

إقرار

أنا الموقع أدناه مقدم الرسالة التي تحمل العنوان:

دور مؤسسات المجتمع المدني في تعزيز آليات المساءلة

الاجتماعية في الحكم المحلي - قلم الجمهور

The Role of Civil Society Organizations in the Enhancement of the Social Accountability Mechanisms at Local Governance-One Stop Shop

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Student's name:

اسم الطالب/ة: إحسان علي عواد

Signature:

التوقيع: 

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The Islamic University–Gaza
Research and Postgraduate Affairs
Faculty of Commerce
Master of Business & Administration



الجامعة الإسلامية - غزة
شئون البحث العلمي والدراسات العليا
كلية التجارة
ماجستير إدارة الأعمال

**The Role of Civil Society Organizations in the Enhancement
of the Social Accountability Mechanisms at Local
Governance-One Stop Shop**

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الحكم المحلي - قلم الجمهور

Submitted by:

Ehsan Ali Abdul Latif Awwad
220120173

Supervised by:

Dr. Sami Ali Abou Al-Ross

A thesis submitted in partial fulfillment of the requirements for the degree of
Master of Business Administration

2016



نتيجة الحكم على أطروحة ماجستير

بناءً على موافقة شئون البحث العلمي والدراسات العليا بالجامعة الإسلامية بغزة على تشكيل لجنة الحكم على أطروحة الباحثة/ إحسان علي عبداللطيف عواد لنيل درجة الماجستير في كلية التجارة/ قسم إدارة الأعمال وموضوعها:

دور مؤسسات المجتمع المدني في تعزيز آليات المساءلة المجتمعية في الحكم المحلي - قلم الجمهور

The Role of Civil Society Organizations in the Enhancement of the Social Accountability Mechanisms at Local Governance – One Stop Shop

وبعد المناقشة العلنية التي تمت اليوم السبت 04 جمادى الأولى 1437هـ، الموافق 2016/02/13م الساعة

الثانية عشرة ظهراً بمبنى اللحيان، اجتمعت لجنة الحكم على الأطروحة والمكونة من:

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.....	مناقشاً خارجياً	د. وفيق حلمي الأغا

وبعد المداولة أوصت اللجنة بمنح الباحثة درجة الماجستير في كلية التجارة/قسم إدارة الأعمال.

واللجنة إذ تمنحها هذه الدرجة فإنها توصيها بتقوى الله و لزوم طاعته وأن تسخر علمها في خدمة دينها ووطنها.

والله ولي التوفيق ،،،

مساعد نائب الرئيس للبحث العلمي والدراسات العليا

أ.د. عبد الرؤوف علي المناعمة

بِسْمِ اللَّهِ الرَّحْمَنِ الرَّحِيمِ

(يَرْفَعُ اللَّهُ الَّذِينَ آمَنُوا مِنْكُمْ وَالَّذِينَ أُوتُوا الْعِلْمَ دَرَجَاتٍ)

(المجادلة: 11)

(Allah will raise those who have believed among you and those who were given knowledge, by degrees)

(Al Majadlah, 11)

DEDICATION

I lovingly dedicate this research to:

My dear husband and my children for supporting me and for being a great source of motivation and inspiration. My parents, sisters and brothers for their endless love, support and encouragement throughout my life.

I dedicate this research to all who helped me succeed and achieve my goals.

Thank you

Ehsan Awwad

ACKNOWLEDGMENT

Allah helps and supports me to complete this research and grant me the ability to study, write, read, see and thank. I'm extremely grateful for my God.

I would like to express my deepest appreciation to Dr. Sami Abo Ross for providing me with critical suggestions through his supervision in this study.

Also my sincere appreciation to Dr. Rushdi Wadi. And Dr. Wafeq Al Agha who accepted to examine the research.

I would like to thank CSO's, and to appreciate all people who participated for granting their time to participate in this research and offering the necessary information.

Thank you

Ehsan Awwad

List of ABBREVIATIONS

SA	Social Accountability
OSS	One Stop Shop
CBO	Community-Based Organization
CC	Citizen Charter
CSC	Community Score Card
CSO	Civil Society Organization
GIZ	Gesellschaft für Internationale Zusammenarbeit
GPS	Global Positioning System
LGI	Local Government Infrastructure Project
LGL	Local Government Law
LGU	Local Government Unit
MDLF	Municipal Development and Lending Fund
MoF	Ministry of Finance
MoLG	Ministry of Local Government
PA	Palestinian Authority
PCBS	Palestinian Central Bureau of Statistic
PLO	Palestine Liberation Organization
SWM	Solid Waste Management
UNDP-	United Nations Development Programme - Regional Bureau for Arab States
WB&G	West Bank and Gaza
ANSA	Arab Network for Social Accountability
MOU	A memorandum of understanding

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Abstract

This research aims to study the role of civil society organizations in enhancing the mechanisms of social accountability at local governance “one stop shop”. Where this research targeted four municipalities in the Gaza Strip “Khan-Younis, Qarara, Bani Suhaila and Jabalia” municipalities. These municipalities have been applying the mechanisms of social accountability through the one stop shop theme according to the guide of GIZ committee which applied this concept at municipalities. This research also targeted citizens who benefit from the municipality's services, where the total number of the questionnaires distributed were 950, 900. Questionnaire were recovered with 94.7% as a response rate. Thus the data was analyzed using statistical analysis program SPSS.

The most important results reached in this research are:

1. The research showed that there is a real need to increase awareness among citizens to understand the mechanisms of social accountability; this means that civil society organizations should make a great effort to implement programs to promote the concept among citizens.
2. As the results showed that citizens believed that the presence of law and the clear procedures of decision making related to citizen enhance transparency.
3. Democratic election for the local councils is one of the most important issues raised by the citizens to focus on which will enhance transparency and accountability.
4. From the perspective of the citizens, the research emphasized on the importance of pursuing an open-door policy at municipalities.
5. The research also showed that the municipalities do not use a written evaluation by citizens about the performance of the municipality's system. This would give a negative indicator about the development of the municipality evaluation.

The most important recommendations of the research:

1. The importance of implementing the mechanisms of social accountability by the organizations of civil society as community score card, citizen charter and public hearings which will enhance and raise transparency level of the municipality.
2. It must keep in mind that the application of the concept of social accountability helps municipalities and motivate the citizens to change the Gazan citizen's situation for better.
3. The decision-makers should involve citizens in decision-making process in order to make them more responsible, motivated and satisfied with the performance of municipalities.
4. The decision-makers at the municipalities should make sure that the implementation of the mechanisms of social accountability will lead to a high level of transparency, participation, following up and monitoring.
5. One of the most important recommendations which were showed during the research was the importance of enhancement of the four basic pillars of social accountability at the municipalities in order to strengthen the relationship between citizens and municipalities.

Abstract in Arabic

يهدف هذا البحث لدراسة دور مؤسسات المجتمع المدني في تعزيز اليات المساءلة الاجتماعية في الحكم المحلي - قلم الجمهور حيث استهدف البحث أربع بلديات في قطاع غزة وهم بلدية خان يونس، القرارة، بني سهيلا وبلدية جباليا وهم البلديات التي تم تطبيق اليات المساءلة الاجتماعية فيها ضمن محور قلم الجمهور حسب دليل هيئة التعاون الالمانى التي طبقت هذا المفهوم في البلديات . و استهدف البحث المواطنين المستفيدين من خدمات البلدية حيث بلغ اجمالي الاستبانات التي تم توزيعها 950 استبانة ، تم استرداد 900 استبانة بنسبة استجابة 94.7% ومن ثم تم تحليل البيانات باستخدام برنامج التحليل الاحصائي SPSS .

من اهم النتائج التي تم التوصل اليها في هذا البحث :

1. اظهر البحث ان هناك حاجة فعلية لزيادة الوعي لدي المواطنين لفهم اليات المساءلة الاجتماعية ، هذا يعني ان علي مؤسسات المجتمع المدني ان يبذلوا جهد كبير لتنفيذ برامج لتعزيز المفهوم بين المواطنين.
2. يعتقد المواطنين كما اظهرت نتائج البحث ان وجود قانون واجراءات واضحة عن كيفية اتخاذ القرارات المتعلقة بالمواطن تعزز من الشفافية .
3. من اكثر الامور التي تم التركيز عليها من قبل المواطنين انه لابد من اجراء انتخابات مجلس بلدي بشكل ديمقراطي يعزز الشفافية والمساءلة .
4. يؤكد البحث علي اهمية انتهاج سياسية الباب المفتوح لدي البلديات وذلك من وجهة نظر المواطنين .
5. اظهر البحث ايضا ان البلديات لا تستخدم نظام تقييم مكتوب من قبل المواطنين حول اداء البلديات وهذا من شأنه اعطاء مؤشر سلبي حول انه لا فائدة او تطوير يذكر من تقييم البلدية .

اهم التوصيات التي توصل اليها البحث :

1. ضرورة تطبيق اليات المساءلة الاجتماعية من قبل مؤسسات المجتمع المدني التي من شأنها رفع وتعزيز مستوي الشفافية لدي البلدية .
2. يجب الاخذ بعين الاعتبار ان تطبيق مفهوم المساءلة الاجتماعية يساعد البلديات ويكون محفزا للمواطنين خاصة في ظل الوضع الذي يعيشه المواطن في غزة .
3. لصناع القرار ان يشاركوا المواطنين في عملية اتخاذ القرار كي يتحملوا المسؤولية معهم ، ويكونوا اكثر تحفيزا واكثر رضا عن اداء البلديات .
4. علي متخذي القرار في البلديات التأكد من ان تطبيق اليات المساءلة الاجتماعية سيؤدي الي مستوي عالي من الشفافية ، المشاركة ، المتابعة والرقابة .
5. ضرورة تعزيز الارباع ركائز الاساسية للمساءلة الاجتماعية لدي البلديات بهدف تعزيز العلاقة بين المواطنين والبلديات .

Chapter One

The Research General Framework

Introduction

The Research Problem Statement

The Research Variables

The Research Hypotheses

The Research Objectives

The Research Importance

Chapter One -The Research General Framework

Introduction:

Recently, Arab countries have seen a great wave of anger by people that led to collapse of the big countries which led to collapse of their economic, social, and political situation; these countries need tens of years to rise again.

This is due to several reasons; the most important reasons are the lack of involvement of citizens in the development process and neglecting their voices that express their suffering. Here the role of the importance of social accountability appears which makes the voice of citizens heard by officials, respond to their actual needs and gives them the right to express their opinion.

This will be achieved only through the active participation of citizens in decision-making and to perform their role in monitoring and following-up the government performance in general and the performance of the officials in particular in order to promote and spread the principles of good governance.

Here the role of civil society organizations shows increasing citizens awareness about their rights and duties. In the other hand, the voice of the citizen of the official authorities urged them to respond to the needs of citizens, which come through the application of the concept of social accountability. This make us focus on the local governance as the body responsible for providing more services to the citizens.

Social Accountability is an approach for governance, which involves citizens and civil society Organizations (Non-government Organizations and Community Based Organizations), in public decision-making and in holding governments accountable for its actions. Especially with regard to the management of public sources.

The capacity of civil society actors is one of the key factors of successful social accountability. The level of organization of CSOs, the breadth of their membership, their technical and advocacy skills, their capacity to mobilize and effectively use media, their legitimacy, representatively, their level of responsiveness and accountability to their own members are all central to the success of social accountability activities. In

many contexts, efforts to promote enabling environment for civil society and to build the capacity (both organizational and technical) of CSOs are required.

The direct tool for communication between municipalities is Called One Stop Shop (Public Service center), as a first line with citizens. Whenever effective led to the improvement of the relationship between citizens and municipalities and makes continuous communication between them.

This center is the sole address of the citizen that works on providing the municipality services in different domains since it is the link between citizens and the various departments of the municipality.

Social accountability objective on the long term is to turn municipalities to good governance.

The Research Problem Statement:

During my work as a project coordinator since 2011 with municipalities, I faced big problem to convince the citizens to participate in activities with municipalities. Citizens do not trust the municipality; they have reasons. Municipalities did not take actions to deal with that. By time, that led to a great gap between citizens and municipalities. So I think we need to research on how CSOs could enhance the relationship between citizens and municipalities and how CSOs can play a role in this matter through Social Accountability concept.

A recent survey to assess citizens' satisfaction shows the urgent need to introduce and institutionalize Social Accountability Mechanisms in the municipal sector, considering the following facts: **(MDP& Alpha- March 2013)**

1. More than 92% of the citizens have never heard about the Strategic Development and Investment Planning (SDIP) in the municipalities where it is in place.
2. Less than 9% of the citizens are aware of municipal budgets, expenses and liabilities.
3. About 8% of citizens received invitation from the municipality to discuss planned projects in service delivery.

4. Out of the 8%, 20% of the citizens from northern West Bank, 37% from the central West Bank, 75% of southern West Bank and 95% from Gaza attended the meetings. It has been noticed that participation of youth and women is often hindered by social constraints and cultural norms.
5. Only 20% of the citizens participated in activities which were implemented by the municipality outside the sphere of service delivery (social, educational, environmental or health-focused activities, awareness-raising campaigns, workshops, public consultations and ceremonies etc.).

The results of the survey shows that local government in Palestine suffers in general from a large gap separating them from citizens and lack of confidence, which led to a widening gap, poor participation in the municipality activities and poor income from fees collection. From the citizens' side, they consider that Municipalities are only corporation for fees collection.

As mentioned before about Social Accountability which is an approach for governance, also it is a mean to make government works more effectively by enabling citizens to articulate their needs and be more actively included in the government activities, such as making policies, management of public finances and services delivery, while monitoring and giving feedback on the government performance.

Therefore, Problem Statement for the study is clarified in the following question:

"Up To What Extent Do the Civil Society Organizations Influence The Local Governance to Use Social Accountability Mechanisms, In Order To Enhance Social Accountability Practices?"

The Research Variables:

The followings are the dependent and Independent variable that will be studied through the research:

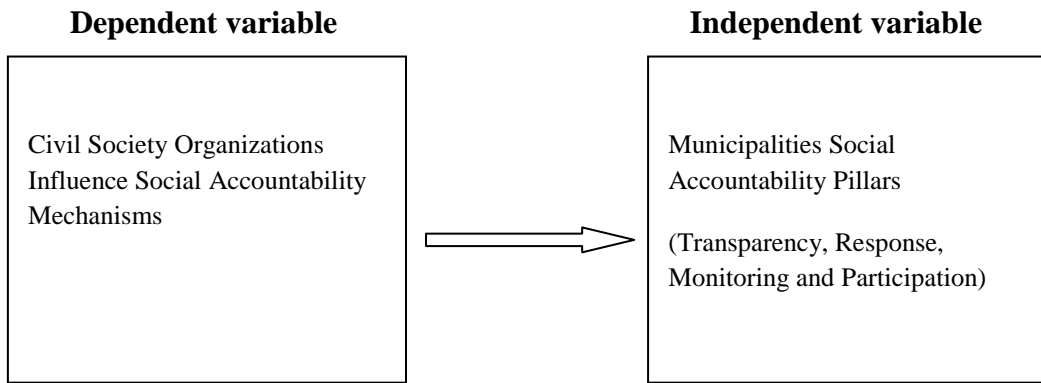
1. The dependent variable: Civil Society Organizations Influence of Social Accountability Mechanisms
2. Independent variable: Municipality Social Accountability Pillars:
 - a) The Municipalities Social Accountability Practices in Transparency.
 - b) The Municipalities Social Accountability Practices in Response.
 - c) The Municipalities Social Accountability Practices in Monitoring.
 - d) The Municipalities Social Accountability Practices in Participation.

The Research Hypothesis:

Build a multiple regression model of CSO's role in influencing Municipalities Social Accountability practices on the four independent variables (Transparency, Response, Monitoring, and Participation). This model provides the following hypotheses that will be tested through the research:

1. There is a significant statistical correlation at 0.05 levels between CSO's role in influencing municipalities' social accountability practices and transparency.
2. There is a significant statistical correlation at 0.05 levels between CSO's role in influencing municipalities' social accountability practices and response.
3. There is a significant statistical correlation at 0.05 levels between CSO's role in influencing municipalities' social accountability practices and monitoring.
4. There is a significant statistical correlation at 0.05 levels between CSO's role in influencing municipalities' social accountability practices and participation.
5. There is a significant statistical deference at 0.05 levels toward the role of civil society organizations in enhancing the social accountability mechanisms at local governance due to the following personal characteristics (sex, age, education, qualification and place of residence.)

Figure (1): Research Variables



Source: Articulated by the researcher, 2014-based on GIZ Manual, 2014

The Research Objectives:

This research aims to promote the concept of Social Accountability as a new approach in Management at Local Governance in Palestine by highlighting the role of the Civil Society Organizations to enhance Transparency, Response, Monitoring and Participation. The followings are the specific objectives of this research:

1. Enhance the Knowledge of Social Accountability and its mechanisms.
2. To assess how far CSO's effect on enhancing Social Accountability pillars.
3. To improve the relationship between Municipalities and citizens by interfering Civil Society Organizations.
4. To recommend how Municipalities reduce the gap between them and citizens.
5. To examine the level of participation in municipalities by citizens practicing in Social Accountability concept.

The Research Importance:

Social Accountability is a new concept in Palestine; this is the first research in Master Degree focuses on this concept. Therefore, the research will be a benchmark to researchers, supervisors and the Islamic University as whole. The importance of the research is identified clearly in the following points:

1. The research findings can be used by other CSO's and Municipalities to strengthen the relationship between them and citizens.
2. Give the researcher the chance to succeed in her carrier, publish and present the research in Local and international conferences.
3. This research will highlight these main points in the future for more researches.
4. This research is considered as an additional resource to researchers to make use of it during their researches.

Chapter Two

The Research Literature Review

Section One:

Basic Concept of Social Accountability

Introduction

Social Accountability Definition

Social Accountability Pillars

Social Accountability Importance

Social Accountability Tools

Social Accountability Successful Factors

Social Accountability Challenges

Section Two:

Civil Society Organizations

Introduction

Historical View of Palestinian Civil Society

The Role of Civil Society Organizations in Social Accountability

The Social Accountability Pilot Intervention in The West Bank & Gaza

Local Governance

One Stop Shop

Municipalities and one stop shop

Section One - Basic Concept of Social Accountability

Introduction

Social Accountability is an approach to governance that involves citizens and civil society organizations (NGOs and CBO) in public decision-making and in holding governments accountable for its actions, especially with regard to the management of public resources.

It is a mean to make government work more effectively by enabling citizens to articulate their needs and be more actively included in the activities of government, such as making policies, management of public finances and services delivery through monitoring and giving feedback on the government performance.

Social Accountability Definition

In order to explain the concept of social accountability it is important to start with a concrete definition of accountability.

Accountability can be defined as the obligation of power-holders to be account for or take responsibility for their actions. “Power-holders” refers to those who hold political, financial or other forms of power and include officials in government, private corporations, international financial institutions and civil society.

Social Accountability can be defined as the ongoing dialogue and relationship between policy makers and citizens as well as the reciprocal control of government institutions. Accountability implies both the obligation of the state to be account for its action, as well as the citizen’s right to hold the state accountable. Accountability refers to the relationship between the ruler and the ruled respectively the elected representatives and the voters. Social accountability can be defined also as an approach towards building accountability that relies on civic engagement, i.e. in which it is ordinary for citizens and/or civil society organizations who participate directly or indirectly in exacting accountability. Mechanisms of social accountability can be initiated and supported by the state, citizens or both. But very often they are demand-

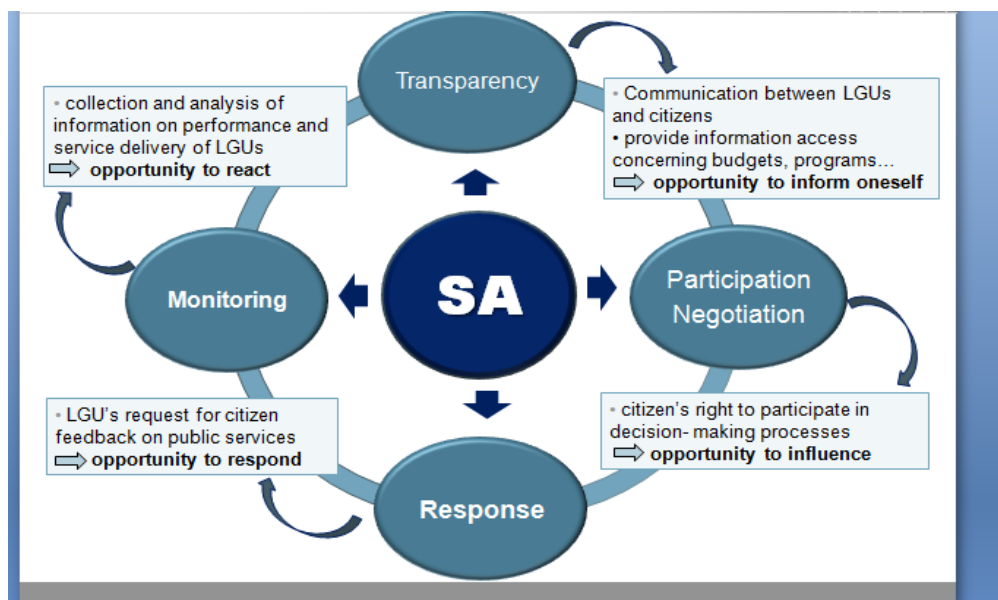
driven and operate from bottom-up. Social accountability mechanisms sometimes refer to “external” or “vertical” mechanisms of accountability (in contrast to the more conventional “internal” or “horizontal” mechanisms of accountability. One important “vertical” mechanism of accountability in democratic states is elections. Elections are a very blunt instrument to hold government accountable. (GIZ-2013) Even if citizens were fully and accurately informed of the views and actions of every political candidate (which of course is far from the case), elections still only allow citizens to select among a limited number of individuals or political parties. They do not offer the opportunity for citizens to express their preferences on specific issues to contribute in a meaningful way to public decision-making or to hold public actors accountable for specific decisions or behaviors. For this reason; social accountability here is used to refer to the broad range of actions and mechanisms (beyond voting) for citizens, communities, civil society organizations (CSOs) and independent media which can be used to hold public officials and servants accountable. Traditionally, these have included a variety of citizen or civil society-led actions such as public demonstrations, protests, advocacy campaigns, investigative journalism and public interest lawsuits. In more recent years, the expanded use of participatory data collection and analysis tools combined with (in many country contexts) enhanced space and opportunity for citizen/civil society engagement with the state that have led to a new generation of social accountability practices that emphasize a solid evidence base and direct interaction with government counterparts. These include for example, participatory public policy-making, participatory budgeting, public expenditure tracking, citizen monitoring and evaluation of public service delivery. They also include efforts to enhance citizen knowledge and use of conventional mechanisms of accountability (for example, through public education about legal rights and available services) and/or efforts to improve the effectiveness of “internal” accountability mechanisms, e.g. through citizen involvement in public commissions and hearings, citizen advisory boards and oversight committees. (Ansa-2012)

Policy discussion of social accountability initiatives has increasingly focused on questions about their tangible development impacts. The empirical evidence is mixed. This meta-analysis rethinks some of the most influential evaluations through a new lens,

the distinction between tactical and strategic approaches to the promotion of citizen voice to contribute and improve public sector performance.

