

Comprehensive Governance Baseline



(KAP & CPS)

CPS: Community Perception Survey

KAP: Knowledge, Attitudes, and Practices

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List of Acronyms

ACU	Assistance Coordination Unit
BOD	Board of Directors
CSOs	Civil Society Organizations
CPS	Community Perception Survey
IMU	Information Management Unit
IDPs	Internally Displaced Persons
INGOs	International Non-Government Organizations
KIs	Key Informants
KAP	Knowledge, Attitudes, and Practices
LC	Local Council
LNGOs	Local Non-Government Organizations
PwD	people with disability
PC	Provincial Council
SGS	Strengthening Governance Services
SIG	Syrian Interim Government

Comprehensive Governance Baseline

Knowledge, Attitudes, and Practices (KAP) Community Perception Survey (CPS)

Background

This study presents a governance baseline approach aiming at visualizing “how the governance system in the targeted LCs/PC is responding. In order to come up with an authentic visualization it includes KAP and CPS assessment. The study is conducted for the Tatweer Programme which is designed to build the capacity of local governance structures to provide effective essential services to Syrians and to promote good governance in Syria. The objective of this baseline is to authentically reflect the reality of governance practice in the assessed communities, and the capacities the Local Councils (LCs) enjoy for rendering services. To deliver on this mission, information was gathered from 16 LCs and one PC in order to better learn, understand and interpret the level of their capacity, identify gaps, improve and retain the skills and knowledge needed to do their jobs competently. This is in addition to assessing the LCs’ /PC’s understanding of Law 107 and their willingness to join hands working cooperatively together as well as with the provincial directorates. The findings of the KAP baseline assessment will enable the programme to provide support for the LCs/PC to gain necessary skills and experience, become more inclusive, transparent, collaborative, and efficient. This will further enhance the scope of their mission and be better interconnected with civil society, responsive to the needs of their communities, and work on securing funding, based on institutional capacity assessment results.

To this end, a baseline assessment survey with the LCs was conducted, and a Community Perception Survey (CPS) at the household level was conducted in order to be able to measure the percentage of improvement of community perceptions of governance and community resilience in an endline survey after the Tatweer Programme ends. Tatweer Programme will work with provincial and local governance structures to promote good governance practices, which is equitable and inclusive, participatory, responsive, accountable, transparent, efficient, and effective government. Working with local CSOs and vulnerable groups, the programme aims to support community resilience and support increased trust and cooperation between citizens and their governing institutions.

This baseline provides indicators for four main areas:

1. Strengthening the capacity of the LCs /PC in providing community services.
2. Strengthening the links among the target organizations reciprocally, and in turn the links they have with the provincial technical directorates.
3. Strengthening community participation and monitoring
4. Improving the PCs and LCs understanding on Law 107 by clarifying the roles, responsibilities, and working relationships between the various levels of government to better serve their communities.

Section I - Methodology

1. Assessment Sample

The KAP baseline builds on two types of questionnaires:

- Basic assessment of the Knowledge, Attitudes and Practices (KAP)**
 Focus Group Discussions (FGDs) were conducted with 15 LCs and 1 PC namely Dar'a PC to conduct the KAP tool. It was required that three members agreed upon and representing the LC should be present, this is while the head or the deputy council should also be present. In addition to this, it was required that a female member should also be attending, in case the council may have female members. ACU enumerators, accompanied by M&E Field Officers from Tatweer conducted the FGDs with LC/PC representatives.
- Community Perception Survey (CPS)**
 In as far as the community perception survey is concerned, a representative sample of the communities in question was used by developing a statistical equation to envisage required sample number with reference to census grounds. Gender aspect was also taken into consideration in the samples, in addition to the percentage of the IDPs compared to the number of respondents according to the overall number of the IDPs in pertinent community.

A total of 5,507 surveys were conducted with local inhabitants of the assessed communities, 14 communities in Dar'a Governorate and 1 community in Aleppo Governorate. The survey respondents were 62% male (3,411) and 38% female (2,096). The same respondents were 74% local community members (4,053) and 23% IDPs (1,454).

Table 1: Assessed Communities in the Baseline

	Governorate	District	Sub-district	Community
1	Aleppo	A`zaz	Mare`	Mare`
2		As- Sanamayn	As- Sanamayn	Hara
3				Tal Shihab
4				Mzeireb
5				Tafas
6				Dar`a
7				Sayda
8			Da`el	Da`el
9			Busra Esh-Sham	Busra Esh-Sham
10			Mseifra	Mseifra
11			Kherbet Ghazala	Eastern Ghariyeh
12			Jizeh	Jizeh
13		Izra`	Nawa	Nawa
14		Izra`	Jasim	Jasim
15		Izra`	Hrak	Hrak

2. Piloting

In order to develop a questionnaire that would accurately capture the reality of the LCs, a piloting phase was conducted. An enumerator was trained on how to complete the KAP Baseline Assessment with a view to send feedback on the said questionnaire. The piloting process was conducted with the LC of Ma'asran town, located in Ma'arrat An Nu'man sub-district, this town originally was not accounted for in the study scope. The piloting results have shown that the majority of the answers provided by the said council was "Yes" (Yes, meaning that the governance standards applied). Meaning that the majority of the councils have a weakness in basic governance standards and they believe that they were following governance standards in their procedures. In addition to this, the council did present documentations; which nevertheless have little to do with what had been requested. Something that called for upgrading the questionnaire by adding a request for information to account for furnishing documentation bearing witness on application mechanism of the standards. This is in case an assessed council selects the absolutely yes option (Yes, the council absolutely applies the standards). In addition to this the question "Talk about the application mechanism" was added; in case the LC may answer positively (*Yes, absolutely – Somewhat Yes*), the documentation will be reviewed by enumerators, during the data collection process on a first step and the documentation will be attached to the email for the ACU's networks coordinators checking and to ascertain that the documentation matches with what is being sought for.

Method of sample selection

The geographical area of the study included 15 communities in the Syrian Dar'a and Aleppo governorates. To determine the representative sample size of the population, population numbers were obtained through statistics available at the Support Coordination Unit. The Robert Mason equation was applied to calculate the sample size for each community. The margin of error was set at 5%. The number of persons interviewed was 5,507. The percentage of females was 38% (2,069 females), while males were 62% (3,411 males). The number of displaced persons in the study communities was also taken into account. The proportion of IDPs was taken from the total population within the community to reach the number of displaced persons required to be interviewed. The percentage of displaced persons was 26.4% (1,454 persons) of the total number of persons surveyed. While the population of the host community was 73.6% (4,053 persons). The researchers also tried to reach the largest number of disabled people. They accounted for 9.8% (542 persons with disabilities). The interview of individuals in places of a different nature (in markets, farms, home visits, places of worship, in places with an educated class such as department staff) was conducted to reach all strata of the community. Polls were collected through individual interviews.

The center-based discussion method was adopted to fill the KAP questionnaire. The questionnaire requires the presence of three members representing the local council, who have been agreed upon by the members of the council. The head of the local council or his deputy is required to be present. A female member should also attend, if there are women among the members of the local council. The researcher asks the assembled members and allows them to discuss appropriate answers based on their documentation. The researcher then discusses the answers of the local council based on the documents submitted to him and the extent of their conformity with what is required. The researcher selects the appropriate answer and encloses the documentation according to availability.

Researchers were divided into three groups. Each group was assigned to work on one type of questionnaire (the KAP questionnaire, the gender questionnaire at the prisoner level, the gender questionnaire at the level of civil society organizations). Through this division, researchers were prevented from interviewing the same people in various opinion polls.

3. Timetable

- On 8 March 2018, both tools were revised and updated.
- On 9 March 2018, one enumerator was trained on the KAP tool; in order to pilot the questionnaire, and 3 enumerators were trained to pilot the CPS tool.
- On 10 March 2018, the piloting was conducted for KAP and CPS tools.
- From 12 March to 15 March, the final KAP tool was prepared based on the piloting results.
- From 16 March to 19 March, three IMU network coordinators trained 16 enumerators on the KAP tool to conduct the baseline assessment with the targeted LCs/Pc. The Skype for Business program was used in training.
- On 25 March 2018 the data collection was launched and lasted for 20 working days, and it was concluded on 16 April 2018.
- On 17 April 2018, the data was reviewed and cleaned; a process that took three days.
- On 22 April 2018, the data was analyzed, lasted for 10 days and ended on 3 May 2018.
- On 3 May 2018, the report writing was embarked on and lasted for 15 working days.

4. Tools and software used:

The assessment design was developed using KOBO Collect to collect the data electronically. The network coordinators trained the enumerators via Skype for Business software, and for visualization the Excel, Query Editor, M language, and DAX have been employed.

5. Difficulties and challenges:

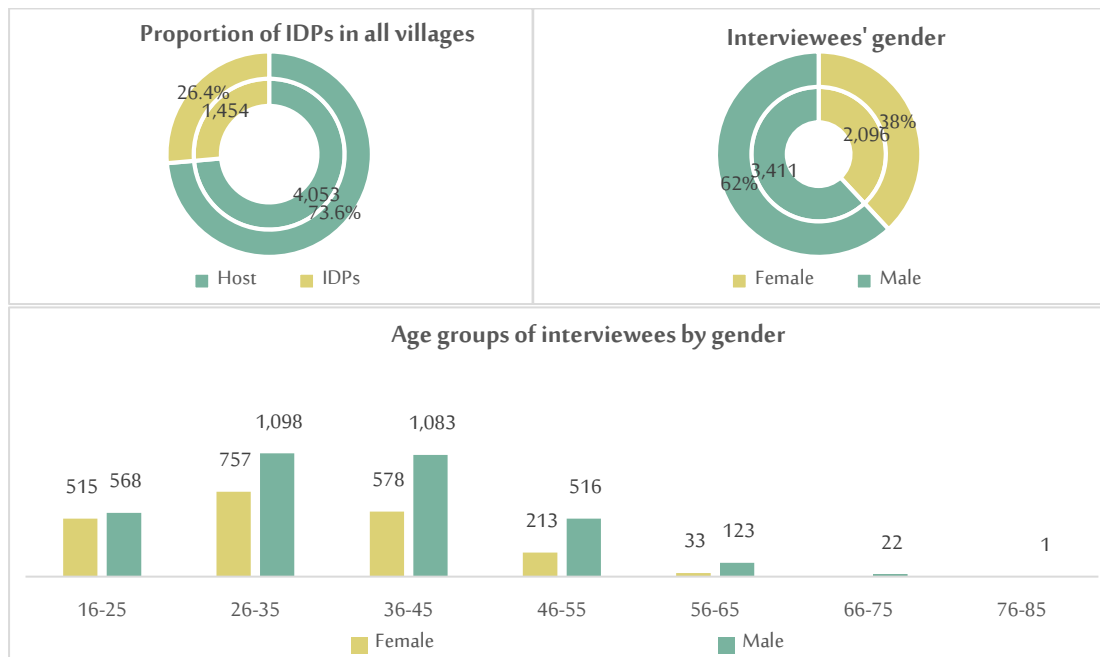
As the assessment was conducted with the target organizations, the enumerators encountered few difficulties, given that the LCs across the board were very cooperative. However, the majority of them had a weakness in basic governance standards. Some of the LCs, in this respect, presented documentations that have little to do with what was being required. This had made it a must for the enumerators to discuss the issue with relevant LCs and provide clarification behind the questions and the documentations required. With regard to the CPS, some residents rejected to participate in the survey; out of their concern not to participate in an activity that may render a respondent accountable before any parties in future. Meanwhile, the women in some areas refused to participate, out of their observing the prevailing customs within these communities, which know little about the significance of the women's role in expressing their opinions and making decisions in their community. Upon encountering such instance, the enumerators worked on searching for other female respondents to interview. Noting that we have no idea about how many women did exactly decline to participate; as some showed decisively reaction not to take part. This in addition to the fact that the policy being followed in the delivery of the mission required that an interview should immediately be terminated once a prospect respondent reject to take part, and that the enumerator should seek somebody else willing to participate.

Knowledge, Attitudes and Practices (KAP) Report

Community Perception Survey Information

The study covered CPS with the resident of 15 communities, predominantly 14 of which in Dar'a governorate and 1 in Aleppo's. The total number of interviews conducted by ACU's enumerators reached 5,507, of which 62% (3,411) was with male interviewees, and 38% (2,096) with females.

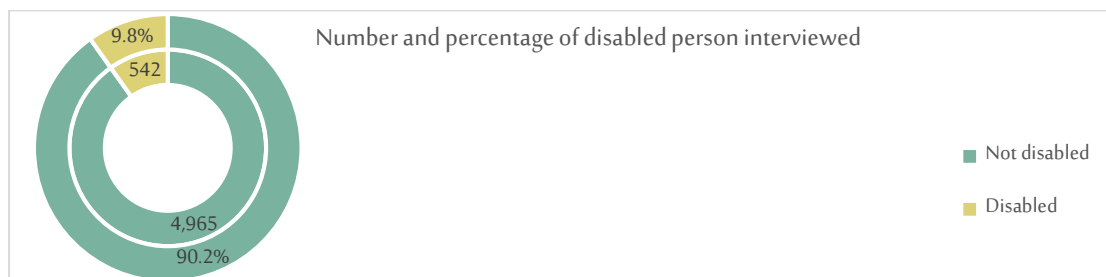
Figure 1: Proportion of IDPs in all Villages and Interviewees' gender

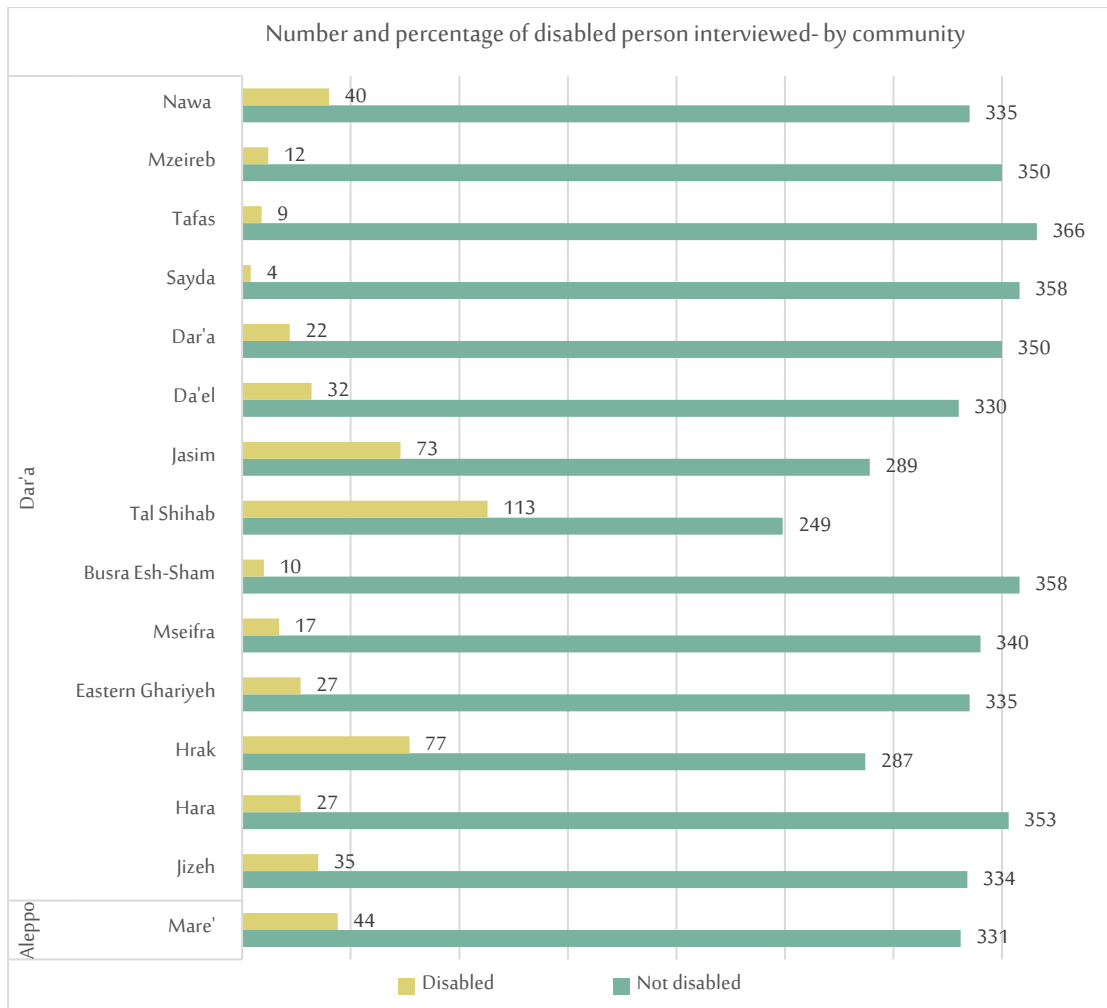


Of those surveyed, 26% (1,454) were displaced, and the population of the host community constituted 74% (4,053 residents). The number of disabled people surveyed was 542 people and they constituted 42% of the total number of people surveyed.

The largest number of disabled persons surveyed were in Tel-Shehab, where 20% (113 disabled persons) were surveyed. While the lowest number was in Sayda, less than 1% (4 disabled persons only) of the total population.

Figure 2: Number and percentage of disabled person interviewed



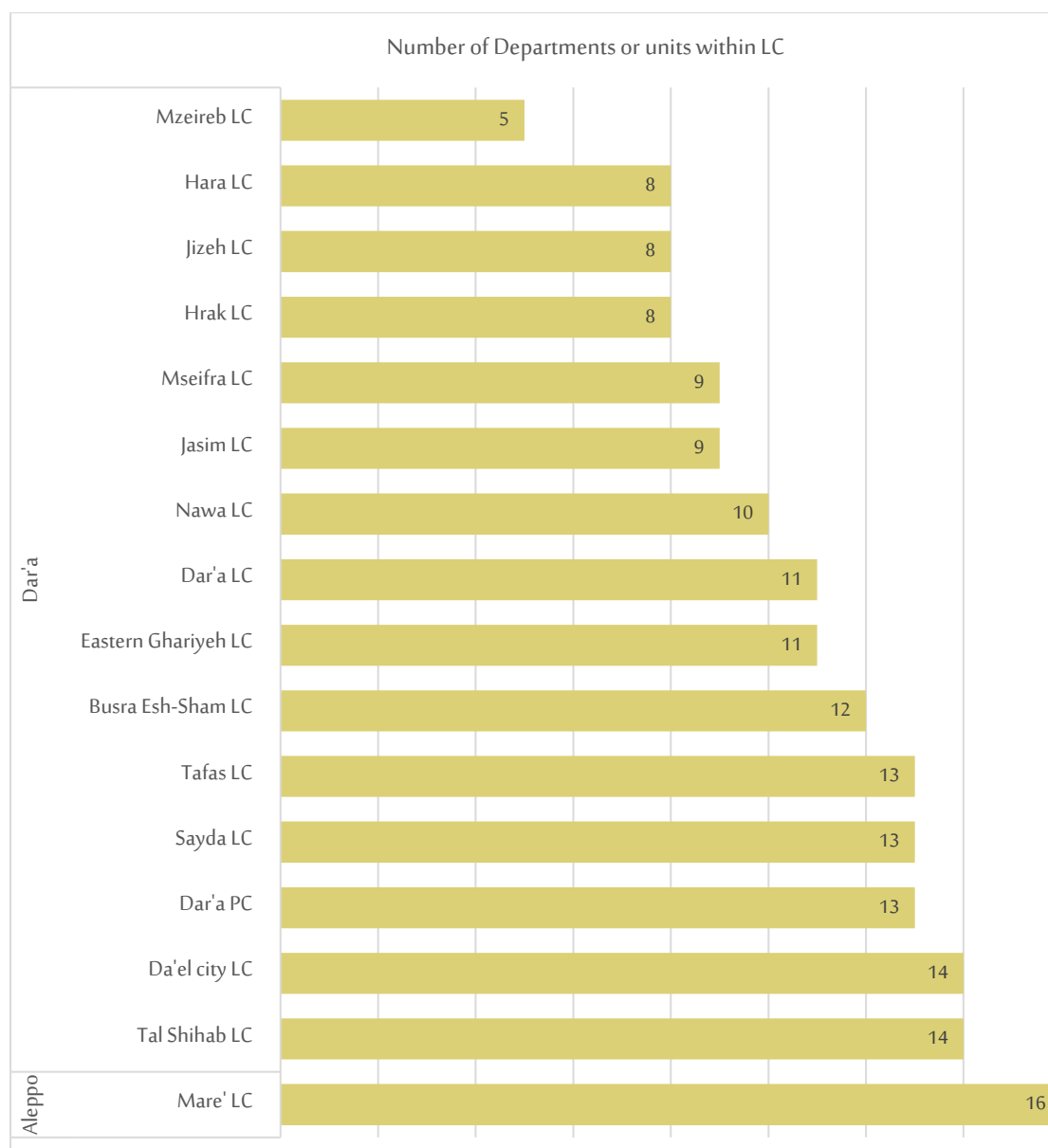


Section II: LCs basic information

1. Number of units and offices in the LCs/PC

The organization of LCs consists of a number of offices or units. A structure that varies from one council to another depending on the size and the work embarked on and is shouldered by each LC. Practically, there is no rule of thumb on how many offices a council should have. New divisions or units may be established in a certain LC or otherwise several offices may be merged or joined together into one on basis of a resolution, voted on and taken by the LC's Board of Directors (BOD).

