comparison municipalities. Genetic matching searches a range of distance metrics to find the particular measure that optimizes post-matching covariate balance. Each potential distance metric considered corresponds to a particular assignment of weights for all matching variables, and the algorithm weights each variable according to its relative importance for achieving the best overall balance.

The matching algorithm resulted in pairs of programmed and comparison municipalities that are as similar as possible on the 27 pre-treatment variables in Annex A.1.1. Figure 1 shows the standardized mean differences of the covariates between the programmed and comparison municipalities. The “adjusted” points are the balance across the covariates of the matched pairs (i.e. the 28 LGI districts and their matched, unprogrammed pairs), and the “unadjusted” points are the balance in the entire universe of municipalities in the West Bank. The figure shows the balance in covariates between the treated and control units in terms of standardized mean differences. Figure 2 shows the map of treated and matched control units, and the full list of the matched pairs is in Annex A.2.

Figure 1: Covariate balance table



Ideally, the standardized mean differences should be as close to 0 as possible, meaning that there is no difference in the variables between the LGI-treated and matched, ‘control’ units. The absolute standardized mean differences should be less than 0.25 (Rubin 2001) or more conservatively, 0.1 (Stuart et al. 2013) for the adjustment to be trustworthy. Overall, there is better balance in all the covariates in the matched sample than in the unadjusted sample, i.e. the standardized mean differences in the adjusted sample are closer to 0 than the unadjusted sample; in short, the matched

pairs are as similar as we can make them. Nevertheless, there is still considerable imbalance across many variables between the LGI-treated and ‘control’ municipalities, including population. The imbalance is to be expected, especially on variables such as population and levels of development, given that the municipalities for programming were specifically chosen on these characteristics. The imbalance implies that the strong ignorability condition is not met, and there is likely to be bias in the estimation of program effects. Thus, while the matched pairs are as similar as possible, the evaluation is not in the position to make strong causal claims about the effect of LGI. This limitation follows from the manner in which LGI was designed.

4.1.1 Survey Design and Sampling

With our full set of 56 municipalities in hand (28 LGI municipalities and their matched pairs), we conducted surveys to estimate LGI’s program effects. To assess the demand side of municipal governance, we interviewed municipal office visitors, which we refer to as “service users”. To assess the supply side of municipal governance, we interviewed municipal officials, both administrative and political.

The fieldwork occurred between March and April 2017. The survey team was composed of 17 enumerators employed by Jerusalem Media and Communications Center (JMCC). The surveys were conducted electronically, and field supervisors uploaded the completed survey forms once every two days for the first two weeks and once a week thereafter. The evaluation team conducted weekly assessments of the quality of the data to catch and address any problems that might have emerged with individual questions or enumerators. The evaluation team was impressed with the quality of JMCC’s work.

Below we outline our sampling strategy for each of the two populations we surveyed.

Service Users

The goal for the endline survey was to interview 30 users in each of the 58 municipalities. This yielded a target of 1740 surveys; 1751 surveys were ultimately conducted. Figure 2 shows the map of programmed municipalities and their matched pairs, and the response rates for each municipality. Our survey has good coverage both geographically and in terms of the response rates; the majority of the municipalities yielded 100 percent response rates and even if there was less than 100 percent response rate, at least 30 respondents were interviewed per municipality.¹

¹Of those who have refused to participate in the survey, 61 percent responded that they were “busy”; 15 percent responded that they were “not interested”; 1 percent responded they were “interviewed recently by another surveyor”; 5 percent responded “No reason”; 16 percent responded “Other”.

both LGI and matched municipalities are similar; there are more males in both programmed and matched municipalities than females. As for the respondents' level of education, LGI municipalities and matched municipalities showed similar distributions.

Figure 3: Respondents' Age (User Survey)

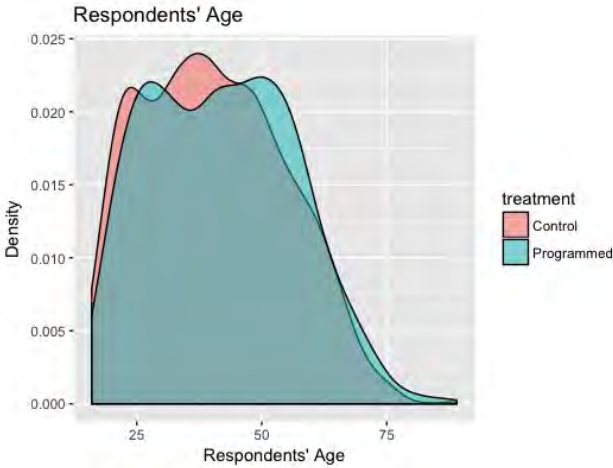


Figure 4: Respondents' Sex (User Survey)

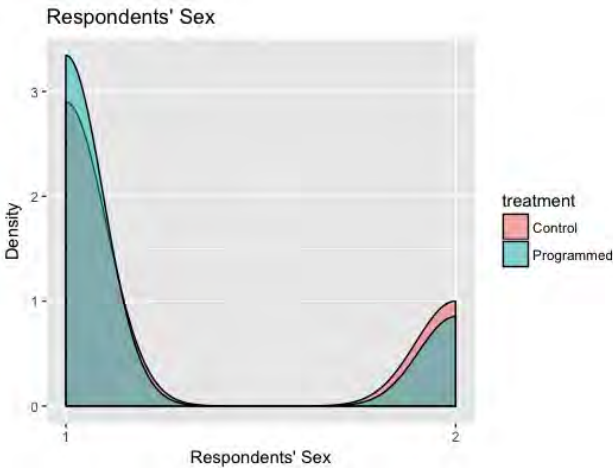
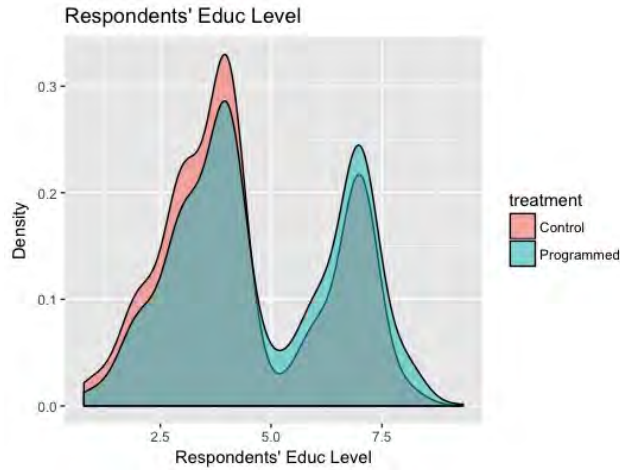


Figure 5: Respondents' Educational Level (User Survey)



Municipal Officials

To assess the supply-side of municipal governance, We interviewed two administrative officials and two political officials per municipality for a total of 224 officials. For surveys with the political officials such as the mayor, JMCC, the survey company, set up appointments in advance. For administrative officials, enumerators were instructed to go through the list below to inquire whether they were available for a 25-minute survey. If the official refused, enumerators were told to inquire about the next administrative official on the list. If the official agreed to take the survey, enumerators went through the survey questions in his/her office.

The list of political officials, in the order of priority, was: the Mayor, the Deputy Mayor, and Municipal Council members. The list of administrative officials, in the order of priority was: Head of the tax office, manager of the service center, Director of Planning, Director of Waste/Water Management, Head of Electricity Department, Head of Local Economic Development and Investment, Head of Audit Department, Human Resources Manager, Head of Public Relations, Financial Manager, and Accountant.

Figures 6 to 8 show respondent characteristics for the administrator survey. The age of the administrators in LGI municipalities was higher (mode at mid-50s) than the age of administrators in matched municipalities (bimodal at late 30s and mid-50s), but the ratio of male to female in both sets of municipalities were similar—with both having more male than female administrators. As for educational levels, the LGI municipalities had more administrators with graduate degrees (Master's) than matched municipalities, and matched municipalities had more administrators with secondary school education. These differences likely reflect the fact that LGI municipalities are more urban and developed.

Figure 6: Respondents' Age (Admin Survey)

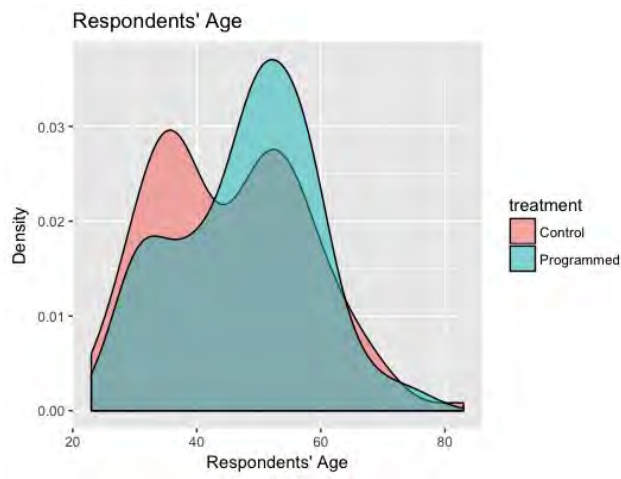


Figure 7: Respondents' Sex (Admin Survey)

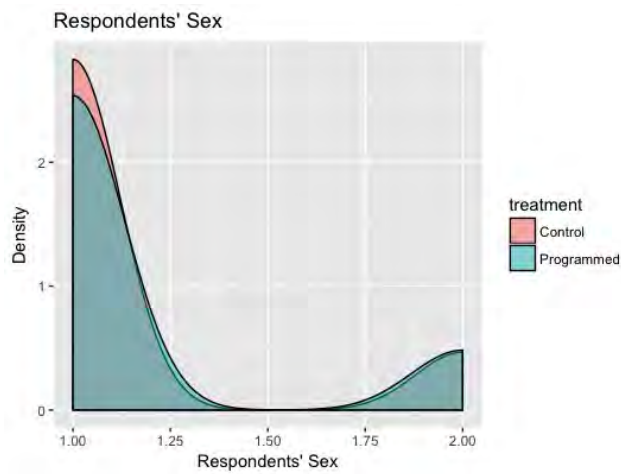
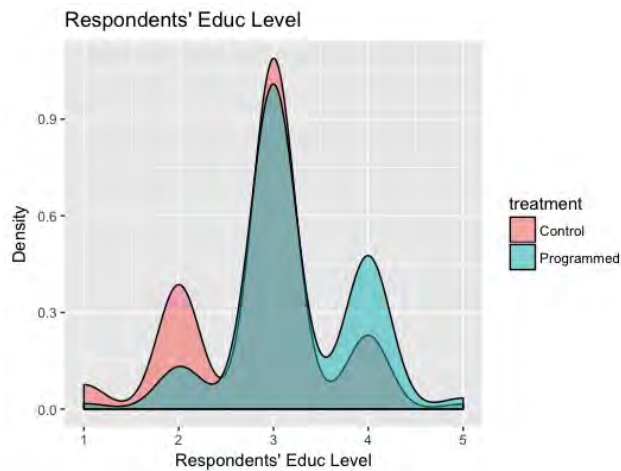


Figure 8: Respondents' Educational Level (Admin Survey)



4.1.2 World Bank/USAID LPGA Surveys

The evaluation budget did not permit data collection in all of the West Bank’s municipalities. Nevertheless, the baseline surveys of citizens and administrators in association with the forthcoming World Bank/USAID LPGA project collected data of relevance to assessing the impact of LGI. The Local Government Performance Assessment (LPGA) survey, designed by Fotini Christia, Ruben Enikolopov, and Erin York, provides household-level data on the demand side of services. The LPGA survey covers more than 380 Palestinian municipalities and village councils, and 11970 households were surveyed. The survey included a wide range of questions with regards to municipal service provision, including citizen satisfaction with service reliability, service quality, and service cost.

The project also collected data on municipal service providers (MSP), i.e. the supply side of municipal services. This portion of the LPGA survey covers 116 Palestinian municipalities. From each municipality, the enumerators surveyed administrators in charge of several municipal services how they perceived the quality of service provision and how that quality had changed.

Since the evaluation team was not in charge of these surveys, we treat them as an opportunity to test the robustness of our results to different survey question wordings and a larger sample of municipalities.

4.2 Outcome Indicators

Per the hypotheses outlined above, this study examines the effect of LGI on three sets of outcome measures—municipal governance capacity, municipal planning, and participatory governance. In addition to the primary outcome indicators, we construct a series of secondary measures that augment our understanding of the program’s effects. In several cases, we rely on multiple related survey items bearing on a core concept to reduce the noise of measurement. In such cases, we follow the standard approach of calculating z-scores as summary measures (Kling et al. 2007). Below we summarize how we measure our primary outcomes. We refer the reader to Annex A.3 and A.7 for the indicators and results bearing on secondary outcomes.

4.2.1 Capacity Development Indicators—user survey:

- **E-municipality:** Binary measure of whether citizens can apply/pay for services at the municipal office
- **Change in need to pay bribes:** Ordinal measure of the change in the need to make side payments/bribes
- **Party favoritism:** Ordinal measure of how likely the municipal council representatives are to help members of their own party at the expense of the people of the municipality
- **Competitive selection of employees:** Ordinal measure of how much the user agrees that the selection of municipal employees reflects a competitive process based on merit
- **Side payments:** Index of user experience with making side payments for water/electricity/tax payments/roads and basic infrastructure/sewage maintenance/solid waste collection

- **Fairness in services (community):** Index of how much the user agrees with fairness in municipal provision of water/electricity/roads and basic infrastructure maintenance/sewage maintenance/solid waste collection
- **Fairness in services (office):** Index of user perception of fairness in (a) bureaucrats' treatment of users and (b) bureaucrats' provision of tax collection services
- **Satisfaction with services (today):** Index of the users' level of satisfaction with services today and the length of time it took them to be serviced
- **Satisfaction with services (year):** Index of the users' level of satisfaction with water/electricity/solid waste collection/basic infrastructure maintenance of the municipality

The distribution for the outcome variables of the user surveys are illustrated in Figure 9. It can be seen that a number of variables are right-skewed: e-municipality, satisfaction with services (today), and satisfaction with services (year). The right-skewness in e-municipality means there are still a lot of municipalities without e-municipality systems in place. The right-skewness in services for both today and the year means there is not much deviation from the average opinion on the satisfaction with the services for both LGI and matched municipalities. Left-skewness is evident in the variable for fairness in services (services provided in the community and in the office), which means there were a large share of respondents who reported greater fairness in services in both LGI and matched municipalities. The variable for the change in need to make side payments is symmetric in the paired municipalities, with mode at 2 (no change), and is bimodal in programmed municipalities, with modes at 1 and 2 (decreased and no change, respectively).

4.2.2 Capacity Development Indicators–World Bank/USAID LPGA citizen survey:

The relevant measures we extract from the LPGA survey are:

- **Access to services:** Index variable of whether the household has access to piped water/sewage/waste collection
- **Municipality provides the services:** Index variable of whether piped water/waste collection is provided by the same municipality/village council in which the respondent lives
- **Satisfaction with reliability of services:** Index variable of the respondent's satisfaction with the reliability of electricity grid/piped water/waste collection
- **Satisfaction with quality of services:** Index variable of the respondent's satisfaction with the overall quality of electricity grid/piped water/waste collection/physical condition of the road outside
- **Change in quality of services:** Index variable of the change in quality of electricity/water/waste collection services
- **Personal connections for services:** Index variable of the respondent's reliance on personal connections for water/waste collection services
- **Municipal responsiveness:** Index variable of the respondent's satisfaction with municipality's responsiveness (citizen concerns and complaints, problems with public services)

4.2.3 Capacity Development Indicators—administrator survey:

The relevant measures from our own LGI administrator survey are:

- **Has CSC:** Binary measure of whether the municipality has a citizen service center
- **Digitized procurement:** Binary measure of whether the procurement system is digitized
- **Internal audit manual:** Binary measure of whether the municipal office has an internal audit manual
- **Internal audit staff training:** Binary measure of whether the municipal staff has received staff training in the last three years
- **CSC staff training:** Binary measure of whether the municipal staff has received
- **Change in internal audit skills:** Ordinal measure of how the internal audit skills of the municipal staff have changed in the past 3 years
- **Bribes:** Index of the perception of the presence of side payments in the municipality
- **Public disclosure:** Index on whether the municipal office publishes municipal documents (Summary of approved annual budget, detailed approved annual budget, actual executed budget, municipal investments, SDIP execution, external audit reports, municipal council decisions, digitized procurement)
- **Digitized:** Index of the level of digitization of municipal services (E-billing, digitized information management, human resource management, payroll, hiring, and performance assessment system)
- **Importance of merit in selection:** Index of the perception on the importance of merit in hiring and promotion
- **Importance of merit in selection (change):** Index measuring the change in importance of merit in the hiring process
- **Length of time for services:** Index of the length of time for the provision of services (citizen taxes, business taxes, building permit, business permit)

Figures 10 and 11 show the distributions of variables for the administrator survey. Visibly, the left-skewness of variables for the presence of CSC, internal audit manual, staff training (internal audit staff, CSC staff, physical planning), change in internal audit skills, public disclosure, and digitization show that more administrators in LGI municipalities reported having CSCs, having made internal audit manuals, having trained the internal audit staff and the CSC staff, having conducted physical planning training, and having established public disclosure and digitization system. The results from the models will be shown in section 6.

4.2.4 Capacity Development–World Bank/USAID LPGA Administrator survey

The relevant outcome measures from the LPGA Administrator survey are:

- **Have records and manuals:** Binary variable on whether the municipality has Fixed Assets Registry/Operations and Maintenance Plan/accounting and financial procedures manual/procurement records
- **Change in quality of services:** Index variable on how the quality of the services has changed over the past three years (electricity provision/piped water provision/spatial and road planning/piped sewage provision/solid waste collection)
- **Publish documents:** Index variable of whether the municipality publishes documents (financial statements/summary of approved annual budgets/detailed actual executed budgets/municipal investments/SDIP execution/external audit reports/municipal council decisions)

4.2.5 Physical and strategic planning–administrator survey:

- **Physical planning training:** Binary measure of whether the municipal employees have been trained in GIS and/or urban/municipal planning in the last 3 years
- **Completion of physical training:** Index of the level of completion of naming streets, numbering buildings, registrar, and municipality map
- **Change in skills (planning, human resources):** Index of the change in municipal staff's physical planning skills and efficiency of human resource management in the past three years

4.2.6 Physical and strategic planning–World Bank/USAID LPGA administrator survey:

- **Have plan:** Index variable of whether the municipality has SDIP/physical plan

4.2.7 Participatory Governance–user survey

- **Participatory governance:** Index of whether the respondent has provided feedback to the municipality in the past year and whether the respondent has participated in meetings organized by the municipality in the past year

4.2.8 Participatory Governance–World Bank/USAID LPGA user survey

- **Visit website:** An index variable of whether the respondent has ever visited the website/Facebook page of the municipality/village council

4.2.9 Participatory Governance—administrator survey:

- **System for public input:** Binary measure of whether the municipality has a system to allow public input on proposed policies or actions
- **Youth input:** Index of whether the municipality has a youth local committee and how important youth input is in the decisions of the municipal council

4.2.10 Participatory Governance—World Bank/USAID LPGA administrator survey:

- **Have youth council:** Index variable of whether the municipality has a youth council and how active it is.
- **Involve citizens:** Binary variable on whether the municipality actively involves citizens in local government planning.

5 Estimation Strategy

We present the results of models that include an indicator variable for LGI municipalities and a set of control variables. There is debate as to the costs and benefits of introducing covariates into the analysis of randomized control trials; because LGI was not designed as an RCT and the selection of programmed municipalities was intentional, it is particularly important to include a set of covariates to account for differences across municipalities that could have an impact on the outcomes of interest independent of LGI programming. We include municipal-level control variables for population density, the percent of the population with access to water, classroom density, the percent of households with income and consumption below US 4.70 dollars per day, and the percent of households that are food insecure (measured as the decrease in total food and non-food expenditures, including households unable to further decrease their expenditure patterns). All of these measures are derived from the “Vulnerability Assessment of Palestinian Communities in the West Bank for the Community Infrastructure Development Program” conducted by Applied Research Institute-Jerusalem in 2010. At the individual-level, we include control variables for respondents’ gender, age, education level, employment status, and a wealth index.²

We estimate the effect of LGI using the following baseline specification:

$$Y_{ij} = \beta_0 + \beta_1 T_{ij} + \phi_j + \mu_{ij} \quad (1)$$

where Y_{ij} is the outcome measure of respondent i in municipality j . As described above, outcome indicators are constructed from survey data and are continuous, dichotomous or ordinal.³ We also

²The asset index is calculated using the first component scores from a principal component analysis of a set of household assets, including whether or not the household has a: car, motorcycle/scooter, tractor/truck, animal-drawn cart, fridge, washing machine, dryer, television, DVD player, satellite, radio, solar water heating system, central heating system, vacuum cleaner, electric/gas cooker, microwave, dishwasher, water filter, computer, phone line, Palestinian phone line, Israeli phone line.