Tactical Social Accountability (SA) approaches are bounded interventions (also known as tools), and they are limited to “society side” efforts to project voice. Their theory of change assumes that access to information alone will motivate localized collective actions, which will in turn generate sufficient power to influence public sector performance. Strategic SA approaches, in contrast, deploy multiple tactics; encourage enabling environments for collective action for accountability and coordinate citizen's voice initiatives with governmental reforms that bolster public sector responsiveness. (Jonathan Fox-2014)

Figure (2): What is Accountability?



Source: GIZ Social Accountability Manual, 2013- pg11

Social Accountability Pillars

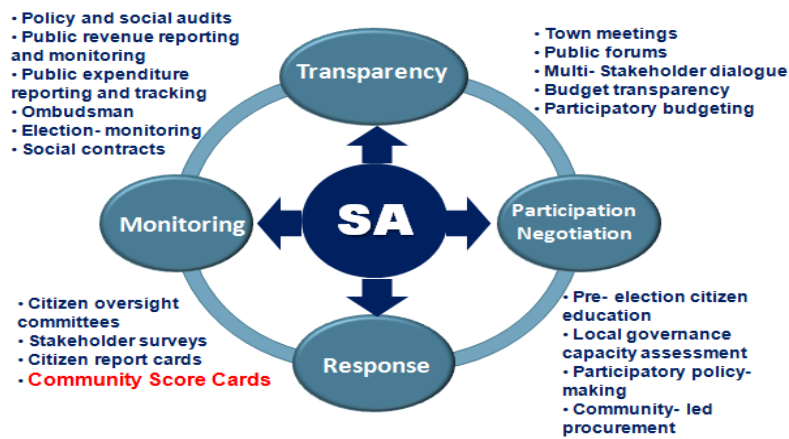
The four conceptual pillars of social accountability needed to be implemented as part of a system to be effective. (GIZ-2013)

1. Transparency; is about supporting processes that enable access to information for citizens in the public domain, which may include: systematic reporting on local government operations, budgets and expenditures, public programs, new policies and priorities, increasing citizen awareness and understanding of laws, rights, budgets,

and policies through public campaigns and enabling collective action by CSO, media and stakeholder coalitions.

2. Participation; is the citizens' right to participate and provide feedback with regard to LGU decision-making processes. Citizens can engage in strategic planning, budget formulation, complaints system, etc. and use mechanisms for resolving disagreements (e.g. complaints handling mechanisms, office of the ombudsman). A precondition from the government is to provide support for enabling an appropriate environment for negotiation.
3. Response; is the capacity and willingness from LGUs to identify and respond to the citizens' needs and preferences, as well as LGU's request for citizens' feedback. It comprises feedback on citizen complaints, response to needs assessments, performance awards, service delivery innovations and forums to introduce specific government policies.
4. Monitoring; is the systematic collection and analysis of information to enable stakeholders, as third-party monitors to determine whether LGUs are implementing their responsibilities according to the law. It includes minister of local governance "MoLG" and citizen monitoring of LGU budgets, effectiveness and service delivery through mechanisms such as participatory monitoring (social audit), budget tracking, media investigations, independent budget and policy analysis, formal oversight mechanisms (parliamentary committees), multi-stakeholder commissions etc. CSOs and media play an important role in third-party monitoring. (GIZ-2012)

Figure (3): Pillars of Social Accountability



Source: GIZ SA Manual, 2014-pg13

Social Accountability Importance

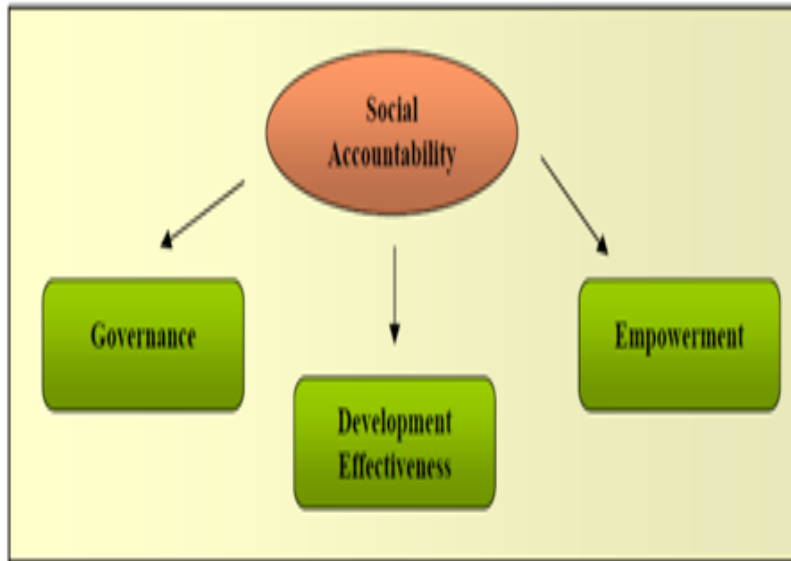
There are three main arguments underlying the importance of social accountability – improved governance, increased development effectiveness and empowerment. Each of them is discussed below. Social accountability initiatives can lead to empowerment, particularly of poor people. While there is no single definition of empowerment at its broadest, it can be understood as the expansion of freedom of choice and action. Research shows that poor people dissatisfaction with government relates largely to issues of responsiveness and accountability. Poor people report that state institutions are “often neither responsive nor accountable to the poor” and “not accountable to anyone or accountable only to the rich and powerful”. By providing critical information on rights, entitlements and soliciting systematic feedback from poor people. Social accountability mechanisms provide a mean to increase and aggregate the voice of disadvantaged and vulnerable groups. This enhanced voice empowers the poor and increases the chance of greater responsiveness on the part of the state to their needs.

That said, reaching out to poor people with the support which they need to initiate their own social accountability actions, and ensuring that social accountability mechanisms are designed in the interest of the poorest (and not “captured” by more powerful groups) are key challenges of effective, pro-poor social accountability.(world bank- 2012)

We can include the importance of SA:-

1. Better understanding and awareness of civic rights and obligations;
2. Better and more realistic understanding of challenges and constraints faced by (local) government;
3. Helps citizens’ to play a proactive and responsible role in local governance;
4. Empowerment of social groups that are underrepresented in formal institutions and political decision-making (women, youth, poor, etc...);
5. More informed policy design and improved public service delivery;
6. Strengthens a constructive relationship between citizens / civil society and local / national government;
7. Growing citizens' trust in government can lead to increase resources (revenue collection) (GIZ-2013).

Figure (4): Why is Social Accountability Important



Source: World Bank, 2012

Social Accountability Tools:

All the following tools produced for the Department of Performance Monitoring and Evaluation in the Presidency at (World Bank, Social Accountability sourcebook.)

- 1- The Community Score Card (CSC): is a participatory process that empowers communities or service beneficiaries to influence the effectiveness of a public service or program. It engages communities and service providers to:
 - a) Identify and discuss service performance issues and bottlenecks;
 - b) Develop service provider and user expectations for service performance;
 - c) Translate service performance expectations into measurable indicators;
 - d) Mutually develop action plans or strategy to improve performance of service in line with the performance indicators.
- 2- Citizen Charters: (CCs) are public agreements between citizens and service delivery providers that clearly codify expectations and standards in the realm of service delivery. Introduced by the United Kingdom in the early 1990s, CCs are now being used in a wide range of countries, including the United States, Kenya, India, Jamaica, and Mexico to improve the quality of service delivery and enhance public sector management.

- 3- Public Hearings: which are formal meetings at community level, often around budgets and strategic planning, can be seen as a tool for citizen accountability. They often form one element of a social audit.
- 4- Citizens' Juries: Citizens' juries involve selected members of the community making recommendations to decision makers, mainly to clarify issues prior for implementation. The example is the Citizens Jury on food and farming future for Andhra Pradesh which revolved around discussion of rural development plan. This tool seems to be more appropriate prior for implementation than to assess front-line service delivery.
- 5- Community-Based Monitoring System: provides regular, reliable and relevant local data in easily understood form (Budlender et al- 2006). Monitoring takes the form of providing information on the impact of government services on people at local level with the focus on poverty. A 'standard' CBMS has a set of simple indicators. The CBMS has been used in 14 countries over the last 10 years with IDRC support. Examples of countries include the Philippines where a household profile questionnaire and community profile questionnaire were used.
- 6- Transparency Portals: Websites publish public financial information which can increase transparency by conveying large amount of information to those with internet access. These can be linked to the financial management information system so users can track how budgets are being executed and how tax revenues are being evolved.
- 7- Community Radio: is a radio station that is owned and managed by a community, deals with local issues which is based on audience access and participation and helps the poor and illiterate (social accountability sourcebook). According to the social accountability sourcebook, it is relatively low cost and can serve as a tool of monitoring government performance.
- 8- Social Audit: collects information on the resources of an organization. This information is shared publicly. A central concern is how resources are used for social objectives. Most social audits are focused on public works, with some being used to investigate police, customs, schools etc.
- 9- The Citizen Report Card (CRC): is a large-scale citizen feedback project that allows people to rate their local authority and service delivery. It involves participatory

surveys aimed to enhance accountability through media coverage and civil society advocacy. It includes feedback on public service performance from users of services regarding the availability of services, access to services, quality and reliability, problems encountered by users, responsiveness of service providers, transparency and costs (Asian Development Bank-2007) (including hidden costs such as corruption). Thus, as an accountability tool, the CRC reveals areas where institutions responsible for service provision which have not fulfilled their obligations.

- 10- Ombudsman: The social accountability sourcebook also indicates having an ombudsman, independent from the executive and judiciary and funded by the legislative body as being a form of citizen-based accountability. However, it focuses on protecting citizens' rights and not necessarily on front-line monitoring of service delivery.
- 11- Quantitative Service Delivery Surveys: examine the efficacy of spending, as well as incentives oversight, and the relationship between those who contract for a service and those who deliver it (for example, the relationship between parents and school administrators). In QSDS the facility or service provider is typically the main unit of observation. QSDS can be applied for government and private (for-profit and non-for profit) service providers. In each case, data are collected through interviews with managers and staff and from the service provider's records. In some cases, beneficiaries are also surveyed. Triangulating the data collection allows cross-validation of information. However, this is time consuming.
- 12- Mystery Client or Guest Surveys: have been used in many countries to monitor public services, particularly front-line service delivery, as it is common in the private sector. It can be argued that this is a reliable way to measure service levels, using real customers in order to obtain a true reflection of the day to day experiences as perceived by them. This offers an accurate, reliable, and cost-effective method of quality control, which provides means of identifying both good customer service and areas which needs to be improved.
- 13- Public Expenditure Tracking Surveys: are meant to track expenditures from treasury down to spending units. For example, the South African example is the recent collaboration of UNICEF SA with the Department of Social Development (DSD) for PETS in Early Childhood Development.

14- Phone Surveys: using mobile phone technology to monitor service delivery which is being practiced in various parts of the world. For example, in Southern Sudan phone surveys were conducted in 1000 households. Interviewers have called to collect information on economic situation, security, outlook etc.

Social Accountability Successful Factors:

The evolution of most social accountability initiatives has been far from systematic. For the most part, this is measured by citizen groups to promote accountability have been opportunistic responses to particular situations. Their success has therefore also been heavily dependent on several factors:

- a) Political and Economic Situation: It has a significant effect on the success of the application of social accountability. In Palestine, we are suffering from bad economic and political situation, especially separation between the West Bank and the Gaza Strip.
- b) The Role of The Law: The absence of the role of the Palestinian Legislative Council affected on.
- a) Media Role.
- b) Civil society Capacity.
- c) Society Capacity and Governance Capacity.

Social Accountability Challenges:

Raise the ceiling on the expectations of the citizen, weak sustainability and institutionalization, the existence of mechanisms may not lead -necessarily- to the improved service, the superficial participation of citizens and the small number of representative. These are the most challenges the SA can face with the societies.

In regard to the needs, the social accountability in local governance (SAiLG) pilot intervention by GIZ took place in order to try out and apply SA that will assist in responding to various identified challenges (identified by the World Bank Report) which included:

- 1- LGUs face substantial challenges in fulfilling their role, which has led to the deterioration of service coverage and quality. minister of local governance (MoLG) identifies the lack of trust between citizens and LGUs as a key issue and considers SA approaches a possible mean to achieve the necessary shift in mindset to rebuild and strengthen trust;
- 2- Limited transparency and accountability of local government elected in 2005;
- 3- Postponement of local elections has negatively affected the accountability of municipal and Village Council (VC) mayors toward their citizens, as it undermines the principle of good governance;
- 4- Lack of sufficient response from LGUs towards their citizens' needs;
- 5- Lack of sufficient monitoring from other entities besides the MoLG on LGUs (like monitoring organized by citizens or CSO);
- 6- Lack of sufficient citizen participation, apart from the participation of citizens in the SDIP program by MoLG in some LGUs, in the decision-making process in LGUs.

Section Two - Civil society Organization

Introduction:

Civil society organizations played an important role in the Arab countries in the last few years. CSO's movement at the Arab Spring changed all governments by their effect on citizens' awareness about their rights. Using tools helped the citizens to raise their voice for the responsible and decision makers.

Civil society Definition: civil society is a set of informal institutions and voluntary consists of political parties and institutions that are working in the field of human rights and democratic construction to promote and disseminate a set of values and principles aims to develop the community.

Summarizing the nature of the civil society work as a reserve for real power in any state so that one of the most important work of these institutions is a monitoring and evaluation, accountability, follow-up and development. More importantly, contribute actively to the development of the society and its development through the deployment of the concepts of civic life. (Samer Aqrou-2013)

Historical View of Palestinian Civil society:

Palestinian NGO's sector since the beginnings of the last century played an integral role in the Palestinian struggle for liberation and development. The development process of NGO's was linked to the changing of the socio-political environment in Palestine, which was associated with the development of Palestinian civil society concepts. It was characterized by a remarkable level of creativity and steadfastness within a highly complex set-up.

The Palestinian NGO's sector was prolific during the first Intifada of 1987. However, drastic changes occurred following the establishment of the PA in the functioning of the NGO's both politically and sociologically. As such, the vision and mandate of the NGO's had to be accommodated to the new developments. In addition to the essential role of NGO's in socioeconomic development, it was instrumental in relief

activities with the unfolding events. It proved to be capable of operating under a complex environment and adapt remarkably with a distinctive performance in providing basic services. (The Code of Conduct Coalition, 2008)

The Role of Civil Society Organizations in Social Accountability:

CSO's play an important role in social accountability. Enhancing monitoring, transparency, participation and response at the local level are recognized as shown in a number of important policy papers including the constitution, national framework on good governance, PMO-RALG/LGRP Medium Term Plan, speeches made by senior government officials including the president. The National Framework for good governance recognizes (CSO's) as constituting a strong instrument for the effective participation and involvement of people in decision making of social, political and economic activities. It is further stated that CSOs have a crucial role in informing and sensitizing the people. Among other things the framework requires CSO's to be involved deliberately in carrying out activities of civic education, as well as sensitization on issues of law, health, agriculture, environment, gender, accountability, transparency, integrity and human rights.(Marcossy A.M-2008).

The institutions of civil action in any society, the implementation of its work through a full range of behavioral and ethical frameworks including: The principle of voluntary work and participation, the existence of organizational structure, independency and not dependency, transparency, credibility and admission accountable. (Samer Aqrou-2013)

The capacity of civil society actors is one of the key factors of successful social accountability. The level of organization of CSO's, the breadth of their membership, their technical and advocacy skills, their capacity to mobilize and effectively use media, their legitimacy, representatively, their level of responsiveness and accountability to their own members are all central to the success of social accountability activities. In many contexts, efforts aim to enable environment for civil society and to build the capacity (both organizational and technical) of CSO's are required.

Social accountability complements formal accountability with citizen-led accountability mechanisms. The significance of social accountability relies in providing

a common platform in which different actors, including government, CSO's, media and private sector can work together.

Transparency is a primary building block for social accountability. Although, the PLC discussed a draft law on access to information in 2005, the law was never passed resulting in low satisfaction of the public with the transparency of public documents. Nevertheless, there are some positive transparency indicators. Financial management seems more transparent on the national level than on the local levels. All financial managements and reports are regularly made available by the Ministry of Finance on their website. Transparency also seems to be widely accepted to the Palestinian NGO community as several NGO's upload information on their activities, projects and financial reports on Masader and online portal. (Worldbank-2012)

Accountability is the second building block to social accountability. A number of accountability institutions have been established since the formation of the PA. The State Audit and Administrative Control Bureau and the Human Rights Independent Commission were founded in 1995; the Illicit Gains Commission was founded in 2005; the Palestinian Anti-Corruption Commission (PACC) was later founded in 2010. However, Palestinians have negative perceptions regards accountability. According to a 2011 survey by AMAN, 40% expressed their dissatisfaction with follow-up on and resolving of public complaints while 70% ranked the governmental efforts to tackle corruption as weak.

Participation of citizens is crucial in bridging the accountability gaps in the Palestinian framework. It is ground breaking that specific mentioning which is made in the National Development Plan 2011-2013 to social accountability tools such as participatory planning and budgeting. Participation of citizens in local government units (LGUs) in Palestine is not institutionalized. A number of steps were taken to strengthen the integrity and legitimacy of LGUs. Based on a request from the MoLG, UNDP implemented a project that aimed to initiate an integrity tool. The findings of the toolkit revealed that transparency and integrity performances of LGUs are low. A code of conduct was further introduced in 2011 by the PA as to increase accountability of LGUs.

CSO's usually offer the context in which citizens get organized to participate in social accountability mechanisms. Although, most CSO's in Palestine are engaged in service delivery. There are some key CSO's that have been engaged in accountability issues including the Coalition for Integrity and Accountability (AMAN), Bunian Association for Training, Evaluation and Community Studies (BATECS), Life and Hope Association (L&H), Palestinian center for Democracy and Conflict resolution (PCDCR), The Women's Affairs Technical Committee (WACT), the Arab Thought Forum (Multaqqa) and others. CSO's are actually engaged to some degree with the government on both the national and local levels as The Potential of Social Accountability Intervention in Local Governance in Palestine.

Prominent civil society advocates are usually invited by government officials' laws including NGO's law, the Labor law and the Civil Affairs Law. In addition to contribution to a number of policy dialogues and plans such as national dialogue on economic policies and the National Health Plan. A number of social accountability tools were used by CSO's in Palestine such as social accountability indicators in the results framework, transparent and participatory subproject selection processes, participatory planning and needs assessments, citizen's budget, community scorecards and social audits. In addition to some awareness raising workshops on accountability. (GIZ & Care International-2013)

The Social Accountability Pilot Intervention in the West Bank and Gaza:

With the overarching, it aims to enhance municipalities' responsiveness to their citizens and to include civil society stakeholders' participation in local decision making processes, the LGP, implemented by (German Society for International Cooperation (GIZ) on behalf of The German Federal Ministry for Economic Cooperation and Development (BMZ) has piloted from March 2013 to February 2014 an SA intervention in the West Bank and the Gaza Strip. Six pilot projects were implemented in collaboration with the MoLG, the Municipal Development and Lending Fund (MDLF), six CSO's (three in the West Bank and three in Gaza) and seventeen municipalities (ten in the West Bank and seven in Gaza). The GIZ-LGP pilot projects aimed to develop SA mechanisms aligned to already existing processes in selected municipalities in the West Bank and Gaza Strip, such as Strategic Development and Investment Planning (SDIPs)

and One-Stop Shops (OSS). Selected tools and concepts which introduced in the present manual have been implemented by partner CSO's in cooperation with partner municipalities during one year in order to promote the four pillars of SA (transparency, participation, response and monitoring) and therefore contribute to build trust between citizens and local governments when it comes to decision making processes and public services management.