Figure 3: Number of Departments or units within LC



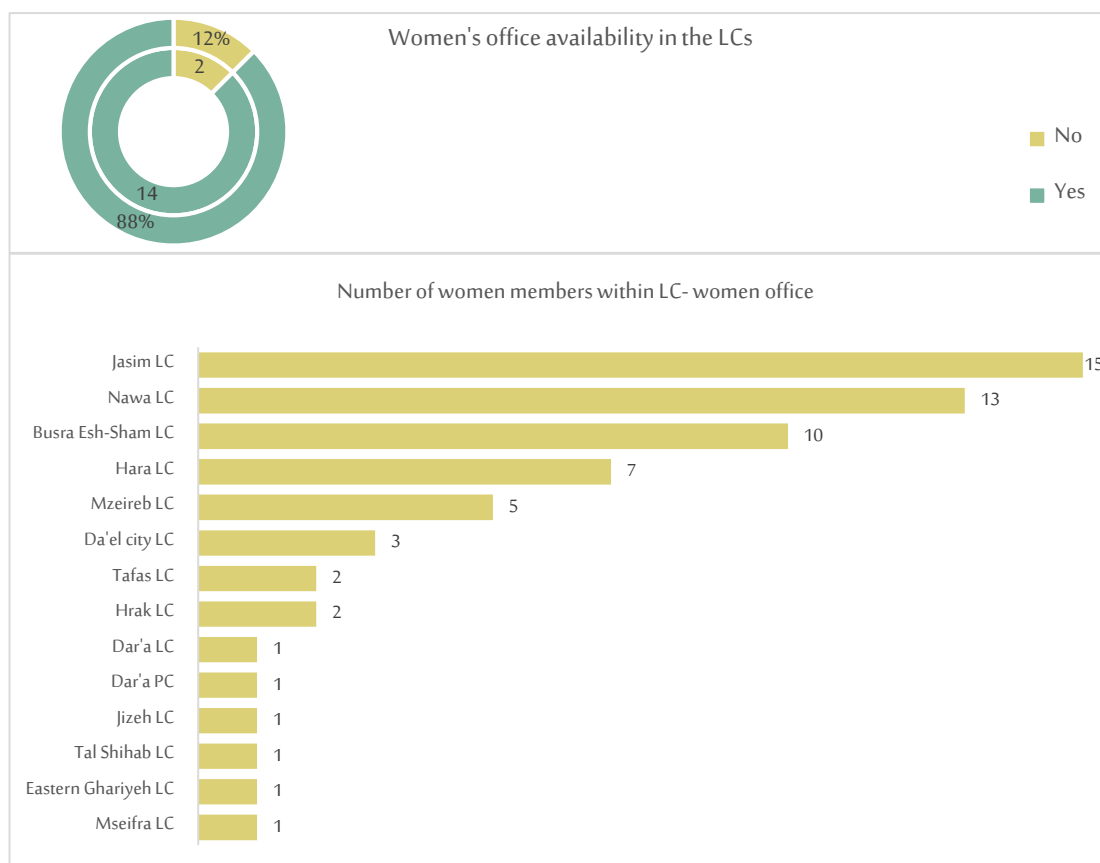
After setting up the LC (i.e. approving on the BOD council members, by election or by agreement), the councilors would approve necessary amendments on the LC structure and its divisions. Accordingly, new offices will be created or else several offices will be merged into one as the council may see it necessary and fit for proper running of its affairs, taking into account the availability of staff and the overall number of the persons working with the council. More to the point, an LC may consist of several types of offices, the most important of which are: the legal office, the service office, the finance office, the human resources office, the relief office, the projects office, the educational office, the media office, the women's office, the agriculture and livestock office and the community services office, besides other type of offices.

The Mare' LC of is reported to have the maximum number of offices as it consists of 16 offices; while the least recorded number of offices an LC was home to is in the Mzeireb's town with just 5 offices.

2. Availability of an office for women in the LCs and female representation

The results of the study showed that the wide majority of the LCs incorporated in the assessment has an office to address women’s affairs in the community, with a percentage of 88% (14 councils); while only 12% (2 councils) has no such office, i.e. an office for women.

Figure 4: Women's office availability in the LCs

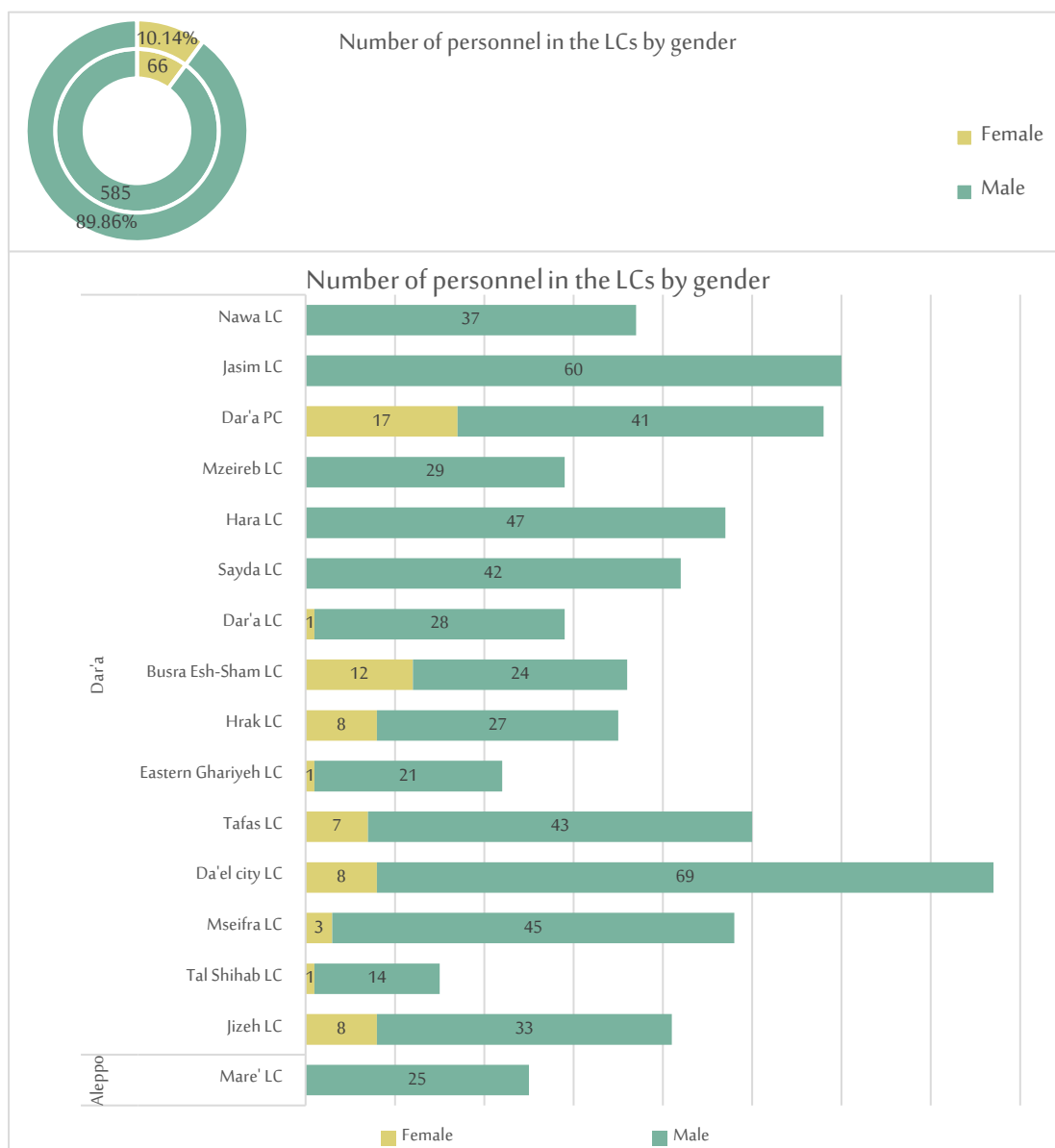


The LCs of Mare' and Sayda had no office for women, whereas all of the other assessed councils across the board included women's offices. However, the LCs of Mzeireb, Hara, Nawa and Jasim had a Women's Office but with an independent set up. The women office in these LCs have separate identity distinct form the LC. In this case, following the election of the council members, the BOD would organize the women office and at the same time they would appoint the members of this office; the membership of whom is not subject to an election process. Meanwhile, the other ten remaining LCs in Jizeh, Tal Shihab, Mseifra, Da'el, Tafas, Eastern Ghariyeh, Hrak, Busra Esh-Sham, Dar'a Governorate and Dar'a incorporated their Women's offices in the structure of the LC itself, whereby the female members themselves are the ones who would organize their own office.

3. Number of personnel in the LCs by gender

The overall number of the personnel holding in the assessed LCs reached 651 individuals, with 10% (66) female members, while the majority of the councilors were male 90% (585) members.

Figure 5: Number of personnel in the LCs by gender



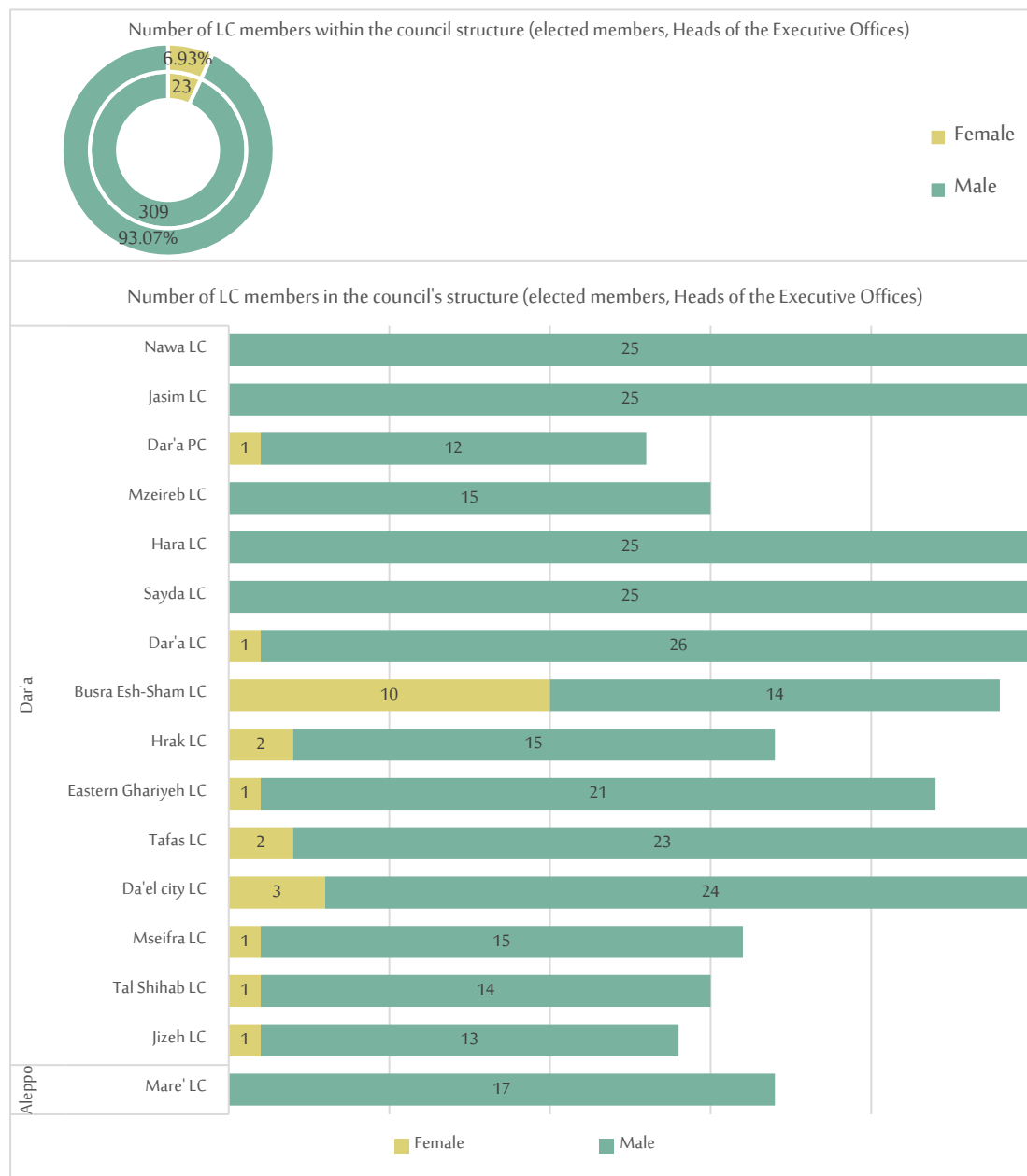
The results of the study showed that the largest number of personnel was recorded in the LC of Da'el, as it has 77 individuals. This can be attributed to its hosting 45 volunteer staff. The same case applies for two other councils, where the number of the volunteers exceeds the overall number of the council's personnel, namely the LCs of Mseifra and Giza.

In contrast, the lowest number of personnel an LC was reported to have is the council of Tal Shihab, which had 15 councilors, a fact that can be attributed to having no volunteers in its cadre. The same condition applies for three other LCs which had no volunteering engagement. These were the LC of the Ghariyeh Sharqiyah, Busra al-Sham, and in Mare'.

4. Number of elected members in the LCs by gender

The total count of elected members in the assessed LCs reached 332 councilors, of which the female membership scored 7% (23) of the total elected members. On the hand, the males accounted for 93% (309) of elected councilors.

Figure 6: Number of LC members within the council structure (elected members, Heads of the Executive Offices)

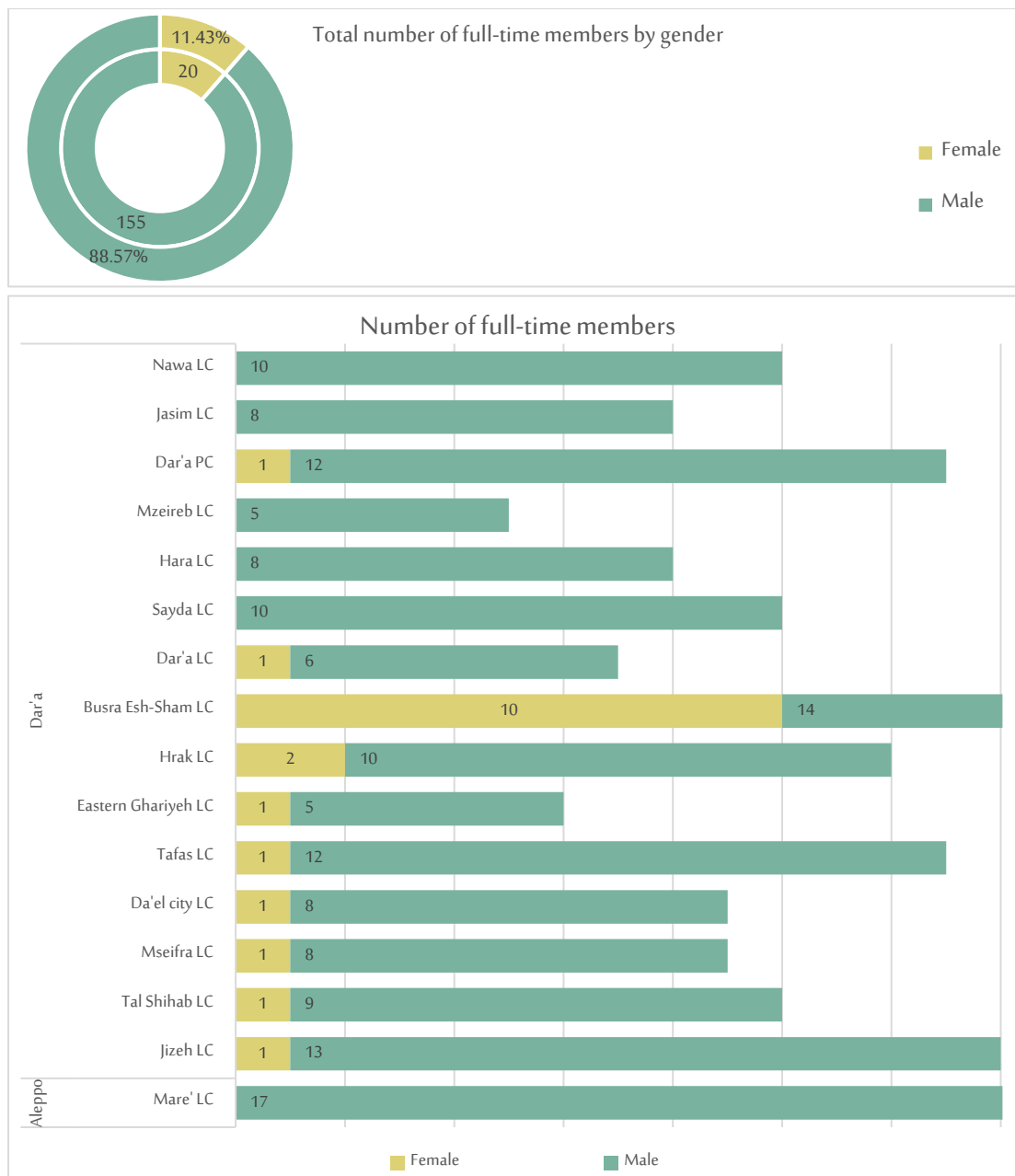


The study showed that the largest count of elected members in the LCs/PC existed in Dar'a and Da'el LCs, each of which had 27 councilors, with 3 females in Da'el LC and only one in Dar'a council. On the other hand, notwithstanding the fact that the LCs in the towns of Sayda, Hara and Jasim had each 25 elected members, yet all of them hosted no female membership. On equal footing, the LC in Mare' town, which consists of 17 members, had no female members. Likewise, female membership had no share in the LC of Al-Mzeireb, which is made up of 15 councilors.

5. Number of elected full-time members by gender

The LCs' full-time members who attend the office hours regularly constituted 53% (175 councilors) of the councilors total number elected members; of whom 11% were women (20 members) and 89% (155 males).

Figure 7: Total number of full-time members by gender



Most of the time, the shouldering of the title role full-time council member in an LC would depend on the availability of cash support to relevant council. Accordingly, in the event that an LC has such cash support, the LC would be in a position to pay remunerations to its members, and this would contribute in their spending their full time in discharging the council's affairs. On the other hand, should the council have no support, the majority of the members will have to follow up their own personal careers in order to make a living. Hence, their undertaking the LC's affairs will be intermittent and the non-full-time councilors' attendance in the council's meetings will equally be partial,

whereby the non-full-time councilor would only show up in the council premises when an issue calls for.

The largest number of elected members was reported to have been working in the Busra Esh-Sham LC. This council has 24 members, 10 females and 14 males. On the other hand, the least number of full-time elected members among the total assessed LCs was in Mzeireb’s LC. The said council members reached 5 members only, all of whom were males. It is worth mentioning here that there are six LCs, in Nawa, Jasim, Mzeireb, Hara, Sayda and Mare', all of which have no full-time female members. The setup of these LCs does not provide for women inclusion and their structure was confined to male councilors only.

6. Number of part-time elected members by gender

The non-full-time members were found to be 47% (157 members) of the total elected councilors. The female percentage of the said category stood at 2% (3 females) while the male accounted for 98% (154 members).