³We drop from the analysis questions for which more than 30 percent of responses are missing. When missingness is

Figure 9: Outcome Variables (User Survey)

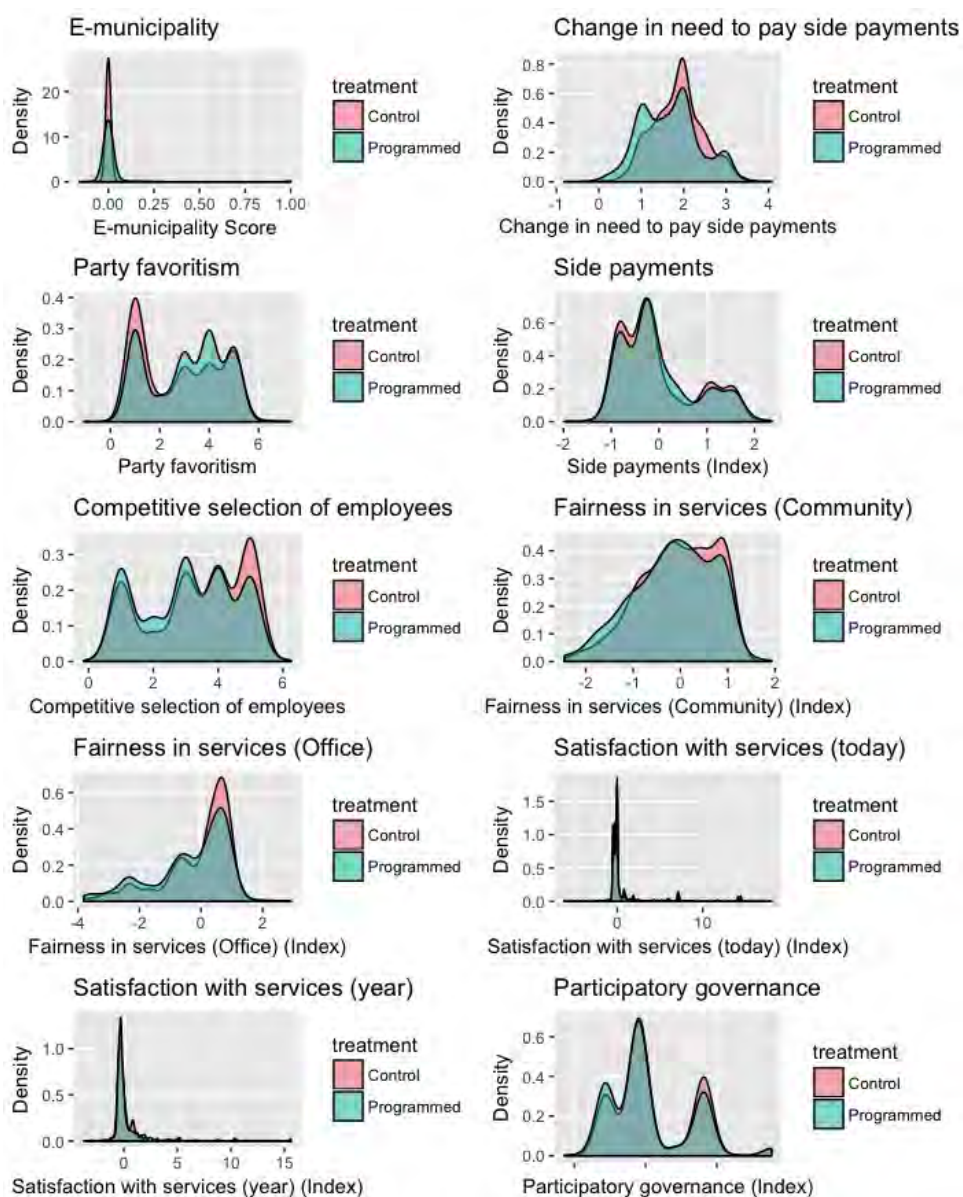


Figure 10: Outcome Variables (Admin Survey)

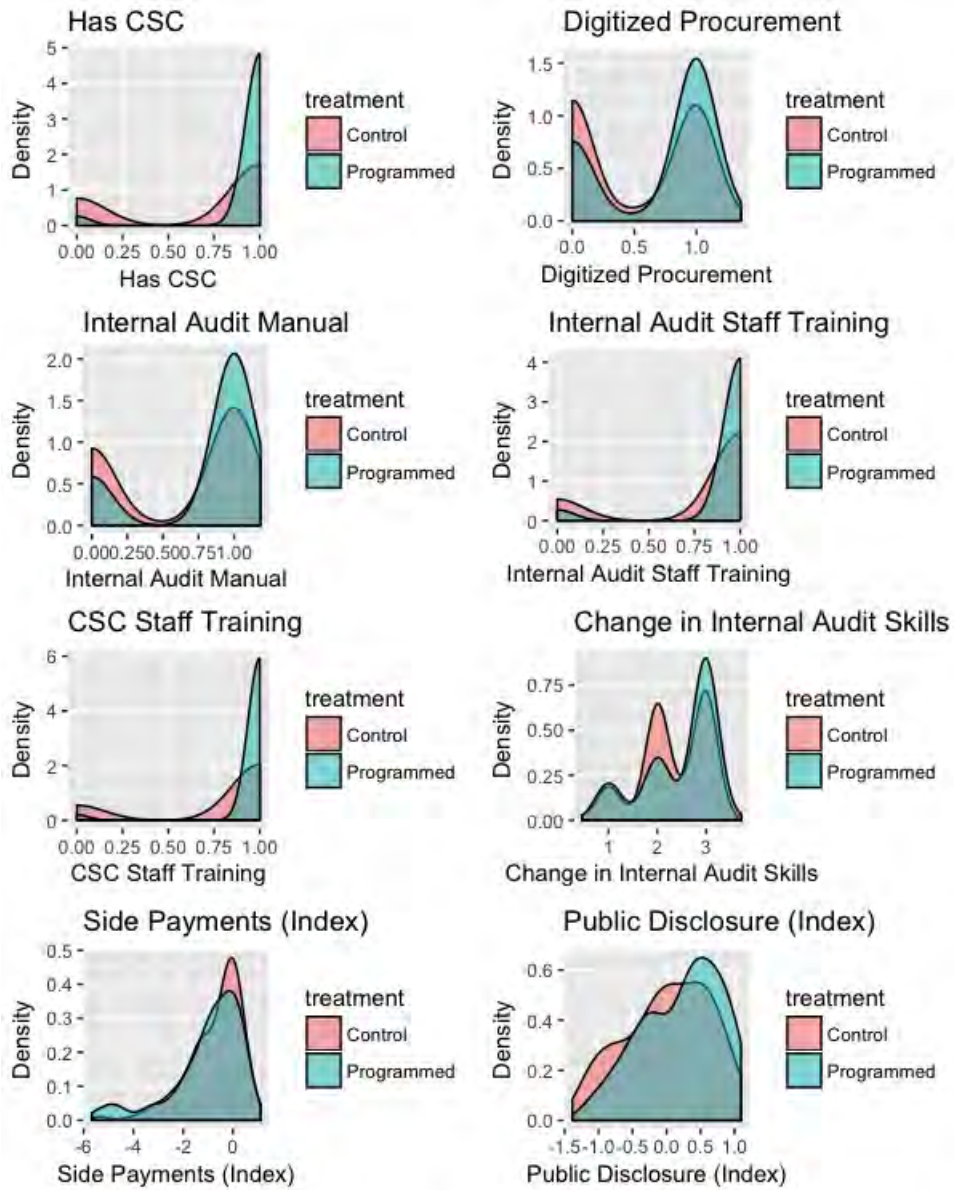
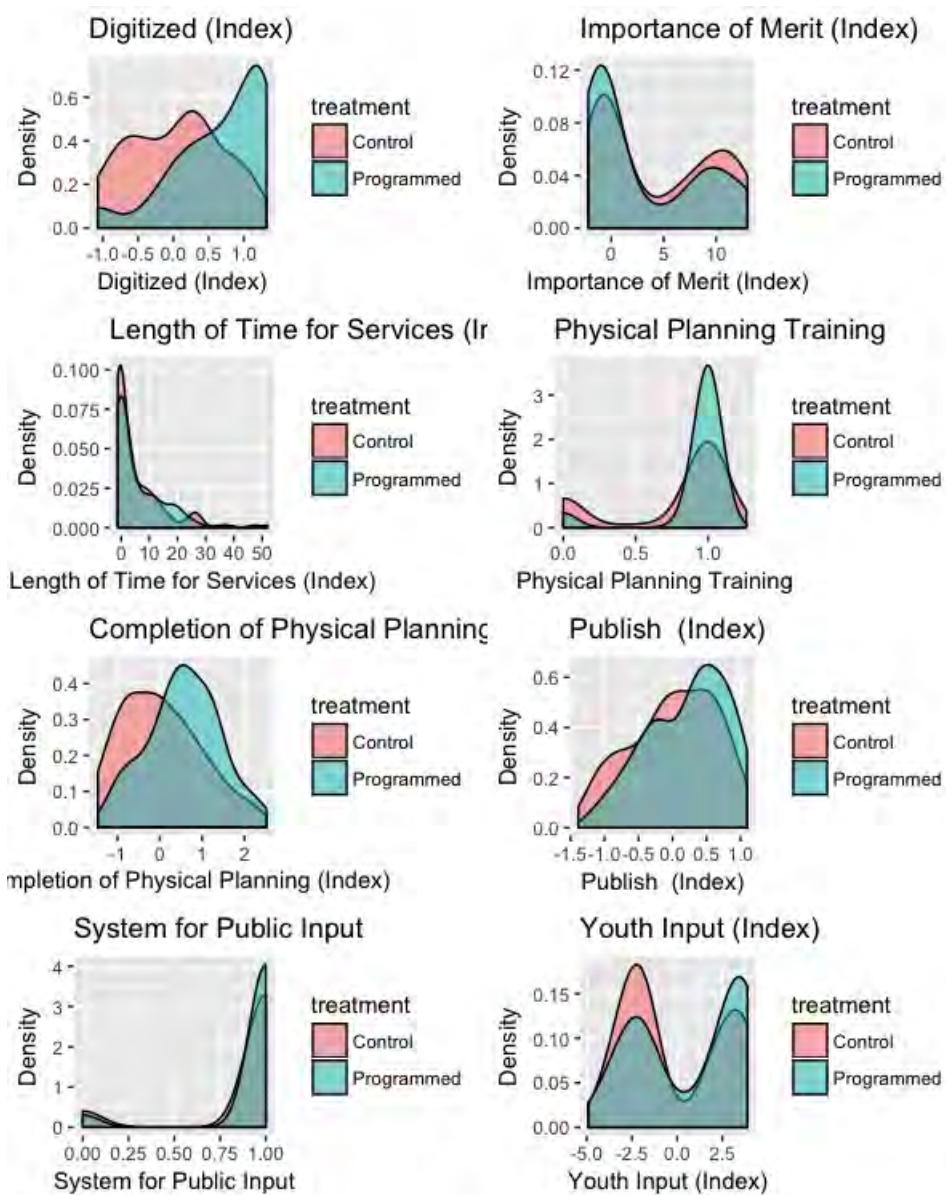


Figure 11: Outcome Variables (Admin Survey)



include matched pair indicators, ϕ , per Bruhn and McKenzie 2009 to account for the matching design. We rely on OLS (rather than a combination of linear and non-linear models) across all these variable types in light of evidence on the robustness of OLS in a wide range of settings.⁴ T_{ij} is the treatment dummy for whether or not the municipality received LGI programming, and u_{ij} are robust standard errors clustered at the municipal level using Huber-White sandwiched standard errors (Lin et al. 2013).

6 Findings

Below we present the findings across the three outcomes of interest—capacity development, community planning and participatory government. For each outcome, we first present results from the service user survey and then from the administrator survey. When we present results from the WB/USAID LPGA survey, we present results for the matched pairs of LGI and non-LGI municipalities discussed above; we present the comparison between LGI and all Palestinian municipalities from that survey in Annex A.6. For ease of presentation we present the results graphically. In all figures the LGI point estimates are surrounded by 95 percent confidence intervals. In any case that the confidence intervals cross the dotted line, we infer that LGI did **not** have an effect.

6.1 Capacity Development

First we focus on LGI’s impact on municipal capacity development. Initially, we emphasize municipal practices that LGI directly aimed to change, such as promoting digital governance, improved internal auditing and staff training. We then examine service quality and satisfaction, and finally we turn to issues bearing on governance quality and the de-politicization of municipal public sectors. These latter set of indicators obviously bear on political economy considerations that are harder to move than staff trainings or digitization alone.

6.1.1 Service User Results

First we focus on the extent to which LGI increased the capacity of citizens to apply for permits/services and pay for them online. This emphasis on e-governance was a central pillar of capacity development. Figure 12 below shows that LGI did increase the probability that citizens reported the capacity to make such payments by about 1.5 percent. This is a statistically significant, but small, effect.

lower, we use multiple imputation (Rubin 2004) to fill in the missing values. We use level of education, asset index, region, their political linkages, as well as outcome measures as predictors.

⁴See Judkins and Porter 2016

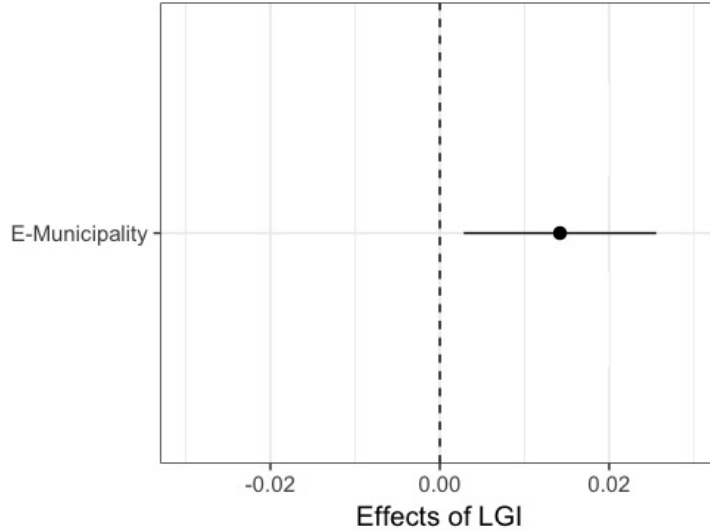


Figure 12: Service user results

Next we provide a series of results bearing on citizen service access and satisfaction. Figure 13 (on the left) provides results from our own LGI service user survey, while Figure 14 (on the right) provides the results from the WB/USAID citizen survey. The results are positive on service access. The top two results of Figure 14 show a large increase (nearly .3 standard deviations) in access to services, including water, electricity and waste collection, and a nearly .1 standard deviation increase in the provision of those services by the municipality in which the respondent lives. Keep in mind that by design, LGI reached the most urban set of municipalities, so these differences in access could reflect differences in access that preceded LGI.

The results on service satisfaction are somewhat more ambiguous. The bottom two results in Figure 13 show that our own surveys indicate no impact of LGI on service satisfaction, either with regards to how efficiently and well they were serviced on that particular day, or how the municipality provides services more generally. On the other hand, the “satisfaction w quality of services” finding from Figure 14 (i.e. the LPGA survey) suggests a small positive effect on service satisfaction.

The two figures also show some negative effects of LGI. Figure 13 shows that users in LGI municipalities perceive that services in the municipal office (i.e. bureaucratic treatment of users and tax payers) and municipal services (i.e. water, electricity, sewage, etc.) more generally are provided less fairly than in non-LGI municipalities. Moreover, both surveys indicate a greater need—to the tune of .1 standard deviation—for personal connections (Figure 14) and side payments (Figure 13) to get services from the municipality.

It is worth noting that these estimated effects (both positive and negative) on service access, satisfaction and the need for personal connections grow larger when citizens in LGI municipalities are compared with the full set of Palestinian municipalities surveyed in the World Bank/USAID LPGA survey; see Annex A.6 for those results. Put differently, as the analysis moves from a focus on users to a focus on the entire community, the perceived quality of services increases. This change plausibly results from the fact that comparison groups are different and short term context effects: users’ views change immediately before or after interacting with the administration. Given the nature of

the program, and the time at which the evaluation was designed, we cannot pinpoint which specific mechanism underpins the more critical take users adopt relative to the broader citizenry, but it is interesting to note that LGI is associated with larger levels of satisfaction when citizens (not users) are interviewed and the reference point is the broader set of municipalities. The reader should keep in mind though that the underlying differences between LGI and non-LGI municipalities grow when LGI municipalities are compared with all other municipalities rather than just their matched pairs. In short, the differences could be driven by fundamental differences between LGI and non-LGI municipalities rather than the programming itself.

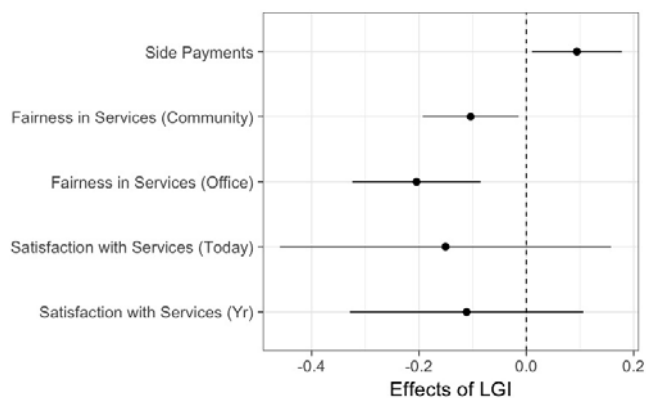


Figure 13: Service user results

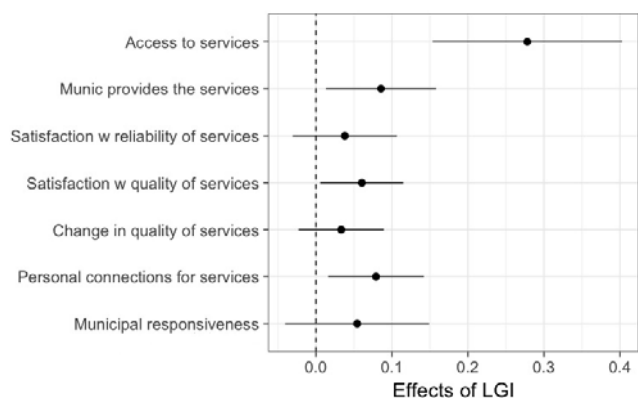


Figure 14: World Bank/USAID LGPA survey results (Matched municipalities)

Turning to more explicit political economy considerations that bear on municipal capacity, Figure 15 below provides evidence on citizens' perception of *changes* in the need to pay bribes, the likelihood that municipal council representatives help members of their own party at the expense of the people of the municipality, and the extent to which municipal hiring is based on a competitive, meritorious process. The figure shows that the results are mixed. On one hand, respondents in LGI municipalities report a .13 standard deviation reduction in the need to pay bribes. On the other hand, there is a higher perceived incidence of party favoritism and uncompetitive hiring to the tune of .25 standard deviations. It seems unlikely that LGI unto itself generated these negative outcomes bearing on party favoritism and politically motivated hiring. It is possible that by programming on municipal governance, LGI sensitized citizens to municipal governance in a way that they had not been before, and that it paying greater attention, citizens perceived more politicization of the municipal public sector. Alternatively, it could be that the underlying differences between LGI and non-LGI municipalities are to blame. Perhaps the more urban LGI municipalities have a stronger pre-programming predisposition toward politicization of the public sector, or perhaps urban citizens are simply more skeptical of municipal governance. The underlying design of LGI makes it impossible to know the precise roots of these differences.