The pilot intervention was launched to try out and apply SA tools on the local level in the West Bank and Gaza, thus translating the MoLG's intention to promote accountability in the local governance sector as part of the Palestinian National Development Plan (PNDP). The conceptual framework of the intervention relies on two needs assessments issued in June 2012 (Applied Research Institute Jerusalem, commissioned by the World Bank) and in January 2013 (CARE International Egypt, commissioned by GIZ-LGP).

The pilot intervention's objectives are to:

- Capacitate partner CSO's and municipalities in the West Bank and Gaza on SA concept and tools in order to promote an active involvement of citizens in local decision-making processes (participation and monitoring) and accountable local governments (transparency and response). This manual is part of the capacity development package on SA provided to the partners, in addition to several trainings implemented in the course of 2013.
- Develop functioning SA mechanisms in pilot municipalities in the West Bank and the Gaza Strip and test their alignment for existing municipal processes such as political leadership, strategic planning (SDIP) and service delivery (OSS).
- Raise citizens/civil society and government's awareness of the benefits of SA initiatives in the Palestinian.

Local Governance:

Governance is a decision making and exercise of power and authority in which society manages its development process and resolves conflict.

The 1997 local government law manages the system of local government. It aims to join the legal framework for local government; it mentions twenty-seven fields of activities under the municipality responsibility. Issuing building permits, regulating commerce and industry, urban development and budget approvals are among the most important. Municipalities are accredited to issue orders or decisions that administer their service activities and specify, e.g. the opening hours of the municipal market.

Palestinian legislation also differentiates between different types of locality, such as municipalities and village councils, according to demographic weight. The municipalities are local governments, with self-government over decision-making, budgets, personnel management and with members elected by the population. While the village councils are administrative structures and this depends on a directorial ministry and whose purpose is to represent the central power in detached remote areas. Their directors are nominated until 2004; no municipal elections were thought, the mayors and municipal council members were employed directly by the president of the Palestinian Authority. The first municipal elections were held in 2005 (except in Hebron and Gaza City).

Because of the political situation that opposed in 2007, there is no guarantee of new elections being held. (El Rantisi-2013)

Palestine stands out as a unique state model in the Arab World (AW). Palestine was recently recognized by the United Nations (UN) as a non-member observer state on November 29th, 2012. The lack of state sovereignty over the Palestinian territories, due to the continuing Israeli occupation, limits the accountability capabilities of the National Palestinian Authority (PA). Therefore, social accountability should be used to complement the traditional accountability mechanisms.

Weak governance in Palestine is very much related to the non-sovereign nature of the state and the weakness of its institutions. Although the PA was established in the 1994 alongside the Oslo Accords, the PA has to become fully capable of carrying out its state functions. Under the Israeli occupation, the PA was never able to exercise complete control over the Palestinian lands. By March 2000, the PA extended civil and security control over 17 percent of the West Bank (Area A) and about three quarters of

the Gaza Strip while maintaining civil control over 24 percent of the West Bank (Area B) with no control over the remaining areas or its international borders. Not only does this varying set of state controls on the Palestinian territories limit the PA's ability to control movement, but also restricts its capacity to maintain oversight of its executive arm on both the national and local levels. This has also been compounded by Israeli invasions of and military operations of Palestinian controlled territories such as the invasion of Gaza between December 2008 and January 2009. (Care & GIZ-2013)

Financial resources at Palestinian municipalities are infrequent and unsteady. This is due to slight collected local taxes (hence tax bases are set by law and the decision related to taxes is always made by the central power).

The municipalities own financial income depends principally on the payment of taxes and fees in relation to the delivery of public goods and services.

The second largest source of income at the Palestinian municipalities' comes from building licenses. These resources are unstable because they are tied to the economic situation which is dependent on the political context.

Since the start of the second Intifada (September 2000), the financial situation of most of the municipalities has deteriorated a little, so local governments become more dependent on the provision of external funds.

After Oslo Agreements, international aid formed 90% of the municipalities' and village councils' investment budgets. The funds are mostly assigned to construction projects and infrastructure projects (water, electricity and roads).

The two main donors in urban areas were the World Bank and the European Union. UNDP was the main player in the rural areas. The municipalities were also provided by technical aid municipalities and village councils are the third level of action at the local level and are controlled by the MoLG. In 1994, there were thirty-one municipalities (twenty-six in the West Bank and five in the Gaza Strip), eighty-six village councils and (225) localities without legal status. Nowadays, there are (121)

municipalities (ninety-six in the West Bank and twenty-five in the Gaza Strip) and (355) village councils.(MDLF)

One Stop Shop:

This center is the sole address of the citizen that works on providing the municipality services in different domains since it is the meeting point between citizens and the various departments of municipality.

All information that the researcher had from the municipalities and field visits to one stop shop at municipalities.

One Stop Shop Aims to:

1. Unify the party that receives applications regarding all municipal legal paper;
2. Facilitate and simplify the application submission process for citizens;
3. Follow up the progress of administrative paper's arrival electronically to prevent any loss or missing;
4. Implement the monitoring principle in controlling and managing the legal paper progress and completing them within the specified period;
5. Reduce the burdens of continuous and non-organized checking up of citizens for their administrative paper with employees; this will create better performance in a quiet working environment;
6. Receive all complaints and meet citizen's needs;
7. Achieve transparency and open principle door, listen to citizens' problems and solve them through holding meetings with municipality mayor.

Services Provided By One Stop Shop:

1. Information and receiving legal paper: Responding to the citizens inquires and clarifications, guiding them how to apply for a service and for required documents and time that needed to accomplish the service, have knowledge about the application progress and handing over their processed and completed legal papers.
2. E-Portal and telephone information: This service aims to facilitate the process for the citizens in inquiring about the progress of their administrative legal paper. Also to

inform citizens that their papers are completed and that they can come to the municipality to receive them or to bring the missing ones.

3. Technology: It aims to archive all works electronically, make access for employees to communicate and follow up the citizens' applications progress electronically.
4. Accountability: Through this service, the financial issues related to citizens' legal papers and payment of the different services fees will be done.
5. Complains and suggestions: This service allows citizen's voice be heard and their complaints reach directly to the mayor and to the competent parties.
6. Electricity cards recharging: This unit follows up the process of selling and recharging of electricity cards as well installation, replacement and maintenance of electricity meters in the different recharging centers.

Nature and Tasks of One Stop Shop:

1. Facilitates the process of obtaining municipality services for citizens.
2. Provide municipality services rapidly, effectively and decently which will guarantee equality and justice for all citizens and within a short period.
3. Decreases any possibility of procrastination and increases employees' responsibility and thus assures transparency.
4. Receives citizens' application regarding the required service and prepare them with the relevant divisions, specifically issues related to land, handicrafts and property licenses ...etc.
5. Receives legal papers of water and electricity subscriptions and issues financial exemption certificates.
6. Receives complaints and suggestions and passes them to the relevant party to solve the complaints then to respond to citizens later.
7. Paying fees for applications, certificates and other services
8. Following up land and property assessment.

One Stop Shop Advantages:

1. Providing rapid services for citizens in a comfortable manner.
2. Providing services for citizens with a minimum cost and effort.
3. Receive all services applications.

4. Giving citizens one address for visiting and checking.
5. Receiving citizens' applications and working on solving them with competent departments.
6. Reducing the need of moving from one office to another to complete the required services.
7. Giving the higher administration the opportunity to work efficiently on their main tasks.

Relation of Citizens with the One Stop Shop:

1. The citizen applies for a service and provides documents needed for the application to the One Stop Shop.

Relation of the One Stop Shop Employee with the Public:

1. Checks the application to make sure that it is complete.
2. Inform the citizen about the required procedures to obtain the needed service in due time.
3. Determine a definite date for visit to check the citizen's file to see if his legal papers or part of them is completed or not according to the application nature.

The Citizen Will:

1. Pay the service fees in accordance with the list of services fees for the accountant, who in turn hands it over to the treasurer.
2. Receives a written approval letter regarding the required service.
3. Receives a written disapproval letter in case the service has not been approved in which reasons.(LGP-2013)

Municipalities and one stop shop

Social Accountability Concept applied on six municipalities “Rafah, Khan Younis, Bani Suhila, Al Qrarah, Al Maghazi and Jabalia municipality”.

This research focuses on four of them, which practice one Stop Shop they are: Khan Younis, Bani Suhila, Al Qrarah and Jabalia municipalities.

Khan Younis Municipality:

Khan Younis municipality is a non-governmental service-provider concerning the traditional services and the core of it are citizens, as a first priority and its services extended to sister nearby Khan Younis eastern municipalities; in normal services in addition to times of disasters.

Khan Younis always seeks to provide the best implementation of the projects and development in cooperation with different stakeholders by establishing community buildings to reach its services to all sectors: Environmental, construction, water and waste water, health, sport, culture, landscape, green structure, economy and even politics. Also by highlighting the role of struggle through international forums and their active participation in various global activities of regional conferences and membership in the international federations. What strengthened its position among the various cities sisterly Arab and foreign friendly and which culminated in the support of the city remarkably?

The area of the city of Khan Younis is about 54615 Dunum, with population of approximately 230,000 inhabitants which represents 17 % of the population of the Gaza Strip. (Municipality records-2014) before the year 2010, the daily work handled manually, enormous IT development were established by its own resources and now on One Stop Shop (OSS) center in Khan Younis considers as benchmark to Palestinian municipalities . (Municipality records-2014)

AL Qrarah Municipality:

In the beginning, the mayor of Al Qrarah followed Khan Younis municipality, even established the first village council where in 1983 and continued the work of the village council until the coming of the Palestinian National Authority in 1994, and then it has been linked to local authority with Al Qrarah and all other municipalities, Ministry of Local Government, which took over the administrative supervision and oversight to the municipality and in the 1997 has been transferred to the Municipality

Council category (b). In late 2005, the municipal elections with Al Qrarah form where the impact of the municipal council of twelve elected members in addition to the president.

The area of Al Qrarah city is about 12,000 Dunum, with population of 25,000 inhabitants, the population continues to increase due to the fact that the city is a magnet for a population characterized by its geographical location. **(Municipality records-2014)**

Bani Suhila Municipality:

Bani Suhaila is considered the second large governorate in Khan younis, it's located in the eastern side of Salah Al Din st. with a total size of 8000 Dunum. It is surrounded by New Abasan from east, Khan Yonis from the west, Abasn Al Kabeira from the south and Al Qarara from the north.

B.S governorate suffered from inability in availability of material, human resources and facilities. The minimum requirements and conditions for the successful work such as modern devices, equipment, furniture and appropriate facilities. B.S village population is approximately (45,000) people. **(Municipality records-2014)**

Jabalia Municipality:

The Municipality of Jabalia is considered the third biggest municipality in the Gaza Strip. With regards to the services extended to the population, currently it is extending services to about (220.000) people living in an area of about 17 km² representing approximately 70% of the inhabitants of the Northern area of the Gaza Strip who are actually living in areas considered the poorest and the most marginalized areas in the Strip and they are always exposed to Israeli excursions and bombardment because they are in contact areas. In its influence area it comprises the biggest refugee camp in the Gaza Strip (Jabalia Refugee Camp). **(Municipality records-2014)**

Chapter Three

Previous Studies

Introduction

Local and Arabic Studies

Foreign Studies

General Commentary on the Reviewed Studies

Chapter Three - Previous Studies

Introduction:

Although social accountability is a new approach but few studies have been conducted on Social Accountability in general as case studies. At Local Governance this is the first study that focuses on the impact of civil society interfere to enhance the social accountability especially one stop shop at municipalities. The reviewed studies are from different international countries worldwide ordered in a chronological basis. The research here presents 34 Studies; 18 local and Arab case studies and 16 foreign studies. The studies started with local Arab studies followed by foreign studies. The most important results and recommendations are listed as their relevance to the research.

The understanding of social accountability in the Arab World is not fully clear yet. Some stakeholders appear to conceive of it more as a form of checks and balances than as citizen – government engagement on governance for the purpose of sustainable development. Beyond the understanding of the concept, there are many segments of CSO's in these countries who are working to varying degrees on social accountability in general as well as the four pillars of social accountability as defined before.

On the back of the Arab Spring and in some cases before that, some governments are working to create enabling environments for greater voice, transparency and accountability. The social contract that is being negotiated by the citizens and their governments touches on a myriad of issues, including democracy and human rights, poverty reduction, sustainable development and civil liberties.

Local and Arabic Studies

According to the new concept of social accountability, the research paper is not available; the researcher found most previous studies are case studies.

Social Accountability in Palestine:

Palestine is a context characterized by features that make it different from almost any other place. It is under on-going occupation, with a national authority that does not

have control over most of its land, natural resources, borders, access and movement of people. It is divided over two disconnected geographical regions (West Bank and Gaza). The 2007 split by Hamas from the Palestinian Authority also means that Gaza and the West Bank are ruled and respectively by Hamas and by the Palestinian Authority. This means that the researcher had a great difficulty in having one body responsible for the services provided to citizens and the consequences of this to make the responsible person accountable in case of any bypass or even any agreements to ensure the application of the concept.

1- BATECT-(2014)"Enhance Social Accountability at Local Governance"

Bunian Association for Training, Evaluation and Community Studies was established on May 1st 2001, in Khan-Younis city - Palestine. It was established by a group of academic characters and activists working in the field of civil work. The Association's programs focus on community training for many sectors like: women, graduated students, teachers, educational instructors and leaders.

Bunian has a good experience on social accountability concept during three years with three municipalities in south of the Gaza strip; they conduct a project with Amaan "Coalition for Transparency and Accountability" named by "Enhance the concept of transparency and integrity to municipal councils in the southern area".

They conduct another project funded by GIZ for the first time on Gaza that focus on one of social accountability; one stop shop which concentrates on relation with citizens.

The main achievements during "Social Accountability at Local Governance" project are conducting Citizen Charter (CC) for swage in Bani Suhila, for water in Khan Younis and for solid waste collection in Al Qarah and Community Score Card (CSC) for water in Khan Younis. Beside that form Monitoring & Evaluation (M&E) committees in Khan Younis, Al Qarah and in Bani Suhila , A memorandum of understanding (MOU's) signed between the monitoring committees and municipalities. The project solves some problems by real intervention like water maintenance workshop in Khan Younis, sewage network in Bani Suhila. The project also focus on

enhance community members capacity, and relation with citizens by conducted three public hearing and awareness sessions for community members on social accountability.

2- Life and Hope Association-(2014) experience on Social Accountability

L&HA is knowledge-based, independent and non-profit Palestinian NGO (established in 1996), aims to contribute in developing and empowering their beneficiaries toward a sustainable society throughout capacity building program, youth empowerment program, child development program and the economic empowerment program for the poor families. The association is committed to achieve its vision and mission to the human rights principles which enhance the role of law, transparency, tolerance justice, equality, non-discrimination and empowering the marginalized groups.

This association succeeded on developing the first Virtual platform for social accountability in Palestine.

The main achievements during "Social Accountability at Local Governance" project are CC for water in Jabalia municipality, CSC for solid waste collection in Jabalia municipality, virtual platform, electronic newsletter for social accountability, video about CSC, mobile application for the services provision guide of Jabalia municipality, Services provision guide of Jabalia municipality, Public Hearing (PH), training of social accountability focal persons from partner municipalities ,training of neighborhoods committees' members and Capacity building activities for community members and awareness sessions for community members on social accountability.

3- The Palestinian Center for Democracy & Conflict Resolution-2014 "experience on Social Accountability"

The Palestinian Center for Democracy & Conflict Resolution (PCDCR) is a non-profit non-governmental organization. PCDCR evolved from a series of activities implemented by a group of Palestinian volunteered youth to develop the Arab Palestinian model institution to further develop those activities and apply them in form of large-scale training courses, educational activities and projects in and for the

Palestinian community. The main achievements during "Social Accountability at Local Governance" project are development of the websites for Rafah and Al Maghazi municipalities, neighborhoods committee manual, services provision quid for Rafah, Procedures and policies manual for Rafah Municipality, CC for water, solid waste and collection in Al Maghazi, Rafah, CSC for water in Al Maghazi, CSC for solid waste collection in Rafah. Conduct two public hearing, establish monitoring committees in Rafah and Al Maghazi. Participate on election of neighborhoods committees' members in Al Maghazi and sign MOU between the monitoring committees and municipality of Rafah and Al Maghazi.

4- ANSA report-(2013)" Baseline Assessment of Social Accountability in the Arab World"

This research was commissioned by CARE Egypt on behalf of the Affiliated Network of Social Accountability and the Arab World (ANSA-AW). The objective of the research was to analyze the current state of social accountability in the seven countries of ANSA-AW's current programs. The ambition of the research was to cover nationwide perceptions of social accountability, covering both rural and urban perspectives across a range of stakeholder groups.

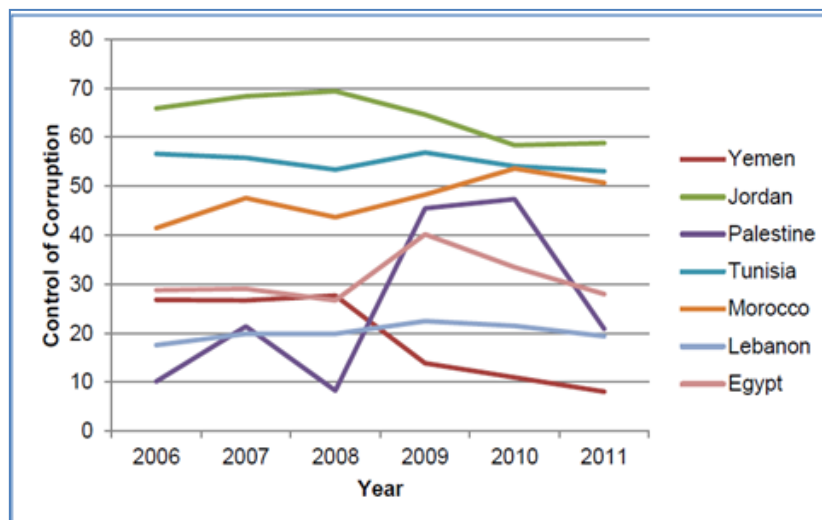
This baseline study on social accountability aimed to help ANSA-AW in their aims, the CSOs and populations at large throughout the region. This comes at a time when a new social contract is being negotiated between the authorities and the people for achieving more collaborative governance for the wider aim of sustainable development.

From the data, they find that Jordan, Tunisia and Morocco have the highest control of corruption and a correlated low level of perceived corruption. Similarly, there is a clear link between the limited control of corruption in Egypt, Lebanon and Yemen and a high perception of corruption in those countries. These statistics reflect findings from the field research. In Egypt, for example, the establishment of the Ministry of Administrative Development in 2008 goes some way to explain the improvement in control of corruption seen in Figure (3). Also perception of corruption remains fairly steady throughout the period of analysis. The research found that many people in Egypt

perceived social accountability to mean something akin to “anti-corruption. Meanwhile in Yemen – in spite of several high profile attempts to control corruption through the establishment of an Anti-Corruption Committee in 2007 and Yemen’s participation in the Extractives Industry transparency Initiative – perceptions of corruption remain high and are reinforced by tribal affiliations controlling political institutions and business.

It is recommended that the civil society organizations concerned with the issue of social accountability should include strategic objectives at the institutional level to adopt social accountability as a strategy and a course of action, as well as setting up the institutional principles of social accountability.

Figure (5): Control of Corruption ourece



Source: world Bank, World Governance Indicators

5- Sayada Municipality-Lenanon ,(2013)"Bottom Up Financial Transparency ":

Located within the governorate of Monastir, Sayada is situated on the eastern coastline of Tunisia with a population of 12,000. Sayada has become a lead example in social accountability through the pioneering work of its municipality in financial transparency and citizen engagement. Immediately following the Tunisian revolution and regional commissions were created to govern the cities and were dubbed “Commissions to Protect the Revolution”. In the case of Sayada, the active members of the existing commission governing the city agreed to nominate nine of none politically-affiliated members to form the special delegation. It is important to note that Decree

Law 1141 has defined one-year duration for the function of the special delegations. However, with the transitional period taking longer than expected, the Decree Law is still effective and Sayada remains to be governed by its special delegation. Throughout the transition, cities across the country have witnessed numerous protests around a myriad of subjects from unemployment and dire economic circumstances to call for improved working conditions and social security. The work of governing bodies and state representatives was challenged because of these protests. The municipality of Sayada was different because it responded differently to the street anger and it decided that improved transparency is the key to avoid miscommunications. Sayada special delegation made the decision to open its institutional data in order to have more concrete dialogue with the public. Members of the delegation claim lead to an understanding of what popular demands could and could not realistically be executed. At first, the municipality distributed copies of its meeting minutes to the public but realized there was a broader demand and created an online platform to share all internal documents with the public including budget and expenditure records. It is important to note that Sayada is the first city taking such progressive steps towards communicating with the public and that the initiative was taken from the municipality not from higher authorities.

Sayada's municipality built its initiative on existing practices, such as regular meetings with the public. These meetings took place prior to the revolution, though citizens were naturally afraid to communicate their criticism in those forums because of the presence of political police – a fact that changed after the revolution with the elimination of political harassment. Sayada municipality also created a Facebook group that further engaged citizens regarding the concerns and debates relating to their daily demands. The impact of this improved communication was major, as the Mayor stated. Large-scale protests almost disappeared in the city, as a trust relationship which was being built between the administration and the regular citizens. Those initiatives were also successful to convince residents of Sayada to resume payment of their taxes to the municipalities, which allowed to fund new projects. Sayada is now seen as success story and other cities are following its lead in increasing administrative transparency. On a wider level, the Mayor of Sayada has been invited by the Ministry of Good Governance to receive more input on Sayada's experience.