Figure 8: Total Number of part-time members by gender

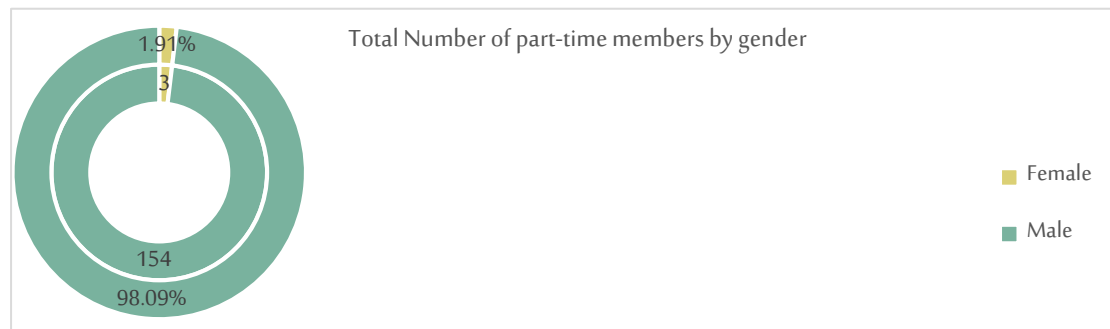
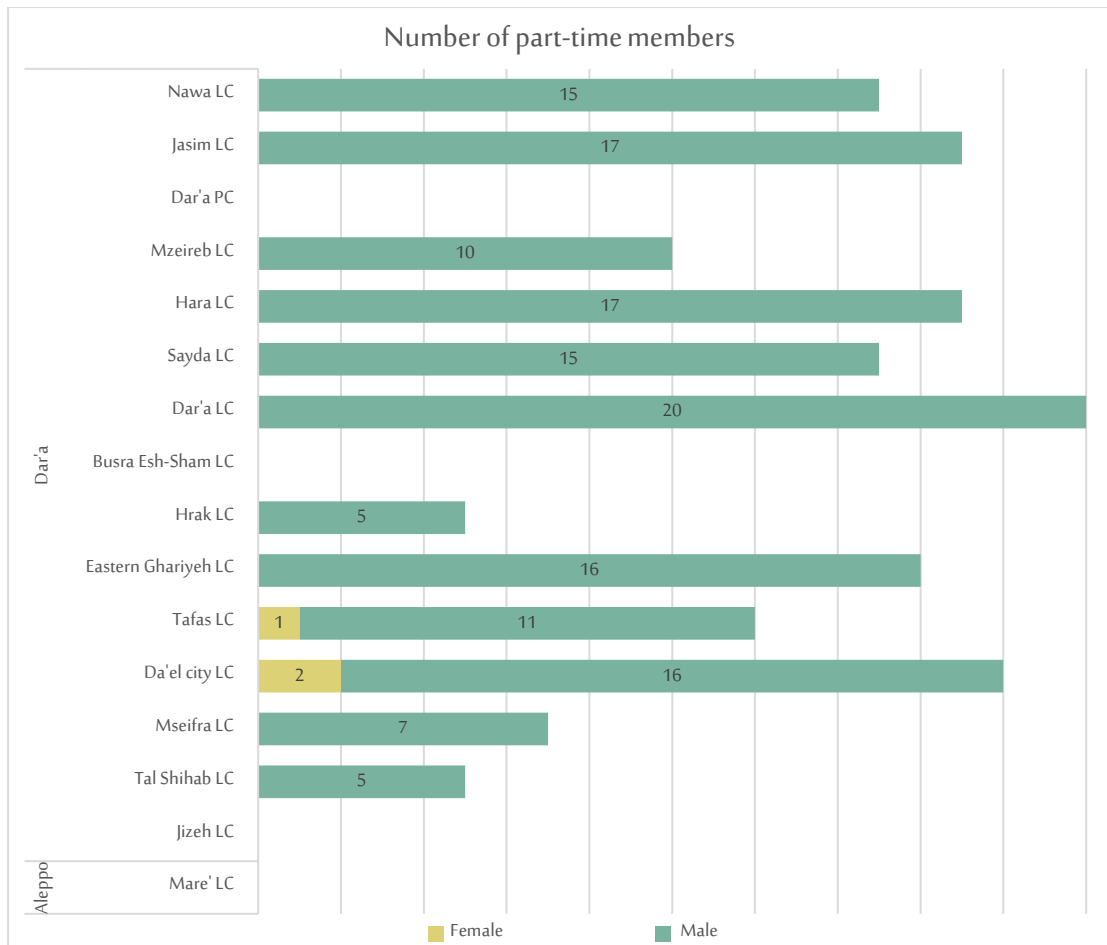


Figure 9: Number of part-time members

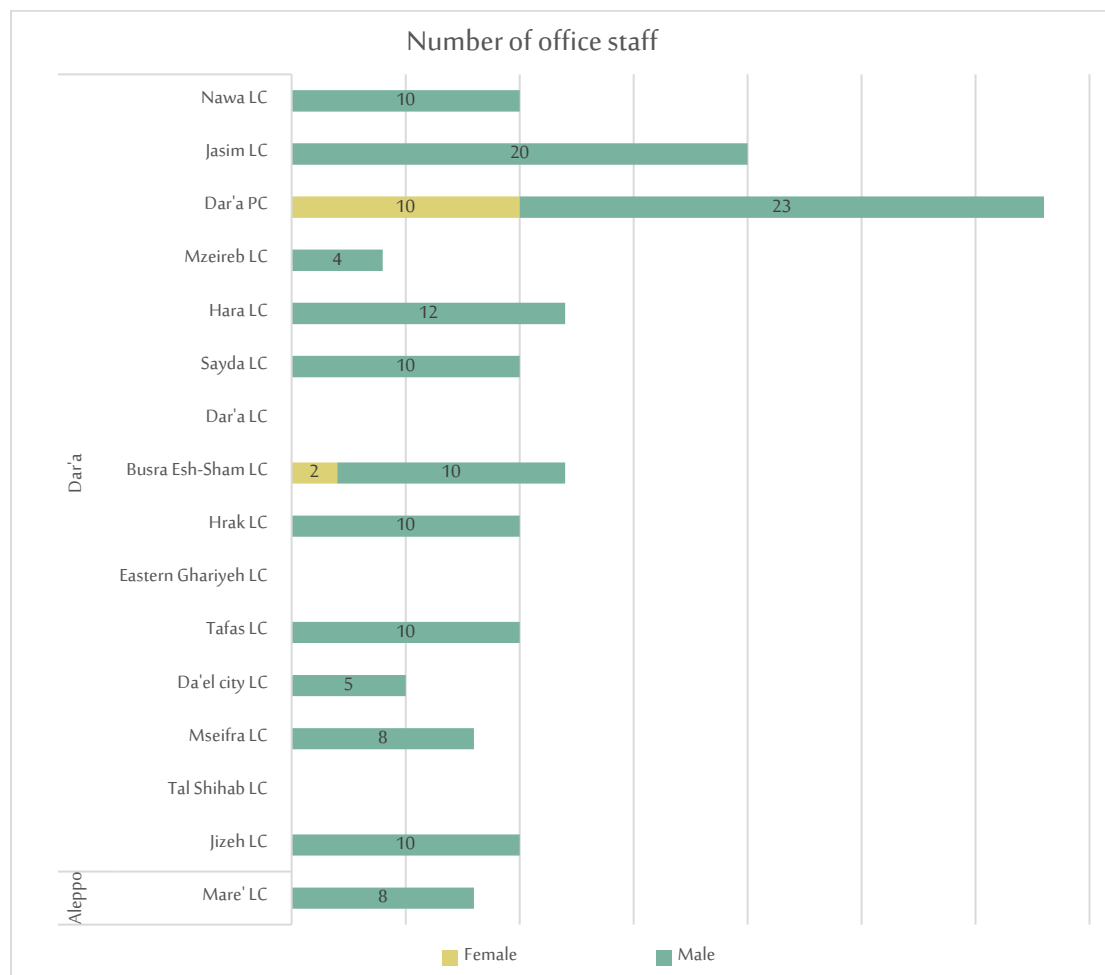


The study found that 74% (20 members) of the total Dar'a's LC are non-full-time councilors. The same holds true for the LC in Da'el; where 67% (18 members), including two female councilors, were partially attendants. In contrast, four of the LCs hosted no non-full-time councilors, and all of the members were full-timers, vis the LCs of Dar'a Governorate, Busra Esh-Sham, Al-Giza, and Mare'.

7. Number of office staff in the LCs

The percentage of the staff members working in the overall assessed LCs reached 23% (152 employees) of which 8% (12 employees) were female.

Figure 10: Number of office staff



The number of employees working with the different LCs varies according to the number of units or offices a council may consist of, the number of projects being executed, and the volume of the services the council is rendering to the people in the community it is related to. An LC, in addition to that, needs to pay the salaries for the employees working therewith.

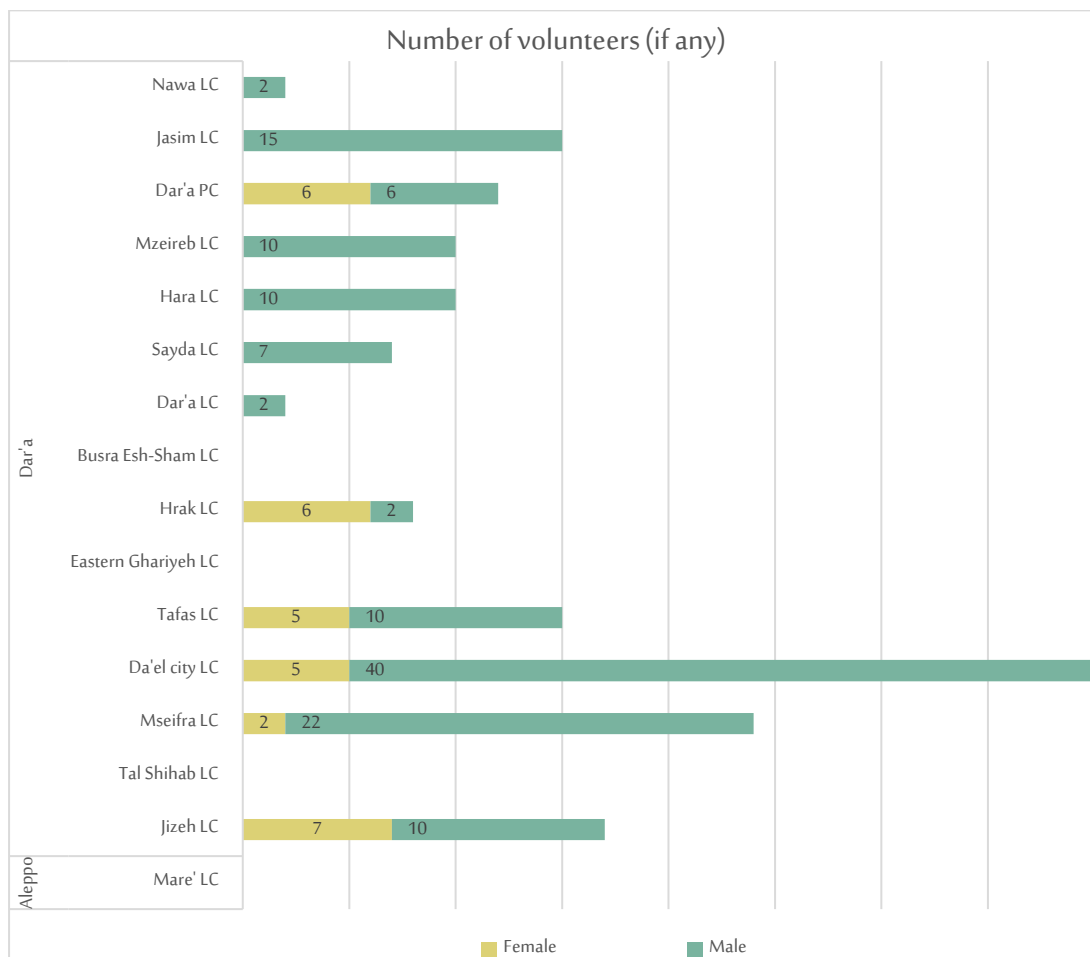
Noting that for an LC to open up a new office or create a service unit and cater for its employees, this depends on the availability of financial support or cash funds to the LC. Some of the LCs may have to suspend the work of some offices and suspend the work contracts of its employees should the support a council is receiving stop.

The largest number of employees reported to be working with a council was with the PC of Dar'a. This council has 33 (57%) employees, including 10 female workers. In Busra Esh-Sham, the council has 2 female employees out of 12 staff members working this council. Noting that the number of employees working with this council accounted for 33% of its overall personnel. However, the LCs of the Eastern Ghariyeh, the city of Dar'a and Tal Shihab had no employees working therewith.

8. Number of volunteers in LCs

The volunteers comprised 26% (167 volunteers) of the overall number of the personnel working with the assessed LCs. The total number of females amongst this category, the study covers, reached 31 (19% of the volunteers).

Figure 11: Number of Volunteers (if any)



In order to compensate for the shortage in its working cadre, the LCs tend to engage volunteering services; in the absence of money support, without which the council cannot recruit or make an announcement to fill up vacancies an LC may need staff members for, as it has no financial resources to pay for the staff salaries. This situation prompts the council to open its door for volunteers. The council, in this case, provides small amount of money as a reward to the volunteers every few months, depending on the availability of cash funds. In addition to this, the council would provide the volunteers with some food items in return for their services. While, the young volunteering people resort to work with the LCs in order to better refine their experience through the hands-on work and their sharing the performance of the projects implemented by the council. However, it should be pointed out that these volunteers are not considered permanent personnel staff members in an LC's work force. More often than not, some of those volunteers leave the work with the LCs once someone lands an opportunity of a paid job.

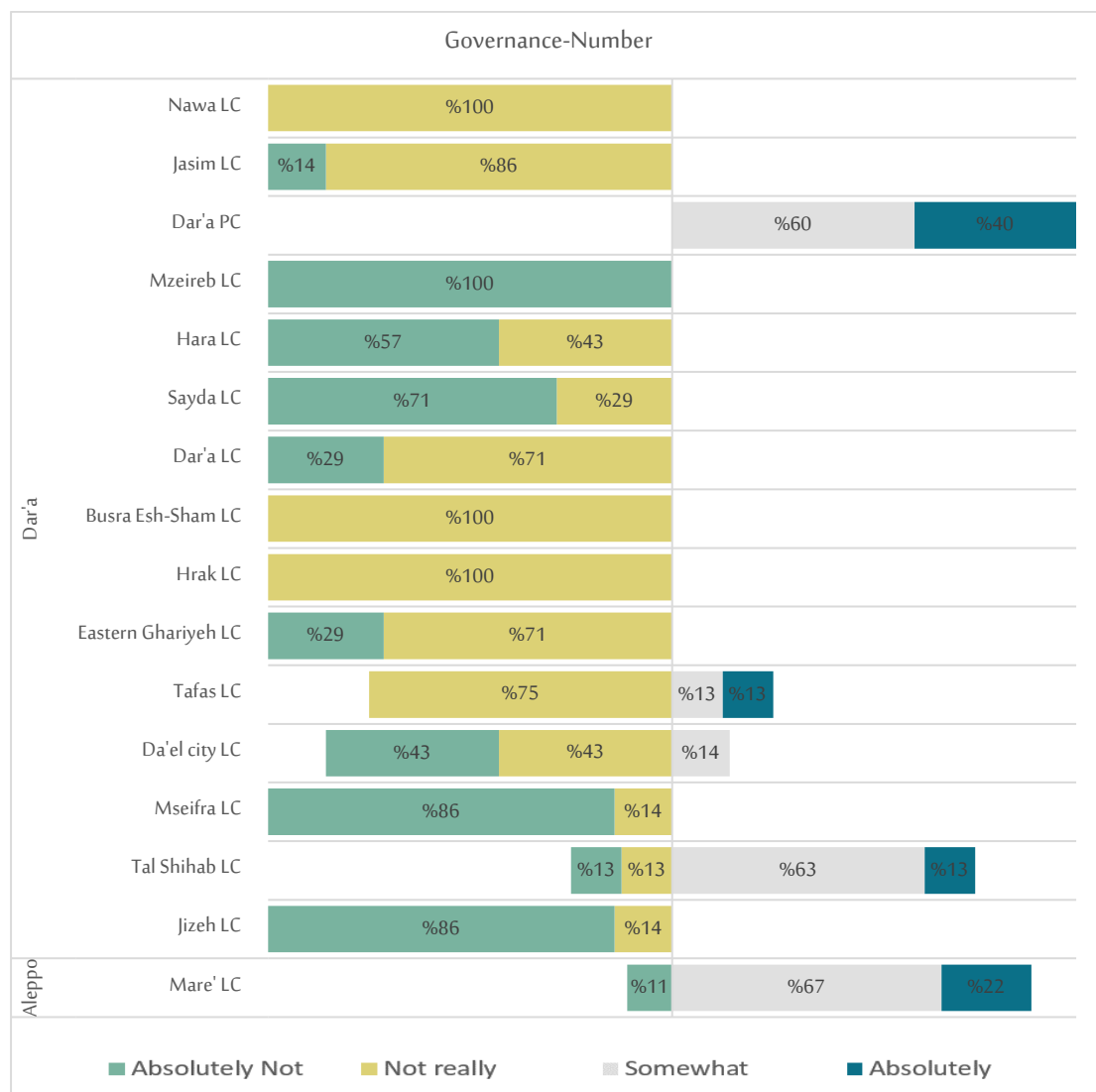
It was the LC of Da’el that had the largest number of volunteers, according to the report. The said council hosted 58% (45 volunteers) of its total personnel staff members, including 5 female volunteers. By contrast, the LCs of Bushra al-Sham, the Eastern Ghariyeh, Tal Shihab, and Mare' hosted no volunteers. While only two volunteers were reported to be working with each of the LCs in the city of Nawa and the city of Dar’a.

Section III: Good governance principles

1. Laws and Policies, Vision statement, Mission, Goals, and Law 107

The results of the study showed that 7% of the principles and standards regarding the laws and policies incorporated into the assessment are being followed (absolutely) within the LCs covered in the study. This is while 16% of those principles is *somewhat* followed, whereas 45% of the LCs have started thinking to put those principles into application, and 32% have not followed any at all.

Figure 12: Governance-Number



In order to better envisage the extent to which the LCs are following the laws and policies related to *Good Governance*, the following points have been explored on whether the LCs:

- Have a clearly stated mission and vision as well as the mechanism for their drafting the statement.
- Have clearly defined processes and procedures for decision making, and the extent to which it is being followed.
- Have a policy of signing MOUs for partners or stakeholders and the extent to which the LCs are committed to sign such documents.
- Are aware of and understand Law 107, and the extent to which they are committed to implement the said law.
- Have a maternity leave policy, and the extent to which the policy is being implemented.

Accordingly, the PC of Dara has been reported to be applying 40%, (4 procedures) of the above-mentioned measures (absolutely applied) and it has also presented documents to prove this. In addition to this, the said LC has seen to be *somewhat* applying 60% (6 procedures) of the above measures when circumstances may allow.