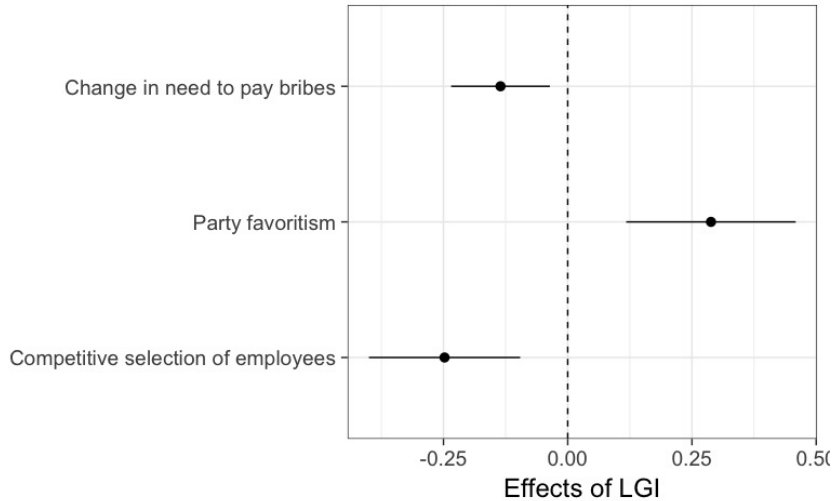


Figure 15: Service user results

All told, these results suggest that citizens in LGI municipalities have better access to services and are more satisfied with them, but they also see services as less fairly provided and perceive greater politicization of the municipal public sector.

6.1.2 Administrator Results

We now turn to the capacity development results derived from the surveys of administrators. The first set of results bear on capacities that come close to measuring LGI outputs, i.e. whether procurement is digitized, if there is an internal audit manual, a citizen service center, etc. The second set of results bear on deeper questions of how administrators perceive the governance practices in the municipality.

Figure 16 provides results on five indicators. In all five cases, LGI has a significant and positive effect on outcomes, including whether procurement has been digitized, whether there is an internal audit manual, whether audit staff have been trained in the last three years,⁵ whether the municipality has a citizen service center, and whether the staff of that center has received training. These results also seem substantively meaningful.⁶ At the low end, LGI municipalities are 12 percent more likely to have had recent training for audit staff; at the high end, LGI municipalities are nearly 30 percent more likely to have a citizen service center. To the extent these were key programming goals of LGI, it succeeded.

⁵We also asked whether there has been an improvement in the skills of auditors. Though the coefficient is positive, it is not statistically significant.

⁶Averages for the sample: digitized procurement (0.56), internal audit manual (0.68), internal audit staff training (0.86), CSC staff training (0.68), has CSC (0.81)

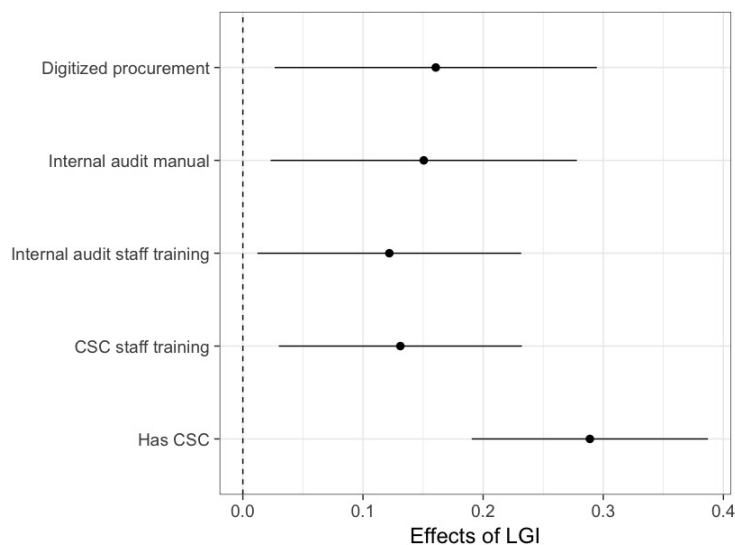


Figure 16: Administrator results

Turning to deeper issues bearing on governance quality, the results are more mixed. Figure 17 below shows that LGI has no effect on administrators' perceived incidence of side payments in the municipality, the role of merit in hiring and promotions, or the *change* in the role of merit in said hiring and promotions. On the other hand, LGI municipalities are more likely to publicly disclose key documents (including the annual budget, external audit reports, municipal council decisions, and the like) and have digitized a broader set of municipal processes services (including billing, information management, payroll, hiring, etc.). The substantive effects are quite large. Since these outcome variables are z-scores, one should interpret them in terms of standard deviations; thus, LGI municipalities are about .2 standard deviations more likely to disclose documents to the public and .5 standard deviations more likely to have digitized key municipal processes.⁷ The WB/USAID survey of administrators confirms the finding on publishing documents, but otherwise it provides few questions bearing on municipal capacity.

⁷Average z-score across the sample for public disclosure is .1 and the average z-score for digitized procurement is .3.

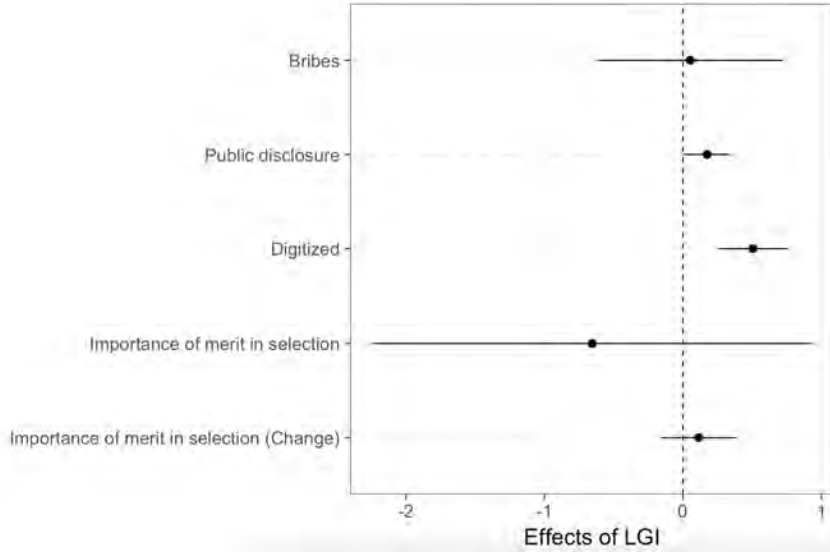


Figure 17: Administrator results

All told, these results suggest that LGI has indeed improved the administrative capacities it most directly targeted, and it seems to have modestly improved transparency in government, even if it has not impacted the incidence of bribes or made employee recruitment and promotion more meritocratic.

6.2 Strategic Planning

We now turn to evidence bearing on LGI's impact on the extent of, and capacity for, strategic planning. Since citizens/service users do not observe municipal planning in action, the evidence draws entirely from the surveys of administrators. Figure 18 provides results from the administrator survey asking if municipal employees have been trained in GIS and/or municipal planning in the last three years (i.e. the lifespan of LGI). The positive, significant result suggests that such training is about 13 percent more prevalent in LGI municipalities.⁸

⁸The average across the sample is 74 percent.

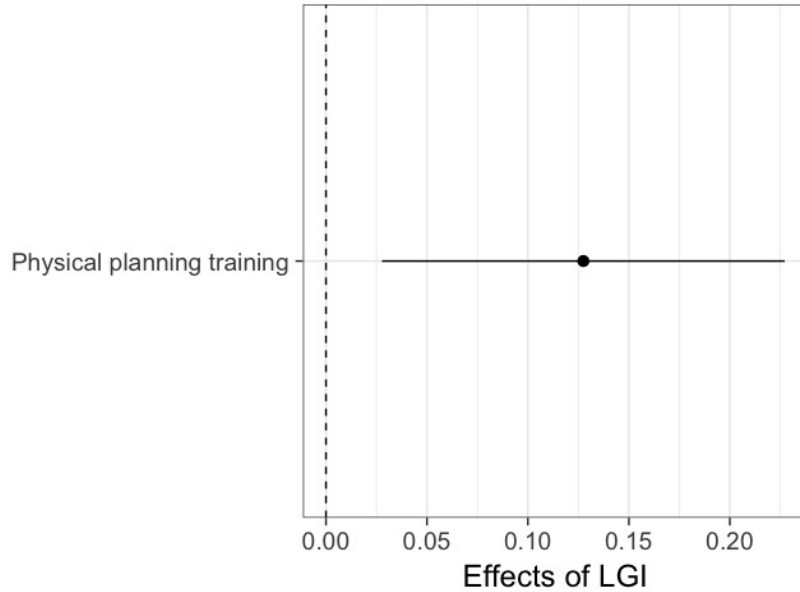


Figure 18: Administrator results

Figure 19 reports the results for perceived changes in the actual skills of human resources and planning staff and the extent to which physical planning has taken place. The physical planning measure is an index of the extent to which the municipality has *completed* the naming of streets, the numbering of building, the creation of a registrar, and the production of a municipal map. This finding is significant and substantively large, showing that LGI has had a big impact on the extent of physical planning. The effect on planning skills and efficiency of human resource management is also large, even if not quite as impressive as it is on physical planning. The WB/USAID LPGA survey of administrators provides little insight into municipal planning.⁹

⁹The survey does ask whether the municipality has an SDIP (Strategic Development and Investment Planning) plan. The LGI coefficient is positive, but it is not significant.

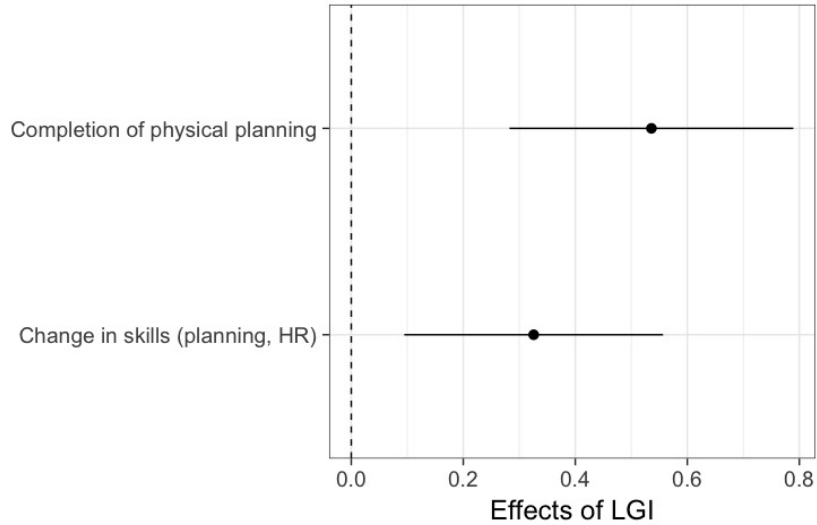


Figure 19: Administrator results

6.3 Participatory Governance

Finally, we turn to LGI’s third goal, namely to improve participatory governance by integrating youth and citizens into municipal decision-making.

6.3.1 Service User Results

Focusing first on citizens, we asked service users if: 1) they had provided feedback to the municipality in the past year; and 2) whether the respondent has participated in meetings organized by the municipal government over the last year. We combined the responses of these two questions into an index, and Figure 20 shows the results. Contrary to the goals of the program, respondents in LGI municipalities are .18 standard deviations *less* participatory than those in non-LGI municipalities. Again, it seems unlikely that this reduced participation is actually caused by LGI programming. It seems more likely that the more urban settings where LGI took place militates against active citizen participation.

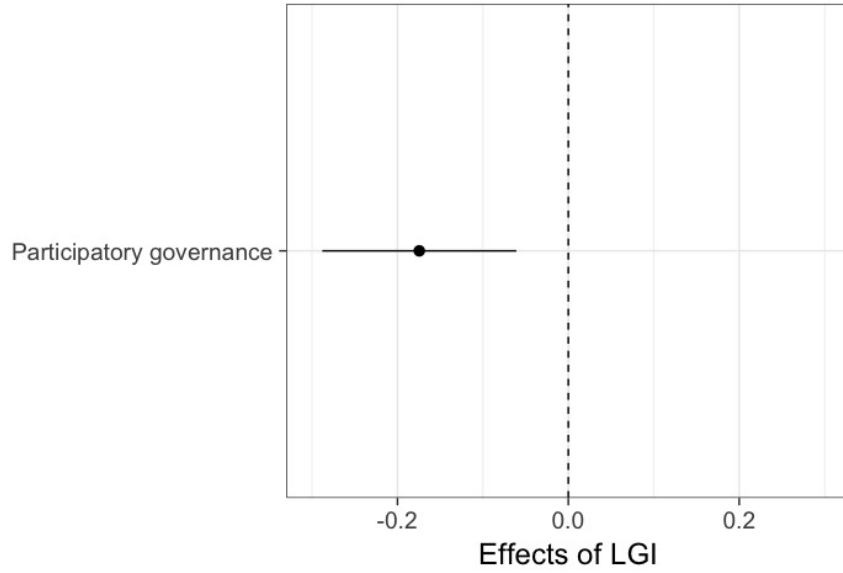


Figure 20: Service user results

6.3.2 Administrator Results

Next we turn to results from the surveys of administrators. First, we asked administrators if the municipality has a system in place for the public to provide input on proposed policies or actions. The overall incidence of municipalities with public input on proposed policies or actions is 89 percent. Figure 21 shows that LGI is not associated with increased incidence of such systems.

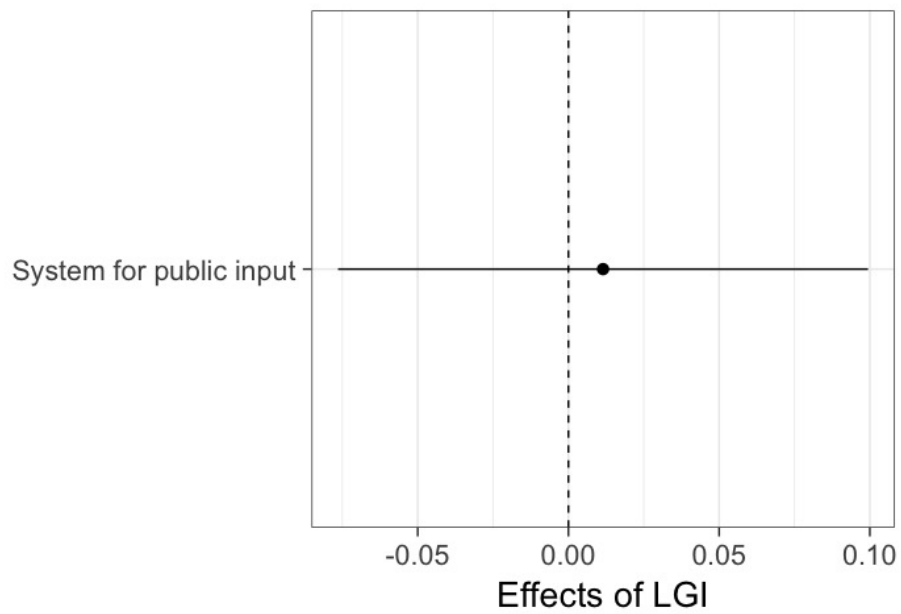


Figure 21: Administrator results

Next we asked administrators if the municipality has a youth committee and how important youth input is to the decisions of the municipal council. We turn these questions into an index, and the results are in Figure 22, which shows that LGI is not associated with greater youth input into municipal governance.

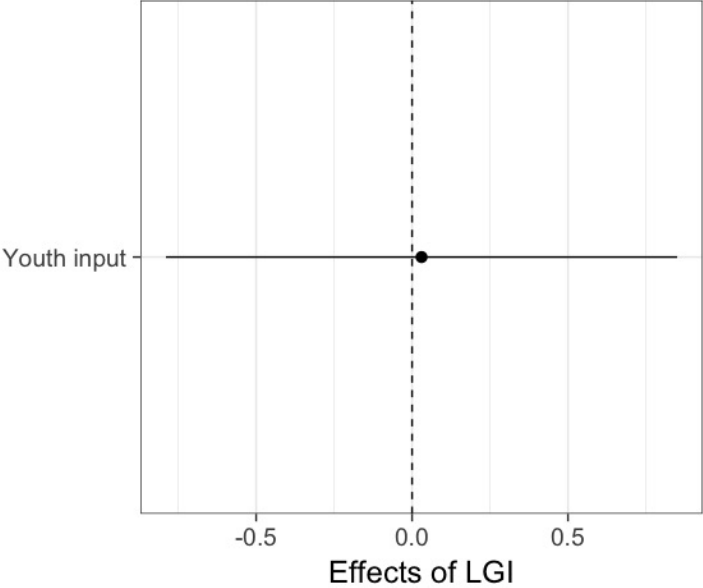


Figure 22: Administrator results

Finally, we turn to the WB/USAID survey of administrators, which asks them if they have a youth council and whether the municipality actively involves citizens in local government planning. As Figure 23 shows, LGI does not have an impact on either of these measures.¹⁰

¹⁰Mean incidence for “have youth council” is .63; mean for “involve citizens” is .89

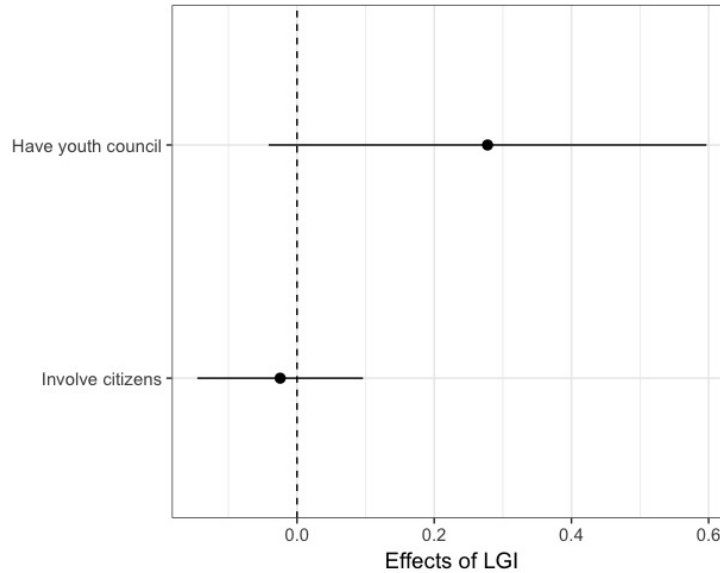


Figure 23: WB/USAID administrator survey results

7 Issues, Challenges and Limitations

There are a number of threats to inference that USAID should keep in mind. These represent obstacles to assessing the impact of LGI.

Balance

Although imbalance on pre-treatment variables is often a threat to impact evaluations, the use of the matching procedure for sampling of control municipalities from the total population of municipalities led to a sample of municipalities more balanced across a wide range of observed confounders. Nevertheless, there is still imbalance across a number of variables, including the size of the population, since the selection of LGI programming was based on these variables. To the extent municipalities with larger, more urban populations are fundamentally different, it is possible that measured differences between LGI and non-LGI municipalities on outcomes of interest result from those differences rather than LGI itself.

Heterogeneity in implementation across municipalities

According to the Global Communities document on the implementation of activities across municipalities, we can see that not all activities were implemented across all municipalities. For instance, only 4 out of 28 municipalities received e-municipality treatment, and 26 out of 28 municipalities received human resources management training. Furthermore, many of the activities are still marked as “ongoing”, hampering our judgement with regards to the extent of programming in the 28 municipalities. Thus, LGI programming was different in important ways across municipalities, which makes estimating an “average” LGI effect quite difficult.

Spillovers

There is a potential source of spillover from LGI to non-LGI municipalities and from non-LGI to LGI municipalities via the rotation of administrators from one municipality to another. To the extent that a lot of the programming was inside the municipal administration, rotation of the administrators mutes our capacity to identify program effects: administrators from the LGI municipalities could rotate into the non-LGI municipalities and hence “contaminate” non-LGI communities with their training. This would reduce our capacity to measure LGI’s effects.

External factors

Major factors impacting local services, such as electricity, water, and road access, are outside the control of local governments. Depending on the frequency of service cuts or the reliability of services provided by the municipality, the positive effect of LGI could be muted.

Other Donor Programming

Other donors, including the World Bank, have conducted programming on municipal governance in other municipalities. To the extent these other efforts have improved municipality capacity and governance in non-LGI municipalities, it reduces the evaluation team’s to measure the effect of LGI. Conditional on the other concerns above, our results may represent a lower bound on actual program effects.