6- ANSA Report (2013) - "Saving the pedestrian zone of Cairo's Wall Street":

Following January 25th, street café culture expanded in the financial district of downtown Cairo-Egypt. Thirty-two unregistered cafes emerged across three main streets without planning or communication with the local municipality in an area where millions were spent during the Mubarak regime to create a pedestrian zone. Rather than entering into dialogue with the café to have them formally register, the local municipality attempted to shut them down by making the area an open market place, which created more chaos for the residents. The Egyptian Media Development Program (EMDP), the legacy organization that provides media training and services has been working with the local municipality, cafes' owners and residents of this area, acting a mediating body in an attempt to resolve this issue.

Despite constraints and challenges EMDP produced a documentary to increase public awareness, bringing residents together to be more accountable and facilitate the participation of the government with all the stakeholders. Furthermore, a local newspaper to be distributed monthly and report on issues relevant only to downtown, Cairo will be distributed for free to residents and other relevant stakeholders early this spring. "Aside from reporting local news to residents, we will provide relevant local municipality information, and more importantly encourage residents to use the newspaper as a feedback mechanism to respond to the demands of various stakeholders" explained Tarek Atia, Managing Director of EMDP.

EMDP also canvassed the area to identify shared concerns and ways to reach consensus. Based on the findings, EMDP developed a citizens' charter for the area which focused on the main values that all stakeholders agreed upon. "Getting signatures on this charter and publishing it in our first issue of the newspaper that is important" continued Atia, "not only stakeholders are taking responsibility, but it also shows a change in the role that media can play during this period in Egypt". By having media take the lead in establishing a mechanism for citizens' engagement as well as follow progress made on outcomes of similar initiatives, social accountability will likely succeeded.

7- ANSA Report (2013) -"Jet Sakane- An example of Corporate Social Responsibility in Morocco":

The Moroccan Confederation of Enterprises (CGEM) adopted a Social Responsibility Charter to pay tribute to companies already engaged in social responsibility practices and encourage companies that have yet to integrate these values.

The main principle adopted by the CGEM is that companies are held accountable for their actions, not only towards their business partners, but also to public opinion. In this respect, CGEM do not require companies to simply guarantee value for money, but to ensure that its production process is respectful of both human dignity and environment.

Jet Sakane specializes in residential real estate, employing up to 100 staff with an approximately 50:50 male to female ratio. Trade union freedom is stipulated in the internal rules and the five personnel representatives hold periodic meetings. The company has adopted an annual training plan committed to social dialogue and health and safety; more specifically, preventing accidents and work-based illness. Sub-contractors are bound by a special prescriptions manual that obligates companies to abide by health and safety standards on construction sites, as well as during the procedures for stock treatment and elimination of wastes.

Jet Sakane states that environmental issues and customer satisfaction are at the heart of the concept of co-ownership. 30% of real estate developments are devoted to green space and collective and social equipment. A decade-long management system of co-ownership has allowed the company to establish illiteracy and computer classes' kindergartens, assistance courses, and miscellaneous services at a competitive price for common maintenance tasks.

8- ANSA Report (2013) -"Budget Transparency and The Women's Union in Yemen ":

In 2006, the Women's Union - Aden Branch submitted a demand on behalf of the associations and community development institutions to the local council of Aden

governorate to allocate budget items for associations and newly established CSOs wishing to implement community-based initiatives. The governorate's local council responded by allocating \$20 million Yemeni riyals for the associations and institutions in Aden as an annual line item within the governorate budget.

The Yemeni Women's Union of Aden also led an advocacy campaign with a group of women's associations in the governorate to allocate a line item in the budget to support women in senior positions and prepare them to become qualified for governmental administrative positions. The council responded by allocating \$ 5 million Yemeni riyals as an annual line item within the public budget for women empowerment to be able to assume senior positions through training workshops and related expenses.

NGO's in the governorate advocated for allocating funds for critical heart and cancer patients to fill a gap in funds and provision of care. The Council approved the transfer allocated for fire disasters, which was often returned to the state treasury.

9- ANSA Report (2013) -"Community Monitoring of the Gail Al-Awar Canal in Yemen":

Ghail Al-Awar Canal is a water network system engraved in the rocks at depths up to 17 meters under the town of Shibam – Kawkaban. The canal is one of Yemen's most important pre-Islamic valuable landmarks that had been forgotten and neglected. Over decades, the canal was transformed into a place teeming with pollution and garbage as the local population had begun to drain their sewage in the canal and dig wells that pulled water unfairly from the Ghail to be sold outside the town which led to the suspension of water flow.

In recognition of the importance of the canal, the Yemen Social Fund for Development (SFD), in partnership with the local authority, undertook a series of cleaning and restoration actions for its underground course, reservoir pool and surrounding area to bring it back to its normal functionality. 102 Despite the completion of maintenance and restoration efforts, certain obstacles and threats to the canal's

sustainability remained including; over-pumping of the groundwater and contamination of the canal and the pool with all kinds of waste in addition to small shops around the pool that cause direct pollution and undermine the views that could help generate tourism.

Finally, SFD launched an intensive awareness program to motivate and raise community awareness of the importance of maintaining this Ghail as a water resource

10- ANSA Report (2013) -" Social Development through a Multi-Stakeholder Approach in Morocco":

The Communal Development Plan for the Child is the result of a joint initiative by the Ministry of the Moroccan Interior and UNICEF. It was launched in five pilot communes and is aimed to foster the emergence of a local dynamic, through reinforcing the capacities of elected bodies.

In the small town of Ail Oullal, community involvement was solidified through the establishment of a communal committee, which is chaired by the commune president and comprised of local administration clerks, elected persons, external service and local associations. Having undergone extensive training, all stakeholders began the participative diagnostic exercise, which resulted in the definition of eight priority pillars of intervention: Pre-school education, primary education, middle school education, combating illiteracy, health of the mother and the child, hygiene, participation and protection of the child and increasing families' income.

These priority pillars have been translated into a Communal Development Plan for the Child, which comprises 15 ambitious projects, costing MAD 14 million. The first annual action plans allowed, thanks to the established partnerships, the execution of 7 priority projects with a global budget of MAD 2.5 million. To ensure the success of the remaining projects, members of the commune council have benefited from advocacy and fund-raising training.

11- Sharek Youth Forum Case study,(2012)-"Local Councils"

Sharek Youth Forum, the leading youth CSO in Palestine, stress on the importance of its Enhancing Accountability program. The program promotes accountability at the level of the local councils and municipalities by establishing and training youth groups from these villages and towns on monitoring mechanisms and accountability measures that can be used to improve the work of local authorities. In 2012 the program was implemented in 25 villages, towns and cities in the West Bank, where the mayors agreed to participate and collaborate. The youth attend the town council meetings then develop one or two ideas that they want to take forward and promote a solution for at the local level.

In Arab Rashiedeh, a Bedouin community east Sharek of Bethlehem, the youth found that the communities had very limited access to the basic services and their voices were not heard by the authorities; since they were far from main cities and were not considered powerful. The youth group realized most of the area lacked access to landline and mobile telecommunications services. In 2012, Sharek produced a report on the case, approached the media, PA officials and later the two Palestinian mobile companies, this resulted in the people of Al Rashaiedeh being connected to mobile phone services.

The Sharek case became a major success story and is well known at local, regional and national levels. It even became popular among many of the mayors who felt it could be a good opportunity for them to enhance the positive image of their municipalities and to promote citizen participation. This success helped Sharek to continue promoting its larger objective of increasing youth representation in local authorities and councils also to promote a belief in the notion that activism can achieve positive results.

12- Community Media Centre (2012) Case study

The Community Media Centre (CMC) is a non-profit independent organization founded in 2007 in Palestine - Gaza for the purpose of utilizing media to empower communities and address social and community related issues. It has encountered many

difficulties and restrictions imposed by local authorities since it was established. First of all, the government imposed restrictions on the organization for it not to accept funding from non-Palestinian organization before getting clearance from the government on the organization and the proposal. This is illegal and CMC tried through negotiations and mediation to remove this restriction. The Ministry of Interior then prohibited CMC from carrying out any public event before seeking written approval from; Ministry of Interior, Police, Ministry of Information and Government Media Office. Seeking approvals means that the government must see and agree the content of every single public event that CMC is organizing. This is unconstitutional and illegal by law.

Despite such challenges, CMC kept a relatively lower profile to avoid any direct confrontation with the government. In previous events organized by CMC, Government Media Office demanded to see documentary films that were produced by fresh media graduates before they were screened during the event. After the government Media Office had reviewed the films, they banned CMC from screening further films that address medical mistakes in public hospitals, youth and their role in reconciliation, internal political splits and sexual harassment. All serious and critical issues that need to be addressed are being censored.

As a result, CMC continues to find it extremely challenging to hold government account or to promote social accountability under such huge pressure and shrinking spaces to work freely. This has made CMC change its working mechanisms from carrying out large-scale advocacy media campaigns to focusing on empowering young generations of journalists with tools, methodologies mechanisms and equip them with technical media skills to help them take that role in promoting social accountability.

13- Union in Jordan –2012" The creation of the Teachers "

In 2011/2012, the school teachers from the public sector succeeded in compelling the government to accept their unionization as a professional association, thirty-four years after their first unsuccessful request. Such achievement entails not only a better promotion of the teachers' interests, but also the emergence of a new political

actor on Jordan's political scene. Unlike worker unions and professional associations (professional unions in Arabic) are fully independent trade corporations that have played and continue to play a crucial role in Jordan's political scene, mainly as opposition groups. The associations' political clout stems from the fact that they have been one of the only venues for political militancy during Jordan's martial law period (1967 - 1989).

The characteristics of the teacher population -large numbers, over 120,000, a majority of who are sympathetic to the Muslim Brotherhood- explains the authorities' decades' long refusal to accept the unionization. The "insulting" words hurled by the Minister of Education at teachers representatives reapplying for an authorization in early 2010, amidst a tense context marked by deteriorating socioeconomic conditions "teachers should take care of their appearance and shave their beards before demanding the establishment of an association", seems to have been the catalyst that sparked the teachers' industrial action; repeated strikes and petitions across Jordan and massive advocacy campaigns, endorsed by many human rights CSOs, demanding higher wages and an autonomous union.

The authorities did not give up easily and initially tried to defuse the teacher's action through various means, including intimidations and forced early retirement of senior staff. But to no avail; the Arab Spring gave it new impetus and by late 2011, the teachers' association was officially recognized and held its first council meeting in April 2012. Unsurprisingly, most of its prominent members are affiliated to the Muslim-brotherhood and have participated in masse in the protest movements that have swept Jordan in November 2012. (ANSA Report, 2013)

14- CSO lawsuits against National Constituent Assembly (2012) Case study

Following significant civil society pressure, the Tunisian National Constituent Assembly took the first steps towards access to information by including the principle of open government. Despite this written legal commitment, the NCA remains reluctant to make its meeting minutes and vote records available to the public. Open Gov and

Bawsala, two active civil society groups and Nawaat which is a collective news blog, came together to tackle the issue of the inaccessibility of information in the NCA and used the Decree Law 41 to file a lawsuit against the elected body. The civil society trio demanded that the NCA provide better access to their data and follow more open policy. These three organizations rejected the opinion of the president of the NCA who argued the final draft of the constitution would be shared and that it would be sufficient in regards to granting regular citizens access to information by regular citizens. All three groups believe that it is important for citizens to be able to access information on the activities of the NCA throughout the process of drafting the constitution or approving laws. The legal charges pressed on the NCA were intended to help citizens have access to information in order to hold their representative MPs account on the basis of their vote record and statements. It is important to note the lawsuit followed futile negotiation between the three civil society groups and the NCA and that it is the first of its kind in Tunisian history. This lawsuit is also the first legal application of Decree law 41; allowing citizen access to information.

By coming together and collectively focusing on access to NCA data, the three aforementioned groups have made significant impact on both civil society and the debate on access to information. The coalition that was formed is a positive message, in itself, that civil society is able to work together and collaborate on common, pressing topics. The joint action also led a national debate that gained significant media coverage on both traditional and alternative media outlets. This has helped giving the issue of access to information more credibility and pushes it forward.

The trial is a long legal process which might take from 2 to 3 years to reach a verdict; which poses a challenge as access to data is crucial during the transitional period the country is going through. However, the three groups have trust in the administrative tribunal and will be calling for amendment to Decree Law 41 and for a timeframe to be defined for such trials concerning access to data. There is also lack of responsiveness on behalf of the NCA towards the charged pressed against it. This could indicate indifference that will truly affect the possible developments of the trial and hence, access to information.

15- Lebanese Transparency Association (2011) -" Musharaka in Lebanon "

Musharaka meaning ‘participation’ in Arabic, it is the Youth Partnership for the improvement of governance in municipalities. It is a project led by the Lebanese Transparency Association, in cooperation with Mercy Corps, funded by The Middle East Partnership Initiative (MEPI). The project aims to form youth municipal councils in 15 municipalities all over Lebanon. 60 participants are nominated by LTA, in coordination with the municipal councils in the targeted villages and cities.

LTA organized workshops and training sessions on Transparency, Overview on the Public Budget, Advocacy and Lobbying, Needs Assessment exercises, Leadership and Communication skills.

Two lists of 20 candidates in each municipality ran for elections and conducted electoral campaigns within their constituencies. The elected council of 10-15 members was in charge of assessing the villages’ needs on different levels. The elected members have also revised the budget which was prepared by the municipal council in order to study the possibility of reallocating few budget lines based on the results of the needs assessment campaign.

As Peter Youssef Nohra, Head of Youth Municipality of Ain Deleb (South Lebanon) said “So far, we have conducted needs assessment for the people in the village, we’ve been trying to monitor thoroughly the municipality’s budget, but also, we have created a “complaints box” for citizens to encourage them to file complaints when they see something is wrong.”

The Musharaka Program has been extended to five additional municipalities, as another two-year project funded by the United Nations Democracy Fund (UNDEF) in western and northern Bekaa. The goal is to ensure a greater impact at the country level. The project will ensure the creation of five more Youth Shadow Councils and could be replicated in other areas of Lebanon that have not been targeted yet, such as more rural areas in the north of the country .

16- AECOM International (2008) "The Effective Community Initiative"

In Egypt 2006, AECOM International implemented the USAID-funded program REACT, which ran up to 2008. REACT worked on promoting citizen political participation in community development in Menia governorate. Program activities were sustained after 2008 by the Together Association for Development and Environment through the Effective Community Initiative.

The objective of the Effective Community Initiative is to improve the quality of life in the governorate of Menia by improving the performance of local popular councils (LPCs) and increasing citizen participation in decision-making process at the community level. The Initiative has supported over fifty projects in health, education, community development and income.

For each project, a committee of community members, LPC members and local government was set-up to conduct needs assessment within their community on a priority issue (waste management, sanitation and water treatment etc...). Planning and implementation takes place with the executive body of the relevant government sector. Once resources are attained and implementation begins the committee monitors progress. Working through four local NGO's, LPCs and community representatives are made aware of the role of local government in representing citizens' interest; the right channels through which citizens should raise issues related to public services, social and economic development and the tools that citizens can use to monitor service delivery improvement. Citizens especially women and youth, were encouraged to attend public hearings attended by LPCs, local government and community leaders in order to speak up and represent their own interests. Using a participatory approach, prior to the implementation of community related projects, the Initiative trained over forty LPCs trainers to enhance the capacity of civil society institutions and community leaders on social accountability related know-how such as good governance, project implementation and monitoring the quality of project delivery by government institutions.

Over the years, the initiative has attracted collaboration with public and private sectors in rural districts in different governorates across Egypt. The focus has always

been to increase community participation in improving basic services provided by the government. Along with providing capacity building programs for multi-stakeholders, projects also focused on behavior change program that encouraged ownership and adoption of community-based projects to ensure their sustainability beyond funding availability.

17- Jordan (2007) "The Dabahtoon campaign in"

The Dabahtoon "You slit our throats" campaign was launched in 2006/2007 by university students in order to counter the government's decision to raise tuition fees. Although the campaign is supported by students from all political streams, its main coordinators are members of the leftist "Al-Wihda" party.

Over the years, Dabahtoon has gained much traction. Although still coined as "a campaign", it has established itself as a central and vocal mouthpiece for student grievances and concerns, gradually covering all issues related to university life, such as tuition fees, violence among and against students, registration regulations, political activities and university elections. In doing so, it has become an indispensable counterpart for higher education stakeholders, including government and university administration. In this capacity, it has repeatedly sought to hold such public institutions accountable for alleged misdeeds, accusing, for instance, the former of unduly withdrawing its financial support to universities and questioning the latter's dubious handling of student elections.

Dabahtoon's coordinators mention as their main accomplishments: the freezing of the government of tuition fee increases; the wide echo their annual reports and public events have enjoyed in the media over the years and a few specific cases (closure of private universities for instance) when strikes and sit-ins resulted in the students' ability to complete their studies in decent conditions. (ANSA Report, 2013)

Dabahtoon's success may first be explained by the gap they fill as the only institution operating in the field of students' rights. Respondents also mentioned their high quality of their work; whilst its team of several hundreds of volunteers have kept focused on university issues, thus avoiding get diverted in ulterior political matters.

18- IndyACT -"The Campaign to enforce Law 174 in Lebanon"

The campaign is organized by IndyACT, Tobacco Free Initiative (TFI) and in collaboration with the American University of Beirut (AUB) - Tobacco Control Research Group (TCRG) at the Faculty of Health Sciences. (ANSA Report, 2013)

The campaign tackles the implementation of the smoking ban in public places (from government buildings to restaurants and cafés), as well as a ban on selling & serving tobacco products to underage youth, the inclusion of a "No Smoking" sign, advertising logos, brands and trademarks ban, promotions of tobacco products ban, banning all direct and indirect, paid and unpaid, tobacco advertisements in all audio-visual media sponsorship ban and health warnings to cover 40% of tobacco packaging.

Foreign Studies

1. Bjorkman, De Walque and Svensson (2014)-Ganda "community-based health clinic monitoring plus deliberative local compact":

Bjorkman and Svensson's very influential field experiment in Uganda worked with local civil society organizations to promote a local compact between communities and local health workers in dozens of Ugandan villages. After extensive piloting, they tested a community monitoring process designed to encourage voice to avoid elite capture and to facilitate periodic dialogue with health workers ("interface meetings"). The impacts were dramatic, including reduction in infant mortality in treatment communities (33%), increased use of outpatient services (20%), and overall improvement of health treatment practices (immunization rates, waiting time and absenteeism). This was made possible by voice, expressed through inclusionary community discussion and assessment of service performance, bolstered by interlocutors who facilitated direct negotiation of expected actions with the service providers, informed by making public the contrast between health worker and community perceptions of performance.

Social rewards and sanctions were key incentives. Years after this first study, the researchers then conducted a follow up comparison of efforts to encourage beneficiary control with and without access to information about staff behavior, finding that such information was indeed crucial to enable stakeholder action to improve services. The

international literature does not indicate whether these field experiments influenced health policy in Uganda but they inspired replication efforts in Sierra Leone (Hall, Menzies and Woolcock 2014). This case indicates that not all report cards are the same. For example, in contrast to the education intervention in Banerjee et al (2010) discussed above, this experiment involved a primary focus on service provider performance and explicit, negotiated “community contracts” that specified how services were to be improved, as well as elected community representation in the subsequent oversight process. Indeed, “more than one third of the [previously ineffective] local oversight

2. Rudith S.King, (2013) -"Social Accountability for Local Governance In Ghana":

The research aims to assess the effectiveness of social accountability as one strategy of deepening Ghana's decentralized development administration. Some attempts have been made to empower local people to demand transparency and accountability from the local government system as required by law. These attempts were in 14 metropolitan and Municipal Assemblies. The data for the analyses were sought through key informant interviews with core assembly staff and focus group discussions with selected assembly members. The result of the research shows that the legal provisions made room for social accountability but the weak capacity of Assembly members in terms of resources, the understanding of legislative provision and the acceptability of the concept challenged its implementation.

The research can be concluded that while a fairly good horizontal accountability has been achieved in Ghana's decentralized administrations, there was weak vertical accountability due to various factors including weak sub-structures and weak capacity of those expected to promote social accountability. Vertical accountability requires external involvement of other participants, a role that citizens and civil society organization are expected to play. Services provision in local communities should have capacity-building components that promote social accountability.

3. UNDP –(2013) "Reflections on Social accountability"

This paper focuses on four types of social accountability initiatives to illustrate practices across contrasting domains of intervention from local to international; a

community-based initiative with citizen participation, a national development policy and planning process, a formalized state accountability process and an international policy process.

Outcomes from good practice in social accountability initiatives can strengthen democratic governance in ways that contribute towards achieving the MDGs. Sustaining the outcomes requires asking not only where new social accountability initiatives would be most strategically located, but also how to deepen and extend the existing good practices. Findings from the available literature on social accountability in conflict-affected countries and the ways in which conflict affects social cohesion and state authority, legitimacy and capacity are presented. The nature and roles of civil society are also discussed, explores how development partners have approached the conceptualization, design and implementation of social accountability programs and projects, drawing on a range of literature and cases and provides a framework for analysis of social accountability reflections on social accountability approaches as a way to systematically derive the learned lessons. The research can be concluded that development actors around the globe will reflect on what has worked well in supporting Millennium Development Goal achievement and what lessons can be incorporated into the design of the post-2015 development framework to ensure a more equitable and sustainable future for all. UNDP and others should ensure that experiences to date with social accountability initiatives are drawn upon not only to help improve service delivery and support progress towards the MDGs, but also to support the realization of people's expressed desire for governing institutions that are responsive and accountable to those they are designed to serve.