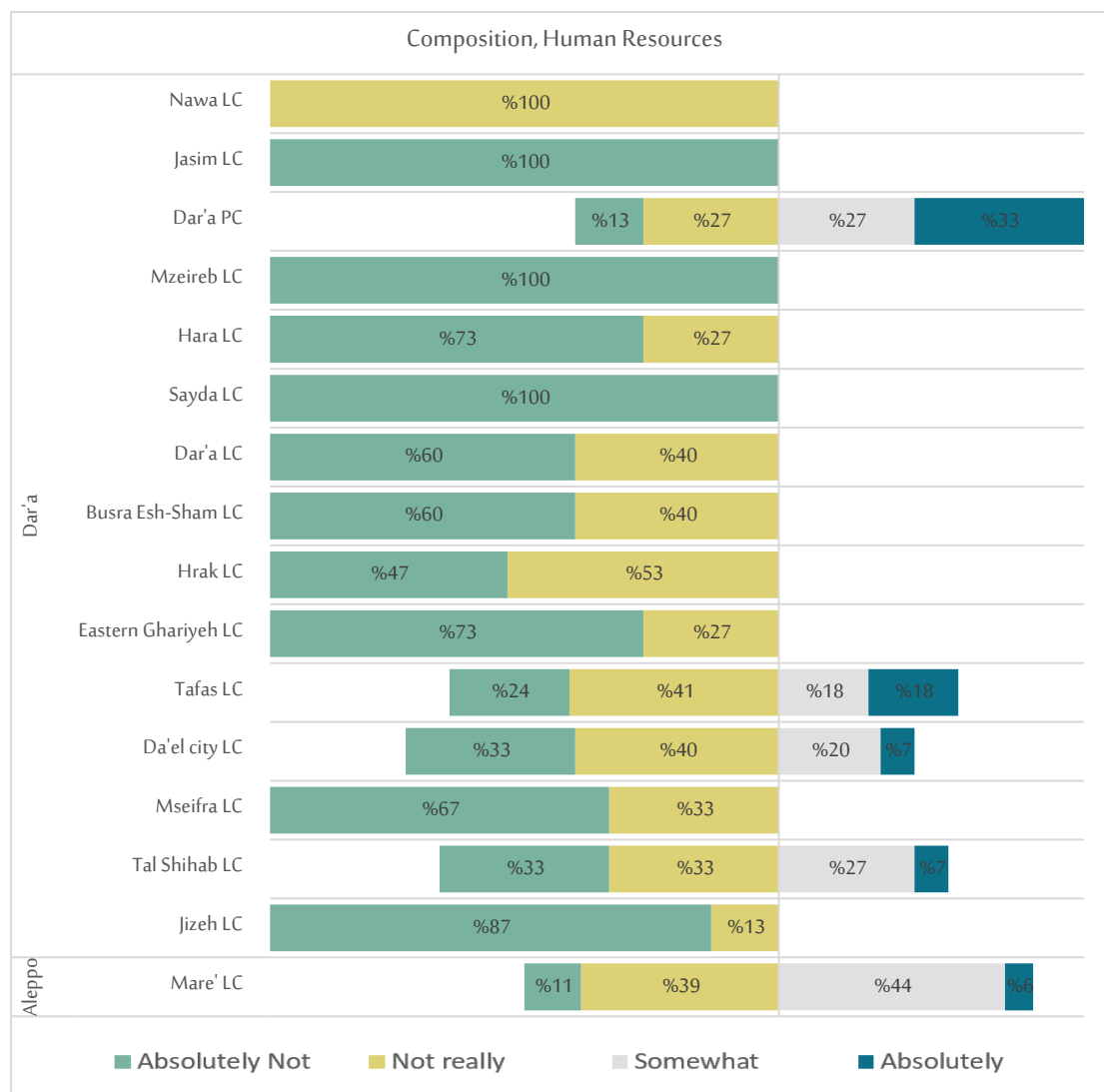
Of the said measures, the LC of Mare' city applies (absolutely) 22% (2 procedures) and has presented documents into this effect, while 67% (6 procedures) are being *somewhat* applied when circumstances may allow. While 11% (1 procedure) has not been implemented (absolutely not); as Mare' LS upholds no maternity leave policy.

In the case of the Tal-Shehab LC, it was reported that it applies 13% (1 procedure) (*absolutely*) and it has presented documents bearing witness therefore. Meanwhile it *somewhat* applies 63% (5 procedures) *when circumstances may allow*, but it has not applied (absolutely not) 13% (1 procedures); as it has no formal maternity leave policy in place to be followed. On the other hand, 13% (1 procedure) is not being implemented (absolutely not); seeing that it has no clearly defined rules and procedures for decision-making. It is however worth noting that 11 LCs of the of those study samples have not applied any of the rules and procedures that were investigated.

2. The composition of the LCs, Human Resources

The study results showed that 4% of the standards for the composition of human resources that were surveyed are applied (absolutely applied) within the assessed LCs, while 9% are (*applied somewhat*), 32% of the LCs started thinking to put them into application. Whereas 54% have not taken any into consideration.

Figure 13: Composition, Human Resources



In order to come up with a clear picture that reflects the reality of the human resources, the following points were examined, as to whether the LCs:

- Have administrative manuals and related policies, procedures agreed upon by the members, the extent to which the Council is committed to implement the same, and the extent to which the LC implements such administrative manuals in running its daily affairs.
- Involve the council's staff in training as part of its annual plan, and whether the council members receive training on writing project proposals.
- Have an incentive system for human resources.
- Have specialized members staff in each department within the LC,

- Have data for members and staff who attend or receive training,
- There are gender units within the LC, and whether the members and the staff are aware of the gender sensitivity when implementing any project,
- Provide brochures containing the code of conduct and dealing with various other topics,
- Have an information technology unit and a statistics department,
- Have a person or a committee to take receipt of donations and advocate for fundraising.
- Have clear lines of responsibilities for members and staff and administrative structure,
- Make appointment of women in senior management positions.

Dara’s PC was found to have taken top list position in being committed to implementing the above mentioned human resources standards, 33% (5 standards) are fully implemented and the council have presented the documents confirming the application of the mechanism being followed. The study indicates that 27% (4 standards) are *applied somewhat, when the circumstances allow*. In contrast, 27% (4 standards) have not been fully implemented (*not really*), and 13% (2 standards) are never implemented (*absolutely not*). While 10 LCs did not apply the human resources, standards in question.

a. Justice (CPS)

The results of the study showed that 16% (879 persons) *strongly agree* that the LC is applying the laws and regulations in an equitable and impartial manner with all citizens without exception, and that 35% (1,942 persons) *somewhat agree*, while 37% (2,022 persons) *somewhat disagree*, whereas 12% (664 persons) *strongly disagree*.

The study found that 8% (449) *strongly agree* that the LCs take into account women and vulnerable groups when job opportunities may arise, and 33% (1,826 persons) *somewhat agree*, while 36% (1,988) *somewhat disagree*, whereas 23% (1,244) *strongly disagree*.

Figure 14: Justice (CPS)

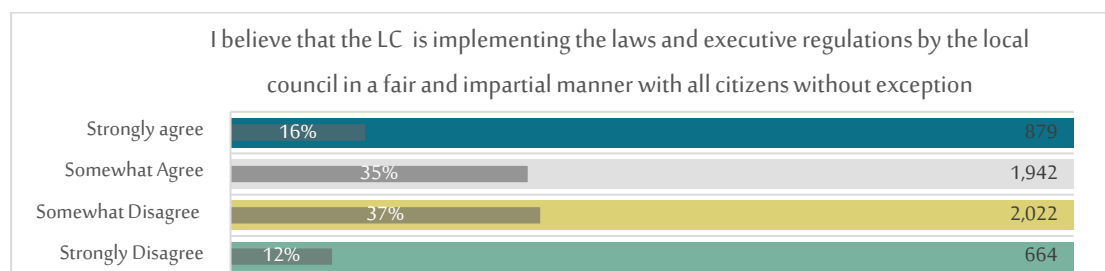
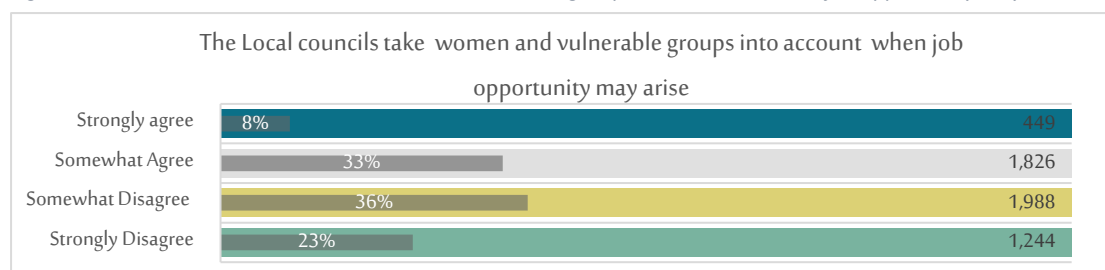


Figure 15: The Local councils take women and vulnerable groups into account when job opportunity may arise



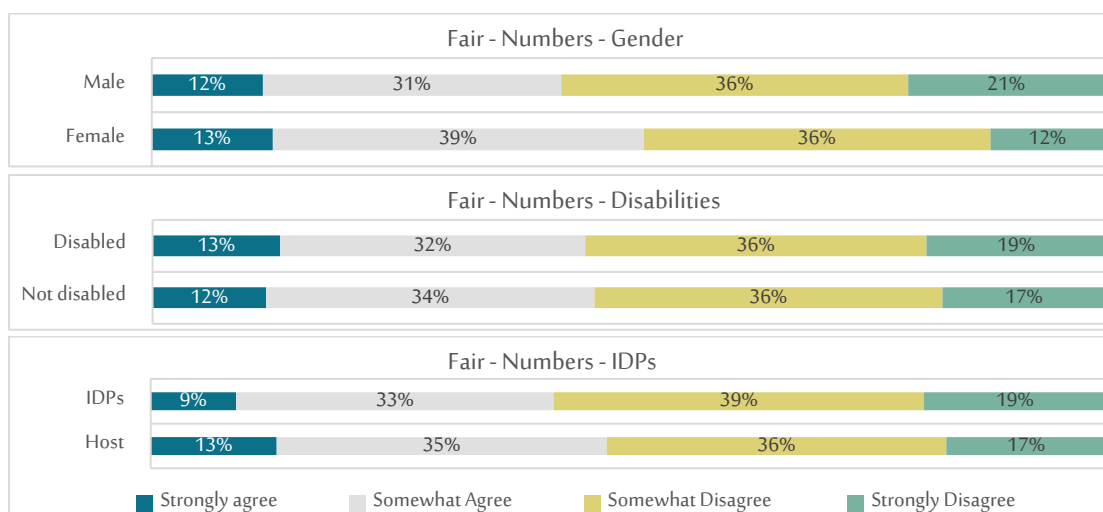
Justice by gender

The study concluded that females consider the LCs as more equitable than males. The women who *strongly agree* that the LCs are equitable reached 13%, and those who *agree somewhat* stood at 39%, while the males who *strongly agree* that LCs are equitable was 12%, whereas the percentage of those who *agree somewhat* was 31%.

Non-disabled persons believe that the LCs are more equitable than the disabled. The Non-disabled persons who *strongly agree* that LCs are equitable was 12%, while those who *agree somewhat* reached 34%, whereas those who *strongly agree* that LCs are equitable was 13%, and those that *somewhat agree* reached 32%.

Residents in the host community believe that the LCs are more equitable than IDPs, the residents who *strongly agree* that LCs are equitable constituted 13%, and those who *agree somewhat* reached 35%, while the IDPs who *strongly agree* that LCs are equitable was 9%, whereas those who *agree somewhat* reached 33%.

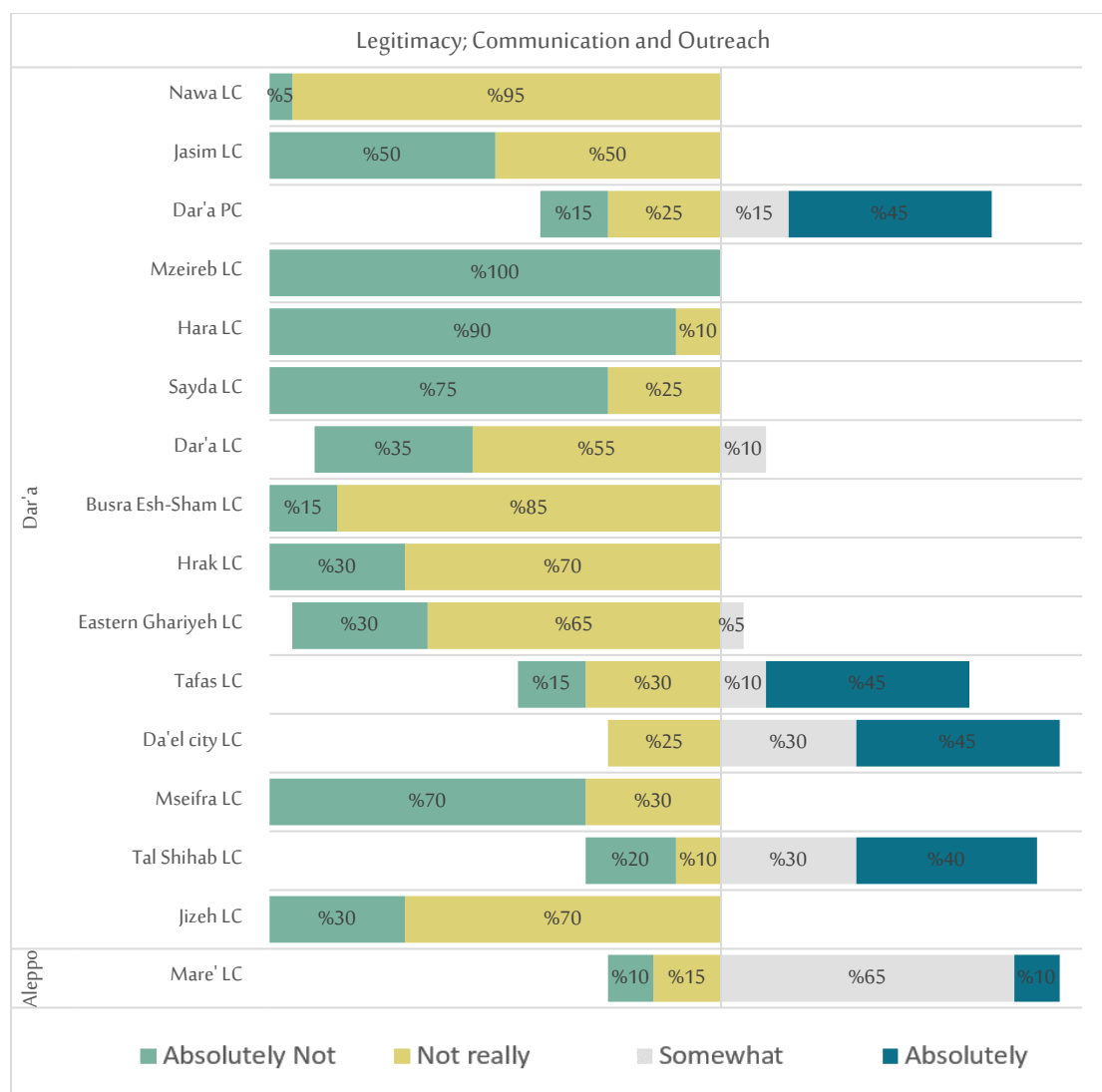
Figure 16: Fair - Numbers - Gender/Disabilities/IDPs



3. Legitimacy, Communication and Outreach

The results of the study showed that 12% of the legitimacy, communication and outreach standards incorporated in the study were applied (absolutely applied) within the assessed LCs. On the other hand, 10% were implemented to a certain extent, while the percentage of the standards that the LCs started to think of implementing stood at 41%, whereas those that were not considered reached 37%.

Figure 17: Legitimacy; Communication and Outreach



The standards of legitimacy, communication and outreach inquired about whether:

- The strategy of the LC includes methods of community engagement.
- The LC allocates a budget to target the marginalized groups, and whether the budget has been announced properly.
- The LC has an information technology system in place that enables the community to interact easily.
- The LC announces its activities using social media, and whether it has an effective media department and are the means used by this section friendly.
- The activities of the LC are inclusive of all members of the community.
- Have an external and internal communication strategy, including a Women's Office.
- Provide feedback mechanism for follow-up with the community and the extent to which the LC implements them, and does the LC provide the community with regular publications to ensure transparency.
- The LC members search for training opportunities with an external organization when possible and does the LC coordinate with non-governmental organizations to support marginalized groups.

- Regularly participates in a dialogue with non-governmental organizations to adopt activities, and whether they have been successful in implementing them.
- The LC has permanent partnership with various donors, civil society and the private sector.
- The LC sets up activities that target the needs of the community.
- The LC is raising awareness regarding the Local Administration Law 107.

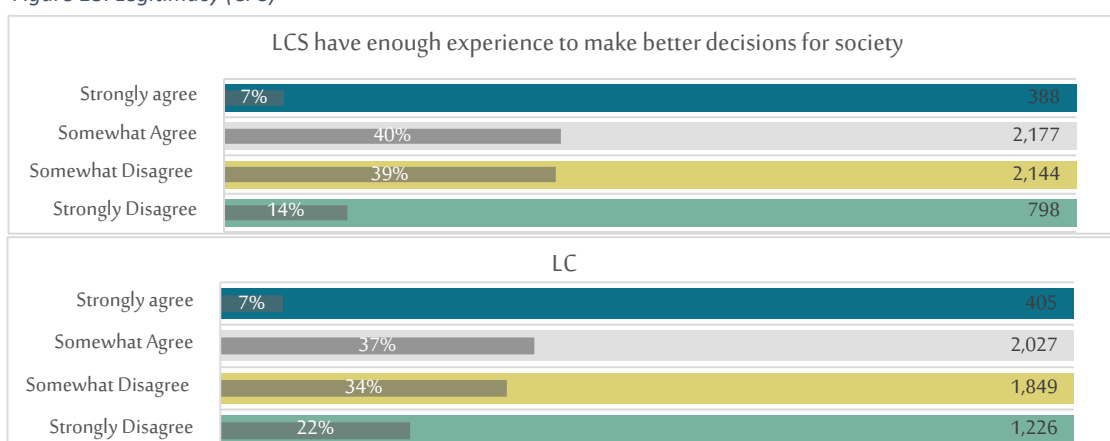
The results of the study showed that the LC in Da’el was most committed to implementing the investigated standards of legitimacy, communication and outreach with 45% (9 standards). The council presented documentation confirming it’s doing so. In addition to this 30% (6 standards) were implemented by the LC (to a certain extent) without documentation on the implementation mechanisms. On the other hand, it was found that 25% (5 standards) are applied by the council when the circumstances would allow (not really).

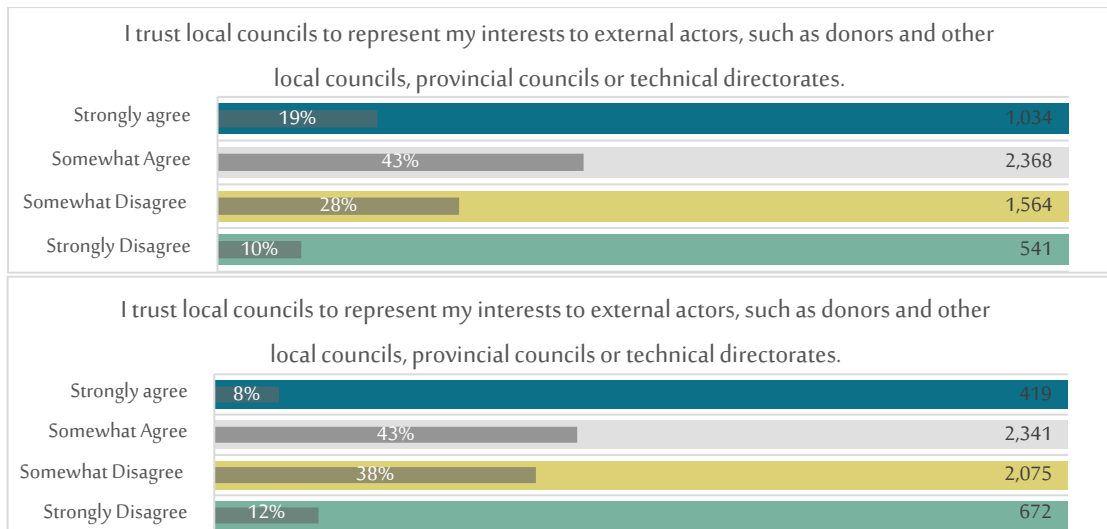
Among the assessed LCs, 9 did not apply any standards of legitimacy, communication and outreach that were explored. It was found that one LC applies only one standard; the LC of the Eastern Ghariyeh sometimes announces some of its activities on the social media. There is another LC that has implemented only two standards. The PC in Dar’a city sometimes makes announcement on some of its activities on the social media. This council had an IT system in place, but this system is not active. Members and employees use their own personal accounts to interact with the community because the council has no specialist.

b. Legitimacy (CPS)

One of the criteria of legitimacy for which the residents' views were expressed was the criterion "I trust the LCs in representing my interests to external actors, such as donors and other local councils, provincial councils or technical directorates." The highest percentage of the residents expressed *strongly agree* was 19% (1,034) of the total interviewees number. In the second place was "I am confident that the local councils are working to pay attention to individuals and fulfill their obligations to citizens" by 8% (419 persons).