8 Conclusions and Recommendations

8.1 Conclusions

Our evaluation of the LGI provides a rich set of findings on several aspects of the intervention. These findings fall into three broad categories: (1) Capture of direct impact of the program in terms of investments and quality of services; (2) Implications for Citizens’ perceptions of access to services and attitudes towards local services; and (3) Implications for participatory governance and citizens’ engagement.

1. In terms of *direct impact* of the program, the analysis establishes a consistent positive impact of LGI on capacity development. The effect is particularly visible in investments bearing on digitized procurement, internal auditing, staff training, e-municipality, and public disclosure. We have also documented a positive and significant effect on the extent of physical and strategic planning. Our comparison between LGI municipalities and their “matches” also show that these efforts translate into citizens’ perceptions of the quality of services. LGI is associated with better access to services, more reliable services, higher quality services, and a greater belief that services have improved in recent years. The program has had a positive impact as captured by both objective checks on its impact across LGI municipalities and citizens’ overall assessment of the quality of services.
2. At the same time, however, users appear to grow more critical when asked about *access to services*. Items such as party favoritism, lack of competitiveness in selection of employees, need to provide side payments, and lack of fairness in service provision lead to lower satisfaction with service provision among users. This finding points to a possible positive side effect of

enhancing capacity: it might raise critical awareness among citizens exposed to the program. This interpretation builds on the contrast between the findings emerging from the comparison between the users' analysis (LGI vs 'matched' municipalities on users) and the broader comparison involving respondents across all LGPA. The key implication that follows is as the analysis moves from a focus on users to a focus on the entire community, the perceived quality of services increases (see figures 12 and 13 above). This result plausibly results from short term context effects: users' views change immediately before or after interacting with the administration. Given the nature of the program, and the time at which the evaluation was designed, we cannot pinpoint which specific mechanism underpins the more critical take users adopt relative to the broader citizenry. But we have established that as capacity increases, and users interact with personnel in administrations with better resources, their view on process and criteria for selection becomes more critical relative to the broader sample of citizens.

3. Finally, regarding *citizens' engagement and participatory governance*, we find no evidence among municipal officials that LGI has increased citizen or youth input into municipal governance. On average, citizens in LGI municipalities actually report less participatory governance than in non-programmed municipalities. A possible explanation for this counter-intuitive finding points to the determinants of the take-up rate by the LGI communities and potential discouraging effects associated with centralizing political engagement at the municipality. Some subgroups within the municipality may grow wary of excessive capacity for control if all engagement takes place within the same premises. Political engagement in its various forms is a habit. Providing institutional infrastructure is a necessary step to launch such a habit but, judging by the findings, not a sufficient one. In the absence of complementary engagement and socialization efforts, it is plausible that they produce effects opposite to those intended.

In summary, as best we can assess, LGI had important positive effects on the administrative capacity of municipal governments, a mix of positive and negative effects on the professionalization and depoliticization of municipal officials, and no effect on citizen participation in governance. Citizens have better access to services and perceive that those services are both of higher quality and more reliable, but they also perceive that services are provided less fairly and that side payments and party favoritism are more problematic. This could result from improved municipal capacity being delivered unequally across citizens within LGI municipalities. It could also be that successful efforts to increase the capacity of subnational governments can sensitize citizens to performance in a way that reduces citizen satisfaction. It is also possible that some of these findings reflect fundamental differences between LGI and non-LGI municipalities and how LGI was targeted rather than the programming itself.

8.2 Policy Recommendations

We interpret the findings to suggest a series of policy recommendations, including:

1. Bridging the capacity gap across the West Bank's municipal governments is worthy of additional investments. LGI has shown important improvements in 28 municipalities. The remaining municipalities would benefit from increased investments in basic capacity. Once all West Bank municipalities have reached a higher threshold of bureaucratic capacity, additional

transfers of resources are likely to have a stronger impact on service quality and development outcomes.

2. Whether this positive cycle (a sort of *multiplier effect*) associated with additional capacity investments actually materializes likely depends on the incentives of local officials. Local politicians' tendency to make allocative decisions according to criteria questionable to users, such as partisan attachments or personal favoritism, becomes more visible as capacity increases. Our analysis suggests that service users react more critically precisely in those localities where capacity has been enhanced. We recommend that policy reforms and/or future rounds of interventions concentrate on creating incentives for local politicians and officials to exercise their increased capacity in a more transparent way. Possible steps in this direction could include simplifying protocols for citizens to provide input, further expand training of municipal employees in good governance practices, efforts to socialize (through schools) future citizens into the habit of voicing feedback, and/or conditioning fiscal decisions by the central government on transparency and citizen satisfaction indicators. Future interventions on activating mechanisms of political accountability are a fruitful area for additional efforts.
3. The findings on citizen and youth input and participation suggest the need for a closer focus on the factors determining the take-up rate in interventions designed to bolster social and political participation. We recommend paying particular attention to the reasons why citizens and communities do not take full advantage of the new institutional opportunities, or are even discouraged by them. As mentioned above, political participation is a habit that develops during the years of political socialization. Possible strategies towards this end could include sustained diffusion campaigns through schools, introduction of small incentives to make use of the newly created common spaces, or provision of transportation to and from the more remote areas within the municipality.
4. Future USAID programming should explicitly build evaluation into the design of interventions. This will allow for a much more precise assessment of if and how programs are working. Ex post evaluations such as this one are necessarily limited in their capacity to assess the efficacy of USAID programs.

A Annexes

A.1 Matching

A.1.1 List of Covariates used for Matching

- Population
- Area (km²)
- Availability of water services (binary; yes or no)
- Availability of electricity network (binary; yes or no)
- Availability of sewage and wastewater systems (binary; yes or no)
- Availability of solid waste collection system (binary; yes or no)
- Accessibility to road network (1km of service area is used and thus the accessibility to road network was assessed)
- Water network (% with access)
- Water loss (% of freshwater lost)
- Water consumption (liter per capita per day)
- Number of students
- Number of classrooms
- Dependency ratio - A measure of the portion of a population which is composed of dependents. The dependency ratio is equal to the number of individuals aged below 15 and above 64 divided by the number of individuals aged 15 to 64
- Illiteracy (%)
- Presence of a youth center
- Families in need of assistance
- Food security index - Households with income and consumption below \$4.7/capita (adult)/day and household showing decrease in total food and non-food expenditures including households unable to further decrease their expenditure patterns
- Wealth index - Is the value of all natural, physical and financial assets owned by a HH, reduced by its liabilities? The wealth index is a composite index composed of key asset ownership variables; it is used as a proxy indicator for HH level of wealth. The criteria reflect % of households that are measured within poorest wealth index quintile.
- Permanent agriculture
- Primary school

- High school
- Health center - number of health centers per locality
- Part time (%) - % of working force working part time
- Non-agriculture households
- Number of households
- Agricultural households
- Families in need of assistance - percentage of families that need and did not receive assistance

A.2 Matched pairs

Table 1: Matched Municipalities

Programmed	Matched pair
Tubas	Ash Shuyukh
Qalqiliya	Ya'bad
Tulkarm	Beit Ummar
'Illar	Baqa ash Sharqiya
Kafr Thulth	Kafr Qaddum
'Attil	Deir al Ghusun
Aqraba	Beit Furik
Al Yamun	Beit Ula
Qabalan	Huwwara
'Anabta	Ad Doha
Nablus	Al 'Ubeidiya
Jenin	Fahma al Jadida
Ar Rama	Mirka
Al Bireh	Qabatiya
Bir Zeit	Qarawat Bani Zeid
Jericho	Rummana
Salfit	Bir Nabala
Abu Dis	Beituniya
Ramallah	Tarqumiya
At Tayba	Ash Shuhada
Hebron (Al Khalil)	As Sawahira ash Sharqiya
Yatta	As Samu'
Beit Jala	'Anata
Beit Sahur	Al Khadr
Halhul	Idhna
Ad Dhahiriya	Dura
Beit Fajjar	Deir Sharaf
Bethlehem	Bani Na'im

A.3 Variables

A.3.1 User survey (Primary indicators)

Programming	Variable name	Survey item
Institutional development	E-municipality	C19. Could you apply/pay for services through the website?
	Change in need to pay bribes	C26. Compared to two years ago, has the need to pay side payments increased or decreased?
	Party favoritism	E6. How likely are your municipal council representatives to help members of their own party at the expense of the people of your municipality?
	Competitive selection of employees	F3. (How much do you agree) The selection of municipal employees reflects a competitive process based on merit.
		F5a-b. (How much do you agree:) Municipal employees take side payments from the citizens/businesses to help them bend rules to pay lower taxes
	Side payments	C25a-f. Have you ever had to pay side payments to the municipal office for water/electricity/tax payments/roads and basic infrastructure/sewage maintenance/solid waste collection?
		F5a-b. How much do you agree with the statement: Municipal employees take side payments from citizens/businesses to help them bend rules to pay lower taxes.
	Fairness in services (community)	C28a-f. How fairly does the municipality provide water/electricity/roads and basic infrastructure maintenance/sewage maintenance/solid waste collection?
	Fairness in services (office)	C26. In your view, do municipal employees treat everyone fairly?
		C28c. How fairly does the municipality provide tax collection services?
Satisfaction w/ services (today)	C6. In this visit, how many minutes did you need to wait to get the task completed?	
	C7. How satisfied are you with the visit today?	
Satisfaction w/ services (year)	C2f-i. Please position your level of satisfaction with water provision/electricity provision/solid waste collection/basic infrastructure maintenance of the municipality	
Participatory governance	Participatory governance	C23. In the past 12 months, were you asked to provide feedback to the municipal employees about their service?
		C24. In the past 12 months, have you participated in or heard of any meetings organized by the municipality on how to improve services of the municipality?

A.3.2 Admin survey (Primary indicators)

Programming	Variable name	Survey item	
Institutional development	Digitized procurement	F1. Is your procurement system digitized?	
	Internal audit manual	D1. Do you have an internal audit manual?	
	Internal audit staff training	D3. Has your internal audit staff received additional training in the last 3 years?	
	CSC staff training	E13. Have your Citizen Service Center staff received additional training in the last 3 years?	
	Has CSC	E12. Does the municipality have a Citizen Service Center?	
	Change in internal audits skills	D4. In the past 3 years, how has the internal auditing skills of the municipal employees changed? (Increased a lot/Increased a little/did not change/decreased a little/decreased a lot)	
	Side payments		C7. (How much do you agree with the statement:) Citizens who provide side payments would get faster services.
			C8. (How much do you agree with the statement:) businesses that provide side payments would get faster services.
	Public disclosure		C10. In the past 2 years, has the share of citizens or businesses giving side payments to process their requests increased or decreased?
			E2_1-8. Does the municipality publish municipal balance sheet/summary of approved annual budgets/detailed approved annual budgets/actual executed budgets/municipal investments/SDIP execution/external audit reports/municipal council decisions?
	Digitized		I1. Does your municipality have electronic billing for any of its municipal services?
			I2. Does the municipality have a digitized system for information management?
Importance of merit in selection		G7. In your opinion, what percentage of employees in your municipality are hired on merit?	
		G10. Does your municipality have a clear set of criteria for salary increases and promotions?	
Length of time for services		E14a. On average, in minutes, how long would you say it takes a citizen to pay taxes	
		E14b. On average, in minutes, how long would you say it takes a citizen to pay business taxes	
		E14c. On average, in days, how long would you say it takes a citizen to get a building permit?	
		E14d. On average, in days, how long would you say it takes a citizen to get a business permit?	

A.3.3 User survey (Secondary indicators)

Programming	Variable name	Survey item
Institutional development	Accountable	F6a. In your opinion, who are municipal employees MOST responsive to? (responses: citizens/incumbent party/elected officials)
		F6b. In your opinion, who are municipal employees SECOND MOST responsive to?
	Lost document	C17. In the last 12 months, how often has the municipality misplaced or lost a document you provided them?
	Time for services (today)	C6. In this visit, how many MINU: [No Title] need to wait to get the task completed?
	Satisfaction disabled	C2b. Please position your level of satisfaction with getting services for disabled citizens at the municipal office
	Satisfaction citizen tax	C2a. Please position your level of satisfaction with paying taxes at the municipal office

A.3.4 Admin survey (Secondary indicators)

Programming	Variable name	Survey item
Institutional development	Responsiveness to citizens	C19. Who are the municipal employees the MOST responsive towards?
		C20. Who are the municipal employees the SECOND MOST responsive towards?
	Procurement staff training	F2. Has your procurement staff received additional training in the last 3 years?
	HR staff training	F2. Has your procurement staff received additional training in the last 3 years?
	E-billing	F1. Does your municipality have electronic billing for any of its municipal services?
	Independence of internal audit staff	D8. In your opinion, how independent is the internal audit staff from the rest of the municipal government?
	Procurement bids	F3. How often are municipal procurements subject to competitive bids?
Frequency of procurement exceeding budget	F4. How often over the last 12 months have procurement costs exceeded budgeted amounts?	

A.3.5 Admin survey (World Bank Survey on Municipal Service Provision)

Programming	Variable name	Survey item
Institutional development	Have records and manuals	78.00 Does the municipality have Fixed Assets Registry/Operations and maintenance plan/accounting and financial procedures manual/procurement records?
	Change in quality of services	How has the quality of electricity provision/piped water provision/spatial and road planning/piped sewage provision/solid waste collection changed in the past 3 years? (deteriorated, improved, no change)
	Publish documents	89.10. Does the municipality publish financial statements/summary of approved annual budgets/detailed approved annual budgets/detailed actual executed budgets/municipal investments/SDIP execution/external audit reports/municipal council decisions?
Community planning	Have plan	78.00.4. Does the municipality have Strategic Development and Investment Plan?
		9.00. Does the municipality have a physical plan?
Participatory governance	Have youth council	11. Does your municipality have a Youth Local Council? 13. Please indicate how active the Youth Local Council is. (Holds activities... 5 or more times a year, at least once a month, at least once every three months, at least once every six months, at least once a year)
	Involve citizens	95.00 Does the municipality actively involve citizens in local government planning? (yes/no)

A.3.6 Citizen Survey (LGPA)

Programming	Variable name	Survey item
Institutional development	Access to services	Q2_3. Does your household have access to piped water/sewage/waste collection?
	Munic provides the services	Q2_11. Is piped water/waste collection provided by the same [municipality/village council] in which you live?
	Satisfaction w reliability of services	Q2_5. Overall, how satisfied are you with the reliability of electricity grid/piped water/waste collection?
	Satisfaction w quality of services	Q2_6. How satisfied are you with the overall quality of electricity grid/piped water/waste collection/physical condition of the road outside?
	Personal connections for services	Q10_6. Does your household ever need to resort to personal connections to obtain Electricity services/piped water services/piped sewage services/waste collection services?
	Municipal responsiveness	
Q10_10_4. How satisfied are you with website of municipality/village council to resolve problems with public services?		
Q10_10_5. How satisfied are you with service booklets to resolve problems with public services?		
Participatory governance	Visit website	Q10_14. Have you ever visited the website / Facebook page of your Municipality / Village Council?

A.4 Control Variables

- Respondent's sex: 0 for male, 1 for female
- Respondent's age: Continuous variable of age
- Respondent's education level (User and admin surveys only): an 8-point category that ranges from illiterate to post-graduate
- Owner/salaried employee (User survey only)
- Population density
- Class density: Number of students per classroom
- Water network: % of people with access to clean water
- Food security: Households with income and consumption below \$4.7/capita (adult)/day and household showing decrease in total food and non-food expenditures including households unable to further decrease their expenditure patterns
- Asset index: First principal component of a list of assets¹¹

A.5 Variable Transformation

Some outcome variables have been transformed as Z-scores (Kling et al. 2007) using the following steps:

¹¹The assets include: car, motorcycle/scooter, tractor/truck, animal-drawn cart, fridge, washing machine, dryer, television, DVD player, satellite, radio, solar water heating system, central heating system, vacuum cleaner, electric/gas cooker, microwave, dishwasher, water filter, computer, phone line, Palestinian phone line, Israeli phone line

1. Recode all variables such that better outcomes have higher scores
2. For variable X, subtract the control group mean of X from all observed values of X
3. Divide the dividend by the standard deviation of X for the control group
4. Repeat the above for all other variables in the index
5. Calculate the mean across all variables for each individual