4. International Research Journal of Social Sciences (2013) - "Social audit hearings in India":

The incorporation of community public oversight hearings into India's national rural right to employment law is one of the most significant examples of a grassroots social accountability initiative that influenced national policy. Because of India's federal system, states exercise a high degree of autonomy in their interpretation and implementation of this law. In the state of Rajasthan, for example – the home of the grassroots social audit – state government efforts to implement the law were blocked by

resistance from local politicians (Pande 2014). Andhra Pradesh became the only state whose government committed itself to institutionalize the social audit strategy, by passing local government and politicians, using a relatively disciplined bureaucracy to create the enabling local environment needed to have widespread, repeated public hearings to oversee the rural employment program (Aiyar et al, n.d., 2013, Maoirano 2014). This process led to improved performance of the rural employment program, compared to states where the social audit process was captured or not implemented (Shankar 2010). Extensive fieldwork in São Paulo points to the substantial role civil organization play in representing people living in poverty in the policy process. The dynamics of this representation cannot be understood on the same terms as that of individual citizen participation. Sectors of the poor obtain very different levels and forms of representation from civil organizations because these vary tremendously, including in their capacity to participate and in the type of relations they have to their beneficiaries/constituencies.

5. Fines (2012) - Community driven development and village public works in Indonesia:

First known as KDP, then PNPM, this nationwide rural community development program followed a strategy that created enabling environments for community level participatory budgeting and oversight, mainly for local public works and later for health and education programs. The program led to increased consumption and access to health care in poor households and reduced poverty in all the sub districts where it operated, especially in the poorest and most remote communities – though members of marginalized groups did not benefit as much as others (PNPM 2012). The program involved relatively low levels of corruption, especially compared to other government program and the causal factors include local transparency, informed participation, local trainers, central audits and extensive monitoring and evaluation (Guggenheim 2006, Friedman 2013). Levels of community participation were high, including women, though spillovers to improved access to information and governance involving other programs were low (PNPM 2012).

6. International Research Journal of Social Sciences (2013) -"Social audit hearings in India":

The incorporation of community public oversight hearings into India's national rural right to employment law is one of the most significant examples of a grassroots social accountability initiative that influenced national policy. Because of India's federal system, states exercise a high degree of autonomy in their interpretation and implementation of this law. In the state of Rajasthan, for example – the home of the grassroots social audit – state government efforts to implement the law were blocked by resistance from local politicians (Pande 2014). Andhra Pradesh became the only state whose government committed itself to institutionalize the social audit strategy, by passing local government and politicians, using a relatively disciplined bureaucracy to create the enabling local environment needed to have widespread, repeated public hearings to oversee the rural employment program (Aiyar et al, n.d., 2013, Maquirano 2014). This process led to improved performance of the rural employment program, compared to states where the social audit process was captured or not implemented (Shankar 2010).

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7. G. Shabbir Cheema, (2011)- "Engaging Civil Society to Promote Democratic Local Governance: Emerging Trends and Policy Implications in Asia "

This paper discusses a wide range of issues in engaging civil society to deepen and sustain decentralization and local democracy. It examines the concepts of democratic local governance and decentralization and issues in implementation of policies and programs at the national and local levels. It presents CSO's patterns of growth legal frameworks, capacity, accountability and impact on democratic change in Indonesia, Malaysia, Bangladesh, Pakistan, China, the Republic of Korea and the

Philippines. It identifies emerging trends in civil society engagement and policy implications in Asia.

Civil society plays an important role as a watchdog and advocate for democratic change. Major democratic transitions in Asia have emanated from pressures from civil society including in South Korea, the Philippines and Pakistan. Once democratic governance institutions including elected local governments are introduced, civil society organizations continue to play an important role in ensuring the accountability of political leaders and public officials and advocating for the interests of the poor and marginalized groups.

8. Michael Walton and others (2011) - Civil Society, Public Action and Accountability in Africa

The central question of this paper is how citizen behavior, incentives and organizations can be influenced to improve the functioning of politics, compact and client power? How can citizen action contribute to the selection of better quality political and state agents and strengthen incentives of all types of agents to deliver effective development policies?

This research examines the potential role of civil society action in increasing state accountability for development in Sub-Saharan Africa. It further develops the analytical framework of the World Development Report 2004 on accountability relationships to emphasize the underlying political economy drivers of accountability and implications for how civil society is constituted and functions. The most important domain for improving accountability is through the political relations between citizens, civil society and state leadership. The evidence broadly suggests that when higher-level political leadership provides sufficient or appropriate powers for citizen participation in holding within-state agencies or frontline providers accountable, there is frequently positive impact on outcomes. The big question remaining for such types of interventions is how to improve the incentives of higher-level leadership to pursue appropriate policy design and implementation. The paper concluded that there is substantial scope for greater efforts in this domain, including through the support of external aid agencies. Such efforts and support should, however, build on existing political and civil society

structures (rather than transplanting “best practice” initiatives from elsewhere), and be structured for careful monitoring and assessment of impact.

9. India’s right to information law (2010) - "Applied to Social Programs"

In spite of the widespread optimism regarding the spread of public information access laws, few studies document how they can bolster access to public services. Peisakhin and Pinto (2010) tested India’s Right to Information Act with a field experiment that compared different strategies of low and income of citizens to apply for food ration cards. Bureaucrats ignored most applicants, but those who also filed official information requests about both the status of their application and district level processing times were consistently (**GPSA Working Paper No. 1, September 2014**) successful. Only bribery produced comparable results. To understand the causal mechanism would have required a different method, however. With institutional ethnography, researchers could enter the black box of frontline government agencies to analyze the determinants of the behavior of public sector workers. In this case, the study hypothesizes that mid-level bureaucrat's fear that non-compliance with the information access law may slow their professional advancement. India’s RTI law is also unusual in that non-compliant administrators are potentially subject to nominal.

10. GCSA (2010) - "Global Consensus for Social Accountability of Medical Schools"

The purpose of the Global Consensus on Social Accountability (GCSA) initiative was; to obtain a consensus on the desirable scope of work required in order that medical schools have a greater impact on health system performance and on peoples’ health status. Within this scope of work we hope to agree upon sets of medical education standards reflecting this capacity and propose methods of evaluation, accreditation and quality improvement.

The Consensus consists of ten strategic directions for medical schools to become socially accountable, highlighting required improvements to respond to the current and future health needs and challenges in society, reorient their education, research and service priorities accordingly, strengthen governance and partnerships with other stakeholders and use evaluation and accreditation to assess performance and impact.

It recommends synergy among existing networks and organizations to move the consensus into action at the global level, with a number of tasks; Advocacy to recognize the value of the global consensus, consultancy to adapt and implement it in different contexts, research to design standards reflecting social accountability and global coordination to share experiences and support.

11. Karen Sirker and Sladjana Cosic (2007) - "Empowering the marginalized" Case studies of Social Accountability Initiatives in Asia"

The purpose of this study is describing social accountability work not only in India, Indonesia and the Philippines, but also in other parts of Asia where it has not been well documented. Empowering the marginalized reveals the power of demand side approaches in enhancing governance through the concept of citizens' voice, accountability and responsiveness. It seeks to provide lessons on the establishment of social accountability mechanisms, thereby empowering the marginalized, who represent a majority of society not only in Asian countries, but in most developing countries worldwide.

This study looks at the 13 selected social accountability initiatives in Asia and the Pacific which was chosen based on criteria, initiated by governments, the World Bank, nongovernmental organization (NGOs) or civil society organizations (CSOs).

One of the aims is strengthening the transparency and accountability of governance and protecting the rights of marginalized segments of society in India and elsewhere, is built the capacities of non- governmental organizations, Civil Society Organizations and budget analysis movements. The ongoing work has results in a number of positive outputs that include Civil Society Organizations in an intermediary or facilitating role between citizens and agencies, such as ombudsmen or anticorruption commissions, citizen or community representative membership on school or hospital boards, or public participation in or scrutiny of the work of parliamentary or other internal oversight committees.

12. Institute of Development Studies (IDS), Brighton, UK (2005) - "Lessons on Civil Society and Participation"

Local associations and coordinators are more likely to participate in these processes than advocacy NGOs or other types of civil organizations. Civil organizations vary as well in their ties to other (non-civil) actors and such ties have fundamental consequences; organizations with ties to the principal actors of representative democracy are the most likely to participate in formal or quasi-formal processes of public policy making. These findings suggest that the dominant perspective on civil society and participation in international development -the civil society approach- is a poor conceptual guide to understanding contemporary patterns of participation.

It lacks the differentiated view of civil organizations needed to understand this extremely diverse universe of actors. It is premised on a theoretical separation of direct and representative democracy that in practice does not appear to exist. A polity approach, we have argued, provides a stronger analytic basis for understanding the dynamics of participation by civil organizations that represent the poor and the kinds of factors that shape that participation. Such an approach brings to that participatory institutions are fundamentally political products, the rules of which are negotiated by political actors with different capacities.

13. Carmen Melena and others (2004) - "Social Accountability: An Introduction to the Concept and Emerging Practice"

The purpose of this research is to clarify the concept of social accountability and briefly explain its significance key elements and application on the basis of learning from experience with such initiatives across the world. The goal here is to provide a concise overview of the notion of social accountability, its importance and features.

The result of the research shows that a growing body of evidence thus social accountability efforts on the part of citizen and civil society organizations can serve to create new effective mechanisms of accountability and strengthen existing horizontal ones, that will be turn in better governance, improved public service delivery and enhanced development effectiveness. The research can be concluded that the role of direct citizen and civil society involvement in monitoring and accountability will

become even more critical to ensure development effectiveness. It is precisely obvious that social accountability mechanisms can play an important part and institutionalized as part of existing governance and service delivery systems, thus ensuring greater accountability of governments to their citizens in all sectors.

14. Uganda (2004) - "education spending information campaign"

Perhaps the single most influential study that demonstrates tangible positive impacts of “information for accountability” interventions is Reinnika and Svensson’s analysis of the public dissemination of school level funding information in Uganda (2004). Public spending tracking surveys had shown systematic, high rates of leakage, undermining efforts to invest more in education. An information campaign then tried to increase parental awareness of block grants for schools. The statistical analysis demonstrated a clear correlation between a school’s distance to newspaper distribution and the fraction of school block grants that reached the school, sharply reducing the share of funds diverted. This experience was hugely influential in informing the 2004 World Development Report’s “short route” to more accountable service provision. Two key elements were not spelled out in the causal chain. First, the study assumed rather than documenting or explaining the role of participation. Secondly, subsequent analysis added the contextual “supply side” dimension, since the government was simultaneously prioritizing sharp increases in school enrollments and spending – which also got parents’ attention (Hubbard 2007).

15. Ford, Lucy. H. (2003) - " Challenging Global Environmental Governance"

The purpose of this study is that social movements are absent from orthodox analysis, including regime theory global civil society represents a liberal democratic space that complements the states-system and as such constitutes global governance. In this article social movements are broadly conceived as lying on a spectrum ranging from grassroots movements to transnational NGOs engaged in working for what they perceive to be progressive social and ecological change. It is less clear how global civil society thus understood could represent a site for challenge. This view seems at best naive and at worst subversive of the potentiality of social movements because it obscures power relations and hegemony.

Some social movements, particularly the more established NGO's, seeks to influence the global agenda by engaging with the institutions of global governance.

The NGO's represented tend to be large mainstream NGO's as opposed to citizens' movements.

The study concluded that global social movements have the potential to challenge global hegemony. A diverse range of movements are attempting to challenge orthodox environmental governance. They do so through a variety of strategies, some engaging with the global agenda in order to influence its direction, others taking a rejectionist stance against the totality of global capitalist hegemony. Rather than juxtaposing them as insiders versus outsiders, however, this article has argued that they may be seen more broadly as located on a spectrum.

16. Goldsmith, William W (1999) -"Participatory municipal budgeting "Empowerment Case Studies in Brazil

A second example of the causal pathway through which SAcc can promote tangible development impacts is based on how decades of large scale, nationwide institutional practice (rather than on a field experiment). Numerous municipalities in Brazil have been practicing participatory budgeting (PB) for extended periods, beginning more than two decades ago (169 of 5,561 as of 2000, with 27% of the population).³³ Independently, two nationwide studies compared social indicators in Brazilian municipalities with and without this elaborate process of direct citizen input into municipal resource allocation decision making (**Gonçalves 2013, Touchton and Wampler 2013**).³⁴ Municipalities with PB allocated a larger share of funding to sanitation and health services, reducing infant mortality rates (holding per capita budgets constant). While PB processes vary widely in practice, on balance their positive impacts are clear. The studies find that PB encourages authorities to provide services that meet needs of otherwise underrepresented citizens and the deliberative process also creates frequent citizen checks on promised governmental actions. This body of research also underscores the long time horizon and iterative pathways involved in reaching tangible development impacts.

“Committees were dissolved and new members elected following the intervention”.

General commentary on the Reviewed Studies

Social Accountability is an approach to governance that involves citizens and civil society organizations (NGO's and CBO's) in public decision-making and in holding governments accountable for its actions, especially with regard to the management of public resources.

It is a mean to make government work be more effectively by enabling citizens to articulate their needs and be more actively included in the government activities, such as making policies, management of public finances and services delivery, also monitoring and giving feedback on the government performance

By reviewing the previous studies, it can be said that civil society organizations initiatives are playing an important role to practice social accountability mechanisms at local governance and other fields. That is, some studies showed that citizen's satisfaction about municipality's performance and that needs more efforts from CSO's.

In addition, studies showed that social accountability leads to good governance by using different tools that we find it more effective.

Reviewing the previous in local, Arab and foreign studies helped accomplishing this research in many ways. It made it easy for the researcher to identify social accountability concept and mechanisms beside showing how CSO's create community initiatives for their societies focus on local governance to enhance the relationship with citizens.

In addition, the previous studies simplified the process of designing the questionnaire especial focus on SA pillars (Transparency, Participation, Response and Monitoring). Some of them talk about Transparency that helped the researcher to design the field of Transparency and extra. In addition, the previous studies improved the coherence and relevance of the research by making comparisons.

Lots of studies were done on social accountability on health, education and youth but little studies talks about social accountability on local governance.

Chapter Four

Research Design and Methodology

Introduction

Research Methodology

Research Procedures

Source of Data

Research Population

Research Sample

Data Measurement and Statistical Analysis Tools

Validity of the Questionnaire

Reliability of the Questionnaire

Introduction:

This chapter describes the methodology that was used in this research to the role of civil society in the enhancement of the social accountability mechanisms at local governance. The adopted methodology to accomplish this study uses the following techniques:

The information regarding the research design, research population, questionnaire design, statistical data analysis, content validity and pilot study.

Research Methodology:

The research adopted an applied method which describes and analysis the role of Civil Society Organization to enhance the concept of Social Accountability at Local Government applies the concept of Social Accountability.

Research Design and Procedures:

The following are the steps the researcher followed regarding design and implementation:

1. The research started with preparing a proposal that included the definition of research problem, establishment of objectives and a sequenced plan to follow.
2. When the proposal was approved, the researcher began reviewing the literature in order to know as more information and results as she can in relation to the variables of the research.
3. The researcher has designed a questionnaire that was conducted with citizens lived around the targeted municipalities. The questionnaire was reviewed and evaluated.
4. After that, the researcher has distributed a pilot study in order to test the questionnaire's design. The pilot study aimed to testing and proving that the questionnaire's questions are clear and answered in a way that helps achieving the study target. The questionnaire was modified based on the results of the pilot study.
5. The next step of the research focused on distributing questionnaire. The questionnaire was used to collect the required data from the population of the study in order to achieve the research objectives.

6. The sixth step of the research focused on the collection and analysis of the questionnaire. A total of 950 questionnaires were distributed and 900 were actually gained.

Source of Data:

In this research primary and secondary data collected from different sources to achieve the research objectives.

Secondary data:

The secondary data collected from:

- Websites (World Bank website, etc.)
- Municipalities records
- Local Governance records
- MDLF records
- GIZ Manual
- Research papers
- Projects reports

The Primary data:

The Primary data collected from the field through questionnaire. Questionnaire was designed and distributed to get responses from the target group of the research. Respondents were asked to provide opinions on the variables of the research.

Research Population:

The Population of this research consists of citizens whom are serviced by Municipalities in Khan Younis, Bani Suhila, Al Qrarah and Jabalia. This population includes diver's citizen in terms of age, gender, educational background and place of patient.

Research Sample

This study targeted 50 citizens randomly from Khan Younis, Bani Suhila, Al Qrarah and Jabalia .According to the statistical equation, a minimum of 800 questionnaires should be collected to be representative. A number of 950 questionnaires were distributed and 900 valid questionnaires were collected, which mean that response rate is 94.7%.

Data Measurement and Statistical Analysis Tools:

In order to be able to select the appropriate method of analysis, the level of measurement must be understood. For each type of measurement, there is/are an appropriate method/s that can be applied and not others. In this research, scale 1-10 is used.

Test of Normality:

The One-Sample Kolmogorov-Smirnov Test procedure compares the observed cumulative distribution function for a variable with a specified theoretical distribution, which may be normal, uniform, Poisson or exponential. The Kolmogorov-Smirnov Z is computed from the largest difference (in absolute value) between the observed and theoretical cumulative distribution functions. This goodness-of-fit test, tests whether the observations could reasonably have come from the specified distribution. Many parametric tests require normally distributed variables. The one-sample Kolmogorov-Smirnov test can be used to test that a variable of interest is normally distributed (Henry, C. and Thode, Jr., 2002).

Henry C. Thode, Jr. (2002). Testing for normality. New York: Marcel Dekker, Inc. p. 479. ISBN 0-8247-9613-6.

Table (1) shows the results for Kolmogorov-Smirnov test of normality. From Table (1), the p-value for each variable is greater than 0.05 level of significance then the distributions for these variables are normally distributed. Consequently, parametric tests should be used to perform the statistical data analysis.

Table (1): Kolmogorov-Smirnov test

Field	Kolmogorov-Smirnov	
	Statistic	P-value
The indicators that indicate the implementing of the transparency	0.750	0.627
The indicators that indicate the implementing of the participation	1.252	0.087
The indicators that indicate the implementing of the response	0.920	0.365
The indicators that indicate the implementing of the monitoring	0.738	0.647
Independent variables	0.949	0.329
The indicators that indicate the implementing of the social accountability mechanisms	0.880	0.421
All paragraphs of the questionnaire	0.710	0.695

Statistical analysis Tools:

The researcher used for data analysis both qualitative and quantitative data analysis methods. The Data analysis made utilizing (SPSS 22). **The researchers utilize the following statistical tools:**

- 1) Kolmogorov-Smirnov test of normality.
- 2) Pearson correlation coefficient for Validity.
- 3) Cronbach's Alpha for Reliability Statistics.
- 4) Frequency and Descriptive analysis.
- 5) Parametric Tests (One-sample T test, Independent Samples T-test, Analysis of Variance).

T-test is used to determine if the mean of a paragraph is significantly different from a hypothesized value μ_0 . If the P-value (Sig.) is smaller than or equal to the level of significance, $\alpha = 0.05$, then the mean of a paragraph is significantly different from a hypothesized value μ_0 . The sign of the Test value indicates whether the mean is significantly greater or smaller than hypothesized value μ_0 . On the other hand, if the P-value (Sig.) is greater than the level of significance, $\alpha = 0.05$, then the mean a paragraph is insignificantly different from a hypothesized value μ_0 .

The Independent Samples T-test is used to examine if there is a statistical significant difference between two means among the respondents toward the role of civil society institutions in enhancing the mechanisms of social accountability in local governance due to (Gender).

The One-Way Analysis of Variance (ANOVA) is used to examine if there is a statistical significant difference between several means among the respondents toward the role of civil society organization in enhancing the mechanisms of social accountability in local governance due to (Age, Qualifications and Dependent Municipality).

Statistical Validity of the Questionnaire:

Validity refers to the degree to which an instrument measures what it is supposed to be measuring. Validity has a number of different aspects and assessment approaches. To insure the validity of the questionnaire, two statistical tests should be applied.

Internal Validity

Internal validity of the questionnaire is measured by a pilot sample, which consisted of 50 questionnaires through measuring the correlation coefficients between each paragraph in one field and the whole field.

Tables (2) through (?) present the correlation coefficient for each paragraph of a field and the total of the corresponding field. The p-values (Sig.) are less than 0.05, so the correlation coefficients of all paragraphs are significant at $\alpha = 0.05$, so it can be said that all paragraphs of each field are consistent and valid to be measure what it was set for.