Figure 18: Legitimacy (CPS)





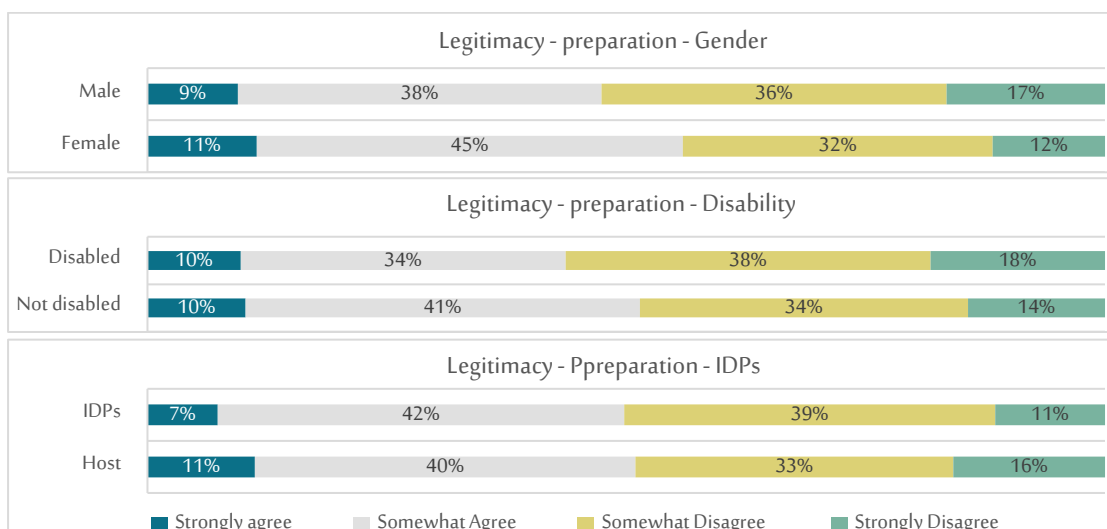
Legitimacy by gender

The study found that females believe that the LCs are more legitimate than males. The women in this case who *strongly agree* that LCs are legitimate were 11%, while those who *agree somewhat* reached 45%, whereas the males who *strongly agree* that LCs are legitimate reached 9%, and those who *agree somewhat* was 38%.

Non-disabled persons believe that the LCs are more legitimate than those with disabilities. Non-disabled persons who *strongly agree* that LCs are legitimate reached 10%, and those who *agree somewhat* scored 41%, whereas the disabled persons who *strongly agree* that the LCs are legitimate reached 10%, and those who *agree somewhat* reached 34%.

Residents of the host community believe that the LCs are more legitimate than IDPs, whereby the residents who *strongly agree* that LCs are legitimate scored 11%, for those who *agree somewhat* the percentage was (40%), whereas the IDPs who *strongly agree* that the LCs are legitimate reached 7%, and those who *agree somewhat* was 42%.

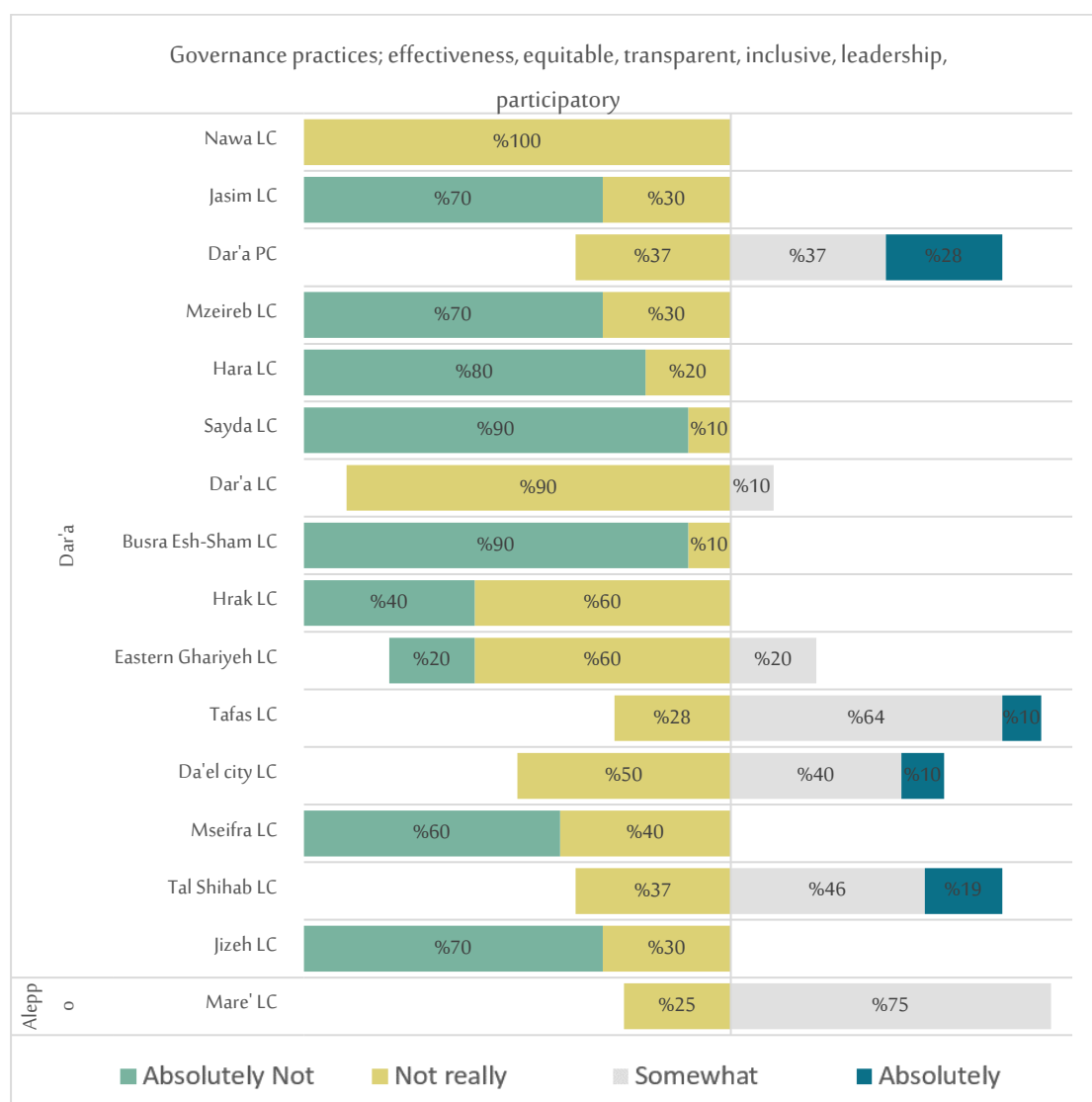
Figure 19: Legitimacy - preparation - Gender /Disability /IDPs



4. Governance practices; Efficiency, equitable, transparent, inclusive, leadership, participatory

The results of the study showed that 4% of the governance practices assessed were applied (absolutely applied) within the LCs assessed. In contrast, 20% of these practices are *applied somewhat*, while 41% of the LCs began thinking of such practices and 35% of them have not taken any into consideration.

Figure 20: Governance practices; effectiveness, equitable, transparent, inclusive, leadership, participatory



The governance practices explored included inquiry about the following:

- The extent to which the LC has implemented a specific strategy for women's inclusion.
- The extent to which transparent guidelines exist for the LC to make financial decisions and whether the community is involved in the development of these guidelines.
- Does the LC work transparently when undertaking project or activity selection procedures?
- Has the LC been formed in a transparent manner?

- Does the LC ensure the transfer of knowledge and delivery of all documents, statistics and tasks to the new LC in the event of the end of its session?
- Does the LC seek to identify youth groups within the community and develop activities to meet their needs and enable them?
- Is the LC preparing the financial reports in a timely manner and whether they are available to the public?

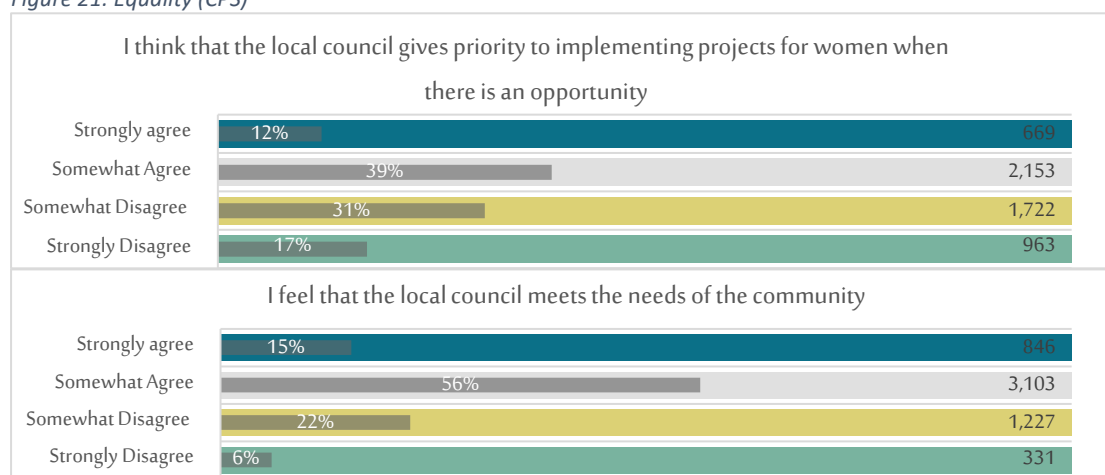
The study found that although the LC in Mare' was the leading council in applying the governance practices, however, the implementation mechanisms were not documented. The councilors stated that the implementation process takes place when available. The Dar'a PC has submitted documents confirming the application of 28% (3 practices) of the overall governance practices. On the other hand, the application of the practices in question, scored 37% (4 practices) (*somewhat applied*), i.e. when circumstances allow. While the percentage of the practices that the LC has recently begun to consider is 37% (4 practices).

The report shows that among the assessed LCs, there are 9 councils that do not apply any of the governance practices explored. While the LC of Mare' *somewhat* implemented just one standard, which is pertaining to ensuring the delivery of some documents and tasks to the new LC at the end of its session.

c. Equality (CPS)

One of the equality standards about which the residents' perception were surveyed was "I feel that the LCs meets the needs of the community", a standard that received the highest percentage on which the residents expressed *strongly agree* on. This standard scored 15% (846 respondents) of the total number of assessed persons. Next in place came the standard "I think the LC gives priority to the implementation of women's projects when an opportunity may arise" with 12% (669 respondents).

Figure 21: Equality (CPS)



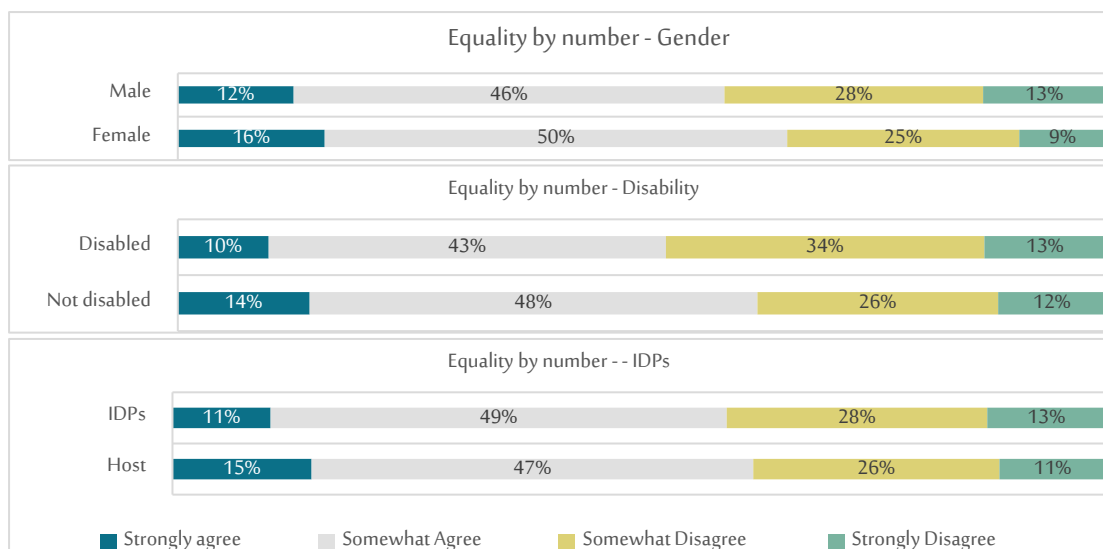
Equality by Gender

The study found that females weight over the males in considering that the LCs do apply the equality standards. The females who *strongly agree* that LCs apply the standards of equality constituted 16%, and those who *agree somewhat* reached 50%, while the males who *strongly agree* that the LCs apply the Equality standards reached 12%, whereas those who *agree somewhat* reached 50%.

Non-disabled persons outnumbered those with disabilities in believing that the LCs apply both of the standards of equality and inclusiveness. The non-disabled respondents who *strongly agree* that the LCs apply the standards of equality reached 14%, whereas those who *agree somewhat* reached 48%, while those who *strongly agree* that the LCs' apply the equality standards reached 10%, and those who *agree somewhat* scored 43%.

Residents in the host community believe that the LCs apply equality standards more than the IDPs. The percentage of the residents who *strongly agree* that LCs apply the standards of equality stood at 15%, and those who *agree somewhat* reached 47%, whereas the IDPs who *strongly agree* that LCs apply equality standards reached 11%, and those who *agree somewhat* stood at 49%.

Figure 22: Equality by Number - Gender /Disability /IDPs

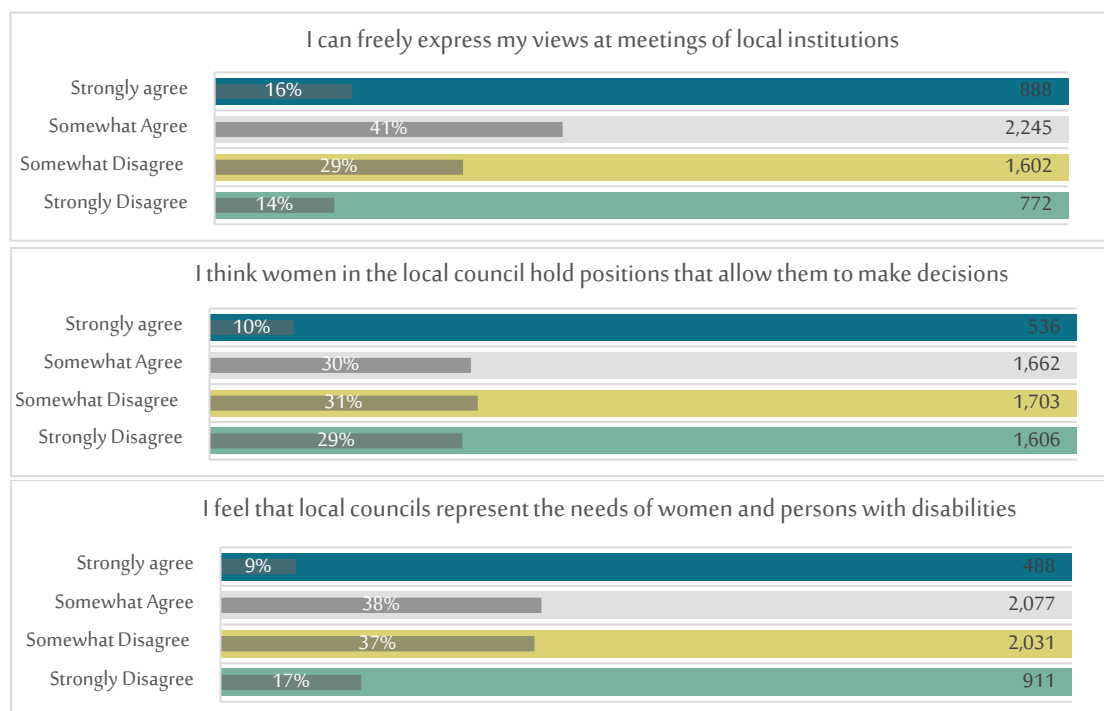


d. Inclusiveness (CPS)

One of the *Inclusiveness standards* was the paradigm "I can freely express my views in the meetings of local councils ". The largest percentage of the residents who strongly agreed reached 16% (888 persons) of the total number interviewees. Next in place came the paradigm: "I believe that women in the LCs may hold positions to make decision making, with a percentage of 10% (536 persons). In the third place,

the paradigm "I feel that the LCs represent the needs of women and people with disabilities", which scored 9% (488 persons).

Figure 23: Inclusiveness (CPS)



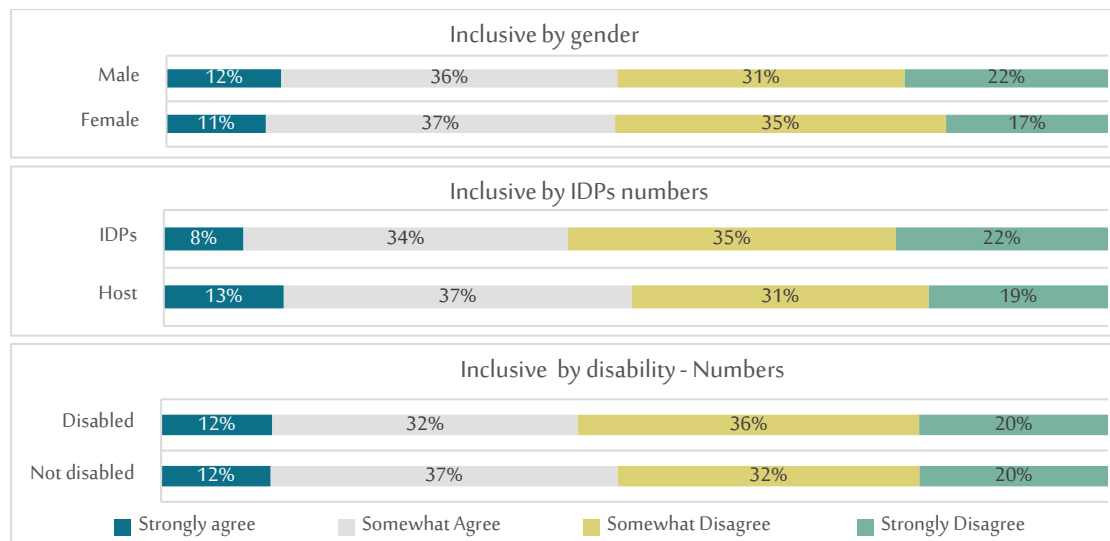
Inclusion by gender

The study found that males are more likely than females in considering that the LCs are applying the standards of inclusiveness. The males who *strongly agree* that the LCs apply the standards of inclusiveness was (12%) and those who *agree somewhat* was (36%). This is while the females who *strongly agree* that the LCs apply the inclusiveness standards constituted 11%, whereas the percentage that expressed *agree somewhat* reached 37%.

Non-disabled persons believe that the LCs apply the standards of inclusiveness more than those with disabilities. The non-disabled persons who *strongly agree* that the LCs apply inclusiveness standards were 12%, while those who *agree somewhat* reached 37%, whereas the disabled who *strongly agree* that the LCs apply the inclusiveness standards reached, 12% whereas those who *agree somewhat* reached 32%.

Residents of the host community believe that the LCs apply more inclusiveness standards more than the IDPs'. The residents who *strongly agree* that LCs apply inclusiveness standards stood at 13%, and those who *agree somewhat* reached 37%, whereas the IDPs who *strongly agree* that LCs apply inclusiveness standards scored 8%, and who *agree somewhat* were 34%.