A.6 Primary indicators for WB/USAID surveys

A.6.1 Capacity Development

LGPA Survey

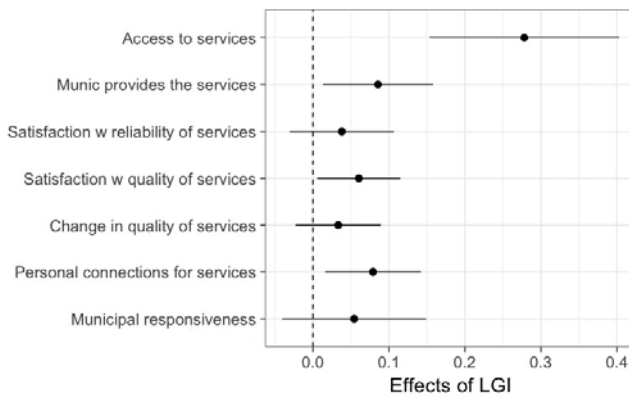


Figure 24: Matched municipalities

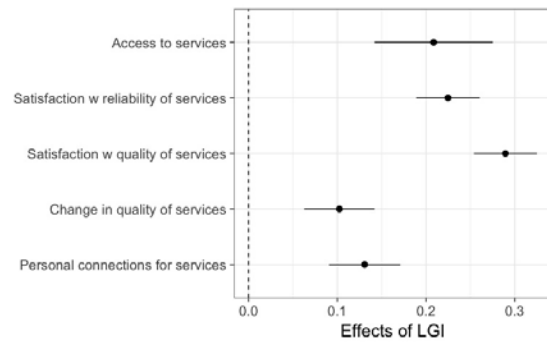


Figure 25: All municipalities

Supply Side Survey

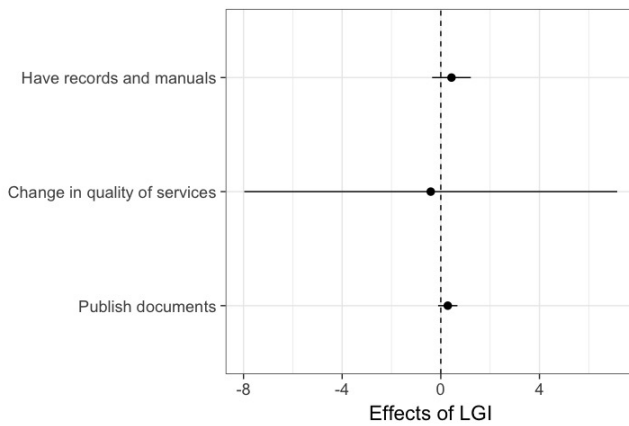


Figure 26: Matched municipalities

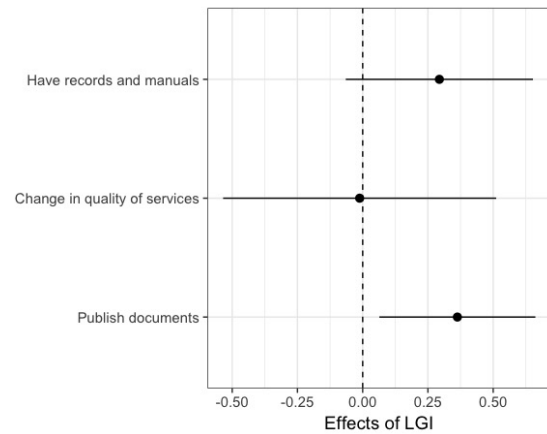


Figure 27: All municipalities

A.6.2 Strategic Planning

Supply Side Survey

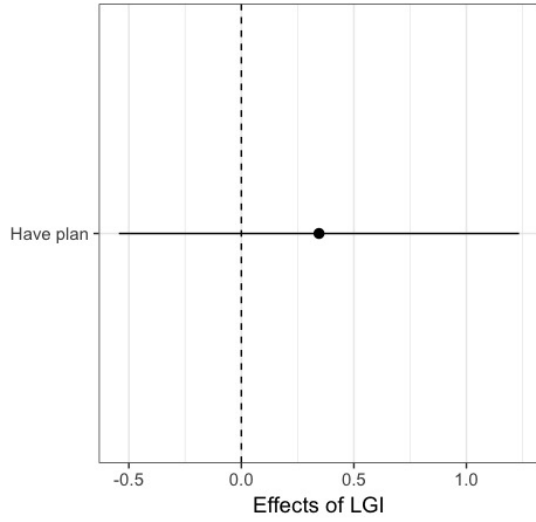


Figure 28: Matched municipalities

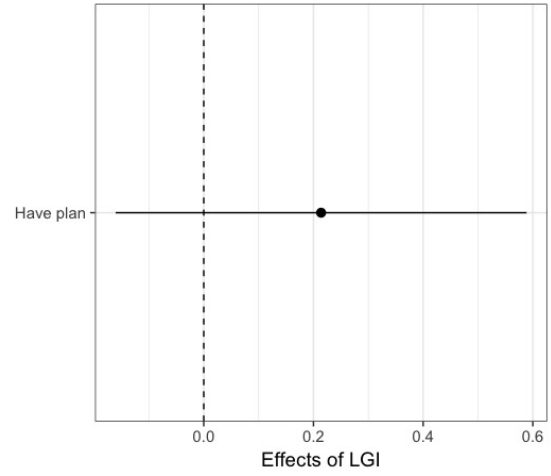


Figure 29: All municipalities

A.6.3 Participatory Governance

LGPA Survey

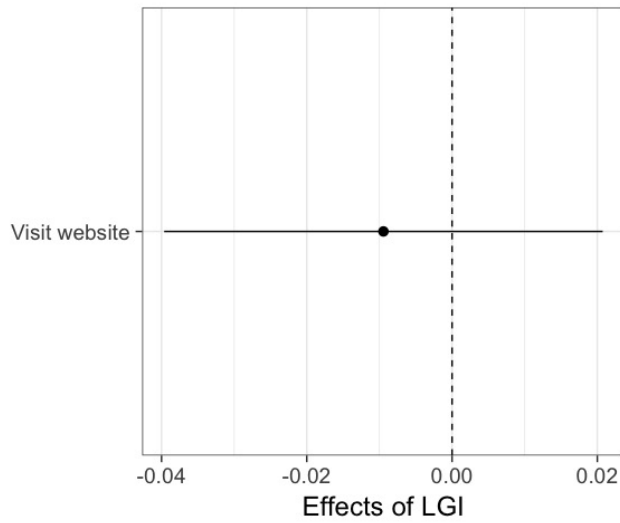


Figure 30: Matched municipalities

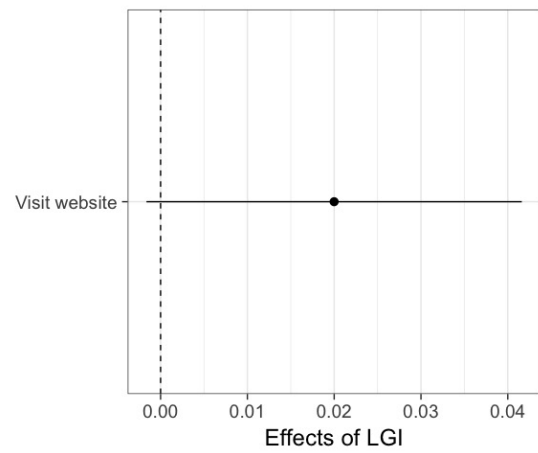


Figure 31: All municipalities

Supply Side Survey

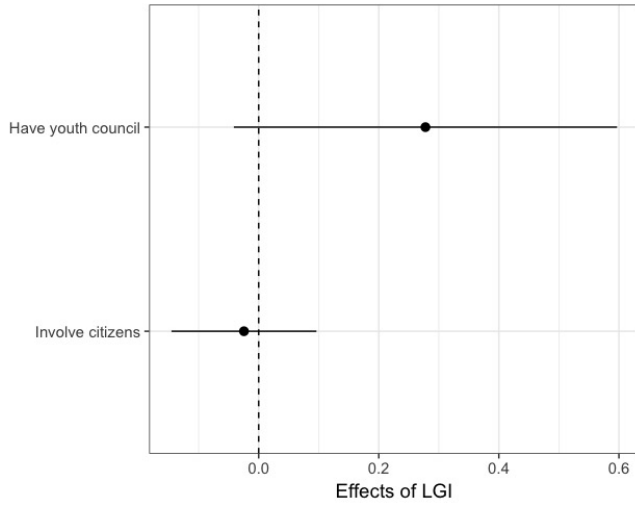


Figure 32: Matched municipalities

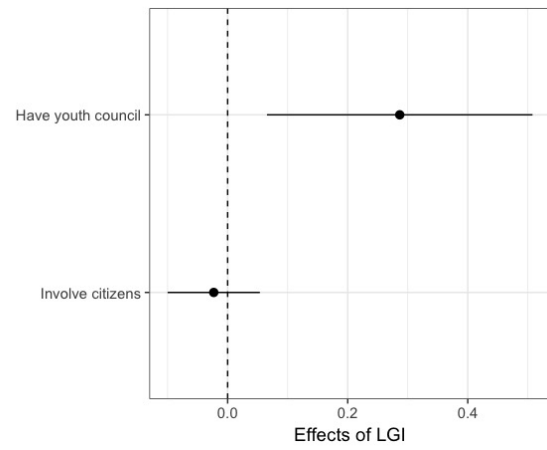
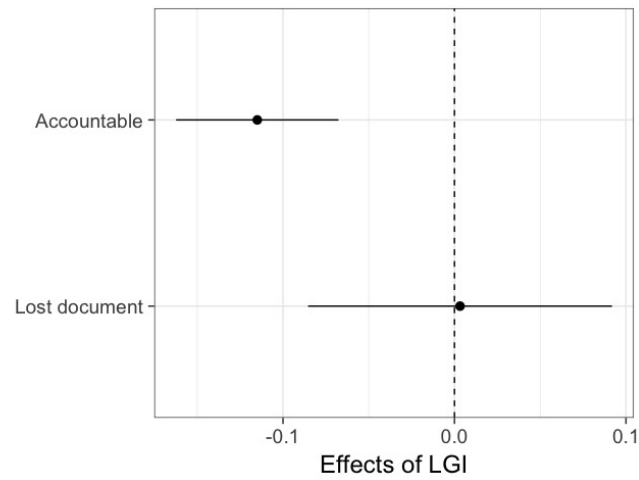


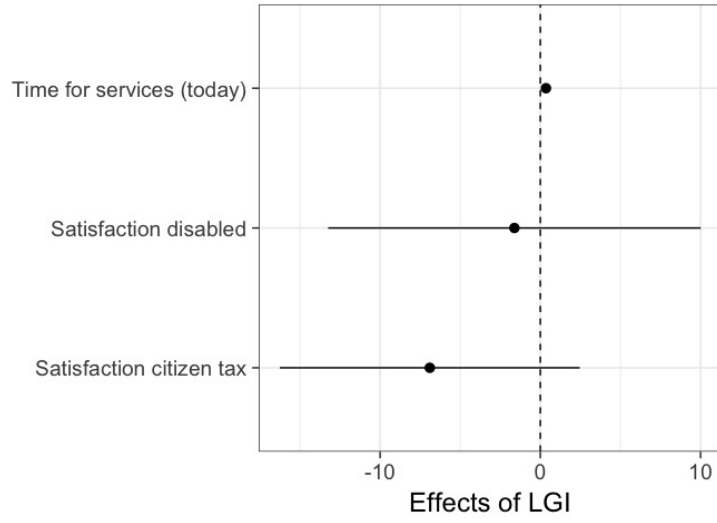
Figure 33: All municipalities

A.7 Secondary indicators

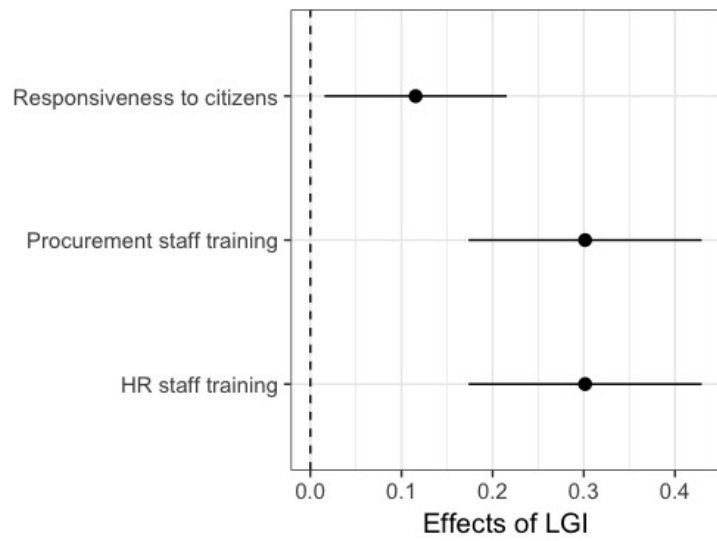
A.7.1 Capacity Development

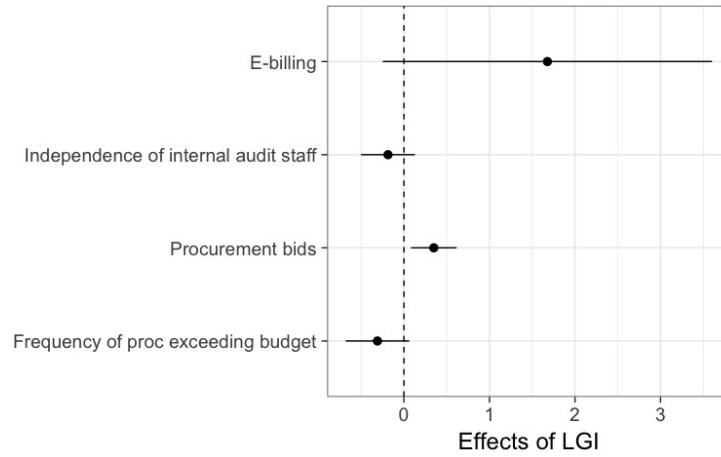
User Survey





Admin Survey





WB Admin Survey

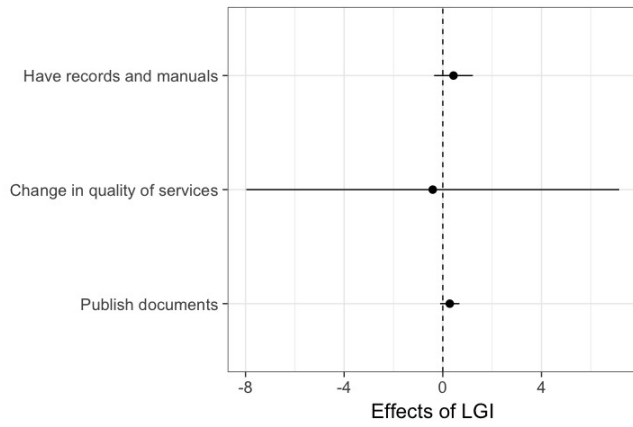


Figure 34: Matched municipalities

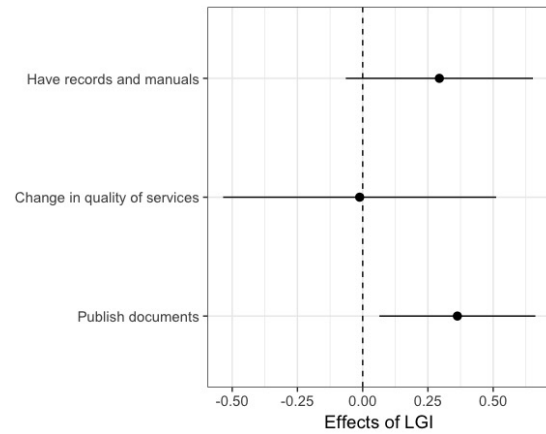


Figure 35: All municipalities

A.7.2 Strategic Planning

WB Admin Survey

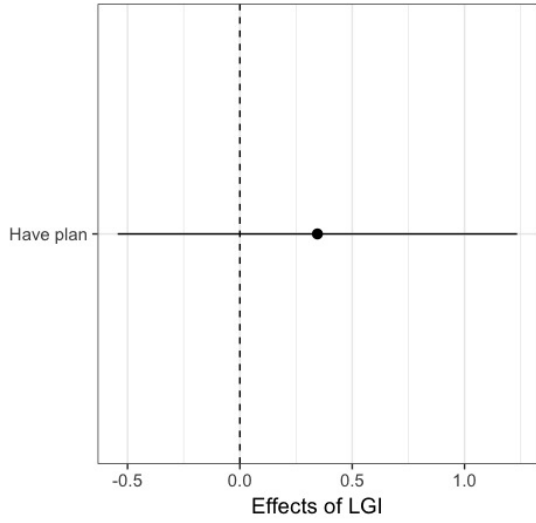


Figure 36: Matched municipalities

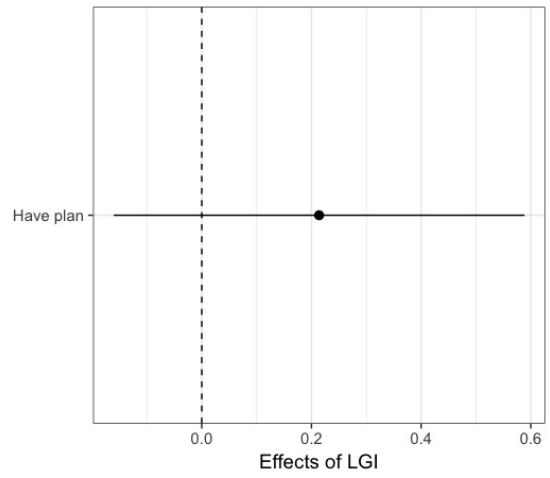
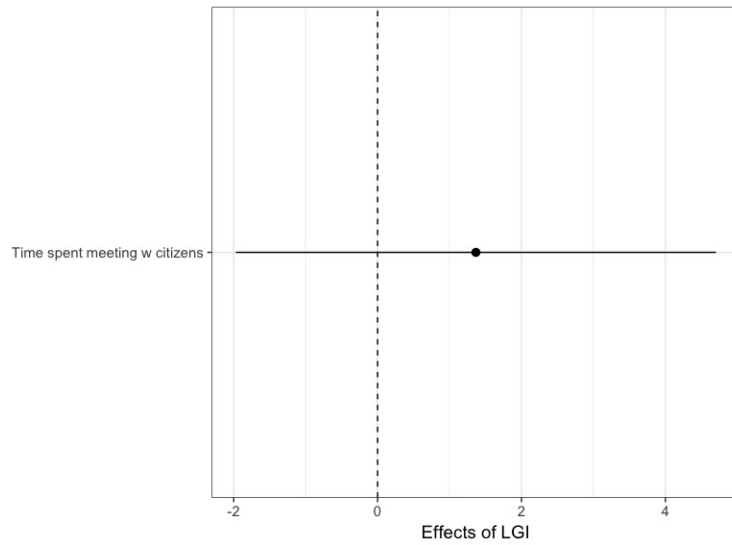


Figure 37: All municipalities

A.7.3 Participatory Governance

Admin Survey



WB Admin Survey

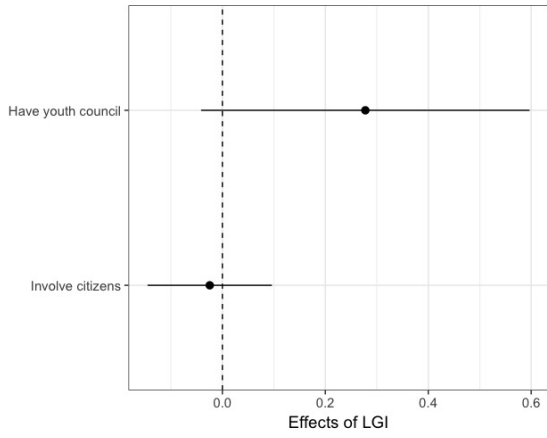


Figure 38: Matched municipalities

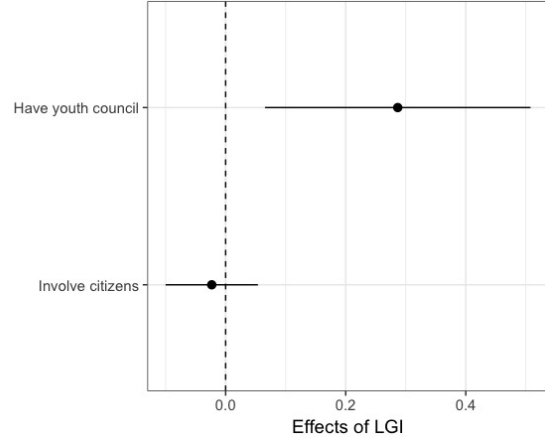


Figure 39: All municipalities

A.8 Survey Instrument

A.8.1 User Survey Instrument

USAID/West Bank LGI User Survey 2017

Section A: Basic Information and Consent		
#	QUESTION	RESPONSE CODES
A1	Date of survey	[Date]
A2	Name of enumerator	
A2o.	[If A2 is 97. 'Other'] Please enter YOUR name.	[Text]
A3	Name of supervisor	
A3o.	[If A3 is 97. 'Other'] Please enter the name of your supervisor.	[Text]
A4	Governorate	1. Bethlehem 2. Hebron 3. Jenin 4. Jericho 5. Jerusalem 6. Nablus 7. Qalqilya 8. Ramallah 9. Salfit 10. Tubas 11. Tulkarm
A5	Municipality	'Anabta 'Anata 'Attil 'Illar Abu Dis Ad Doha Adh Dhahiriya Al 'Ubeidiya Al Bireh Al Khadr Al Yamun Aqraba Ar Rama As Samu' As Sawahira ash Sharqiya Ash Shuhada Ash Shuyukh At Tayba Bani Na'im Baqa ash Sharqiya Beit Fajjar

USAID/West Bank LGI User Survey 2017

	Beit Furik Beit Jala Beit Sahur Beit Ula Beit Ummar Beituniya Bethlehem (Beit Lahm) Bir Nabala Bir Zeit Deir al Ghusun Deir Ballut Deir Istiya Deir Sharaf Dura Fahma al Jadida Halhul Haris Hebron (Al Khalil) Huwwara Idhna Iskaka Jenin Jericho (Ariha) Kafr Qaddum Kafr Thulth Kifl Haris Marda Mirka Nablus Qabalan Qabatiya Qalqiliya Qarawat Bani Hassan Qarawat Bani Zeid Qira Ramallah Rummana Salfit Sarta Tarqumiya Tubas Tulkarm Ya'bad Yasuf Yatta
--	---

A6	At home/business or municipal council building?	1. Home 2. Business 3. Municipal council building
A7.	Respondent ID	[Enter number]
A7v.	Please retype the respondent ID	[Enter number] (must match A8)

INFORMED CONSENT: PLEASE READ THE FOLLOWING CONSENT FORM WORD FOR WORD:

READ ALOUD: Good morning/ good afternoon, my name is _____. I am a research assistant working with the U. S. Agency for International Development on a study on local governance and infrastructure. I would like to ask you some questions to better understand your municipality. Your participation is entirely voluntary. If you agree to participate, our discussion will last for around 25 minutes. Please rest assured that your answers will remain confidential. We will not provide your name and answers to anyone. Your answers would help us understand important features of your municipality. Do not feel obligated to answer any question that you are not comfortable with, and do not hesitate to ask me for a clarification if you think that a question is a bit difficult or unclear. If you have any questions or concerns about our study, please contact {Pablo Beramendi, Erik Wibbels contact info}. May we continue?