Table (2): Correlation coefficient of each paragraph of "The indicators that indicate the implementing of the transparency" and the total of this field

No.	Paragraph	Pearson Correlation Coefficient	P-Value (Sig.)
1.	The municipality publishes and spreads its decisions by the available mass media in the local governance.	.738	0.000*

No.	Paragraph	Pearson Correlation Coefficient	P-Value (Sig.)
2.	The municipality trains its employees about the content of the citizen's right to access the information which related to the municipality work.	.781	0.000*
3.	The municipality has a web page about its activities which posted on the internet.	.440	0.001*
4.	The annual budget of the municipality is published in the local media to show it to the local society.	.694	0.000*
5.	The municipality publishes an annual report of its completed projects.	.609	0.000*
6.	The municipality shows its plans with respect to the projects that will be intended to do.	.697	0.000*
7.	The availability of the legal, clear and specific procedures for decision-making that related to the public.	.672	0.000*
8.	The law is applied fairly without any discrimination among the citizens.	.743	0.000*
9.	The municipality seeks to raise the awareness among the citizens with full of transparency in the different fields of life.	.862	0.000*
10.	The municipality seeks to enable the citizens to perform their roles and accept responsibility against the municipality.	.679	0.000*
11.	The municipality adopts creation of an organized culture based on the clarity, disclosure and freedom of expression.	.809	0.000*
12.	The municipality applies the principle of transparency in a way that encourages the citizens to participate.	.771	0.000*

* Correlation is significant at the 0.05 level

Table (3): Correlation coefficient of each paragraph of "The indicators that indicate the implementing of the participation" and the total of this field

No.	Paragraph	Pearson Correlation Coefficient	P-Value (Sig.)
1.	The municipality adopts the open door policy among the citizens.	.763	0.000*
2.	The citizens and the civil society institutions participate in putting the strategic plans in the municipality.	.840	0.000*
3.	The citizens participate in preparing the budget of the municipality.	.753	0.000*

No.	Paragraph	Pearson Correlation Coefficient	P-Value (Sig.)
4.	The local council shows its achievements to the local society institutions.	.710	0.000*
5.	The local council reviews the provided suggestions in collaboration with the local society institutions.	.764	0.000*
6.	The municipality seeks to obtain the satisfaction of the public.	.881	0.000*
7.	The local council opens its doors to the citizens to attend the sessions of the council.	.646	0.000*
8.	There is an organized representation of all administrative levels in the process of decision-making.	.833	0.000*
9.	The municipality motivates the employees to express their opinions and submit the proposals without any fear of criticism.	.819	0.000*

* Correlation is significant at the 0.05 level

Table (4): Correlation coefficient of each paragraph of "The indicators that indicate the implementing of the response" and the total of this field

No.	Paragraph	Pearson Correlation Coefficient	P-Value (Sig.)
1.	The municipality responds to the needs of the citizens in all areas.	.850	0.000*
2.	The municipality responds to the needs of the citizens in a fair way.	.842	0.000*
3.	The municipality responds to the needs of the citizens without having any third parties.	.705	0.000*
4.	The municipality responds to the needs of the citizens after making meetings and a various meetings to study the topic with the citizens.	.767	0.000*
5.	The municipality prepares all the required procedures for the needs of the citizens.	.830	0.000*
6.	The municipality develops its activities in a continuous way that increases the quality of the provided service for public.	.847	0.000*
7.	The municipality seeks to create a work environment that guarantees the respect of the citizens' dignity.	.865	0.000*
8.	The municipality seeks to create a work environment that guarantees the respect of the dignity of its citizens.	.703	0.000*

No.	Paragraph	Pearson Correlation Coefficient	P-Value (Sig.)
9.	The service is provided to the public in an organized way.	.814	0.000*

* Correlation is significant at the 0.05 level

Table (5): Correlation coefficient of each paragraph of "The indicators that indicate the implementing of the monitoring" and the total of this field

No.	Paragraph	Pearson Correlation Coefficient	P-Value (Sig.)
	There is a system of written and advertised complaints to the local society.	.566	0.000*
2.	The municipality uses a written evaluation system to evaluate its performance from the citizens.	.614	0.000*
3.	The local council makes a regular and advertised meeting to the local society through the local mass media meetings.	.709	0.000*
4.	The municipalities encourage forming of the monitoring and evaluation committees.	.762	0.000*
5.	The municipality uses various mechanisms of the monitoring as needed.	.873	0.000*
6.	There is an organized representation of all levels in the monitoring up process.	.747	0.000*
7.	The municipality supports the transition from the traditional management to the participatory management.	.653	0.000*
8.	The procedures of work are done in a simple way that allows performing the monitoring without any Complexities among the citizens.	.748	0.000*
9.	The municipality encourages detecting abuses and aberrations inside it.	.768	0.000*
10.	The citizen responds with the complaints mechanisms that provided by the municipality.	.820	0.000*

* Correlation is significant at the 0.05 level

Table (6): Correlation coefficient of each paragraph of "The indicators that indicate the implementing of the social accountability mechanisms" and the total of this field

No.	Paragraph	Pearson Correlation Coefficient	P-Value (Sig.)
1.	There is awareness among the citizens and a clear understanding of the mechanisms of social accountability.	.619	0.000*
2.	The citizen has a role in encouraging municipalities to implement social accountability mechanisms.	.779	0.000*
3.	Local Authorities' law gives the right to the citizen to account the municipalities.	.662	0.000*
4.	The citizens have the ability to follow up the municipality work in a neutral way.	.773	0.000*
5.	The existence of the citizen's charter develops the work and improves the service that provided by the Municipality.	.622	0.000*
6.	The existence of a monitoring committee to monitor the work of the municipalities that has the acceptance from the municipalities.	.606	0.000*
7.	The municipalities respond to the citizens and open the field of the accountability for all services that provided by the municipalities.	.616	0.000*
8.	The citizen contributes in implementing the social accountability through the commitment to pay the fees.	.819	0.000*
9.	The procedures, regulations and laws that are followed in the municipalities enhance the relationship with the public.	.749	0.000*
10.	There is a tangible impact on improving services as a result of the implementation of the Community Score Card.	.823	0.000*
11.	The citizen expresses his opinion through the Public hearing.	.770	0.000*
12.	There is a positive effect of the Public hearing of solving some of the citizens' problems.	.809	0.000*
13.	The elections of local councils should be done In a democratic way that enhances the transparency and accountability mechanisms.	.777	0.000*

* Correlation is significant at the 0.05 level

Structure Validity of the Questionnaire:

Structure validity is the second statistical test that used to test the validity of the questionnaire structure by testing the validity of each field and the validity of the whole questionnaire. It measures the correlation coefficient between one field and all the fields of the questionnaire that have the same level of liker scale.

Table (7) clarifies the correlation coefficient for each field and the whole questionnaire. The p-values (Sig.) are less than 0.05, so the correlation coefficients of all the fields are significant at $\alpha = 0.05$, so it can be said that the fields are valid to be measured what it was set for to achieve the main aim of the study.

Table (7): Correlation coefficient of each field and the whole of questionnaire

No.	Field	Pearson Correlation Coefficient	P-Value (Sig.)
1.	The indicators that indicate the implementing of the transparency	.911	0.000*
2.	The indicators that indicate the implementing of the participation	.953	0.000*
3.	The indicators that indicate the implementing of the response	.919	0.000*
4.	The indicators that indicate the implementing of the monitoring	.887	0.000*
	Independent variables	.988	0.000*
	The indicators that indicate the implementing of the social accountability mechanisms	.915	0.000*

* Correlation is significant at the 0.05 level

Reliability of the Research:

The reliability of an instrument is the degree of consistency which measures the attribute; it is supposed to be measuring (George and Mallery, 2006). The less variation an instrument produces in repeated measurements of an attribute, the higher it is reliability. Reliability can be equated with the stability, consistency, or dependability of a measuring tool. The test is repeated to the same sample of people on two occasions and then compares the scores obtained by computing a reliability coefficient (George

and Mallery, 2006). To insure the reliability of the questionnaire, Cronbach's Coefficient Alpha should be applied.

Cronbach's Coefficient Alpha:

Cronbach's alpha (George D. & Mallery P, 2006) is designed as a measure of internal consistency, that is, do all items within the instrument measure the same thing? The normal range of Cronbach's coefficient alpha value between 0.0 and + 1.0, and the higher values reflects a higher degree of internal consistency. The Cronbach's coefficient alpha was calculated for each field of the questionnaire.

Table (8) shows the values of Cronbach's Alpha for each field of the questionnaire and the entire questionnaire. For the fields, values of Cronbach's Alpha were in the range from 0.906 and 0.972. This range is considered high; the result ensures the reliability of each field of the questionnaire. Cronbach's Alpha equals 0.978 for the entire questionnaire which indicates an excellent reliability of the entire questionnaire.

George, D. and Mallery P. (2006). SPSS for Windows Step by Step. A Simple Guide and Reference, page 231. Allyn and Bacon, Boston, MA, USA.

Table (8): Cronbach's Alpha for each field of the questionnaire

No.	Field	Cronbach's Alpha
1.	The indicators that indicate the implementing of the transparency	0.906
2.	The indicators that indicate the implementing of the participation	0.919
3.	The indicators that indicate the implementing of the response	0.944
4.	The indicators that indicate the implementing of the monitoring	0.917
	Independent variables	0.972
	The indicators that indicate the implementing of the social accountability mechanisms	0.924
	All paragraphs of the questionnaire	0.978

Thereby, it can be said that the researcher proved that the questionnaire was valid, reliable and ready for distribution for the population sample.

Chapter Five
Data Analysis and Hypotheses Testing

Introduction

Analysis of Personal Characteristics

Hypotheses Testing

Introduction

The aim of this chapter is to analyze the data that was collected through the questionnaire in order to investigate the role of civil society in the enhancement of the social accountability mechanisms at local governance. This chapter includes three main sections. The first one is about the descriptive analysis which will be presented and discussed. The second is about data analysis (Means and Test values for each field). The third section will handle the hypotheses testing. The findings that respond to these questions and objectives will be discussed and compared to other findings in previous studies.

Descriptive Analysis of the Sample Statistics

Personal data

Gender

Table (9): Gender

Gender	Frequency	Percent
Male	415	46.1
Female	485	53.9
Total	900	100.0

Table No. (9) Shows that 46.1% of the samples are Males and 53.9% of the samples are Females.

There is no big difference in percentage between males and females but CSO's targeted by the researcher were caring about women affairs which make females more than males.

Age

Table (10): Age

Age	Frequency	Percent
Less than 35 years	576	64.0
From 35 years to less than 45 years	173	19.2
From 45 years to less than 55 years	120	13.3
55years and over	31	3.4
Total	900	100.0

Table No. (10) Shows that 64.0% of the sample are Less than 35 years, 19.2% of the sample are from 35 years to less than 45 years, 13.3% of the sample are from 45 years to less than 55 years and 3.4% of the sample are of 55 years and over.

Of course most of the citizens who participate in municipality's activities are from youth because they have energy to keep communicate continuously. The citizens over 55 years are the little sample because they do not have a good health that makes them participate in the activities.

Qualification

Table (11): Qualification

Qualification	Frequency	Percent
High school or less	166	18.4
Diploma	211	23.4
Bachelor	474	52.7
Master degree or higher	49	5.4
Total	900	100.0

Table No.11 shows that 18.4% of the samples are High school or few holders, 23.4% of the samples are Diploma holders, 52.7% of the samples are Bachelor holders and 5.4% of the samples are Master degree or higher holders.

The population was randomly selected, that appears in the attitude of our people and most of them have high education.

The dependent Municipality

The questionnaires were distributed Commensurate with the population of each municipality, where Khan Younis and Jabalia Municipality are two of the major municipalities that have the largest number of population.

Table (12): The dependent Municipality

The dependent Municipality	Frequency	Percent
Khan-Younis Municipality	342	38.0
Bani SuhailaMunicipality	182	20.2
Al-Qarara Municipality	96	10.7
Jabalia Municipality	280	31.1
Total	900	100.0

Analysis for each field

1. The indicators that indicate the implementing of the transparency

Table (13) shows the following results:

- The mean of paragraph #3 “The municipality has a web page about its activities, posted on the internet” equals 6.08 (60.80%), Test-value = 0.79, and P-value = 0.214 which is greater than the level of significance $\alpha = 0.05$. Then the mean of this paragraph is insignificantly different from the hypothesized value 6. We conclude that the respondents "neutral" to this paragraph.

Municipalities have websites and social media pages so anyone can login to read, send message and know about projects and news about everything.

- The mean of paragraph #4 “The annual budget of the municipality is published in the local media to show to the local society” equals 4.47 (44.69%), Test-value = -15.87, and P-value = 0.000 which is smaller than the level of significance $\alpha = 0.05$. The sign of the test is negative so the mean of this paragraph is significantly smaller than the hypothesized value 6. We conclude that the respondents disagree to this paragraph.

This result is neutral, because most of the municipalities until now do not publish their annual budget so the citizen who cannot know anything about the budget.

- The mean of the field “The indicators that indicate the implementing of the transparency” equals 4.90 (48.99%), Test-value = -15.48, and P-value=0.000 which is smaller than the level of significance $\alpha = 0.05$. The sign of the test is negative, so the mean of this field is significantly smaller than the hypothesized value 6. We conclude that the respondents disagree to field of “The indicators that indicate the implementing of the transparency ”.

The access to municipalities' information is not easy for citizens, because municipalities consider it interference in their affairs. They pay attention to present information to donors and not the same for citizens.

Table (13): Means and Test values for “The indicators that indicate the implementing of the transparency”

NO.	Item	Mean	Proportional mean (%)	Test value	P-value (Sig.)	Rank
1.	The municipality publishes and spreads its decisions by the available mass media in the local governance.	4.82	48.19	-12.55	0.000*	8
2.	The municipality trains its employees about the content of the citizen's right to access the information which related to the municipality work.	4.85	48.53	-12.36	0.000*	6
3.	The municipality has a web page about its activities, posted on the internet.	6.08	60.80	0.79	0.214	1
4.	The annual budget of the municipality is published in the local media to show to the local society.	4.47	44.69	-15.87	0.000*	12
5.	The municipality publishes an annual report of its completed projects.	5.27	52.71	-7.22	0.000*	2
6.	The municipality shows its plans with respect to the projects that will be intended to do.	4.91	49.10	-11.18	0.000*	4
7.	The availability of the legal, clear and specific procedures for decision-making that related to the public.	4.95	49.48	-11.14	0.000*	3
8.	The law is applied fairly without any discrimination among the citizens.	4.59	45.86	-14.33	0.000*	10
9.	The municipality seeks to raise the awareness among the citizens with full of transparency in the different fields of life.	4.85	48.47	-11.94	0.000*	7
10.	The municipality seeks to enable the citizens to perform their roles and accept responsibility against the municipality.	4.86	48.57	-12.48	0.000*	5
11.	The municipality adopts creation of an organized culture based on the clarity, disclosure and freedom of expression.	4.63	46.33	-14.19	0.000*	9
12.	The municipality applies the principle of transparency in a way that encourages the citizens to participate.	4.50	45.03	-15.27	0.000*	11
	All paragraphs of the field	4.90	48.99	-15.48	0.000*	

* The mean is significantly different from **6**

2. The indicators that indicate the implementing of the participation

Table 14 shows the following results:

- The mean of paragraph #5 “The local council reviews the provided suggestions in collaboration with the local society institutions” equals 4.91 (49.13%), Test-value = -11.67, and P-value = 0.000 which is smaller than the level of significance $\alpha = 0.05$. The sign of the test is negative, so the mean of this paragraph is significantly smaller than the hypothesized value 6. We conclude that the respondents disagree to this paragraph.

Municipal Council meetings do not allow the participation of citizens, or at least civil society organizations. With the knowledge that these meetings knowing that there is a great effort made to allow the participation of representatives of the local community and citizens to offer particular suggestions or problems during A takad meetings, but it's a great effort from the civil society organizations needed as well as international organizations effort concerned.

- The mean of paragraph #3 “The citizens participate in preparing the budget of the municipality” equals 3.89 (38.87%), Test-value = -22.55, and P-value = 0.000 which is smaller than the level of significance $\alpha = 0.05$. The sign of the test is negative, so the mean of this paragraph is significantly smaller than the hypothesized value 6. We conclude that the respondents disagree to this paragraph.

One of the most participation standards is participatory budget, but until 2014 and begging of 2015 there is no municipality has participation of citizens in the development of the annual budget. In quarter of 2015, Gaza Municipality conducted the first social accountability tool of budget by participation.

- The mean of the field “The indicators that indicate the implementing of the participation” equals 4.57 (45.65%), Test-value = -19.78, and P-value=0.000 which is smaller than the level of significance $\alpha = 0.05$. The sign of the test is negative, so the mean of this field is significantly smaller than the hypothesized value 6. We conclude that the respondents disagree to field of “The indicators that indicate the implementing of the participation ”.

There is an urgent need to strengthen the principles of transparency in the municipalities as an important component of social accountability and that lead to the application of standards of good governance. Therefore, there is a need to devote greater efforts by the civil society organizations works away from the work of municipalities.

Table (14): Means and Test values for “The indicators that indicate the implementing of the participation”

	Item	Mean	Proportional mean (%)	Test value	P-value (Sig.)	Rank
1.	The municipality adopts the open door policy among the citizens.	4.77	47.72	-12.27	0.000*	4
2.	The citizens and the civil society institutions participate in putting the strategic plans in the municipality.	4.41	44.14	-16.20	0.000*	6
3.	The citizens participate in preparing the budget of the municipality.	3.89	38.87	-22.55	0.000*	9
4.	The local council shows its achievements to the local society institutions.	4.87	48.74	-11.80	0.000*	2
5.	The local council reviews the provided suggestions in collaboration with the local society institutions.	4.91	49.13	-11.67	0.000*	1
6.	The municipality seeks to obtain the satisfaction of the public.	4.83	48.25	-11.85	0.000*	3
7.	The local council opens its doors to the citizens to attend the sessions of the council.	4.40	44.01	-16.74	0.000*	8
8.	There is an organized representation of all administrative levels in the process of decision-making.	4.58	45.84	-15.26	0.000*	5
9.	The municipality motivates the employees to express their opinions and submit the proposals without any fear of criticism.	4.40	44.02	-16.28	0.000*	7
	All paragraphs of the field	4.57	45.65	-19.78	0.000*	

* The mean is significantly different from 6

3. The indicators that indicate the implementing of the response.

Table 15 shows the following results:

- The mean of paragraph #8 “The municipality seeks to create a work environment that guarantees the respect of the dignity of its citizens.” equals 4.97 (49.71%), Test-value = -10.52, and P-value = 0.000 which is smaller than the level of significance $\alpha=0.05$. The sign of the test is negative, so the mean of this paragraph is

significantly smaller than the hypothesized value 6. We conclude that the respondents disagree to this paragraph.

In general there is a great pressure in service delivery for citizens or whether the municipal staff coincides with the limited resources available and thus reflects negatively on service delivery to citizens.

- The mean of paragraph #3 “The municipality responds to the needs of the citizens without having any third parties” equals 4.28 (42.79%), Test-value = -18.82, and P-value = 0.000 which is smaller than the level of significance $\alpha = 0.05$. The sign of the test is negative, so the mean of this paragraph is significantly smaller than the hypothesized value 6. We conclude that the respondents disagree to this paragraph.

Citizens see that municipalities did not respond to their needs unless interference from a third parties like neighborhood committees, CSO's representatives and Legal persons, trade unions and specialized bodies. They make pressure on municipalities in order to solve the citizen's problems or to respond to their needs.

- The mean of the field “The indicators that indicate the implementing of the response” equals 4.54 (45.38%), Test-value = -19.29, and P-value=0.000 which is smaller than the level of significance $\alpha = 0.05$. The sign of the test is negative, so the mean of this field is significantly smaller than the hypothesized value 6. We conclude that the respondents disagree to field of “The indicators that indicate the implementing of the response ”.

Response means that municipalities provides services according to the citizens needs in different areas and in fair manner , in Gaza status is seems to be very difficult issues because we have an exception political , economic and social situations .

The priorities of the citizens do not cross with the priorities of municipalities; citizens cares about the main services as water, sewage and electricity the most important services that municipalities have to concern otherwise the municipalities focus on development and income generation projects and fees of the services .

Table (15): Means and Test values for “The indicators that indicate the implementing of the response”

NO.	Item	Mean	Proportional mean (%)	Test value	P-value (Sig.)	Rank
1.	The municipality responds to the needs of the citizens in all areas.	4.37	43.68	-17.47	0.000*	7
2.	The municipality responds to the needs of the citizens in a fair way.	4.28	42.79	-18.35	0.000*	8
3.	The municipality responds to the needs of the citizens without having any third parties.	4.28	42.79	-18.82	0.000*	9
4.	The municipality responds to the needs of the citizens after making meetings and a various meetings to study the topic with the citizens.	4.59	45.85	-15.28	0.000*	4
5.	The municipality prepares all the required procedures for the needs of the citizens.	4.52	45.18	-16.23	0.000*	5
6.	The municipality develops its activities in a continuous way that increases the quality of the provided service for public.	4.68	46.79	-14.19	0.000*	3
7.	The municipality seeks to create a work environment that guarantees the respect of the citizens' dignity.	4.71	47.06	-13.32	0.000*	2
8.	The municipality seeks to create a work environment that guarantees the respect of the dignity of its citizens.	4.97	49.71	-10.52	0.000*	1
9.	The service is provided to the public in an organized way.	4.47	44.74	-15.21	0.000*	6
	All paragraphs of the field	4.54	45.38	-19.29	0.000*	

* The mean is significantly different from 6

4. The indicators that indicate the implementing of the monitoring

Table 16 shows the following results:

- The mean of paragraph #1 “There is a system of written and advertised complaints to the local society” equals 5.18 (51.79%), Test-value = -7.88, and P-value = 0.000 which is smaller than the level of significance $\alpha = 0.05$. The sign of the test is

negative, so the mean of this paragraph is significantly smaller than the hypothesized value 6. We conclude that the respondents disagree to this paragraph.

One stop shop at municipalities started to work in 2012 and the electronic system for complaints so it takes time to make citizens feel the progress on the work system but not all municipalities have advertised complaints system beside that not all citizens are aware about the standard of the complaints system and mechanisms.

- The mean of paragraph #10 “The citizen responds with the complaints mechanisms that provided by the municipality” equals 4.53 (45.35%), Test-value = -14.64, and P-value = 0.000 which is smaller than the level of significance $\alpha = 0.05$. The sign of the test is negative, so the mean of this paragraph is significantly smaller than the hypothesized value 6. We conclude that the respondents disagree to this paragraph.