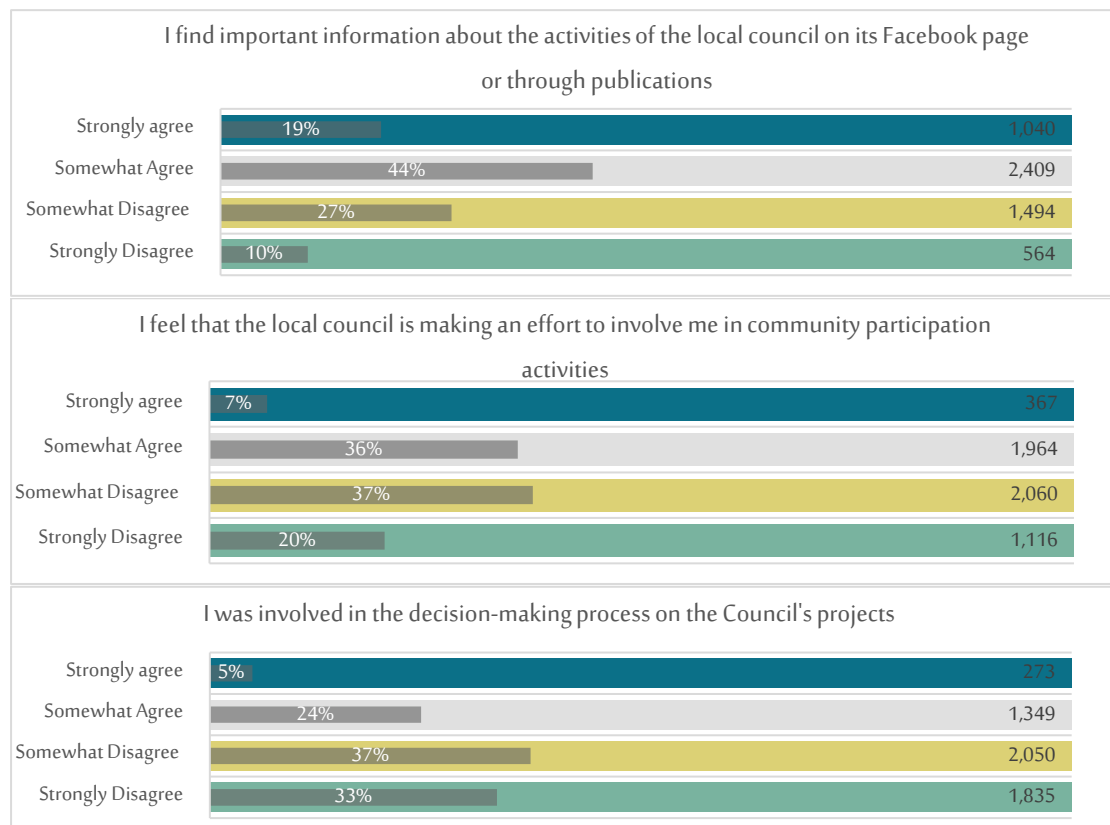
Figure 24: Inclusive by Gender /IDPs Numbers /Disability Numbers



e. Participatory / participation (CPS)

One of the participatory standards for which the community people were surveyed was: "I find important information about the LCs activities on its Facebook page or through publications" The highest proportion of the residents who strongly agreed, was 19% (1,040 respondents) of the total persons who were interviewed. In the second place, the standards "I feel that the LC makes an effort to involve me in community participation activities" with 7% (367 respondents). In the third place the standard "I was involved in the decision-making process on the Council's projects", scoring 5% (273 respondents).

Figure 25: Participatory /Participation (CPS)



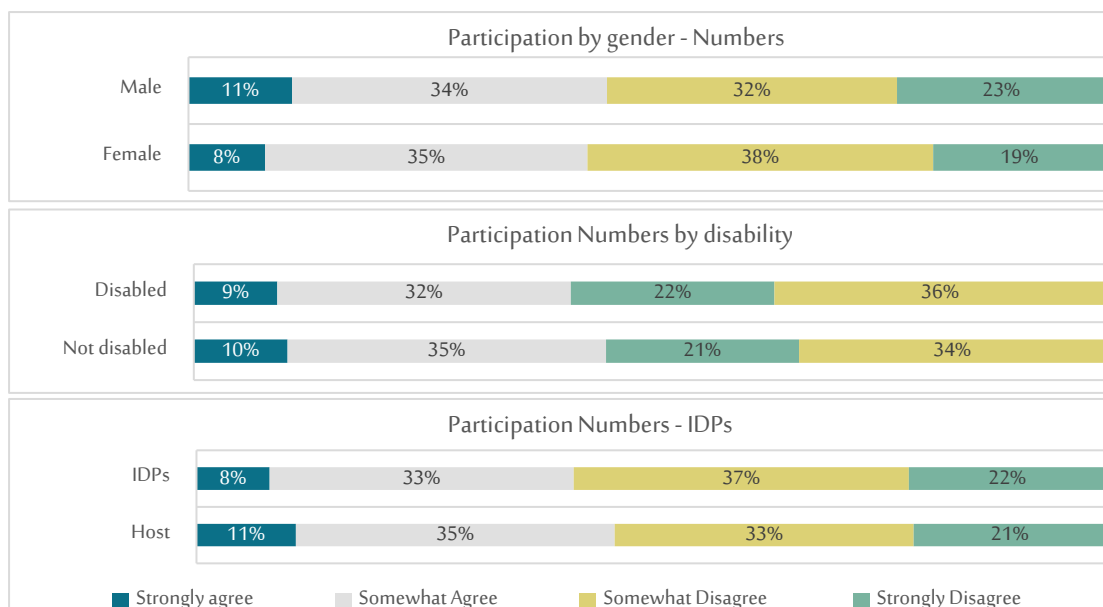
Participatory by gender

The study found that males are more likely than females in believing that the LCs apply the participatory standards. The percentage of males who *strongly agree* that LCs apply participatory standards reached 11%, and those who *agree somewhat* were 34%, while females who *strongly agree* that the LCs apply participatory standards reached 8% and those who *agree somewhat* were 35%.

Non-disabled persons believe that the LCs apply the participatory assessed standards more than those with disabilities. The non-disabled persons who *strongly agree* that LCs apply participatory standards are 10%, and those who *agree somewhat* are 35%, while those who *strongly agree* that the LCs apply participatory standards reached 9%, whereas those who *agree somewhat* reached 32%.

Residents of the host community believe that the LCs apply participatory standards more than IDPs'. The surveyed residents who *strongly agree* that LCs apply participatory standards reached 11%, and those who *agree somewhat* scored 35%, while the IDPs who *strongly agree* that LCs apply participatory standards reached 8%, whereas those who *agree somewhat* totaled 33%.

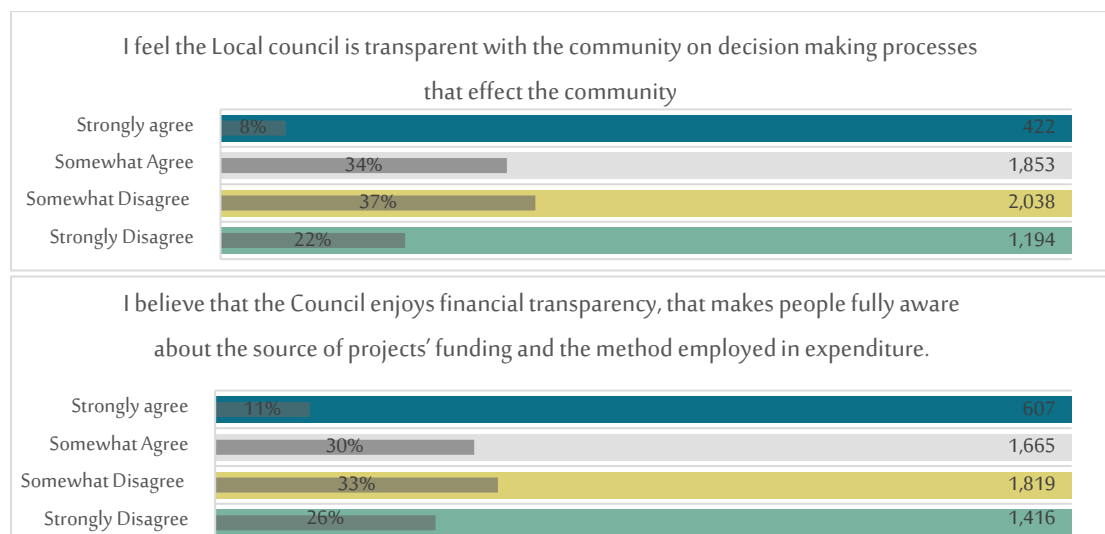
Figure 26: Participation Numbers by Gender/ Disability /IDPs



f. Transparency (CPS)

One of the standards for transparency about which residents' perceptions were surveyed was: "The LC is financially transparent that makes citizens fully aware of the sources of project financing and the adopted spending mechanism". The majority of the residents strongly agree, with a percentage of 11% (607 respondents) out of the total person surveyed. Second in place came the standard "I feel that the LCs is transparent in clarifying its internal work for the community" with a percentage of 8% (422 respondents).

Figure 27: Transparency (CPS)



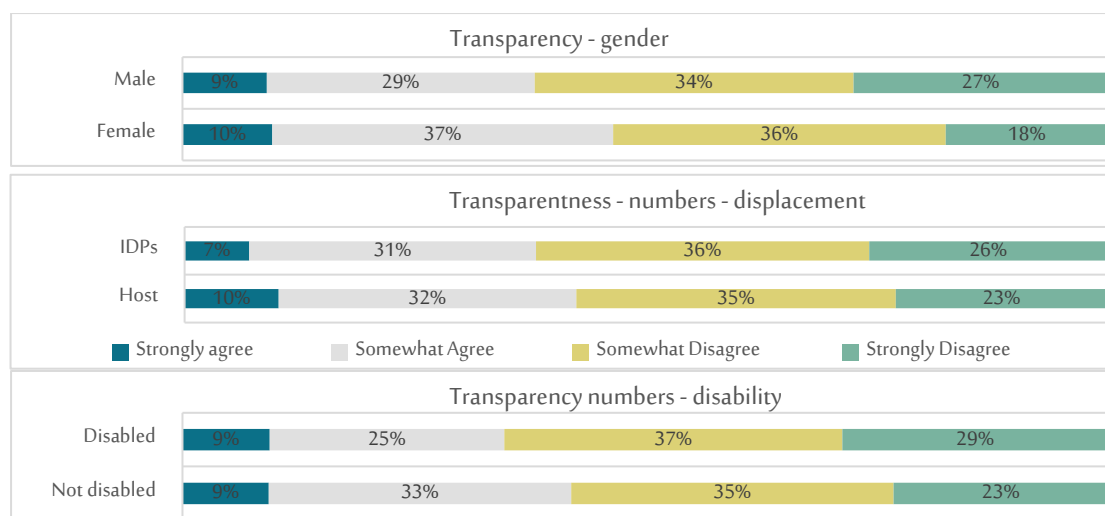
Transparency by gender

The study found that females more than male believe that the LCs apply transparent standards. The females who *strongly agree that* the LCs apply transparency standards reached (10%), and those who *agree somewhat scored* (37%). This is while the males who strongly agree that the LCs apply transparency standards totaled 9%, and those who *agree somewhat* reached 29%.

The non-disabled persons outnumbered those with disabilities in believing that the LCs apply the transparency standards. The non-disabled persons who *strongly agree* that the LCs apply transparency standards reached 9%, and those who *agree somewhat were* 33%, while the disabled who strongly agree the LCs apply the transparency standards reached 9%, and those who *agree somewhat totaled* 25%.

Residents of the host community more than the IDPs, believe that the LCs apply transparency standards. Resident who *strongly agree* that the LCs apply transparency standards reached 10%, and those who *agree somewhat* 32%, while the IDPs who *strongly agree* that the LCs apply transparency standards were 7%, whereas those who *agree somewhat totaled* 31%.

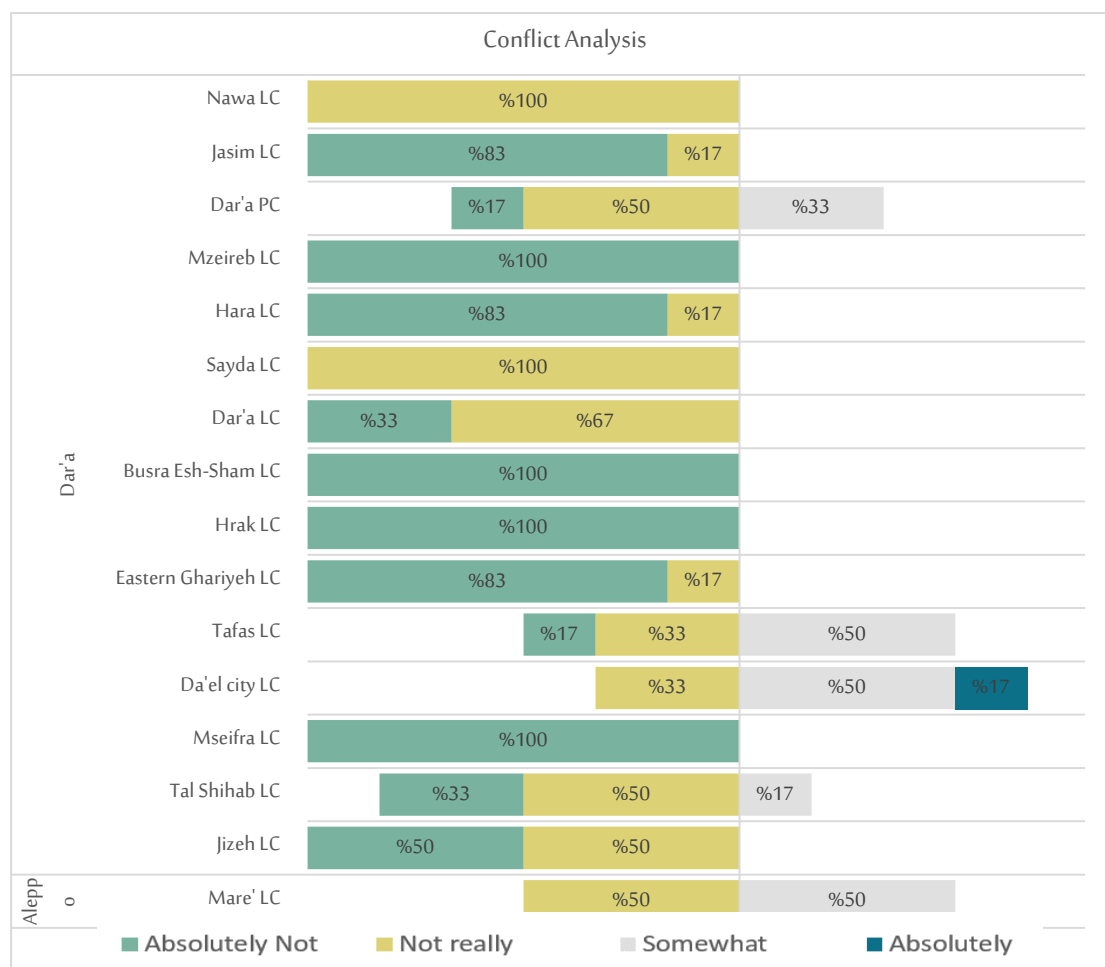
Figure 28: Transparency by gender



5. Resilience and conflict analysis

Of all the LCs incorporated in the study, the report showed that 1% of the assessed resilience and conflict analysis standards were applied, and that 13% were *applied somewhat*. While 36% the LCs started thinking to follow them, and 50% were not taken into account.

Figure 29: Conflict Analysis



The resilience and conflict analysis standards explored in this study included:

- The resilience of the LC and its ability to respond to emergencies.
- The presence of a clear emergency protocol in place.
- The availability of comprehensive data by the LCs for community needs and beneficiary data.
- The ability of the LCs to develop innovative revenue generation schemes.
- Does the LCs have a non-governmental organization metadata database that is updated regularly?
- Does the LCs analyze conflicts to update a plan of action to mitigate the conflict?

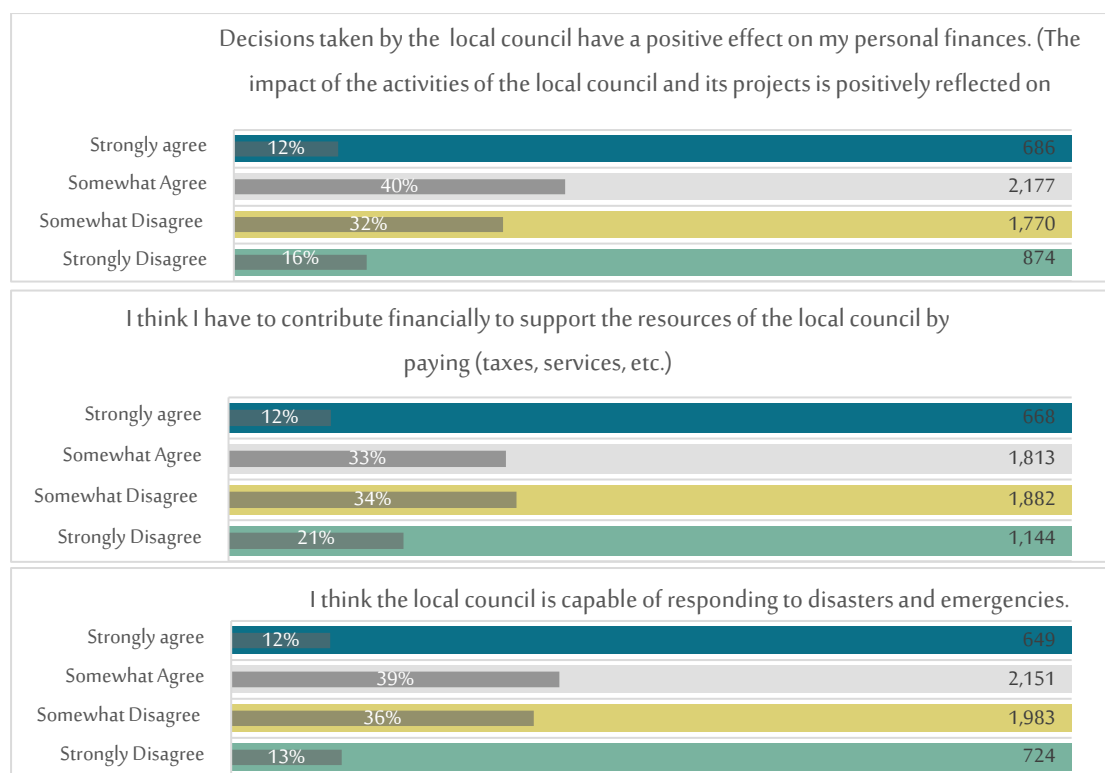
The results of the study showed that the LC of the city of Da'el is the leading council that applies the standards of resilience and conflict analysis. It put into action 17% (1) of the standards that have been investigated by this council. It has also documented the implementation mechanism. This is while 50% (3 standards) is effected when circumstances would allow to do so, and 33% (2 standards) are being taken into consideration to be applied, i.e. the council "have started thinking about it recently".

There are 11 LCs among those included in the study that do not apply any of the resilience standards. However, it is worth mentioning here that one of the standards being applied predominantly by most of the LCs in the context of resilience and conflict analysis is their ability to develop Innovative income generating plans. Accordingly, the study showed that the LCs in Da'el, Tafas, Tal Shihab and Mare' are applying this standard when the circumstances may allow (*somewhat*). The same case applies vis-a-vis the LCs having a profile database on the community needs and the beneficiaries; something which is maintained and the updated weekly by Da'el LC, especially for the beneficiaries' data. While the PC of Dar'a and the LCs Tafas and Mare' possess database of the beneficiaries, but the update process is not carried out periodically, i.e. the standard is *somewhat applied*.

g. Resilience (CPS)

One of the resilience standards about which residents' perception were surveyed was "I think I should contribute financially to support the resources of the LC through the payment of taxes and service fees". The largest percentage of the residents showed *strongly disagree*, 21% (1,114 persons). In the second place, the paradigm "The decision of the LC has a positive effect on my personal financial situation and the impact of the activities of the LC and its projects is positively reflected on me", had 16% (874 persons).