CONSENT		
#	QUESTION	RESPONSE CODES
A8	Did the respondent consent? [If 0. 'No', go to A9] [If 1. 'Yes', go to A10]	0. No 1. Yes
A9	Can you please tell me why you have chosen not to participate? [End survey]	[Text]

ELIGIBILITY		
#	QUESTION	RESPONSE CODES
A10	Are you over 16? [If 0. 'No', End of Survey]	0. No 1. Yes
A11	Are you a resident of THIS municipality? [If 0. 'No', End of Survey] [If 1. 'Yes', go to B1]	0. No 1. Yes

Section B. Respondent Information		
#	Question	Response
READ ALOUD: Let's begin with a few facts about yourself.		
B1	Sex of the respondent	1. Male 2. Female
B2	How old are you?	[Integer]

USAID/West Bank LGI User Survey 2017

Section B. Respondent Information		
#	Question	Response
B3	How many years have you lived in THIS municipality?	[Enter number, round to the nearest year] (6 months or less = 0) 777. Not applicable (I don't live here) [End Survey] 888. Don't know 999. Prefer not to respond
B4	Are you married?	1. Yes, married 2. No, widowed 3. No, divorced 4. No, separated 5. No, never married 97. Other 999. Prefer not to respond
B40	[If B3 is 97. 'Other'] Please specify.	[Text]
B5	What is your religion, if any?	1. Islam 2. Christianity 3. Samaritan 999. Prefer not to respond
B6	What is your highest educational achievement?	1. Primary school 2. Secondary school 3. High school 4. Bachelor's degree 5. Master's degree 6. Doctorate degree 777. None 888. DK 999. Prefer not to respond
B7	Are you a refugee?	0. No 1. Yes
B8	What is your primary occupation?	[DO NOT READ ALOUD] 1. Worker 2. Public Sector Employees 3. Non-government employee 4. Farmers/fishermen2 5. Owns a business 6. Professionals (e.g. doctors/lawyers/ pharmacists/engineers) 7. Technical (Electrician...) 8. Students 9. Housewives 10. Unemployed

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Section B. Respondent Information		
#	Question	Response
		11. Retired 12. Freelancer 97. Other 888. Don't know 999. Prefer not to respond
B8o.	[If B8 is 97. 'Other'] Please specify.	[text]
B9.	Are you a salaried employee or an owner/self-employed?	1. Salaried employee 2. Owner/self-employed 999. Prefer not to respond
B10.	Do you have a contract with your employer?	0. No 1. Yes 888. DK 999. Prefer not to respond
B11.	In a typical week, how many hours do you spend working on your main job?	[integer]
B12.	Do you work in a private sector or a public sector?	1. Private 2. Public 888. DK 999. Prefer not to respond
B13.	How long have you held your job title?	[In years] [integer]
B14.	Do you have somebody you can call up in the government if you have a problem?	0. No 1. Yes 888. DK 999. Prefer not to respond
B14y	[If B14 is 1. 'Yes'] is this person/people a family member or a friend?	0. No 1. Yes 888. DK 999. Prefer not to respond

Section C. Perceptions by users		
#	Question	Response
AVAILABILITY OF SERVICES		
READ ALOUD: We would like to know the availability of public services in your municipality.		

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Section C. Perceptions by users		
#	Question	Response
C1a	Can you pay your taxes at the municipal office?	0. No 1. Yes 888. DK 999. Prefer not to respond
C1a_y	[If C1a is 1. 'Yes'] If so, what types of taxes can you pay at the municipal office?	1. Property taxes 2. Education taxes 97. Other 888. DK 999. Prefer not to respond
C1a_other	[If C1a_y is 97. 'Other'] Please specify.	[text]
C1b	Can businesses pay taxes at the municipal office?	0. No 1. Yes 888. DK 999. Prefer not to respond
C1b_y	[If C1b is 1. 'Yes'] If so, what types of taxes can businesses pay at the municipal office?	1. Trade taxes 2. Business taxes 97. Other 888. DK 999. Prefer not to respond
C1b_other	[If C1b_y is 97. 'Other'] Please specify.	[text]
C1c	Can you get services for disabled citizens at the municipal office?	0. No 1. Yes 888. DK 999. Prefer not to respond
C1d	Does the municipality have a municipal court to solve disputes with third parties?	0. No 1. Yes 888. DK 999. Prefer not to respond
GENERAL SATISFACTION WITH SERVICES		
READ ALOUD: Now we would like to ask about your satisfaction with the services provided by the municipal office. Please position your level of satisfaction in the following scale: 1 (very satisfied), 2 (somewhat satisfied), 3 (neutral), 4 (somewhat dissatisfied), 5 (very dissatisfied).		
C2a	Paying taxes at the municipal office?	1. Very satisfied 2. Somewhat satisfied 3. Neutral 4. Somewhat dissatisfied 5. Very dissatisfied 777. Not applicable 888. Haven't heard enough to say 999. Refused to answer

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Section C. Perceptions by users		
#	Question	Response
C2b	Getting services for disabled citizens at the municipal office?	1. Very satisfied 2. Somewhat satisfied 3. Neutral 4. Somewhat dissatisfied 5. Very dissatisfied 777. Not applicable 888. Haven't heard enough to say 999. Refused to answer
C2c	Going through the municipal court to solve disputes with third parties?	1. Very satisfied 2. Somewhat satisfied 3. Neutral 4. Somewhat dissatisfied 5. Very dissatisfied 777. Not applicable 888. Haven't heard enough to say 999. Refused to answer
C2d	Paying taxes for your business at the municipal office?	1. Very satisfied 2. Somewhat satisfied 3. Neutral 4. Somewhat dissatisfied 5. Very dissatisfied 777. Not applicable 888. Haven't heard enough to say 999. Refused to answer
C2e	Getting permits for your business at the municipal office?	1. Very satisfied 2. Somewhat satisfied 3. Neutral 4. Somewhat dissatisfied 5. Very dissatisfied 777. Not applicable 888. Haven't heard enough to say 999. Refused to answer
C2f	Water provision of the municipality?	1. Very satisfied 2. Somewhat satisfied 3. Neutral 4. Somewhat dissatisfied 5. Very dissatisfied 777. Not applicable 888. Haven't heard enough to say 999. Refused to answer
C2g	Electricity provision of the municipality?	1. Very satisfied 2. Somewhat satisfied 3. Neutral 4. Somewhat dissatisfied

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Section C. Perceptions by users		
#	Question	Response
		5. Very dissatisfied 777. Not applicable 888. Haven't heard enough to say 999. Refused to answer
C2h	Solid waste collection?	1. Very satisfied 2. Somewhat satisfied 3. Neutral 4. Somewhat dissatisfied 5. Very dissatisfied 777. Not applicable 888. Haven't heard enough to say 999. Refused to answer
C2i	Roads and basic infrastructure maintenance of the municipality?	1. Very satisfied 2. Somewhat satisfied 3. Neutral 4. Somewhat dissatisfied 5. Very dissatisfied 777. Not applicable 888. Haven't heard enough to say 999. Refused to answer
C2i	Sewage maintenance of the municipality?	1. Very satisfied 2. Somewhat satisfied 3. Neutral 4. Somewhat dissatisfied 5. Very dissatisfied 777. Not applicable 888. Haven't heard enough to say 999. Refused to answer
SATISFACTION WITH SERVICES TODAY		
READ ALOUD: Now we have some questions about your experience with the municipal office TODAY.		
C3	What was the purpose of your visit today? Select all that apply.	1. Apply for water service 2. Apply for electricity service 3. Fix a problem with water service 4. Fix a problem with electricity service 5. Apply for a business license 6. Apply for a building license 7. Pay taxes 8. Pay fees 9. File a complaint about the municipality 10. File a complaint about a third party 97. Other 888. DK 999. Prefer not to respond

Section C. Perceptions by users		
#	Question	Response
C4	Did you receive guidance on the type of documentation/evidence needed to apply to process your request and if so, how?	1. Printed procedure manual at the municipal office 2. Brochure/pamphlets at the municipal office 3. Municipality website 4. Municipality Facebook page 5. Municipality bulletin board 97. Other 777. I did not receive guidance 888. DK 999. Prefer not to respond
C5	Was it clear to you which documentation or evidence you were expected to provide to process your request?	0. No 1. Yes 888. DK 999. Prefer not to answer
C6	In this visit, how many MINUTES did you need to wait to get the task completed?	[Integer] (in minutes)
C7	How satisfied are you with the visit today?	1. Very satisfied 2. Somewhat satisfied 3. Neutral 4. Somewhat dissatisfied 5. Very dissatisfied 888. DK 999. Prefer not to respond
Bureaucratic Efficiency – Last 12 months		
READ ALOUD: We would now like to discuss your experience with the municipal office in the LAST 12 MONTHS. how satisfied were you with the following services provided by the municipal office in the past 12 months? Please place yourself on the following scale: 1 (very satisfied), 2 (somewhat satisfied), 3 (neutral), 4 (somewhat dissatisfied), 5 (very dissatisfied).		
C8a	Water provision?	1. Very satisfied 2. Somewhat satisfied 3. Neutral 4. Somewhat dissatisfied 5. Very dissatisfied 888. DK 999. Prefer not to respond
C8b	Sewage maintenance?	1. Very satisfied 2. Somewhat satisfied 3. Neutral 4. Somewhat dissatisfied 5. Very dissatisfied 888. DK 999. Prefer not to respond

USAID/West Bank LGI User Survey 2017

Section C. Perceptions by users		
#	Question	Response
C8c	Solid waste collection?	1. Very satisfied 2. Somewhat satisfied 3. Neutral 4. Somewhat dissatisfied 5. Very dissatisfied 888. DK 999. Prefer not to respond
C8d	Electricity provision?	1. Very satisfied 2. Somewhat satisfied 3. Neutral 4. Somewhat dissatisfied 5. Very dissatisfied 888. DK 999. Prefer not to respond
C9	In the last 12 months, about how many times have you gone to the municipal office to deal with administrative matters like paying taxes, fees, getting a permit, or filing a complaint?	[integer]
C9v	[If C9 > 30] You entered a very large number. Are you sure this is correct and the respondent understood the question? If not, go back and correct the answer.	
C10	Of those times, how common was it for you to come to the municipal office during normal business hours and find it CLOSED?	1. Never 2. Rarely 3. Sometimes 4. Often 5. Always 777. This is my first visit
C11	In the last 12 months, how long did it usually take from the time you place your request until the issue is solved? (in minutes)	[integer]

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Section C. Perceptions by users		
#	Question	Response
C12	Has the time necessary to complete administrative procedures increased or decreased relative to TWO YEARS AGO?	1. Increased 2. Decreased 3. Remains the same 888. DK 999. Prefer not to respond
C13	During your visits in the last 12 months, did you have to provide any documentation to process your request?	0. No 1. Yes 888. DK 999. Refused to answer
C14	Did you receive guidance on the type of documentation/evidence needed to apply to process your request and if so, how? Select all that apply.	1. Printed procedure manual at the municipal office 2. Brochure/pamphlets at the municipal office 3. Municipality website 4. Municipality Facebook page 5. Municipality bulletin board 97. Other 777. I did not receive guidance 888. DK 999. Prefer not to respond
C15	Was it clear to you which documentation/evidence you were expected to provide?	0. No 1. Yes 888. DK 999. Refused to answer
C16	How much of that documentation was processed electronically, that is inputted into a computer?	1. None of them 2. Less than half 3. More than half 4. All of them
C17	In the last 12 months, how often has the municipality misplaced or lost a document you provided them?	1. Never 2. Rarely 3. Sometimes 4. Often 5. Always
C18.	In those instances where you were unable to provide the necessary documentation, were you able to obtain the permission?	0. No 1. Yes 888. DK 999. Refused to answer

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Section C. Perceptions by users		
#	Question	Response
C18y.	What facilitated the outcome? Select all that apply.	1. A promise to bring it later 2. A small token of appreciation to the municipal employee 3. An intervention of a third party connected to the municipal employee 4. Pressures from acquaintances with influence 5. Talking to senior level officials 97. Other
C19	Have you successfully paid your taxes electronically?	0. No 1. Yes 888. DK 999. Prefer not to respond
C19a	[If C12a is 2. 'No'] If not, why not?	1. Machine not working 2. Did not know how to use it 3. No option that I wanted 4. Such service was not available 5. Never tried 97. Other 888. DK 999. Prefer not to respond
C19b	[If 97. 'Other'] Please specify.	[Text]
C20	In the last 12 months, have you attempted to get a permit of any sort from the municipality?	0. No 1. Yes 888. DK 999. Refused to answer
C20a	[If C13 is 1. 'Yes'] Which ones? Check all that apply.	1. Business permit/license 2. Building permit/license 97. Other
C20o	[If 97. 'Other'] Please specify.	[Text]
C21	How satisfied were you with the process(es) for getting a permit?	1. Very satisfied 2. Somewhat satisfied 3. Neutral 4. Somewhat dissatisfied 5. Very dissatisfied 888. DK 999. Prefer not to respond
C22	How knowledgeable do you think the municipal employees are?	1. Very knowledgeable 2. Somewhat knowledgeable 3. Somewhat unknowledgeable 4. Very unknowledgeable 888. DK 999. Prefer not to respond
FEEDBACK		

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Section C. Perceptions by users		
#	Question	Response
C23	In the last 12 months, were you asked to provide feedback to the municipal employees about their service?	0. No 1. Yes 888. DK 999. Refused to answer
C23a	How did you provide feedback? Select all that apply.	1. Complaint box 2. Municipality Facebook page 3. Municipality website 97. Other 888. DK 999. Prefer not to respond
C24	In the past 12 months, have you participated in or heard of any meetings organized by the municipality on how to improve the access and quality of local services?	0. No 1. Yes 888. DK 999. Refuse to answer
C24y	[If C24 is 1. 'Yes'] What meetings?	[text]
SIDE PAYMENTS		
READ ALOUD: We are now going to ask you about side payments to access services offered by the municipality. Have you ever had to pay side payments to the municipal office for:		
C25a	Water provision?	0. No 1. Yes 777. Never used 888. DK 999. Refused to answer
C25b	Electricity provision?	0. No 1. Yes 777. Never used 888. DK 999. Refused to answer
C25c	Tax payments?	0. No 1. Yes 777. Never used 888. DK 999. Refused to answer
C25d	Roads and basic infrastructure maintenance?	0. No 1. Yes 777. Never used 888. DK 999. Refused to answer

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Section C. Perceptions by users		
#	Question	Response
C25e	Sewage maintenance?	0. No 1. Yes 777. Never used 888. DK 999. Refused to answer
C25f	Solid waste collection?	0. No 1. Yes 777. Never used 888. DK 999. Refused to answer
C25g	Permits?	0. No 1. Yes 777. Never used 888. DK 999. Refused to answer
C26	Compared to two years ago, has the need for side payments to get services increased or decreased?	1. Increased 2. Decreased 3. Remains about the same 888. DK 999. Refused to answer
Fairness		
C27	In your view, do municipal employees treat everyone equally?	0. No 1. Yes 888. DK 999. Refused to answer
C27a	[If C22 is 0. No] Why do you think some people are treated better than others by the municipal employees? Please select the most important reason	1. Age 2. Gender 3. Wealth/income 4. Status/prestige within the community 5. Private/personal connection with municipal employee 6. Political affinity with the party/mayor in office 7. Ability to provide side payments 97. Other
C27b	Second most important reason	1. Age 2. Gender 3. Wealth/income 4. Status/prestige within the community 5. Private/personal connection with municipal employee 6. Political affinity with the party/mayor in office 7. Ability to provide side payments 97. Other
READ ALOUD: How fairly does the municipality provide the following services? Position yourself on the following scale: 1 (Very fairly), 2 (somewhat fairly), 3 (somewhat unfairly), 4 (very unfairly).		
C28a	Water provision	[DO NOT READ; PROBE AND CODE]

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Section C. Perceptions by users		
#	Question	Response
		1. Very fairly 2. Somewhat fairly 3. Somewhat unfairly 4. Very unfairly 777. Not applicable 888. DK 999. Refused to answer
C28b	Electricity provision	[DO NOT READ; PROBE AND CODE] 1. Very fairly 2. Somewhat fairly 3. Somewhat unfairly 4. Very unfairly 777. Not applicable 888. DK 999. Refused to answer
C28c	Tax collection	[DO NOT READ; PROBE AND CODE] 1. Very fairly 2. Somewhat fairly 3. Somewhat unfairly 4. Very unfairly 777. Not applicable 888. DK 999. Refused to answer
C28d	Roads and basic infrastructure maintenance	[DO NOT READ; PROBE AND CODE] 1. Very fairly 2. Somewhat fairly 3. Somewhat unfairly 4. Very unfairly 777. Not applicable 888. DK 999. Refused to answer
C28e	Sewage maintenance	[DO NOT READ; PROBE AND CODE] 1. Very fairly 2. Somewhat fairly 3. Somewhat unfairly 4. Very unfairly 777. Not applicable 888. DK 999. Refused to answer
C28f	Solid waste collection	[DO NOT READ; PROBE AND CODE] 1. Very fairly 2. Somewhat fairly 3. Somewhat unfairly 4. Very unfairly

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Section C. Perceptions by users		
#	Question	Response
		777. Not applicable 888. DK 999. Refused to answer
C28g	Permits	[DO NOT READ; PROBE AND CODE] 1. Very fairly 2. Somewhat fairly 3. Somewhat unfairly 4. Very unfairly 777. Not applicable 888. DK 999. Refused to answer
RESPONSIBILITY FOR SERVICE INTERRUPTIONS		
READ ALOUD: Now we would like to ask for your opinions on who is responsible for interruptions in services in this municipality.		
C29a	Who is the most responsible for electricity cuts in THIS municipality, if any?	1. Palestinian National Authority 2. Israeli Government 3. Service company 97. Other
C29b	How often do you experience electricity cuts by that [agent]?	1. Daily 2. Once a week 3. Twice a week 4. Once a month 5. Twice a month 6. More than twice a month 7. Never 888. DK 999. Prefer not to respond
C29c	Who is the most responsible for water cuts in THIS municipality, if any?	1. Palestinian National Authority 2. Israeli Government 3. Service company 97. Other
C29d	How often do you experience electricity cuts by that [agent]?	1. Daily 2. Once a week 3. Twice a week 4. Once a month 5. Twice a month 6. More than twice a month 7. Never 888. DK 999. Prefer not to respond

Section C. Perceptions by users		
#	Question	Response
C29e	Who is the most responsible for the destruction of local infrastructure cuts in THIS municipality, if any?	1. Palestinian National Authority 2. Israeli Government 3. Service company 97. Other
C29f	How often do you experience electricity cuts by that [agent]?	1. Daily 2. Once a week 3. Twice a week 4. Once a month 5. Twice a month 6. More than twice a month 7. Never 888. DK 999. Prefer not to respond
C29g	Who is the most responsible for the suspension of this municipality's autonomy cuts in THIS municipality, if any?	1. Palestinian National Authority 2. Israeli Government 3. Service company 97. Other
C29h	How much do Israel's interventions affect your planning for the future?	1. A lot 2. Somewhat 3. A little 4. No effect 888. DK 999. Prefer not to respond
C29i	How does the municipality respond to the interventions by Israel?	1. No action is taken 2. Tries to prevent citizens from being affected by the intervention 3. Seeks help from the national government and/or international actors 4. Tries to lobby unilaterally with the Israeli government to limit the scope or duration of the intervention 888. DK 999. Prefer not to respond
TAXES AND PUBLIC GOODS PROVISION		
READ ALOUD: Now we would like to ask about your thoughts on taxes.		
C30	Given the quality of service you receive, do	1. Too low 2. Low

Section C. Perceptions by users		
#	Question	Response
	you think your taxes are:	3. Fair 4. High 5. Too high
C31	How much do you think a rich individual in your locality earns?	[In NIS] [Integer]
C32	Compared to the amount of taxes the rich pay, do you think they should pay:	1. Much more 2. More 3. About the same 4. Less 5. Much less 888. DK 999. Prefer not to respond
C33	For which services would you be willing to pay more taxes if their quality increased? Select all that apply.	1. Water provision 2. Electricity provision 3. Tax payments 4. Roads and basic infrastructure maintenance 5. Sewage maintenance 6. Solid waste collection 7. Permits 97. Other 888. DK 999. Prefer not to respond

SECTION D. PREFERENCES OVER POLICIES		
D1	As you know, the Israeli government collects all taxes and tariffs generated in the West Bank and makes a transfer to the PNA. How much do you agree with the following statement? "I would support more autonomy in tax collection of PNA even if it meant higher taxes and fees for myself"	1. Agree completely 2. Agree a lot 3. Agree somewhat 4. Agree little 5. Do not agree at all 888. DK 999. Prefer not to respond
D2	As you know, the vast majority of water generated in the West Bank goes to Israel. How much do you agree with the following statement? "I would support a larger scale infrastructural effort by the PNA so that we could have access to better water, even if it meant an increase in taxes and fees for myself"	1. Agree completely 2. Agree a lot 3. Agree somewhat 4. Agree little 5. Do not agree at all 888. DK 999. Prefer not to respond
D3	As you know, the majority of infrastructure improvements such as schools, roads and water facilities in the	1. Agree completely 2. Agree a lot 3. Agree somewhat