From the result of these paragraphs we can see that citizens disagree with the complaints mechanisms provided by the municipality which refer to the complaints fees and the period takes to response to the citizens.

- The mean of the field “The indicators that indicate the implementing of the monitoring” equals 4.69 (46.90%), Test-value = -17.94, and P-value=0.000 which is smaller than the level of significance $\alpha = 0.05$. The sign of the test is negative, so the mean of this field is significantly smaller than the hypothesized value 6. We conclude that the respondents disagree to field of “The indicators that indicate the implementing of the monitoring ”.

Monitoring as a concept is new experience for the municipalities so there is a great need from CSOs to develop the monitoring mechanisms at municipalities. On the other hand, municipalities must encourage parties for monitoring and evaluating the performance of municipalities and strengthen the participation of different groups of community initiatives.

Table (16): Means and Test values for “The indicators that indicate the implementing of the monitoring”

NO.	Item	Mean	Proportional mean (%)	Test value	P-value (Sig.)	Rank
1.	There is a system of written and advertised complaints to the local society.	5.18	51.79	-7.88	0.000*	1
2.	The municipality uses a written evaluation system to evaluate its performance from the citizens.	4.58	45.81	-14.83	0.000*	8
3.	The local council makes a regular and advertised meeting to the local society through the local mass media meetings.	4.63	46.26	-14.73	0.000*	6
4.	The municipalities encourage forming of the monitoring and evaluation committees.	4.73	47.32	-13.69	0.000*	3
5.	The municipality uses various mechanisms of the monitoring as needed.	4.77	47.75	-13.61	0.000*	2
6.	There is an organized representation of all levels in the monitoring up process.	4.55	45.51	-16.26	0.000*	9
7.	The municipality supports the transition from the traditional management to the participatory management.	4.65	46.49	-14.59	0.000*	5
8.	The procedures of work are done in a simple way that allows performing the monitoring without any Complexities among the citizens.	4.59	45.89	-15.26	0.000*	7
9.	The municipality encourages detecting abuses and aberrations inside it.	4.71	47.06	-12.95	0.000*	4
10.	The citizen responds with the complaints mechanisms that provided by the municipality.	4.53	45.35	-14.64	0.000*	10
	All paragraphs of the field	4.69	46.90	-17.94	0.000*	

* The mean is significantly different from 6

In General "All Paragraphs": Transparency Participation, response and Monitoring

Table (17) shows the mean of all paragraphs equals 4.69 (46.91%), Test-value =-19.39 and P-value =0.000 which is smaller than the level of significance $\alpha = 0.05$.

The mean of all paragraphs is significantly different from the hypothesized value 6. We conclude that the respondents disagree to all paragraphs. Comment:

Social Accountability is a new concept, so it is natural to find that the respondents disagree about its pillars, which give all CSO's and Donors message to pay attention to municipalities field work and devote efforts to enhance social accountability pillars that leads to improve the performance evaluation for municipalities

Table (17): Means and Test values for "All Paragraphs"

Item	Mean	Proportional mean (%)	Test value	P-value (Sig.)
All Paragraphs	4.69	46.91	-19.39	0.000*

*The mean is significantly different from 6

The indicators that indicate the implementing of the social accountability mechanisms

Table (18) shows the following results:

The mean of paragraph #5 “The existence of the citizen's charter develops the work and improves the service that provided by the Municipality” equals 4.95 (49.53%), Test-value = -10.97, and P-value = 0.000 which is smaller than the level of significance $\alpha = 0.05$. The sign of the test is negative, so the mean of this paragraph is significantly smaller than the hypothesized value 6. We conclude that the respondents disagree to this paragraph.

Citizen's Charter in the targeted municipalities was created in 2013-2014, the first reason for that it needs time to mobilize the criteria of the service, the second reason that citizen's charter was not created for all municipalities’ services so the result is very clear and fair.

- The mean of paragraph #4 “The citizens have the ability to follow up the municipality work in a neutral way” equals 4.51 (45.13%), Test-value = -15.67, and P-value = 0.000 which is smaller than the level of significance $\alpha = 0.05$. The sign of the test is negative, so the mean of this paragraph is significantly smaller than the hypothesized value 6. We conclude that the respondents disagree to this paragraph.

Unfortunately, awareness among citizens about their role in the follow-up work of the municipalities on a voluntary basis to serve the community in which they live is weak, as well as interference of personal problems and political parties negatively affect the follow-up mechanisms

The mean of the field “The indicators that indicate the implementing of the social accountability mechanisms” equals 4.68 (46.82%), Test-value = -18.47, and P-value=0.000 which is smaller than the level of significance $\alpha = 0.05$. The sign of the test is negative, so the mean of this field is significantly smaller than the hypothesized value 6. We conclude that the respondents disagree on the field of “The indicators that indicate the implementing of the social accountability mechanisms ”. Comment:

As mentioned before, social accountability mechanisms applied at municipalities recently so the results are good enough for the first intervention civil society organizations in the application of this concept.

Table (18): Means and Test values for “The indicators that indicate the implementing of the social accountability mechanisms”

NO.	Item	Mean	Proportional mean (%)	Test value	P-value (Sig.)	Rank
1.	There is awareness among the citizens and a clear understanding of the mechanisms of social accountability.	4.68	46.83	-13.63	0.000*	6
2.	The citizen has a role in encouraging municipalities to implement social accountability mechanisms.	4.63	46.35	-14.37	0.000*	7

NO.	Item	Mean	Proportional mean (%)	Test value	P-value (Sig.)	Rank
3.	Local Authorities' law gives the right to the citizen to account the municipalities.	4.80	48.02	-12.29	0.000*	3
4.	The citizens have the ability to follow up the municipality work in a neutral way.	4.51	45.13	-15.67	0.000*	13
5.	The existence of the citizen's charter develops the work and improves the service that provided by the Municipality.	4.95	49.53	-10.97	0.000*	1
6.	The existence of a monitoring committee to monitor the work of the municipalities that has the acceptance from the municipalities.	4.80	48.00	-12.72	0.000*	4
7.	The municipalities respond to the citizens and open the field of the accountability for all services that provided by the municipalities.	4.72	47.16	-13.64	0.000*	5
8.	The citizen contributes in implementing the social accountability through the commitment to pay the fees.	4.86	48.55	-11.97	0.000*	2
9.	The procedures, regulations and laws that are followed in the municipalities enhance the relationship with the public.	4.61	46.07	-14.81	0.000*	10
10.	There is a tangible impact on improving services as a result of the implementation of the community Assessment card.	4.53	45.31	-15.80	0.000*	11
11.	The citizen expresses his opinion through the Public hearing.	4.61	46.12	-14.69	0.000*	9
12.	There is a positive effect of the Public hearing of solving some of the citizens' problems.	4.62	46.24	-14.33	0.000*	8
13.	The elections of local councils should be done in a democratic way that enhances the transparency and accountability mechanisms.	4.53	45.30	-14.48	0.000*	12
	All paragraphs of the field	4.68	46.82	-18.47	0.000*	

* The mean is significantly different from 6

Research Hypothesis

- 1- **There is a significant statistical relation at 0.05 levels between CSO's role in Influencing Municipalities Social Accountability Practices and Transparency.**

Table (19) shows that the correlation coefficient between CSO's role in Influencing Municipalities Social Accountability Practices and Transparency equals .758 and the p-value (Sig.) equals 0.000. The p-value (Sig.) is less than 0.05, so the correlation coefficient is statistically significant at $\alpha = 0.05$. We conclude that a significant relationship exists between CSO's role in Influencing Municipalities Social Accountability Practices and Transparency.

Due to talking about good governance standards and the application of the concept of transparency and integrity from the beginning of the command to work and the role of civil society organizations that they are making a great efforts to promote these concepts not only in municipalities, but also in several areas in the local community, it does not mean the end; we need more and more efforts from CSO's especially in these situations in Palestine.

Table (19) Correlation coefficient between CSO's role in Influencing Municipalities Social Accountability Practices and Transparency

	Pearson Correlation Coefficient	P-Value (Sig.)
There is a significant statistical relation at 0.05 level between CSO's role in Influencing Municipalities Social Accountability Practices and Transparency	.758	0.000*

* Correlation is statistically significant at 0.05 levels

2. **There is a significant statistical relation at 0.05 levels between CSO's role in Influencing Municipalities Social Accountability Practices and Participation.**

Table (20) shows that the correlation coefficient between CSO's role in Influencing Municipalities Social Accountability Practices and Participation equals .784 and the p-value (Sig.) equals 0.000. The p-value (Sig.) is less than 0.05, so the correlation coefficient is statistically significant at $\alpha = 0.05$. We conclude that a

significant relationship exists between CSO's role in Influencing Municipalities Social Accountability Practices and Participation. Comment:

Participation as one of social accountability pillars is one of the features works in the field of CSOs. Their main role as voluntary system is to enhance participation from all segments of society used for activities and beside that their motivation for citizens who participate in municipalities for example to be as member of monitoring and evaluation committee.

Table (20): Correlation coefficient between CSO's role in Influencing Municipalities Social Accountability Practices and Participation

	Pearson Correlation Coefficient	P-Value (Sig.)
There is a significant statistical relation at 0.05 level between CSO's role in Influencing Municipalities Social Accountability Practices and Participation	.784	0.000*

* Correlation is statistically significant at 0.05 levels

3. There is a significant statistical relation at 0.05 levels between CSO's role in Influencing Municipalities Social Accountability Practices and Response.

Table (21) shows that the correlation coefficient between CSO's role in Influencing Municipalities Social Accountability Practices and Response equals .800 and the p-value (Sig.) equals 0.000. The p-value (Sig.) is less than 0.05, so the correlation coefficient is statistically significant at $\alpha = 0.05$. We concluded that significant relationship exists between CSO's role in influencing municipalities' social accountability practices and response. Comment:

CSOs play a main role to obtain donation to enhance municipality's response for citizen's needs through projects that conducted in cooperation with many organizations.

Table (21): Correlation coefficient between CSO's role in Influencing Municipalities Social Accountability Practices and Response

	Pearson Correlation Coefficient	P-Value (Sig.)
There is a significant statistical relation at 0.05 level between CSO's role in Influencing Municipalities Social Accountability Practices and Response	.800	0.000*

* Correlation is statistically significant at 0.05 levels

4. There is a significant statistical relation at 0.05 levels between CSO's role in Influencing Municipalities Social Accountability Practices and Monitoring.

Table (22) shows that the correlation coefficient between CSO's role in Influencing Municipalities Social Accountability Practices and Monitoring equals .819 and the p-value (Sig.) equals 0.000. The p-value (Sig.) is less than 0.05, so the correlation coefficient is statistically significant at $\alpha = 0.05$. We concluded that a significant relationship exists between CSO's role in Influencing Municipalities Social Accountability Practices and Monitoring. Comment:

This is because of the fundamental role which was played by these organizations on follow-up performance of government and non-governmental organizations as a watchdog of society itself.

Table (22) Correlation coefficient between CSO's role in Influencing Municipalities Social Accountability Practices and Monitoring

	Pearson Correlation Coefficient	P-Value (Sig.)
There is a significant statistical relation at 0.05 level between CSO's role in Influencing Municipalities Social Accountability Practices and Monitoring	.819	0.000*

* Correlation is statistically significant at 0.05 levels

5. There is a significant statistical at 0.05 level differences in sample response due to the following personal characteristics (Gender, Age, Qualification and dependent Municipality)

This hypothesis can be divided into the following sub-hypotheses:

5.1 There is a significant statistical at 0.05 level differences in sample response due to Gender.

Table (23) shows that the p-value (Sig.) is smaller than the level of significance $\alpha = 0.05$ for each field, then there is significant difference among the respondents toward each field due to Gender. We conclude that the personal characteristics' Gender has an effect on each field.

For each field, the mean for "Male" respondents have the higher than Female respondents. Comment:

Most people who are being daily in touch with municipalities are men such as providing service or asked to pay a service fee so they are better able to evaluate the performance of municipal.

Table (23): Independent Samples T-test test of the fields and their p-values for Gender

No.	Field	Means		Test Value	Sig.
		Male	Female		
1.	The indicators that indicate the implementing of the transparency	5.07	4.75	2.204	0.028*
2.	The indicators that indicate the implementing of the participation	4.75	4.41	2.301	0.022*
3.	The indicators that indicate the implementing of the response	4.78	4.33	2.972	0.003*
4.	The indicators that indicate the implementing of the monitoring	5.03	4.40	4.320	0.000*
	Independent Variables	4.93	4.49	3.236	0.001*
	The indicators that indicate the implementing of the social accountability mechanisms	4.94	4.46	3.394	0.001*
	All fields together	4.93	4.48	3.411	0.001*

* The mean difference is significant a 0.05 level

5.2 There is a significant statistical at 0.05 level differences in sample response due to Age.

Table (24) shows that the p-value (Sig.) is greater than the level of significance $\alpha = 0.05$ for the field “The indicators that indicate the implementing of the participation”, then there is insignificant difference among the respondents toward this field due to Age. We conclude that the personal characteristics’ Age has no effect on this field.

For the other fields, the p-value (Sig.) is smaller than the level of significance $\alpha = 0.05$, then there is significant difference among the respondents toward these fields due to Age. We conclude that the personal characteristics’ Age has an effect on the other fields.

For the other fields, the mean for the category "55years and over " respondents have the highest among the other Age categories, then we conclude that the category "55years and over " respondents agreed much more than the other Age categories.

Most of these categories play a role as consultants for municipalities as represented from local society for that they knew about municipalities more than the other categories.

Table (24): ANOVA test of the fields and their p-values for Age

No.	Field	Means				Test Value	Sig.
		Less than 35 years	From 35 years to less than 45 years	From 45 years to less than 55 years	55years and over		
1.	The indicators that indicate the implementing of the transparency	4.87	4.73	4.86	6.52	6.519	0.000*
2.	The indicators that indicate the implementing of the participation	4.57	4.46	4.50	5.37	1.579	0.193
3.	The indicators that indicate the implementing of the response	4.57	4.24	4.52	5.59	3.310	0.020*
4.	The indicators that indicate the implementing of the monitoring	4.70	4.42	4.79	5.70	3.241	0.022*

No.	Field	Means				Test Value	Sig.
		Less than 35 years	From 35 years to less than 45 years	From 45 years to less than 55 years	55years and over		
	Independent Variables	4.70	4.47	4.68	5.85	4.100	0.007*
	The indicators that indicate the implementing of the social accountability mechanisms	4.74	4.50	4.41	5.67	3.378	0.018*
	All fields together	4.71	4.48	4.62	5.80	3.987	0.008*

* The mean difference is significant a 0.05 level

5.3 There is a significant statistical at 0.05 level differences in sample response due to Qualification.

Table (25) shows that the p-value (Sig.) is greater than the level of significance $\alpha = 0.05$ for each field, then there is insignificant difference among the respondents toward each field due to Qualification. We conclude that the personal characteristics' Qualification has no effect on each field.

Comments which give us indicator are that all respondents equal in their evaluation about municipalities' performance. These results from the mechanism of action of the municipalities in the provision of services have the same assessment regardless of the level of education.

Table (25): ANOVA test of the fields and their p-values for Qualification

No.	Field	Means				Test Value	Sig.
		High school or less	Diploma	Bachelor	Master degree or higher		
1.	The indicators that indicate the implementing of the transparency	4.68	4.82	5.06	4.50	2.145	0.093
2.	The indicators that indicate the implementing of the participation	4.53	4.58	4.59	4.45	0.082	0.970
3.	The indicators that indicate the implementing of the response	4.12	4.59	4.68	4.32	2.677	0.064
4.	The indicators that indicate the	4.51	4.72	4.77	4.40	0.894	0.444

No.	Field	Means				Test Value	Sig.
		High school or less	Diploma	Bachelor	Master degree or higher		
	implementing of the monitoring						
	Independent Variables	4.47	4.68	4.80	4.41	1.438	0.230
	The indicators that indicate the implementing of the social accountability mechanisms	4.36	4.72	4.81	4.30	2.371	0.069
	All fields together	4.45	4.69	4.80	4.38	1.712	0.163

5.4 There is a significant statistical at 0.05 level differences in sample response due to dependent Municipality.

Table (26) shows that the p-value (Sig.) is smaller than the level of significance $\alpha = 0.05$ for each field, then there is significant difference among the respondents toward each field due to dependent Municipality. We conclude that the personal characteristics' dependent Municipality has an effect on each field.

For each field, The mean for the category " Khan-Younis Municipality " respondents have the highest among the other dependent Municipality, then we conclude that the category " Khan-Younis Municipality " respondents is agreed for each field much more than the other dependent Municipality.

Khan-Younis Municipality is one of the Municipalities that applied SA concept. Khan Younis is considered as a benchmark of one stop shop system all over Palestine. That gives the municipality a good evaluation more than others. Beside that khan Younis municipality is one of the biggest municipalities in Gaza. On the contrary Bani Suhila Municipality is one of the micro municipalities, it must be noted here the influence of the most famous political situation that resulted from the coup of the appointment of heads of municipalities by Hamas movement did not feel comfortable in general by citizens that makes most of people refused dealing with the questionnaire.

Table (26): ANOVA test of the fields and their p-values for dependent Municipality

No.	Field	Means				Test Value	Sig.
		Khan-Younis Municipality	Bani Suhaila Municipality	Al-Qarara Municipality	Jabalia Municipality		
1.	The indicators that indicate the implementing of the transparency	5.46	3.89	5.39	4.95	19.768	0.000*
2.	The indicators that indicate the implementing of the participation	4.90	3.59	4.90	4.68	16.923	0.000*
3.	The indicators that indicate the implementing of the response	4.87	3.16	4.81	4.91	30.628	0.000*
4.	The indicators that indicate the implementing of the monitoring	5.17	3.78	4.58	4.74	16.756	0.000*
	Independent Variables	5.07	3.63	4.97	4.82	23.184	0.000*
	The indicators that indicate the implementing of the social accountability mechanisms	4.96	3.60	4.87	4.97	20.584	0.000*
	All fields together	5.05	3.62	4.96	4.86	24.043	0.000*

* The mean difference is significant a 0.05 level

Chapter Six

Conclusions and Recommendations

Introduction

Conclusions

Recommendations

Proposed Future Studies

Introduction:

This chapter lists the conclusions and findings of this research, some recommendations based on these findings and suggestions for future researches in order to enhance practices of social accountability mechanisms at local governance by civil society organization in the Gaza strip. The findings of the research also might help all organizations inside and outside the Gaza strip to improve their interference in this field.

Conclusions:

The main objective of this research is to investigate the Role of Civil Society in the Enhancement of the Social Accountability Mechanisms at Local Governance. It is hoped that the research will provide a reference to social accountability that lead to good governance, and in time, enhance and improve both CSO's and municipalities to practice mechanisms of social accountability. The following is a summary of Conclusions that can be drawn from this research:

1- Conclusions related to transparency

- a. Citizens indicated that annual budget of the municipality is not published in the local media to show to the local society; that means municipality should be more care of the media tools and present their budget.
- b. Results showed that there is a significant relationship between social accountability and transparency as one of the research variables; the more transparency is done the more citizens will feel interested and satisfied.
- c. The research concludes that, when municipality adopts creation of an organized culture based on clarity, disclosure and freedom of expression and applies the principle of transparency in a way that encourages the citizens to participate.
- d. They also think that if the municipality seeks to raise awareness among the citizens with full of transparency in the different fields of life, it will get a good results.
- e. In addition, results showed that most citizens think that the availability of the legal, clear and specific procedures for decision-making that related to the public will enhance transparency.

2- Conclusions related to Participation

- a. The research revealed that there is a significant relationship between social accountability and participation as one of the research variables. That is when social accountability mechanism is practiced in a way that increases participation.
- b. Results of this research showed that the municipality must adopt the open door policy among the citizens.
- c. In addition, citizens were not satisfied with their small groups who participate in putting the strategic plans in the municipality. Municipality should invite a high number of citizens.
- d. However, the research revealed that citizens are not involved in or participating in preparing the municipality budget. Which negatively affects their level of participation
- e. Results also showed that the local council does not show their achievements to the local society institutions which make a gap between them.
- f. Citizens think that if the local council opens its doors to the citizens to attend the sessions of the council that will be a high degree of participation.

3- Conclusions related to Monitoring

- a. The research revealed that there is a significant relationship between social accountability and monitoring as one of the research variables. That is when social accountability mechanism is practiced in a way that increases monitoring.
- b. Results of this research showed that citizens agree with low degree that municipality has a written system and advertised complaints channels to the local society; that means there is a need to publish with different way to the public about the complaints system.
- c. Results also showed that municipality does not use a written evaluation system to evaluate its performance by the citizens; this let them feel that there is no need for citizens' evaluation and that mean no progress can be made.
- d. One of the most important things, is when citizens show that the municipalities do not encourage forming of the monitoring and evaluation committees and if it is done that will be informing committees in formality way.

4- Conclusions related to Response

- a. The research revealed that there is a significant relationship between social accountability and response as one of the research variables. That is when social accountability mechanism is practiced in a way that increases response.
- b. Results of this research showed that citizens disagree with high degree that municipality responds to the needs of the citizens in all areas. They mentioned that municipality concentrates on big areas and ignoring the marginalized areas.
- c. Results also showed that CSO's must play a role to enhance the municipality response by focusing on citizens needs that can help in a mainly way.
- d. Citizens think that municipality dose not respond to the needs without having any third parties that give us bad indicator about the integrity level on municipality.