Figure 30: Resilience (CPS)

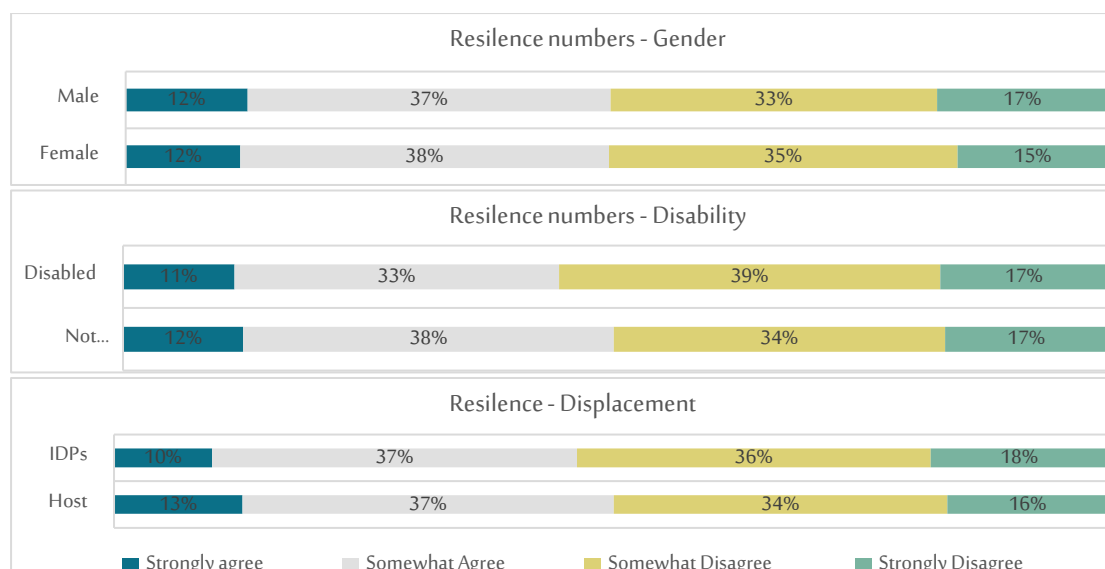


Resilience by gender

Non-disabled persons more than those with disabilities believe that the LCs apply resilience standards. Non-disabled persons who *strongly agree* that the LCs apply the resilience standards reached 12%, and those who *agree somewhat* totaled 38%. This is while the disabled persons who strongly believe that the LCs apply resilience standards reached 11%, and those who *agree somewhat* 33%.

Residents of the host community compared to the IDPs outnumbered the latter's in believing that the LCs apply resilience standards. The percentage of the residents who *strongly agree* that the LCs apply resilience standards reached 13%, and those who *agree somewhat* totaled 37%, while the IDPs who *strongly agree* that LCs apply transparency standards scored 10%, and those who *agree somewhat* were 37%.

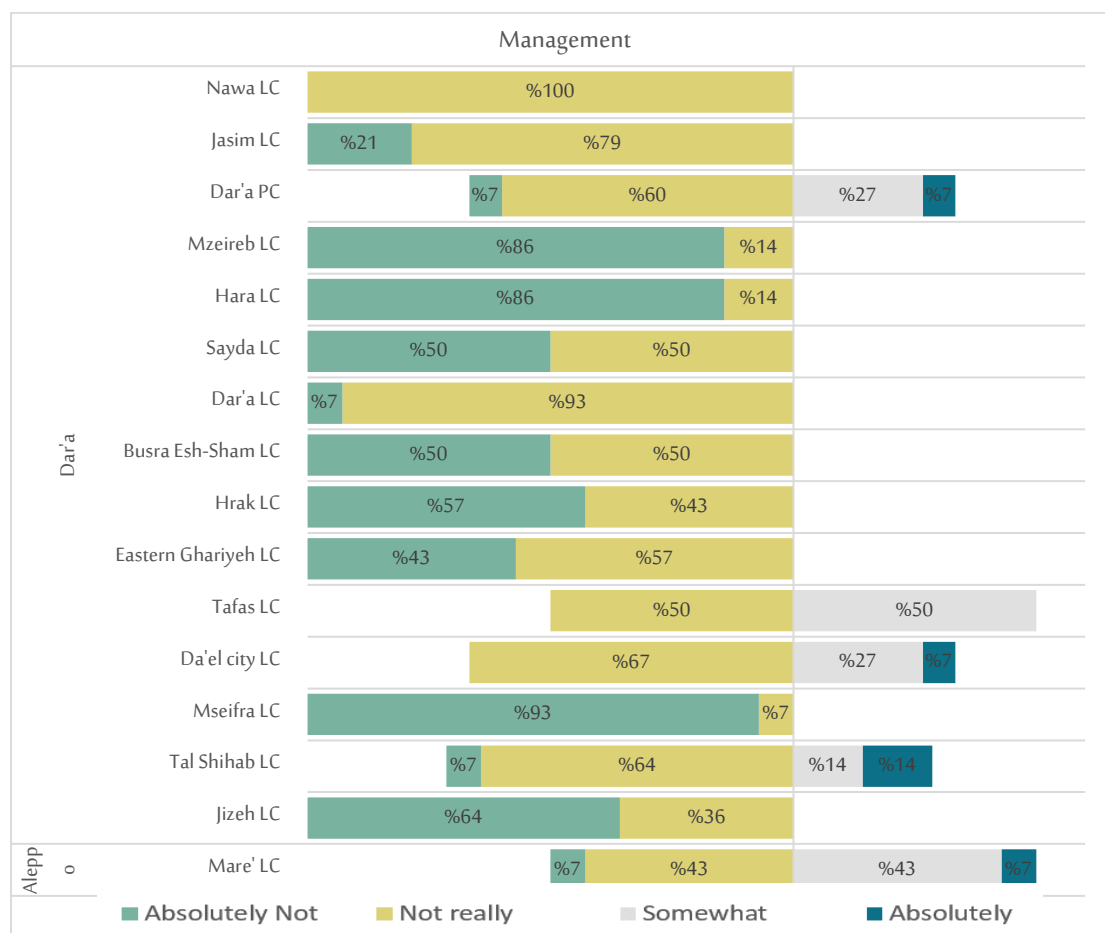
Figure 31: Resilience by gender



6. Management

The results of the study showed that 2% of the management standards explored were applied (absolutely applied) within the LCs assessed, 10% (*somewhat applied*), 52% of the said standards the LCs are thinking to do so, which 36% have not been taken into consideration.

Figure 32: Management



The management standards explored in this study included the following features:

- Availability of a comprehensive strategic plan for the LCs and the implementation of the plan
- Whether women were involved in drafting the plan.
- Availability of a system for evaluating cost effectiveness and whether the LCs rely on this system when evaluating their project.
- Whether the LC allocates a budget for the professional development of its staff.
- Whether the LC understands the project cycle and follows it when implementing the activities.
- Whether the LC has put the plans into action and is committed to follow them.
- Whether the LC relies on stored data from previous projects to plan activities and all projects designed have written Concepts.
- LC plans are developed based on needs and on the basis of participatory assessment.
- Whether the LCs take into account gender equality in activity development (project proposal) and support women led projects.

The study results show that the LC of Mare' takes the lead in applying the management standards among the assessed LCs scoring 43% (6 standards) of those being adopted by the council, when the circumstances may allow and if it is possible to apply the same as well as the availability of the necessary factors to do so (*somewhat applied*), while 7% (1 standard) is actually implemented and documents into this effect were presented.

The study found that the most common standards applied by the LCs are:

- The LCs depending on the data stored from the previous activity planning project
- Preparation of project and activities plans based on the participatory evaluation.

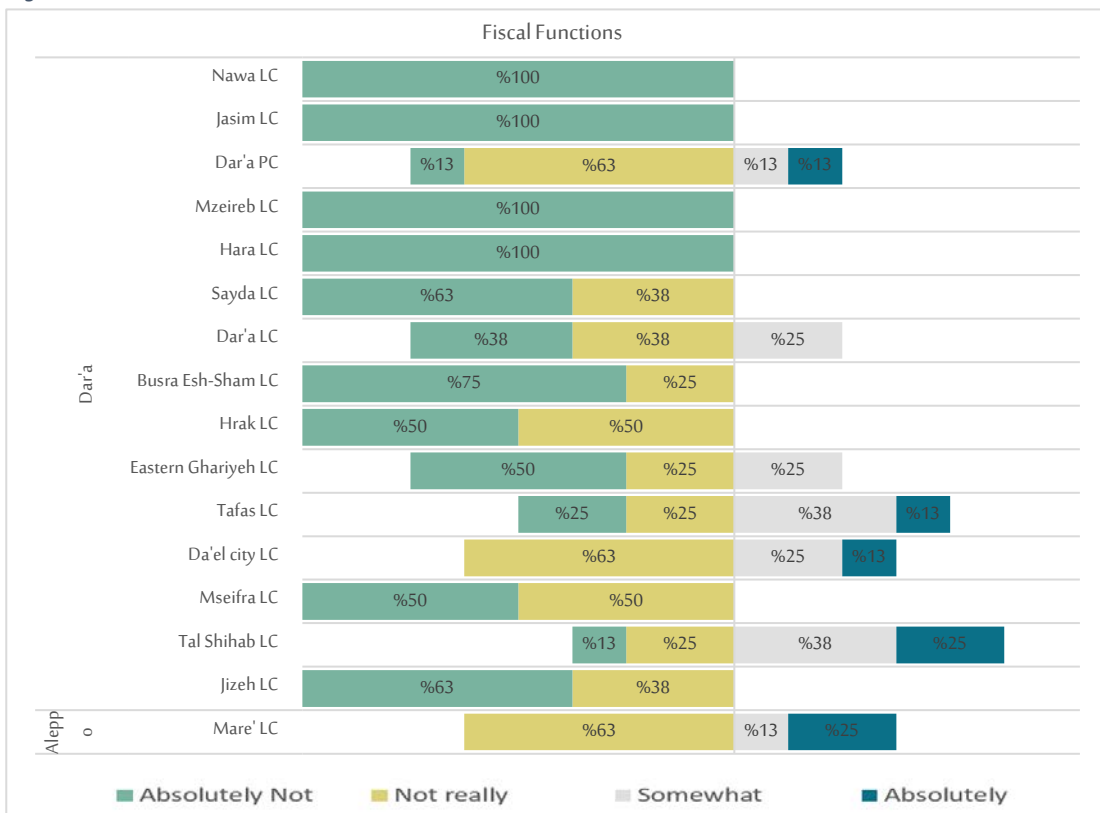
It was found that five LCs apply these standards when the circumstances allow (*Somewhat applied*).

The results also showed that three LCs committed themselves to the implementation of projects and follow-up, while one council is considering an implementation plan but has yet to document any measures (*to some degree*).

7. Fiscal Functions

The results of the study showed that 5% of the surveyed standards related to financial functions were applied (*absolutely applied*) within the LCs assessed, 11% are *somewhat applied*, 31% LCs, 52% were not taken into account.

Figure 33: Fiscal Functions



The assessed of financial functions standards explored in this study included the following:

- Availability of sustainable funding to the LCs.
- If the LC keeps regular records of the revenues and expenditures, and whether these records are audited by external auditors.
- Does the LC allocate financial resources for the participation of women in the projects or for the office-based staff members?
- Does the LC follow a secure system in the collection of donations and in fundraising?
- If the LC calculates all local and community contribution.
- Whether the LC depends on some NGOs/CSOs for funding the activities/ implementation.

The results showed that the LC of the city of Tal Shihab, of all the assessed LCs, takes lead in following the financial functions standards covered in the study. It follows 25% (2 standards) constantly, and it presented documentation illustrating the mechanism put in place upon implementation, whereas 38% (2 standards) would be applied when the circumstances allow and depending on the availability of necessary means (*somewhat followed*).

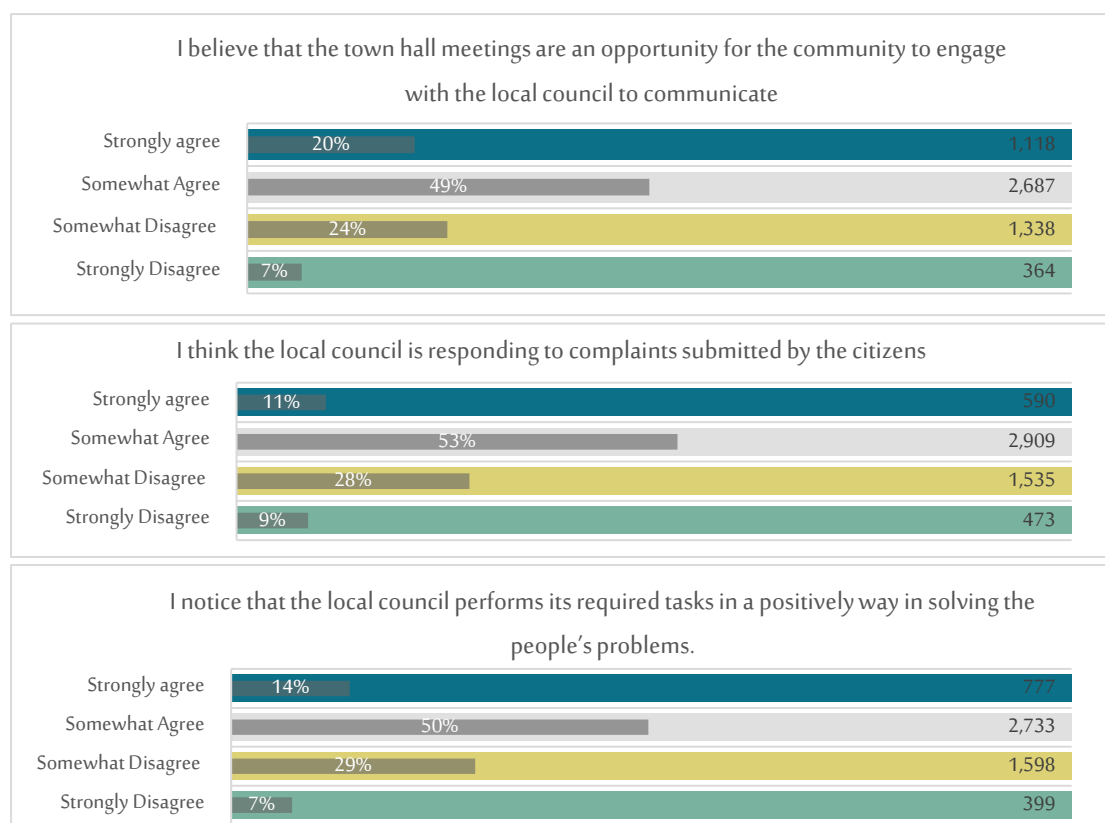
Among the assessed LCs there are 8 councils that did not apply any of the financial functions standards. Out of these there 4 LCs that had not accounted for any standards in their vision, and they think that they hardly need those standards. Accordingly, the LCs in Nawa, Jasim, Mzeireb and Hara are reported as they definitely do not follow any standards.

The study found that the highest-ranking functional standard being followed is the reliance of LCs on NGOs and on CSOs to finance the activities. These standards are absolutely followed by the LC of Mare', and *somewhat applied*, when the circumstances allow in the case of Dar'a PC, and the LCs of Dar'a, Tal Shihab, Eastern Ghariyeh, Tafas and Da'el.

h. Accountability (CPS)

One of the accountability standards about which the residents' views were surveyed was, "I believe that the meetings of the local institutions provide the community with the opportunity to communicate with the LC." This has had the highest percentage on which the residents expressed *strongly agree*, with 20% (1,118 respondents) of the total person interviewed. In the second place came the standards "I think the LCs responds to complaints from citizens", scoring 11% (590 persons).

Figure 34: Accountability (CPS)



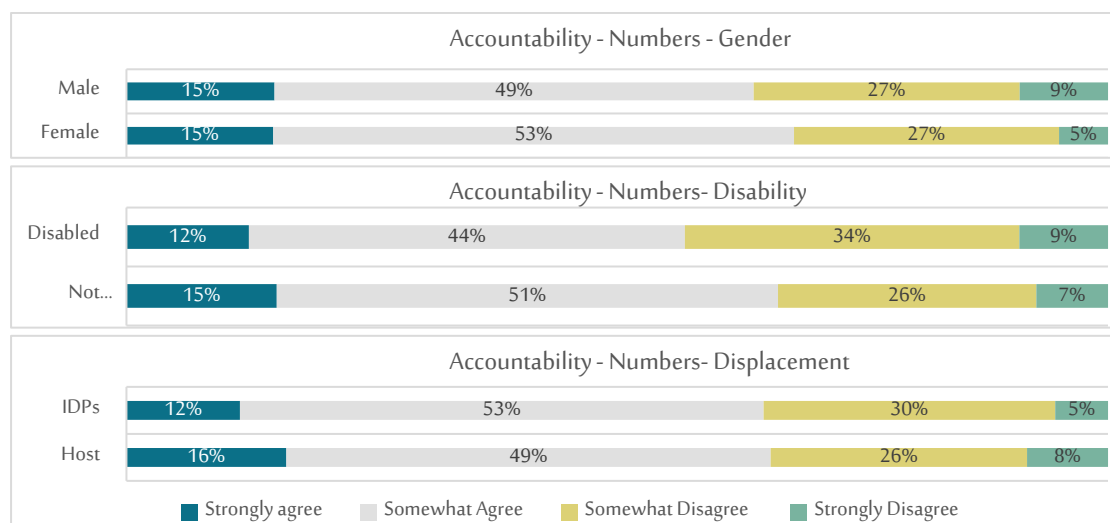
Accountability by gender

The study found that females more the males believe that the LCs apply the accountability standards. Females who *strongly agree* that the LCs apply the standards of accountability reached 15%, and those who *agree somewhat totaled* 53%. This is wile the males who *strongly agree* that the LCs apply the accountability standards stood at 15%, and those who *somewhat agree* reached 49%.

The non-disabled persons outnumbered those with disabilities in believing that the LCs apply the standards for accountability. The non-disabled persons who *strongly agree* that the LCs apply the standards of accountability reached 15%, while those who *agree somewhat* scored 51%. Whereas the disabled persons who strongly agree that the LCs apply the accountability standards stood at 12%, and those who *agree somewhat* reached 44%.

Residents of the host community more than the IDPs believe that LCs apply the accountability standards. The percentage of the resident who *strongly agree* that LCs apply accountability standards was 16%, and for those who *agree somewhat* was 49%. This is while the IDPs who *strongly agree* that LCs apply accountability standards was 12%, and those who *agree somewhat* was 53%.

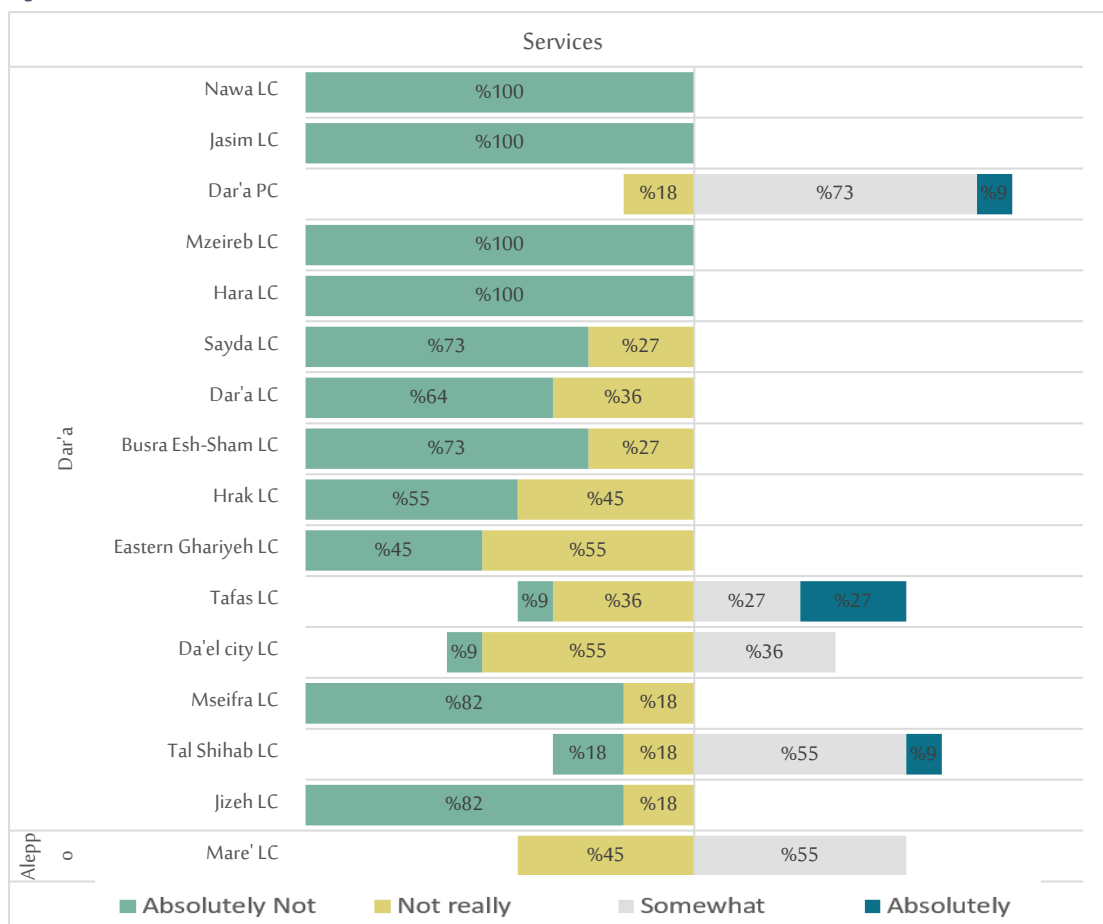
Figure 35: Accountability by gender



8. Services

The results of the study showed that 3% of the assessed service standards included inquired in the exploration scope of this report were applied (absolutely applied) within the assessed LCs, while 15% of the service standards are *somewhat applied*, and 25% indicated that the LCs had started thinking to introduce them; whereas 57% had not considered these service standards.