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	West Bank is financed by foreign donors and organizations. How much do you agree with the following statement? "I would support substituting foreign help for a higher effort by the PNA even if it meant higher taxes and fees for myself"	4. Agree little 5. Do not agree at all 888. DK 999. Prefer not to respond
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Section E. PERCEPTIONS ON GOVERNANCE		
#	Question	Response
E1	What percentage of the municipal government resources do you think is wasted due to POOR FINANCIAL MANAGEMENT of the municipality?	1. 0% 2. 25% 3. 50% 4. 75% 5. 100% 888. DK 999. Refused to answer
E2	What percentage of resources do you think the municipalities waste due to LOCAL POLITICIANS using the money for PERSONAL USE?	1. 0% 2. 25% 3. 50% 4. 75% 5. 100% 888. DK 999. Refused to answer
E3	What percentage of resources do you think the municipalities waste due to LOCAL ADMINISTRATORS using the money for PERSONAL USE?	1. 0% 2. 25% 3. 50% 4. 75% 5. 100% 888. DK 999. Refused to answer
E4	How much do you agree or disagree with this statement? 'When a party is in power in a municipality, only its party supporters receive benefits.'	1. Strongly agree 2. Agree 3. Neutral 4. Disagree 5. Strongly disagree 888. Don't know 999. Refused to answer
E5	How likely is your CURRENT MUNICIPAL COUNCIL EXECUTIVE to help members of their own party at the expense of the people of your municipality? Or have you not heard enough about them to say?	1. Very likely 2. Likely 3. Unlikely 4. Very unlikely 888. Haven't heard enough to say 999. Refused to answer
E6	How likely is your MUNICIPAL COUNCIL REPRESENTATIVE to help members of	1. Very likely 2. Likely

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Section E. PERCEPTIONS ON GOVERNANCE		
#	Question	Response
	their own party at the expense of the people of your municipality? Or have you not heard enough about them to say?	3. Unlikely 4. Very unlikely 888. Haven't heard enough to say 999. Refused to answer
SE1	Survey Experiment 1: Randomize between	SE1_1, SE1_2, and SE1_3
SE1_1	[If randomly assigned to Condition 1] Imagine that your MUNICIPAL COUNCIL received an extra 100,000 ILS from the CENTRAL GOVERNMENT for development projects. About what share of that money would you guess would be wasted?	1. 0% 2. 25% 3. 50% 4. 75% 5. 100% 888. DK 999. Refused to answer
SE1_2	[If randomly assigned to Condition 2] Imagine that your MUNICIPAL COUNCIL received an extra 100,000 ILS from a FOREIGN DONOR for development projects. About what share of that money would you guess would be wasted?	1. 0% 2. 25% 3. 50% 4. 75% 5. 100% 888. DK 999. Refused to answer
SE1_3	[If randomly assigned to Condition 3] Imagine that your MUNICIPAL COUNCIL raised an extra 100,000 ILS IN LOCAL TAXES for development projects. About what share of that money would you guess would be wasted?	1. 0% 2. 25% 3. 50% 4. 75% 5. 100% 888. DK 999. Refused to answer
SE1_4	[If SE1_1 or SE1_2 or SE1_3 > 0 and <= 100] Who do you think would benefit most from the wasted ILS?	1. Elected members of the Municipal Council 2. Unelected members of the Municipal Council 3. The Municipal Council Executive 4. The MP 5. The contractors who were hired to build the development projects 97. Other 888. Don't know 999. Refused to answer
SE1_5	[If SE1_4 is 97. 'Other'] If 'Other', please specify.	[Text]

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Section F. POLITICAL ATTITUDES		
#	Question	Response
READ ALOUD: In talking to people about elections, we often find that a lot of people were not able to vote because they weren't registered, they were sick, or they just didn't have time.		
F1	Which of the following statements describes you the best?	1. I did not vote in the local elections in 2012 2. I thought about voting, but didn't 3. I usually vote, but didn't this time 4. I am sure I voted 999. Refused to answer
F1a	[If F1 is 4. 'I am sure I voted'] Which of the parties that contended in the national election did you support?	
F2	Do you plan to vote in the next municipal election?	0. No 1. Yes 888. DK 999. Refused to answer
ASSESSMENT ON MUNICIPAL EMPLOYEES		
READ ALOUD: I am going to read you a series of statements. Please position yourself in the following scale: 1 (agree completely), 2 (agree a lot), 3 (agree somewhat), 4 (agree a little), 5 (do not agree at all)		
F3	Selection of municipal employees reflects a competitive process based on merit	1. Agree completely 2. Agree a lot 3. Agree somewhat 4. Agree a little 5. Do not agree at all 888. DK 999. Prefer not to respond
F4a	Municipal employees are independent of local political pressures when performing their job	1. Agree completely 2. Agree a lot 3. Agree somewhat 4. Agree a little 5. Do not agree at all 888. DK 999. Prefer not to respond
F4b	Municipal employees are independent of the pressures by the Palestinian National Government	1. Agree completely 2. Agree a lot 3. Agree somewhat 4. Agree a little 5. Do not agree at all 888. DK 999. Prefer not to respond
F4c	Municipal employees are independent of the interference by the Israeli government	1. Agree completely 2. Agree a lot 3. Agree somewhat 4. Agree a little

Section F. POLITICAL ATTITUDES		
#	Question	Response
		5. Do not agree at all 888. DK 999. Prefer not to respond
F5a	Municipal employees take side payments from the citizens to help them bend the rules to pay lower taxes	1. Agree completely 2. Agree a lot 3. Agree somewhat 4. Agree a little 5. Do not agree at all 888. DK 999. Prefer not to respond
F5b	Municipal employees take side payments from the businesses to help them bend the rules to pay lower taxes	1. Agree completely 2. Agree a lot 3. Agree somewhat 4. Agree a little 5. Do not agree at all 888. DK 999. Prefer not to respond
F5c	If municipal employees are asked by an elected politician to benefit a private citizen or business even if such action implies a break from rules and procedures, ALL municipal employee would abide.	1. Agree completely 2. Agree a lot 3. Agree somewhat 4. Agree a little 5. Do not agree at all 888. DK 999. Prefer not to respond
F5d	In your opinion, has the share of citizens or businesses giving side payments to process their requests increased or decreased in the past TWO years?	1. Increased 2. Decreased 3. Remains the same 888. DK 999. Prefer not to respond
F6a	In your opinion, who are municipal employees MOST responsive to?	1. Citizens 2. Incumbent party 3. Elected officials 97. Other 888. DK 999. Prefer not to respond
F6b	In your opinion, who are municipal employees SECOND MOST responsive to?	1. Citizens 2. Incumbent party 3. Elected officials 97. Other 888. DK 999. Prefer not to respond
ATTITUDES TOWARDS ISRAEL		

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Section F. POLITICAL ATTITUDES		
#	Question	Response
F7	How much do you agree with the statement that 'the Palestinian National Authority is too weak in its responses to external interferences of the Israeli government'?	1. Agree completely 2. Agree a lot 3. Agree somewhat 4. Agree a little 5. Do not agree at all 888. DK 999. Prefer not to respond
F8	How much do you agree with the statement that 'We should have a firmer stance against Israeli occupation and mobility restrictions'?	1. Agree completely 2. Agree a lot 3. Agree somewhat 4. Agree a little 5. Do not agree at all 888. DK 999. Prefer not to respond

Section G. ASSET OWNERSHIP		
#	Question	Response
READ ALOUD: Now we would like to ask you about other sources of family income		
G1	What is your household's TOTAL MONTHLY income?	[Integer]
READ ALOUD: How many of the following does your household own?		
G1a	Car	[Integer]
G1b	Motorcycle or scooter	[Integer]
G1c	Tractor/truck	[Integer]
G1d	Animal-drawn cart	[Integer]
G1e	Fridge	
G1f	Washing machine	[Integer]
G1g	Television	[Integer]
G1h	Video	[Integer]
G1i	Satellite	[Integer]
G1j	Radio	[Integer]
G1k	Solar water heating system	[Integer]
G1l	Central heating system	[Integer]
G1m	Vacuum cleaner	[Integer]
G1n	Electric/gas cooker	[Integer]
G1o	Computer	[Integer]
G1p	Phone line	[Integer]
G1q	Palestinian mobile line	[Integer]
G1r	Israeli mobile line	[Integer]

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Section G. ASSET OWNERSHIP		
#	Question	Response
G1s	Dryer	[Integer]
G1t	Radio/recorder	[Integer]
G1u	Microwave	[Integer]
G1v	Dishwasher	[Integer]
G1w	Water filter	[Integer]
READ ALOUD: How about property? How many of the following do you own?		
G2a	House with private bathroom	[Integer]
G2b	House with common bathroom	[Integer]
G2c	Agricultural land	[Integer]
G2d	Petty business	[Integer]

Section G. Questions for Enumerators		
#	Question	Response
G1	What was the primary language used in the interview?	1. Arabic 2. Hebrew
G2	Were there any other people immediately present who might be listening during the interview?	0. No 1. Yes
G3	What proportion of the questions do you feel the respondent had difficulty answering?	1. 1-10% 2. 11-20% 3. 21-30% 4. 31-40% 5. 41-50% 6. 51-60% 7. 61-70% 8. 71-80% 9. 81-90% 10. 91-100% 888. DK 999. Refused to answer
G4	What was the respondent's reaction to the interview?	1. Very positive 2. Somewhat positive 3. Neutral 4. Somewhat negative 5. Very negative

A.8.2 Admin Survey Instrument

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Section A: Basic Information and Consent		
#	QUESTION	RESPONSE CODES
A1	Date of survey	[Date]
A2	Name of enumerator	
A2o.	[If A2 is 97. 'Other'] Please enter YOUR name.	[Text]
A3	Name of supervisor	
A3o.	[If A3 is 97. 'Other'] Please enter the name of your supervisor.	[Text]
A4	Governorate	<ol style="list-style-type: none"> 1. Bethlehem 2. Hebron 3. Jenin 4. Jericho 5. Jerusalem 6. Nablus 7. Qalqilya 8. Ramallah 9. Salfit 10. Tubas 11. Tulkarm
A5	Municipality / Village Council	<ol style="list-style-type: none"> 1. 'Anabta 2. 'Anata 3. 'Attil 4. 'Illar 5. Abu Dis 6. Ad Doha 7. Adh Dhahiriya 8. Al 'Ubeidiya 9. Al Bireh 10. Al Khadr 11. Al Yamun 12. Aqraba 13. Ar Rama 14. As Samu' 15. As Sawahira ash Sharqiya 16. Ash Shuhada 17. Ash Shuyukh 18. At Tayba 19. Bani Na'im 20. Baqa ash Sharqiya 21. Beit Fajjar 22. Beit Furik 23. Beit Jala

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Section A: Basic Information and Consent		
#	QUESTION	RESPONSE CODES
		24. Beit Sahur 25. Beit Ula 26. Beit Ummar 27. Beituniya 28. Bethlehem (Beit Lahm) 29. Bir Nabala 30. Bir Zeit 31. Deir al Ghusun 32. Deir Ballut 33. Deir Istiya 34. Deir Sharaf 35. Dura 36. Fahma al Jadida 37. Halhul 38. Haris 39. Hebron (Al Khalil) 40. Huwwara 41. Idhna 42. Iskaka 43. Jenin 44. Jericho (Ariha) 45. Kafr Qaddum 46. Kafr Thulth 47. Kifl Haris 48. Marda 49. Mirka 50. Nablus 51. Qabalan 52. Qabatiya 53. Qalqiliya 54. Qarawat Bani Hassan 55. Qarawat Bani Zeid 56. Qira 57. Ramallah 58. Rummana 59. Salfit 60. Sarta 61. Tarqumiya 62. Tubas 63. Tulkarm 64. Ya'bad 65. Yasuf 66. Yatta
A7	Municipal council or village council?	1. Municipal council

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Section A: Basic Information and Consent		
#	QUESTION	RESPONSE CODES
		2. Village council
A8.	Respondent ID	[Enter number]
A8v.	Please retype the respondent ID	[Enter number] (must match A8)

INFORMED CONSENT: PLEASE READ THE FOLLOWING CONSENT FORM WORD FOR WORD:
READ ALOUD: Good morning/ good afternoon, my name is _____. I am a research assistant working with the U. S. Agency for International Development on a study on municipal governance and infrastructure. I would like to ask you some questions to better understand your experience with the municipal government. Your participation is entirely voluntary. If you agree to participate, our discussion will last for around 25 minutes. Please rest assured that your answers will remain confidential. We will not provide your name or answers to anyone. Your answers would help us understand important features of your municipality. Do not feel obligated to answer any question that you are not comfortable with and do not hesitate to ask me for a clarification, if you think that a question is a bit difficult or unclear. If you have any questions or concerns about our study, please contact {Pablo Beramendi, Erik Wibbels contact info}. May we continue?

CONSENT		
#	QUESTION	RESPONSE CODES
A9	Did the respondent consent? [If 0. 'No', go to A10] [If 1. 'Yes', go to B1]	0. No 1. Yes
A10	Can you please tell me why you have chosen not to participate? [End survey]	[Text]

ELIGIBILITY		
#	QUESTION	RESPONSE CODES
A10	Are you over 16? [If 0. 'No', End of Survey]	0. No 1. Yes
A11	Are you a resident of THIS municipality? [If 0. 'No', End of Survey] [If 1. 'Yes', go to B1]	0. No 1. Yes

Section B. Respondent Information		
#	Question	Response
B1	Sex of the respondent	1. Male 2. Female
B2	How old are you?	[Integer]
B3	How many years have you lived in THIS locality?	[Enter number, round to the nearest year] (<6 months = 0; >=6 months = 1)

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Section B. Respondent Information		
#	Question	Response
		777. Not applicable 888. Don't know 999. Prefer not to respond
B4	Are you married?	1. Yes, married 2. No, widowed 3. No, divorced 4. No, separated 5. No, never married 97. Other 999. Prefer not to respond
B4o	[If B3 is 97. 'Other'] Please specify.	[Text]
B5	What is your religion, if any?	1. Islam 2. Christianity 3. Samaritan 999. Prefer not to respond
B6	What is your highest educational achievement?	1. Primary school 2. Secondary school 3. High school 4. Bachelor's degree 5. Master's degree 6. Doctorate degree 777. None 888. DK 999. Prefer not to respond
B7	What is your current position?	1. Mayor 2. Deputy mayor 3. Municipal council member 5. Head of tax office 6. Head of engineering department 7. Manager of service center 8. Director of planning 9. Director of waste/water management 10. Head of electricity department 11. Head of local economic development and investment 12. Head of audit department 13. Human resources manager 14. Head of public relations

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Section B. Respondent Information		
#	Question	Response
		15. Financial manager 16. Accountant 97. Other
B7o	[If B8 is 97. 'Other'] Please specify.	[Text]
B8	How many hours do you spend working in a TYPICAL week?	[integer]
B9	How many years have you worked for this municipality?	[integer] (If < 6 months, enter 0; if more than 6 months, enter 1.)
B10	How long have you held your current job title?	[integer] (If < 6 months, enter 0; if more than 6 months, enter 1.)
B11	Are any of your FAMILY MEMBERS government officials or bureaucrats?	0. No 1. Yes 888. DK 999. Prefer not to respond
B11y	[If B12 is 1. 'Yes'] How many?	[Integer]
READ ALOUD: In a TYPICAL working week, how many HOURS do you spend on each of the following tasks? If you spend an hour working on something that belongs to more than one of these categories, please include it in both.		
B12a	Meeting with municipal officials	[Integer]
B12b	Meeting with national officials	[Integer]
B12c	Meeting with administrators	[Integer]
B12d	Providing services/responding to citizen concerns	[Integer]
B12e	Working with civil society or community groups	[Integer]
B12f	Working on administrative tasks and documentation	[Integer]
B12g	Training, skill-building, or workshops	[Integer]

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Section C. Political Attitudes		
#	Question	Response
Voting behavior		
C1	Are you a member of any political associations?	0. None 1. Yes, party 2. Yes, union 3. Yes, both party and union 888. DK 999. Refused to answer
C1y	[If C1 is >0 and <888] Which one?	[text]
READ ALOUD: In talking to people about elections, we often find that a lot of people were not able to vote because they weren't registered, they were sick, or they just didn't have time.		
C2	Which of the following statements describes you the best?	1. I did not vote in the local elections in 2012 2. I thought about voting, but didn't 3. I usually vote, but didn't this time 4. I am sure I voted 999. Refused to answer
C2a	[If is 4. 'I am sure I voted'] Which of the parties that contended in the national election did you support?	
C2b	Do you plan to vote in the next municipal election?	
C3	How did you get the position?	1. Election 2. Appointed 3. Merit 888. DK 999. Refused to answer
Political pressures		
[READ ALOUD] I am going to read you a series of statements. Please position yourself in the following scale: 1 (agree completely), 2 (agree a lot), 3 (agree somewhat), 4 (agree little), 5 (do not agree at all)		
C4	Municipal employees are independent of local political pressures when performing their job	1. Agree completely 2. Agree a lot 3. Agree somewhat 4. Agree a little 5. Do not agree at all 888. DK 999. Prefer not to respond
C5	Municipal employees are independent of the pressures by the Palestinian National Government	1. Agree completely 2. Agree a lot 3. Agree somewhat 4. Agree a little

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Section C. Political Attitudes		
#	Question	Response
		5. Do not agree at all 888. DK 999. Prefer not to respond
C6	Municipal employees are independent of the interference by the Israeli government	1. Agree completely 2. Agree a lot 3. Agree somewhat 4. Agree a little 5. Do not agree at all 888. DK 999. Prefer not to respond
Side payments		
C7	Citizens who provide side payments would get faster services	1. Agree completely 2. Agree a lot 3. Agree somewhat 4. Agree a little 5. Do not agree at all 888. DK 999. Prefer not to respond
C8	Local businesses that provide side payments would get faster services	1. Agree completely 2. Agree a lot 3. Agree somewhat 4. Agree a little 5. Do not agree at all 888. DK 999. Prefer not to respond
C9	If a municipal employee is asked by an elected politician to benefit a private citizen or business even if such action implies a break from rules and procedures, ALL municipal employees would abide.	1. Agree completely 2. Agree a lot 3. Agree somewhat 4. Agree a little 5. Do not agree at all 888. DK 999. Prefer not to respond
C10	When is it okay to bend tax rules for businesses? Select all that apply.	1. If it is for a family member 2. If it is for a friend 3. If it is for an elected official 4. If it is for a informal small business
C11	In the past 2 years, has the percentage of citizens or businesses giving side payments to process their requests increased or decreased?	1. Decreased 2. Increased 3. About the same 888. DK 999. Refused to answer
Attitudes toward donor-funded/built projects vs. PA-funded/built projects		
C12	Compared to PA-funded projects, is the implementation of DONOR-FUNDED	1. Much more likely 2. Somewhat more likely

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Section C. Political Attitudes		
#	Question	Response
	projects more or less likely to stick to the Annual Plan?	3. About the same 4. Somewhat less likely 5. Much less likely
C13	In your estimation, how often are PA-funded/built projects abandoned during construction (i.e. never finished) four years from when they began?	1. Never 2. Rarely 3. Sometimes 4. Often 5. Always 888. DK 999. Prefer not to respond
C14	In your estimation, how often are DONOR-FUNDED/BUILT projects abandoned during construction (i.e. never finished) four years from when they began?	1. Never 2. Rarely 3. Sometimes 4. Often 5. Always 888. DK 999. Prefer not to respond
Tax compliance		
READ ALOUD: I am going to read you a series of statements. Please position yourself in the following scale: 1 (agree completely), 2 (agree a lot), 3 (agree somewhat), 4 (agree a little), 5 (do not agree at all)		
C15	A large proportion of citizens in my municipality pays the required taxes	1. Agree completely 2. Agree a lot 3. Agree somewhat 4. Agree a little 5. Do not agree at all 888. DK 999. Prefer not to respond
C16	A large proportion of citizens in my municipality pays the required utility bills	1. Agree completely 2. Agree a lot 3. Agree somewhat 4. Agree a little 5. Do not agree at all 888. DK 999. Prefer not to respond
C17	A large proportion of businesses in my municipality pays the required taxes	1. Agree completely 2. Agree a lot 3. Agree somewhat 4. Agree a little 5. Do not agree at all 888. DK 999. Prefer not to respond