5- Conclusions related to social accountability mechanisms

- a. The research showed that there is real need to increase awareness among the citizens to understanding the mechanisms of social accountability. That means CSO's must work hard to conduct programs to enhance the concept between citizens.
- b. Citizens indicated that they have the ability to follow up the municipality work in a neutral way that give us good indicator about citizens desire to be involved in all process.
- c. Citizens think that the existence of the citizen's charter develops the work and improves the service provided by the Municipality, but needs time to touch it by public.
- d. Results also showed that CSO's must conduct public hearing continuously because the citizens express their opinions through the Public hearing. They saw that there is a positive effect of the Public hearing in solving some of the citizens' problems.
- e. The most important things from citizen's point of view show that the elections of local councils should be done in a democratic way that enhances the transparency and accountability mechanisms.

Recommendations

According to the results of this research, important recommendations can be drawn for CSO's to be taken into account. Also, effective recommendations can help Local governance and decision makers in the municipality to enhance the practice of social accountability mechanisms. Based on this research analysis, findings and conclusions, **the researcher proposed the following recommendations:**

Recommendations for Civil Society Organizations

1. Civil Society Organizations should adopt the concept of social accountability by applying mechanisms like community score card, citizen charter and public hearing. This will help increasing transparency level.
2. Civil Society Organizations are recommended to design programs focusing on municipalities' field. This will help decreasing the gap between citizens and municipalities.
3. Search for fund to enhance Municipalities response for the citizen's needs.

Recommendations for Municipalities

1. Municipalities should take into consideration that the concept of social accountability is helpful and motivating under Gaza condition.
2. When practicing social accountability, it is recommended to increase citizens' participation. This will lead to positive results such as citizens' commitment to the regulations and solving some problems.
3. It is recommended to the decision makers in municipalities to involve citizens in the process of decision making in order to make them more responsible, loyal, motivated and satisfied.
4. Local governance is recommended to enhance social accountability four pillars in order to enhance the relationship with citizens.
5. Local governance and decision maker at municipalities should make sure that the practicing of social accountability mechanisms leads to higher level of transparency, participation, monitoring and response.

Recommendations for Citizens

1. Citizens must have response to municipality's invitations to hear and discuss with them the issues they care about.
2. Citizens have to participate in decision-making process and follow up all decision.
3. Good practice for social accountability depends on citizens' awareness to be sure that the main objective of SA had reached.

Proposed Future Studies

Conceivable studies regarding to this research can be conducted to improve the field of social accountability such as:

1. The relationship between Local governance and citizen's commitment by practicing social accountability mechanisms in the Gaza strip.
2. The Role of Civil Society in the Enhancement of Social Accountability Mechanisms at Local Governance in Palestine.
3. The gap between local governance and citizens "reasons and solutions".

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Appendices

Appendix I
List of Reference's Names and Titles

	Names of References	Titles of References
1)	Dr. Majed Al Farra	The Islamic University of Gaza (LUG)
2)	Dr. Akram Samour	The Islamic University of Gaza (LUG)
3)	Dr. Samir Safi	The Islamic University of Gaza (LUG)
4)	Dr. Ramez Al Aydi	University of Awdah
5)	Dr. Mohamed Fares	Al –Azhar University
6)	Dr. Tareq Abu Hijaier	Al –Azhar University
7)	Dr. Ayman Bakeer	Al –Azhar University
8)	Dr. Nahed Eid	Social Accountability expert
9)	Dr. Mo'min Abu Nada	Social Accountability Consultant
10)	Mr. Abed al Monem Al Tahrawi	Social Accountability expert

Appendix II Request for Questionnaire Assessment

The Islamic University – Gaza
Higher Education Deanship
Faculty of Commerce
Master of Business
Administration Program



الجامعة الإسلامية-غزة
عمادة الدراسات العليا
كلية التجارة
برنامج ماجستير إدارة الأعمال

طلب تحكيم الاستبانة

حفظه الله

السيد الدكتور/

السلام عليكم ورحمة الله وبركاته

الموضوع / تحكيم استبانة

تقوم الطالبة / إحسان علي عبد اللطيف عواد والملتحقة ببرنامج الماجستير في إدارة الأعمال بالعمل في مرحلة تصميم الاستبانة الخاصة برسالة الماجستير وهي بعنوان " دور مؤسسات المجتمع المدني في تعزيز آليات المساءلة الاجتماعية في الحكم المحلي " ارجوا من سيادتكم التكرم بتحكيم الاستبانة المرفقة والتعليق عليها، لما يمثله رأيكم من أهمية بالغة بالنسبة لي .

وشكرا لحسن تعاونكم،،،،

الباحثة

إحسان علي عبد اللطيف عواد

المرفقات :

- مشكلة البحث والفرضيات والمتغيرات

Appendix IV Questionnaire in English

The Islamic University – Gaza
Higher Education Deanship
Faculty of Commerce
Master of Business
Administration Program



Questionnaire

Honorable brother/ Honorable sister:-

Peace, mercy and blessings of God

The researcher is making a research study entitled "**The role of civil society institutions in enhancing the mechanisms of social accountability in local governance.**"

She is in the process of implementing a questionnaire to obtain the information and necessary data to do that. The questionnaire including five axes (points) and each axis (point) includes of a group of paragraphs. I hope you kindly fill in this questionnaire and keep the accuracy and objectivity because of its positive impact on the success of this research, noting that the information contained in this research will be used only for the purposes of scientific research.

Thank you for your cooperation with us

Yours sincerely

The researcher/ Ehsan Ali Abdul-Latif Awwad
Administration Program

Section 1: General Information

Please answer the following questions which contain general information relating to the respondent's questions, through putting the sign (X) in the appropriate place.

The Sex

Female

Male

The Age

Less than 35 years

From 35 years to less than 45 years

From 45 years to less than 55 years

55 years and over

The Qualification

High school or less

Diploma

Bachelor

Master degree or higher

The dependent Municipality

Khan-Younis Municipality

Bani Suhaila Municipality

Al-Qarara Municipality

Jabalia Municipality

Definition of Social Accountability: It is “management approach that includes citizens and civil society organizations (NGO’s and CBO’s) in public decision-making and accountability of municipalities for their actions, especially with respect to public

resources management”. It is a mean to make the municipalities working with more effectively by enabling citizens to express their needs and the commitment of decision-makers to take responsibility for their actions and decisions against the citizens.

Guidance before filling in the questionnaire: Please put a number from 1 to 10 in the cell of each indicator where No. 10 indicates agreeing with a very large degree and No. 1 indicates disapproval with a very large degree.

The First Criterion: The role of civil society institutions in enhancing the transparency in the municipalities (the availability of information for citizens which related to the operations, projects and future plans).

C	The indicators that indicate the implementing of the transparency	The degree
1	The municipality publishes spreads its decisions by the available mass media in the local governance.	
2	The municipality trains its employees about the content of the citizen's right to access the information which related to the municipality work.	
3	The municipality has a web page about its activities, posted on the internet.	
4	The annual budget of the municipality is published in the local media to show to the local society.	
5	The municipality publishes an annual report of its completed projects.	
6	The municipality shows its plans with respect to the projects that will be intended to do.	
7	The availability of the legal, clear and specific procedures for decision-making that related to the public.	
8	The law is applied fairly without any discrimination among the citizens.	
9	The municipality seeks to raise the awareness among the citizens with full of transparency in the different fields of life.	
10	The municipality seeks to enable the citizens to perform their roles and accept responsibility against the municipality.	
11	The municipality adopts creation of an organized culture based on the clarity, disclosure and freedom of expression.	
12	The municipality applies the principle of transparency in a way that encourages the citizens to participate.	

The Second Criterion: The role of the civil society institutions in enhancing the participation (which is the right for all to participate in the decision-making).

C	The indicators that indicate the implementing of the participation	The degree
1	The municipality adopts the open door policy among the citizens.	
2	The citizens and the civil society institutions participate in putting the strategic plans in the municipality.	
3	The citizens participate in preparing the budget of the municipality.	
4	The local council shows its achievements to the local society institutions.	
5	The local council reviews the provided suggestions in collaboration with the local society institutions.	
6	The municipality seeks to obtain the satisfaction of the public.	
7	The local council opens its doors to the citizens to attend the sessions of the council.	
8	There is an organized representation of all administrative levels in the process of decision-making.	
9	The municipality motivates the employees to express their opinions and submit the proposals without any fear of criticism.	

The Third Criterion: The role of the civil society institutions in enhancing the response (the range of implementing the needs of the citizens through provided services from the municipality).

C	The indicators that indicate the implementing of the response	The degree
1	The municipality responds to the needs of the citizens in all areas.	
2	The municipality responds to the needs of the citizens in a fair way.	
3	The municipality responds to the needs of the citizens without having any third parties.	
4	The municipality responds to the needs of the citizens after making meetings and a various meetings to study the topic with the citizens.	
5	The municipality prepares all the required procedures for the needs of the citizens.	
6	The municipality develops its activities in a continuous way that increases the quality of the provided service for public.	
7	The municipality seeks to create a work environment that guarantees the respect of the citizens' dignity.	
8	The municipality seeks to create a work environment that guarantees the respect of the dignity of its citizens.	
9	The service is provided to the public in an organized way.	

The Fourth Criterion: The role of the civil society institutions in enhancing the monitoring (the role of the citizens in monitoring the municipality works and evaluating its services).

C	The indicators that indicate the implementing of the monitoring	The degree
1	There is a system of written and advertised complaints to the local society.	
2	The municipality uses a written evaluation system to evaluate its performance from the citizens.	
3	The local council makes a regular and advertised meeting to the local society through the local mass media meetings.	
4	The municipalities encourage forming of the monitoring and evaluation committees.	
5	The municipality uses various mechanisms of the monitoring as needed.	
6	There is an organized representation of all levels in the monitoring up process.	
7	The municipality supports the transition from the traditional management to the participatory management.	
8	The procedures of work are done in a simple way that allows performing the monitoring without any Complexities among the citizens.	
9	The municipality encourages detecting abuses and aberrations inside it.	
10	The citizen responds with the complaints mechanisms that provided by the municipality.	

The Fifth Criterion: The role of civil society institutions in implementing the implementation of Social Accountability Mechanisms (community score card – citizen's charter – Public hearing – The monitoring and evaluation committees).

	The indicators that indicate the implementing of the social accountability mechanisms	The degree
1	There is awareness among the citizens and a clear understanding of the mechanisms of social accountability.	
2	The citizen has a role in encouraging municipalities to implement social accountability mechanisms.	
3	Local Authorities' law gives the right to the citizen to account the municipalities.	
4	The citizens have the ability to follow up the municipality work in a neutral way.	
5	The existence of the citizen's charter develops the work and improves the service that provided by the Municipality.	
6	The existence of a monitoring committee to monitor the work of the municipalities that has the acceptance from the municipalities.	

7	The municipalities respond to the citizens and open the field of the accountability for all services that provided by the municipalities.	
8	The citizen contributes in implementing the social accountability through the commitment to pay the fees.	
9	The procedures, regulations and laws that are followed in the municipalities enhance the relationship with the public.	
10	There is a tangible impact on improving services as a result of the implementation of the community Assessment card.	
11	The citizen expresses his opinion through the Public hearing.	
12	There is a positive effect of the Public hearing of solving some of the citizens' problems.	
13	The elections of local councils should be done In a democratic way that enhances the transparency and accountability mechanisms.	

"Thank you for your time and effort in the service of the scientific search, God bless you"

"Ended with the praise of God"

Appendix III Questionnaire in Arabic

The Islamic University – Gaza
Higher Education Deanship
Faculty of Commerce
Master of Business
Administration Program



الجامعة الإسلامية- غزة
عمادة الدراسات العليا
كلية التجارة
برنامج ماجستير إدارة الأعمال

استبانة

الأخ الكريم /الأخت الكريمة -:

السلام عليكم ورحمة الله وبركاته ،،،،،

تقوم الباحثة بدراسة بحثية بعنوان "دور مؤسسات المجتمع المدني في تعزيز آليات المساءلة الاجتماعية في الحكم المحلي "

وهي بصدد تطبيق استبانة للحصول على المعلومات والبيانات اللازمة لذلك، وتشمل الاستبانة على خمس محاور ويتضمن كل محور مجموعة من الفقرات، فأرجو منكم التكرم بتعبئة هذه الاستبانة آملا توخي الدقة والموضوعية لما له من الأثر الإيجابي في إنجاح هذا البحث، علما بان المعلومات الواردة في هذا البحث ستستخدم لأغراض البحث العلمي فقط.

شاكرين لكم حسن تعاونكم معنا

وتفضلوا بقبول فائق الاحترام والتقدير

الباحثة/ إحسان علي عبد اللطيف عواد

برنامج الماجستير في إدارة الأعمال

القسم الأول: معلومات عامة

يرجى الإجابة عن الأسئلة الآتية والتي تتضمن معلومات عامة تتعلق بالمستجيب، من خلال وضع إشارة (X) في المكان المناسب.

الجنس:	
<input type="checkbox"/>	أنثى
<input type="checkbox"/>	ذكر

العمر:	
<input type="checkbox"/>	أقل من 35 سنة
<input type="checkbox"/>	من 35 سنة إلى أقل من 45 سنة
<input type="checkbox"/>	من 45 سنة إلى أقل من 55 سنة
<input type="checkbox"/>	55 سنة فأكثر

المؤهل العملي:	
<input type="checkbox"/>	الثانوية العامة فما دون
<input type="checkbox"/>	دبلوم
<input type="checkbox"/>	ماجستير فأعلى
<input type="checkbox"/>	بكالوريوس

البلدية التابع لها:	
<input type="checkbox"/>	بلدية خان يونس
<input type="checkbox"/>	بلدية بني سهيلا
<input type="checkbox"/>	بلدية القرارة
<input type="checkbox"/>	بلدية جباليا

تعريف المساءلة الاجتماعية: هي " نهج للإدارة حيث يشمل المواطنين ومنظمات المجتمع المدني (المنظمات غير الحكومية ومنظمات المجتمع المحلي) في صنع القرار العام ومساءلة البلديات عن أعمالها، وخاصة فيما يتعلق بإدارة الموارد العامة. وهي وسيلة لجعل البلديات تعمل بفعالية أكبر من خلال تمكين المواطنين من التعبير عن احتياجاتهم والتزام صناعات القرار بتحمل المسؤولية عن أعمالهم وقراراتهم تجاه المواطنين"

ارشادات قبل تعبئة الاستبانة : الرجاء وضع رقم من 1 : 10 بالخانة المجاورة لكل مؤشر بحيث يشير رقم 10 الي موافق بدرجة كبيرة جدا و رقم 1 يشير الي عدم الموافقة بدرجة كبيرة جدا

المعيار الأول: دور مؤسسات المجتمع المدني في تعزيز الشفافية لدى البلديات (مدي إتاحة المعلومات للمواطنين الخاصة بالعمليات والمشاريع والخطط المستقبلية).

الدرجة	المؤشرات الدالة على تطبيق الشفافية	م
	تنشر البلدية قراراتها بالوسائل الإعلامية المتاحة في المجتمع المحلي.	1
	تدرب البلدية موظفيها على مضمون حق المواطن في الاطلاع على المعلومات الخاصة بعمل البلدية.	2
	يوجد للبلدية صفحة إلكترونية، عن نشاطات البلدية، منشورة على شبكة الإنترنت.	3
	يتم نشر الميزانية السنوية للبلدية في وسائل الإعلام المحلية ليطلع عليها المجتمع المحلي.	4
	تنشر البلدية تقرير سنوي عن المشاريع المنجزة.	5
	تفصح البلدية عن خططها فيما يتعلق بالمشاريع المنوي القيام بها.	6
	تتوافر إجراءات قانونية واضحة ومحددة لاتخاذ القرارات التي تخص الجمهور.	7
	يتم تطبيق القانون بنزاهة وبدون تمييز على جميع المواطنين.	8
	تسعى البلدية لنشر الوعي لدى المواطنين في مجال توفر الشفافية في مختلف مناحي الحياة.	9
	تسعى البلدية إلى تمكين المواطنين من أداء أدوارهم وتحمل مسؤولياتهم نحو البلدية.	10
	تتبنى البلدية خلق ثقافة تنظيمية أساسها الوضوح والإفصاح وحرية التعبير.	11
	تقوم البلدية بتطبيق مبدأ الشفافية بشكل يشجع المواطن علي المشاركة.	12

المعيار الثاني: دور مؤسسات المجتمع المدني في تعزيز المشاركة (وهي حق الجميع في المشاركة في اتخاذ القرار).

الدرجة	المؤشرات الدالة على تطبيق المشاركة	م
	تتبنى البلدية سياسة الباب المفتوح مع المواطنين.	1
	يشارك المواطنون ومؤسسات المجتمع المدني في وضع الخطط الاستراتيجية في البلدية.	2
	يشارك المواطنون في إعداد موازنة البلدية.	3
	يعرض المجلس البلدي إنجازاته أمام مؤسسات المجتمع المحلي.	4
	يدرس المجلس البلدي الاقتراحات المقدمة له بالتعاون مع مؤسسات المجتمع المحلي.	5
	تسعى البلدية إلى الحصول على رضا الجمهور.	6
	يقوم المجلس البلدي بفتح أبوابه أمام المواطنين لحضور جلسات المجلس.	7
	هناك تمثيل منظم لجميع المستويات الادارية في عملية صناعة القرار.	8
	تحفز البلدية المواطنين على إبداء الرأي وتقديم المقترحات دون الخوف من النقد.	9

المعيار الثالث: دور مؤسسات المجتمع المدني في تعزيز الاستجابة (مدي تلبية البلدية لاحتياجات المواطنين من خلال تقديم الخدمات).

الدرجة	المؤشرات الدالة علي تطبيق الاستجابة	م
	تستجيب البلدية لاحتياجات المواطنين في كافة المناطق.	1
	تستجيب البلدية لاحتياجات المواطنين بشكل عادل.	2
	تستجيب البلدية لاحتياجات المواطنين دون الحاجة إلي أطراف ثالثة.	3
	تستجيب البلدية لاحتياجات المواطنين بعد عقد اجتماعات ولقاءات متعددة لدراسة الموضوع مع المواطنين.	4
	تضع البلدية كل الإجراءات اللازمة لتلبية احتياجات المواطنين.	5
	تطور البلدية أنشطتها بشكل مستمر بما يزيد من جودة الخدمة المقدمة للجمهور.	6
	توفر البلدية بيئة عمل تضمن احترام كرامة المواطنين.	7
	توفر البلدية بيئة عمل تضمن احترام كرامة موظفيها.	8
	يتم تقديم الخدمة للجمهور بشكل منظم.	9

المعيار الرابع: دور مؤسسات المجتمع المدني في تعزيز المتابعة (دور المواطنين في متابعة أداء البلدية وتقييم خدماتها).

الدرجة	المؤشرات الدالة علي تطبيق المتابعة	م
	يوجد في البلدية نظام شكاوي مكتوب ومعلن للمجتمع المحلي.	1
	تستخدم البلدية نظام تقييم مكتوب في تقييمها لأدائها من قبل المواطنين.	2
	المجلس البلدي يعقد اجتماعات دورية منتظمة ومعلن عنها للمجتمع المحلي من خلال وسائل الإعلان المحلية.	3
	تشجع البلديات تشكيل لجان محلية للمتابعة والتقييم.	4
	تستخدم البلديات آليات متابعة متنوعة حسب الحاجة.	5
	هناك تمثيل منظم لجميع المستويات في عملية المتابعة.	6
	تدعم البلدية الانتقال من الإدارة التقليدية إلى الإدارة بطريقة المشاركة.	7
	تتم إجراءات العمل بشكل مبسط يسمح بأداء المتابعة دون تعقيد من قبل الموظفين.	8
	تشجع البلدية علي كشف التجاوزات والانحرافات بداخلها.	9
	يتعاطى المواطن مع آليات الشكاوي التي توفرها البلدية.	10

المعيار الخامس: دور مؤسسات المجتمع المدني في تطبيق آليات المساءلة الاجتماعية (بطاقة التقييم المجتمعي- ميثاق المواطن جلسات الاستماع – لجان المتابعة والتقييم).

الدرجة	المؤشرات الدالة علي تطبيق آليات المساءلة الاجتماعية	م
	لدى المواطنين وعي وفهم واضح لآليات المساءلة الاجتماعية.	1
	للمواطن دور في تشجيع البلديات علي تطبيق آليات المساءلة الاجتماعية.	2
	يعطي قانون الهيئات المحلية الحق للمواطن بمساءلة البلديات.	3
	لدى المواطنين القدرة علي متابعة عمل البلدية بشكل محايد.	4
	وجود ميثاق المواطن يؤدي إلي تطوير العمل وتحسين الخدمة التي تقدمها البلدية.	5
	وجود لجنة متابعة للرقابة على عمل البلديات مقبولة لدى البلديات.	6
	تستجيب البلديات للمواطنين وتفتح مجال المساءلة علي كافة الخدمات التي تقدمها.	7
	يساهم المواطن في تشجيع تطبيق المساءلة الاجتماعية من خلال الالتزام بتسديد الرسوم.	8
	الإجراءات والنظم والقوانين المتبعة في البلديات تعزز العلاقة مع الجمهور.	9
	هناك اثر ملموس علي تحسين الخدمات نتيجة لتطبيق بطاقة التقييم المجتمعي.	10
	يقوم المواطن بالتعبير عن رأيه من خلال جلسات الاستماع.	11
	هناك تأثير ايجابي لجلسات الاستماع في حل بعض مشاكل المواطنين.	12
	انتخابات المجالس المحلية تتم بشكل ديمقراطي يعزز من آليات الشفافية والمساءلة.	13

"نشكركم علي الوقت والجهد المبذول في خدمة البحث العلمي، بارك الله لكم "

"انتهي بحمد الله "