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Section C. Political Attitudes		
#	Question	Response
C18	A large proportion of businesses in my municipality pays the required utility bills	1. Agree completely 2. Agree a lot 3. Agree somewhat 4. Agree a little 5. Do not agree at all 888. DK 999. Prefer not to respond
C19	Municipal employees are encouraged to implement the tax code in full and prosecute citizens or businesses if they are found to be paying less than they should	1. Agree completely 2. Agree a lot 3. Agree somewhat 4. Agree a little 5. Do not agree at all 888. DK 999. Prefer not to respond
	What is the normal length of time before cutting off the service when citizens and businesses do not pay?	1. Less than a week 2. 1 week 3. 2 weeks 4. 3 weeks 5. 4 weeks 6. Never (even if they do not pay) 7. Never (they are not allowed to cut services) 888. DK 999. Prefer not to respond
Accountability		
C20	Who are municipal employees the MOST responsive towards?	1. The Public 2. NGOs 3. Incumbent party leaders 4. Ministry of Local Government 97. Other
C21	Who are municipal employees the SECOND MOST responsive towards?	1. The Public 2. NGOs 3. Incumbent party leaders 4. Ministry of Local Government 97. Other
Attitudes towards Israel		
C22	How much do you agree with the statement that 'the Palestinian National Authority is too weak in its responses to external interferences of the Israeli government'?	1. Agree completely 2. Agree a lot 3. Agree somewhat 4. Agree a little 5. Do not agree at all 888. DK 999. Prefer not to respond
C23	How much do you agree with the statement that 'We should have a firmer	1. Agree completely 2. Agree a lot

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Section C. Political Attitudes		
#	Question	Response
	stance against Israeli occupation and mobility restrictions'?	3. Agree somewhat 4. Agree a little 5. Do not agree at all 888. DK 999. Prefer not to respond
READ ALOUD: Now we would like to ask for your opinions on who is responsible for interruptions in services in this municipality.		
C24a	Who is the most responsible for electricity cuts in THIS municipality, if any?	1. Palestinian National Authority 2. Israeli government 3. Service company 97. Other 777. Not applicable; this municipality does not experience cuts 888. DK 999. Refused to answer
24b	How often do you experience electricity cuts by that [agent]?	1. Daily 2. Once a week 3. Twice a week 4. Once a month 5. Twice a month 6. More than twice a month 7. Never 888. DK 999. Prefer not to respond
24c	Who is the most responsible for water cuts in THIS municipality, if any?	1. Palestinian National Authority 2. Israeli government 3. Service company 97. Other 777. Not applicable; this municipality does not experience cuts 888. DK 999. Refused to answer
24d	How often do you experience electricity cuts by that [agent]?	1. Daily 2. Once a week 3. Twice a week 4. Once a month 5. Twice a month 6. More than twice a month 7. Never 888. DK 999. Prefer not to respond
24e	Who is the most responsible for the destruction of local infrastructure cuts in THIS municipality, if any?	1. Palestinian National Authority 2. Israeli government 3. Service company

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Section C. Political Attitudes		
#	Question	Response
		97. Other 777. Not applicable; this municipality does not experience cuts 888. DK 999. Refused to answer
25f	Who is the most responsible for the suspension of this municipality's authority, if any?	1. Palestinian National Authority 2. Israeli government 3. Service company 97. Other 777. Not applicable; this municipality does not experience cuts 888. DK 999. Refused to answer
C26	How often do you experience electricity cuts by that [agent]?	1. Daily 2. Once a week 3. Twice a week 4. Once a month 5. Twice a month 6. More than twice a month 7. Never 888. DK 999. Prefer not to respond
	How much do Israel's interventions affect your planning for the future?	1. A lot 2. Somewhat 3. A little 4. No effect 888. DK 999. Prefer not to respond
	How does the municipality respond to the interventions by Israel?	1. No action is taken 2. Tries to prevent citizens from being affected 3. Seeks help from the national government and/or international actors 4. Tries to lobby unilaterally with the Israeli government

Section D. Internal Audit		
#	Question	Response
D1	Do you have an internal audit manual?	0. No 1. Yes 888. DK 999. Prefer not to respond
D2	How many staff work in your internal audit office?	[Integer]

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Section D. Internal Audit		
#	Question	Response
D3	Has your internal audit staff received additional training in the last 3 years?	0. No 1. Yes
D4	In the past 4 years, how has the internal auditing skills of the municipal staff changed between then and now?	1. Increased a lot 2. Increased a little 3. Did not change 4. Decreased a little 5. Decreased a lot 888. DK 999. Prefer not to respond
D5	Did you conduct an internal audit in the last 12 months?	0. No [Skip to D10] 1. Yes 888. DK 999. Prefer not to respond
D5a	[If D5 is 1. 'Yes'] If yes, how many?	[Integer]
D5b	Did the internal audit catch any irregularities?	0. No [Skip to D9] 1. Yes 888. DK 999. Prefer not to respond
D5c	[If D5b is 1. 'Yes'] If yes, were the irregularities reported to the mayor?	0. No 1. Yes 888. DK 999. Prefer not to respond
D5d	[If D5c is 1. 'Yes'] If so, how did the mayor respond?	1. Made personnel changes 2. Introduced procedural changes to internal audit process 3. Pass on the information to judicial authorities 97. Other 888. DK 999. Prefer not to respond
D5d_other	[If D5d is 97. 'Other'] Please specify.	[text]
D5e	[If D5b is 1. 'Yes'] If yes, were the irregularities reported to the Ministry of Local Government?	0. No 1. Yes 888. DK 999. Prefer not to respond
D5f	[If D8 is 1. 'Yes'] If so, how did the MoLG respond?	[Text]

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Section D. Internal Audit		
#	Question	Response
D5f_other	[If D5f is 97. 'Other'] Please specify.	[text]
D6	When you consider the most extensive internal audit of the last 12 months, can you briefly summarize its findings?	[Text]
D7	In your opinion, how independent is the internal audit staff from the rest of the municipal government?	1. Very important 2. Somewhat important 3. A little important 4. Not at all important 888. DK 999. Prefer not to respond
D8	Imagine there was a non-minor irregularity in the municipal budget. How confident are you that your internal auditing process would catch the irregularity?	1. Very confident 2. Somewhat confident 3. A little confident 4. Not at all confident 888. DK 999. Prefer not to respond

Section E. Restructuring		
#	Question	Response
E1	Does your municipality have any of the following? Select all that apply.	1. Organizational chart 2. Municipal Strategic Corporate Plan 3. Strategic Development and Investment Plan 4. Technical committee for strategic planning 5. Spatial management system 6. Centralized and automated system of information management 777. None 888. DK 999. Prefer not to respond
PUBLIC DISCLOSURE		
E2	Does the municipality publish the following documents? Select all that apply.	1. Municipal balance sheet 2. Summary approved annual budgets 3. Detailed approved annual budgets 4. Actual executed budgets 5. Municipal investments 6. SDIP Execution 7. External audit reports 8. Municipal Council decisions 97. Other

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Section E. Restructuring		
#	Question	Response
		777. None DK Prefer not to respond
E3	Where does the municipality publish the approved budget and audit reports? Select all that apply	1. Municipality website 2. Municipality Facebook page 3. Bulletin board at the municipality 4. Newspaper 97. Other 888. DK 999. Prefer not to respond
SPATIAL PLANNING		
E4	Have the municipal employees been trained in Geographical Information Systems in the last 3 years?	0. No [Skip to E5] 1. Yes 888. DK 999. Prefer not to respond
E4a	[If E4 is 1. 'Yes'] Approximately how many hours of training in total did they receive?	[Integer] 888. DK 999. Prefer not to respond
E4b	Who provided the training?	[text] 888. DK 999. Prefer not to respond
E5	Have any municipal employees been trained in urban/municipal planning in the last 3 years?	0. No [Skip to E6] 1. Yes 888. DK 999. Prefer not to respond
E5a	[If E5 is 1. 'Yes'] In which areas?	1. Local road planning 2. Handicraft and industrial zone planning 3. Billboard oversight and planning 4. Cultural and sports centers planning 97. Other 888. DK 999. Prefer not to respond
E5a_other	[If E5a is 97. 'Other'] Please specify.	[text]
E5b	[If E5 is 1. 'Yes'] Approximately how many hours of training in total did they receive?	[Integer] 888. DK 999. Prefer not to respond
E5c	Who provided the training?	[text] 888. DK 999. Prefer not to respond

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Section E. Restructuring		
#	Question	Response
E6	In the past 3 years, how have the physical planning skills of the municipal staff changed?	1. Increased a lot 2. Increased a little 3. Did not change 4. Decreased a little 5. Decreased a lot 888. DK 999. Prefer not to respond
ROLES AND RESPONSIBILITIES		
E7	How clear are the roles and responsibilities of each department in the municipal government?	1. Very clear 2. Somewhat clear 3. A little clear 4. Not at all clear 888. DK 999. Prefer not to respond
E8	How clear are the roles and responsibilities of individual employees in the municipal government?	1. Very clear 2. Somewhat clear 3. A little clear 4. Not at all clear 888. DK 999. Prefer not to respond
E9	Do you have a job description guide for municipal employees?	0. No 1. Yes 888. DK 999. Prefer not to respond
CIVIC ENGAGEMENT		
E10	Does the municipality have a public notification process (or processes) for public input on proposed policies or actions?	0. No 1. Yes 888. DK 999. Prefer not to respond
E10y	[If E10 is 1. 'Yes'] Which methods are used? Select all that apply.	1. Town Hall or Citizen Meeting 2. Citizen Report Cards 3. Municipality website 4. Municipality Facebook page 5. Twitter 6. Citizen walk-ins 97. Other 888. DK 999. Prefer not to respond
E11	Does the municipality have a Youth Local Committee?	0. No

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Section E. Restructuring		
#	Question	Response
		1. Yes 888. DK 999. Prefer not to respond
E12	How important would you say that youth input is to the decisions of the municipal government?	1. Very important 2. Somewhat important 3. A little important 4. Not at all important 888. DK 999. Prefer not to respond
CITIZEN SUPPORT CENTER		
E13	Do you have a Citizen Service Support Center?	0. No 1. Yes 888. DK 999. Prefer not to respond
E13y	[If E13 is 1. 'Yes'] What services are available at the Center?	1. Water and wastewater 2. Electricity 3. Public health (includes solid waste management) 4. Engineering 5. Financial 6. Administrative 7. Trades and businesses 8. Taxes 9. Permits 10. Bill payments 11. Maintenance requests 97. Other 888. DK 999. Prefer not to respond
E14	Have your Citizen Service Support Center staff received additional training in the last 12 months?	0. No 1. Yes 888. DK 999. Prefer not to respond
E14y	[If E20 is 1. 'Yes'] Approximately how many hours of training did the staff receive?	[Integer] 888. DK 999. Prefer not to respond
TIME TO COMPLETE SERVICES		
READ ALOUD: On average, in minutes, how long would you say it takes a citizen to:		
E15a	Pay taxes (property/education)?	[Integer]
E15a_v	[If E15a > 100]	

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Section E. Restructuring		
#	Question	Response
	You entered a large number. Are you sure this is correct and the respondent understood the question? If not, go back and change the answer.	
E15b	Pay business taxes?	[Integer]
E15b_v	[If E15b > 100] You entered a large number. Are you sure this is correct and the respondent understood the question? If not, go back and change the answer.	
E15c	Get a building permit?	[Integer]
E15c_v	[If E15c > 100] You entered a large number. Are you sure this is correct and the respondent understood the question? If not, go back and change the answer.	
E15d	Open a new business?	[Integer]
E15d_v	[If E15d > 100] You entered a large number. Are you sure this is correct and the respondent understood the question? If not, go back and change the answer.	
E16	In a typical year, approximately what percent of municipal revenue comes from building permits?	[Integer] (in percent)
E17	How much does a typical building permit cost?	[Integer]

Section F. Procurement		
#	Question	Response
F1	Is your procurement system digitized?	0. No 1. Yes 888. DK 999. Prefer not to respond
F2	Has your procurement staff received additional training in the last 3 years?	0. No [Skip to F5] 1. Yes 888. DK 999. Prefer not to respond
F2a	[If F2 is 1. 'Yes'] Approximately how many hours of training did they receive?	[Integer]
F2b	Who provided the training?	[Text]

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Section F. Procurement		
#	Question	Response
F3	How often are municipal procurements subject to competitive bids?	1. Never 2. Rarely 3. Sometimes 4. Often 5. Always 888. DK 999. Prefer not to respond
F4	How often over the last 12 months have procurement costs exceeded budgeted amounts?	1. Never 2. Rarely 3. Sometimes 4. Often 5. Always 888. DK 999. Prefer not to respond

Section G. Human Resources		
#	Question	Response
READ ALOUD: Now we would like to ask you about the hiring and promotion process in the municipality.		
G1	Has your human resources staff received additional training in the last 3 years?	0. No 1. Yes 888. DK 999. Prefer not to respond
G1a	[If G1 is 1. 'Yes'] Approximately how many hours of training per year did they receive?	[integer] 888. DK 999. Prefer not to respond
G1b	Who provided the training?	[text]
G2	Is human resources system digitized?	0. No 1. Yes 888. DK 999. Prefer not to respond
G3	Is payroll digitized?	0. No 1. Yes 888. DK 999. Prefer not to respond
G4	Does the municipality have a digitized system for hiring municipal employees?	0. No 1. Yes 888. DK 999. Prefer not to respond

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Section G. Human Resources		
#	Question	Response
G5	Does the municipality have a digitized system for performance assessment of municipal employees?	0. No 1. Yes 888. DK 999. Prefer not to respond
READ ALOUD: Now we would like to ask you about the hiring and promotion process in the municipality.		
G6	In the past 3 years, how has the efficiency of human resource management of the municipal staff changed?	1. Increased a lot 2. Increased a little 3. Did not change 4. Decreased a little 5. Decreased a lot 888. DK 999. Prefer not to respond
G7	In your opinion, what percentage of employees in your municipality are hired on merit?	1. 1-10% 2. 11-20% 3. 21-30% 4. 31-40% 5. 41-50% 6. 51-60% 7. 61-70% 8. 71-80% 9. 81-90% 10. 91-100% 888. DK 999. Refused to answer 888. DK 999. Prefer not to respond
G8	Even if most employees are hired on the basis of merit, we hear that some are hired for other reasons not related to their qualifications--maybe because of their family connections, gift, or whatnot. Which of these do you think are reasons for hiring in your municipality? Select all that apply.	[Select all that apply] 1. Family connections 2. Political party connections 3. Ability to build public support for the political party in power 4. Payment or gift to some public authorities 5. Knowing the hiring manager 6. None/No other reasons/Only merit matters 97. Other
G8o	[If G8 is 97. 'Other'] Please specify.	[text]
G9	In the past 3 years, how has the importance of MERIT in SELECTION process changed?	1. Increased a lot 2. Increased a little 3. Did not change

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Section G. Human Resources		
#	Question	Response
		4. Decreased a little 5. Decreased a lot 888. DK 999. Prefer not to respond
G10	Does your municipality have a clear set of criteria for salary increases and promotions?	0. No 1. Yes 888. DK 999. Prefer not to respond
G11	In the past 3 years, how has the importance of MERIT in the PROMOTION process changed?	1. Increased a lot 2. Increased a little 3. Did not change 4. Decreased a little 5. Decreased a lot 888. DK 999. Prefer not to respond

Section H. Numbering/Naming of Streets and Buildings		
#	Question	Response
H1	Has the municipality completed the naming of STREETS?	0. No 1. Yes 888. DK 999. Prefer not to respond
H1n	[If H1 is 0. 'No'] If not, about what share have NOT been named?	1. None (0%) 2. 1-10% 3. 11-20% 4. 21-30% 5. 31-40% 6. 41-50% 7. 51-60% 8. 61-70% 9. 71-80% 10. 81-90% 11. 91-100% 888. DK 999. Prefer not to respond
H2	Has the municipality completed the numbering of BUILDINGS?	0. No 1. Yes 888. DK 999. Prefer not to respond

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Section H. Numbering/Naming of Streets and Buildings		
#	Question	Response
H2n	If not, about what share have NOT been named?	1. None (0%) 2. 1-10% 3. 11-20% 4. 21-30% 5. 31-40% 6. 41-50% 7. 51-60% 8. 61-70% 9. 71-80% 10. 81-90% 11. 91-100% 888. DK 999. Prefer not to respond
H3	Do you have a local registrar?	0. No 1. Yes 888. DK 999. Prefer not to respond
H3y	[If H3 is 1. 'Yes'] In percentage terms, how complete is it?	1. None (0%) 2. 1-10% 3. 11-20% 4. 21-30% 5. 31-40% 6. 41-50% 7. 51-60% 8. 61-70% 9. 71-80% 10. 81-90% 11. 91-100% 888. DK 999. Prefer not to respond
H4	Does the municipality have a detailed map of landmarks and municipal services?	0. No 1. Yes 888. DK 999. Prefer not to respond
H4n	If not, about what share have been completed?	1. None (0%) 2. 1-10% 3. 11-20% 4. 21-30% 5. 31-40% 6. 41-50% 7. 51-60% 8. 61-70% 9. 71-80%

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Section H. Numbering/Naming of Streets and Buildings		
#	Question	Response
		10. 81-90% 11. 91-100% 888. DK 999. Prefer not to respond

Section I. E-Municipality		
#	Question	Response
READ ALOUD: Now we would like to ask you about electronic services at the municipality.		
I1	Does your municipality have electronic billing for any of its municipal services?	0. No 1. Yes 888. DK 999. Prefer not to respond
I1y	[If H5 is 1. 'Yes'] How many years has electronic billing been in place?	# of years (If < 6 months, enter 0; if more than 6 months, enter 1.)
I2	Does the municipality have a digitized system for information management?	0. No 1. Yes 888. DK 999. Prefer not to respond

Section J. ASSET OWNERSHIP		
#	Question	Response
READ ALOUD: Now we would like to ask you about other sources of family income		
J1	What is your household's TOTAL MONTHLY income?	[Integer]
READ ALOUD: How many of the following does your household own?		
J1a	Car	[Integer]
J1b	Motorcycle or scooter	[Integer]
J1c	Tractor/truck	[Integer]
J1d	Animal-drawn cart	[Integer]
J1e	Fridge	
J1f	Washing machine	[Integer]
J1g	Television	[Integer]
J1h	Video	[Integer]
J1i	Satellite	[Integer]
J1j	Radio	[Integer]
J1k	Solar water heating system	[Integer]
J1l	Central heating system	[Integer]
J1m	Vacuum cleaner	[Integer]

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Section J. ASSET OWNERSHIP		
#	Question	Response
J1n	Electric/gas cooker	[Integer]
J1o	Computer	[Integer]
J1p	Phone line	[Integer]
J1q	Palestinian mobile line	[Integer]
J1r	Israeli mobile line	[Integer]
J1s	Dryer	[Integer]
J1t	Radio/recorder	[Integer]
J1u	Microwave	[Integer]
J1v	Dishwasher	[Integer]
J1w	Water filter	[Integer]
READ ALOUD: How about property? How many of the following do you own?		
J2a	House with private bathroom	[Integer]
J2b	House with common bathroom	[Integer]
J2c	Agricultural land	[Integer]
J2d	Petty business	[Integer]

Section K. Questions for Enumerator		
#	Question	Response
K1	What was the primary language used in the interview?	1. Arabic 2. Hebrew
K2	Were there any other people immediately present who might be listening during the interview	0. No 1. Yes
K3	What proportion of the questions do you feel the respondent had difficulty answering?	1. 1-10% 2. 11-20% 3. 21-30% 4. 31-40% 5. 41-50% 6. 51-60% 7. 61-70% 8. 71-80% 9. 81-90% 10. 91-100% 888. DK 999. Refused to answer
K4	What was the respondent's reaction to the interview	1. Very positive 2. Somewhat positive 3. Neutral 4. Somewhat negative 5. Very negative

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