Figure 36: Services



The assessed services standards explored in this study included the following aspects:

- The extent to which the LCs conducts periodic maintenance of its projects on the ground.
- Does the LCs take into account the equitable access of all members of the community?
- Whether the LCs has the tools and equipment necessary to provide for the community's necessary requirements.
- Are the citizens informed in advance about the time when maintenance works will be carried out?
- Whether the LCs provides hotline and the suggestions box to for reporting needed maintenance and services.
- Do the LCs prioritize health and education projects in the community?
- Does the LC provide health services to women in the community?
- Whether the LCs are able to implement projects that improve the infrastructure of the community.

- Whether the LCs knows how to evaluate projects to improve the living standards in the community and whether they carry out the implementation of such projects.

The results showed that the PC of Dar’a is the leading council in following the standards of services among the LCs assessed, with 9% (1 standard) being applied constantly by the said council, for which it submitted documents elaborating on the mechanism of implementation, while 37% (8 standards) are applicable when the circumstances allow and necessary means are available (*somewhat applied*).

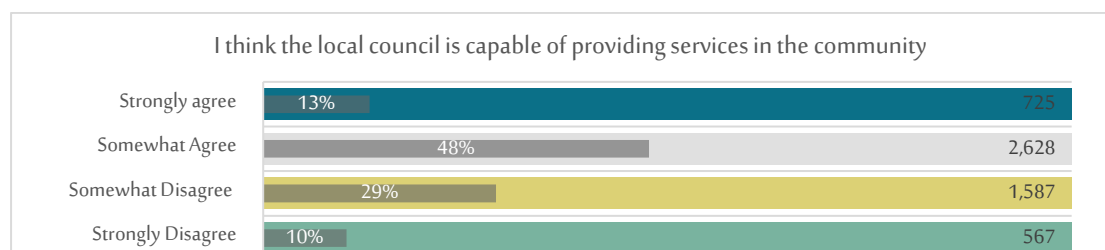
The study found that the top most standard the applied by the majority of the assessed LCs was the “periodic maintenance of an already existing projects”. It was accordingly reported that one of the LCs applied this standard, Tafas LC, and they presented documents illustrating the mechanism of implementation. While four other LCs: Dar’a PC, Tal Shihab, Mare', and Da’el LCs are implementing this standard when circumstances allow.

Of the LCs assessed, 11 councils do not apply any of the service standards covered in the study.

i. Efficiency (CPS)

The results of the study showed that 13% (725 respondents) of the residents surveyed *strongly agree* that the LCs is able to provide services in the community, and that 48% (2628 respondents) *somewhat agree*, while 29% (1,587 respondents) *somewhat disagree*, and 10% (567 respondents) do not agree strongly.

Figure 37: I think the local council is capable of providing services in the community



Efficiency by gender

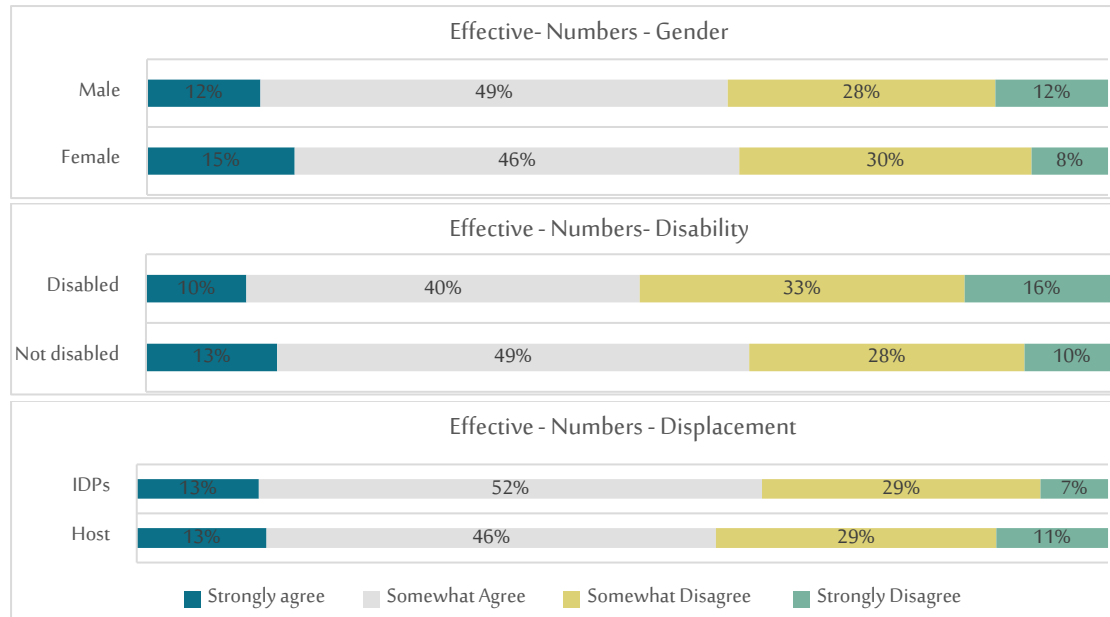
The study found that females outnumbered the males in believing that the LCs apply the standards of Efficiency. The females who *strongly agree* that the LCs apply the standards of Efficiency stood at 15%, and those who *agree somewhat* reached 46%, while the males who *strongly agree* that the LCs apply the transparency standards reached 12%, and those who *agree somewhat* stood at 49%.

The non-disabled persons more that those with disabilities believe that LCs apply the surveyed standards of efficiency. The non-disabled persons who *strongly agree* that the LCs apply the efficiency standards reached 13%, and that 49% agree to a certain extent. This is while the people with disabilities who strongly agree that the LCs apply the efficiency standards scored 10%, and that those who *agree somewhat* reached 40%.

Residents of the host community compared to the IDPs outnumbered the latter's in believing that the LCs apply the efficiency standards. Resident who *strongly agree* that the LCs apply the efficiency

standards reached 13%, and that 46% *agree somewhat*. This is while the IDPs who *strongly agree* that the LCs apply the efficiency standards reached 13%, and 52% *agree somewhat*.

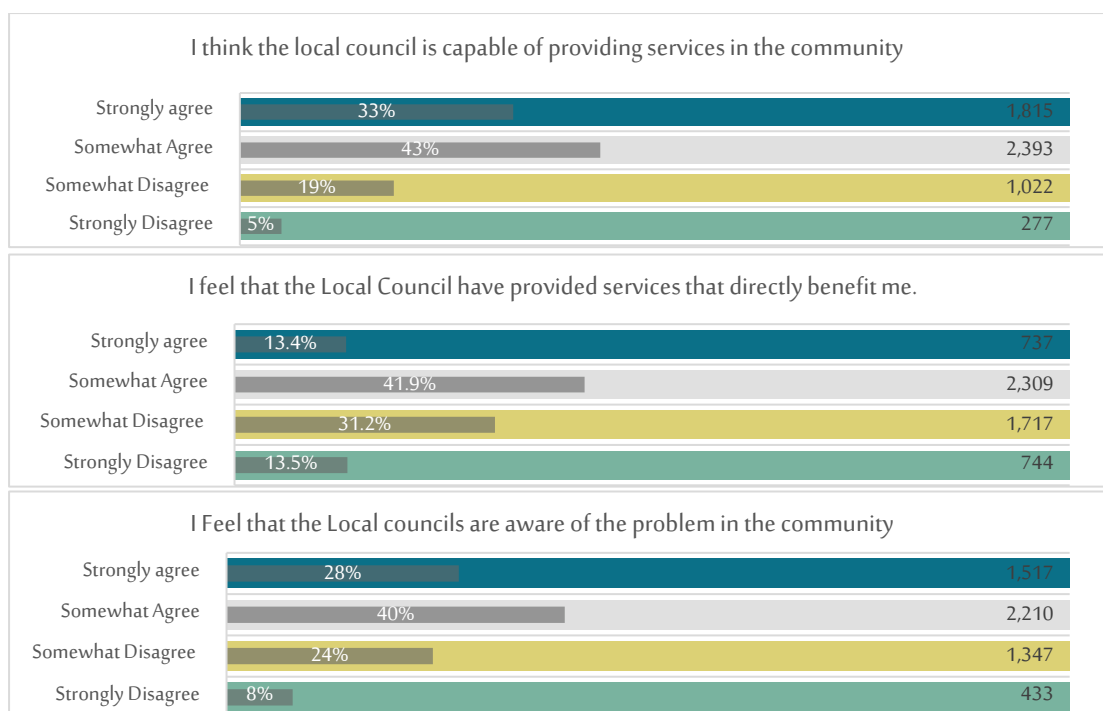
Figure 38: Efficiency by gender



j. Response (CPS)

One of the response standards about which the residents' perception were surveyed was the standards "The LCs should be the authority or the body responsible for providing services in the community", against which the largest proportion strongly agree with a percentage of 33% (1,815 respondents) of the total persons interviewed. Second in place came the standard "I feel that the LCs are aware of the problems of community", scoring 28% (1,517 respondents). While the third standards were "I feel that the LC has provided the services or projects that meet my needs directly", reaching 13% (737 respondents).

Figure 39: Response (CPS)



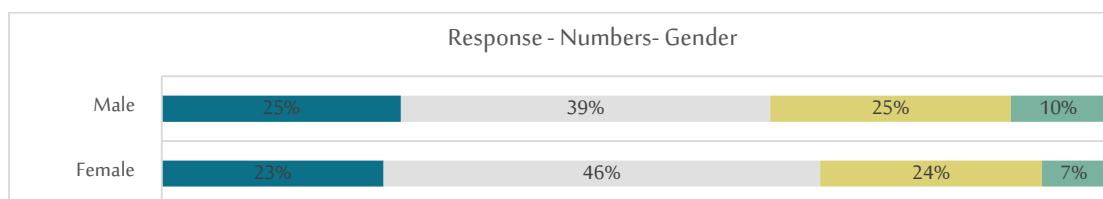
Response by gender

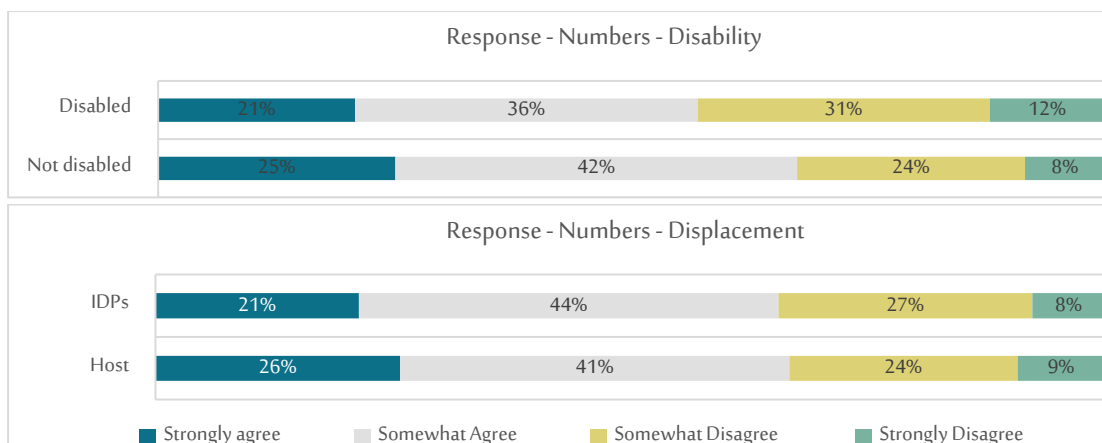
The survey showed that males are more than females in believing that the LCs apply the response standards. The males who *strongly agree* that LCs apply the transparency standards reached (25%), and those who *agree somewhat* stood at (39%). This is while the females who strongly agree that the LCs apply the transparency standards reached 23%, those who *agree somewhat* stood at 46%.

The non-disabled persons more that the person with disabilities believe that the LCs apply the response standards. The non-disabled persons who *strongly agree* that the LCs apply the standards of response reached 23%, and those who *agree somewhat* totaled 46%. This is while the disabled persons who *strongly agree* that the LCs apply the response standards totaled 21%, and those who *somewhat agree* reached 36%.

Residents of the host community outnumbered the IDPs in believing that the LCs apply the response standards. Residents who strongly agree that the LCs apply the response standards reached 26%, and those who *agree somewhat* scored 41%. This is while the IDPs who *strongly agree* that the LCs apply the response standards totaled 21%, and those who *agree somewhat* reached 44%.

Figure 40: Response by gender

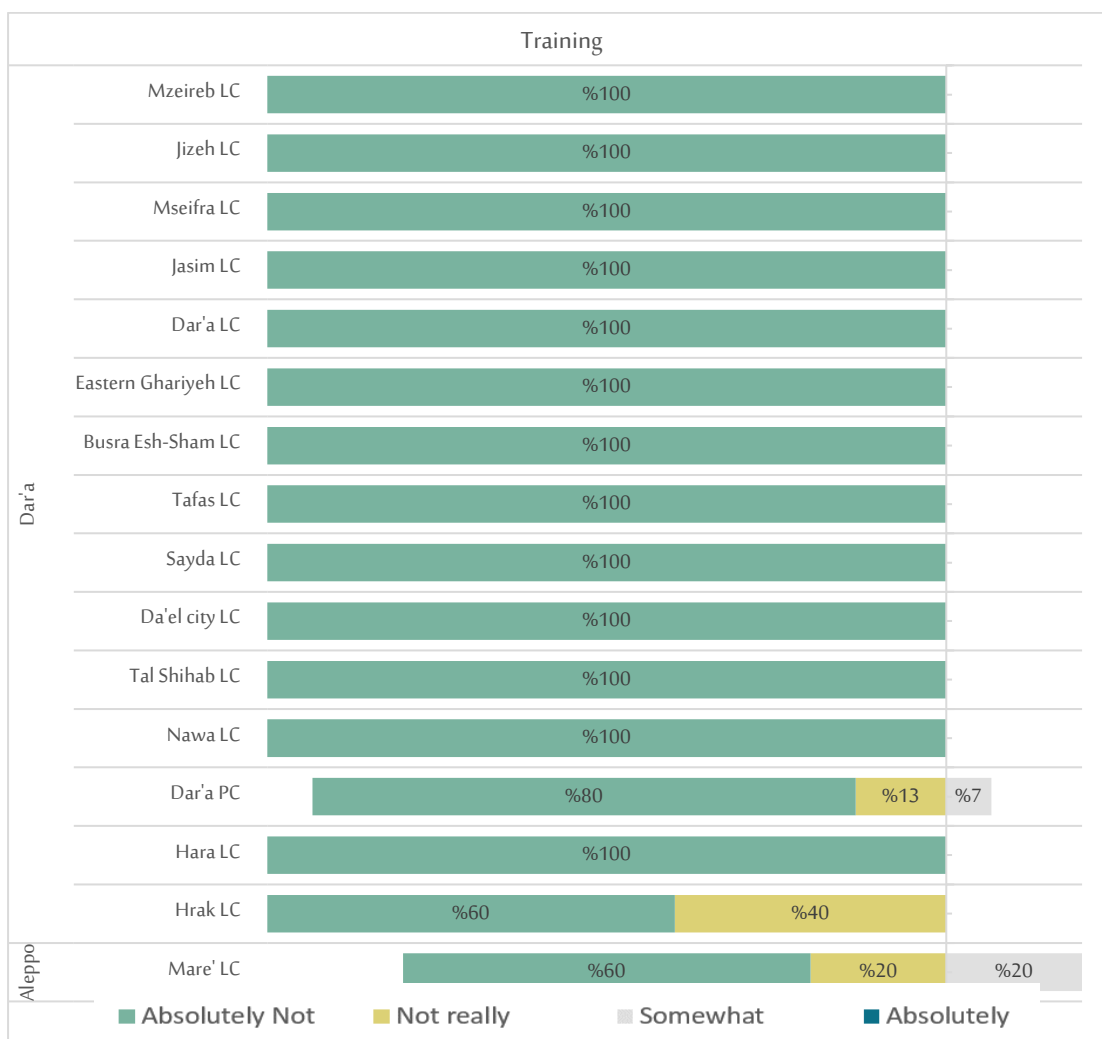




9. Training

The results of the study showed that 5% of the surveyed service standards are *somewhat applied* within the assessed LCs, while 15% accounted for the standards that the LCs started to think about following them; whereas 80% were not taken into consideration.

Figure 41: Training



Exploration of the assessed training standards, included coverage of the following fields:

- Service delivery.
- Financial management.
- Project management.
- Dealing with emergencies.
- Conflict management and mitigation.
- Access to and use of training materials on the internet, and the extent to which the LCS may benefit from such medium.
- Writing proposals.
- Gender.
- Communication techniques with donors and CSOs.
- Public speaking.
- Good governance.
- Organizing awareness campaigns

The results of the study showed that only two LCs followed training in the assessed fields. The LC of Mare' city followed three types of training: -

- on service provision,
- financial management, and on
- project management).

The PC of Dar'a reported that they are urging their staff members to surf the internet searching for the training materials that they may need; however, some of them have little of that necessary experience to help them know how to access these materials.

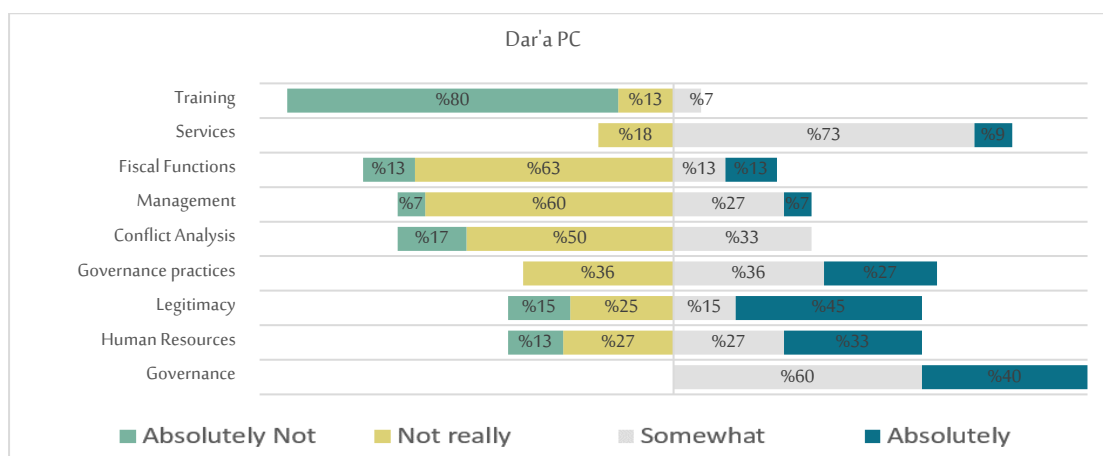
Of the LCs assessed, 14 LCs received no training on any of the assessed fields that were explored.

Section IV: PC/LCs and their application of good governance

1. The PC of Dar'a

The results of the study showed that the Dar'a Provincial Council *absolutely* applies 22% (24 standards) of good governance standards, and *somewhat applies* "when circumstances allow" 30% (33) standards of good governance, while 31% (34 standards) the LC "started thinking about it" "not really" applied, and that 18% (20 standards) is "definitely not" applied.

Figure 42: Dar'a PC



At the date of preparing this study, the session of Dar’a PC was the fourth. It started on 24 March 2017. A decision was issued by the Minister of Local Administration to extend this session for three months, ending on 22 June 2018. The PC was elected by an electorate consisting of 123 members from all LCs and sectors, each representing 10,000 members. This PC has setup a number of directorates, viz: Directorate of Agriculture, of Finance, of Services, of Irrigation, of Education, of Real estate and Directorate of Civil Registration, all of which are being supervised by the PC.

The PC has no vehicles and has complains as to the shortage in the personnel it has.

The number of personnel it has is 58 persons, of whom 17 are females. The 13 councilors adhere to regularly attend the office hours as they work full-time in the council. The number of its office employees is 33, of whom 10 are females. The PC of Dar’a has 6 male volunteers and 6 female volunteers.

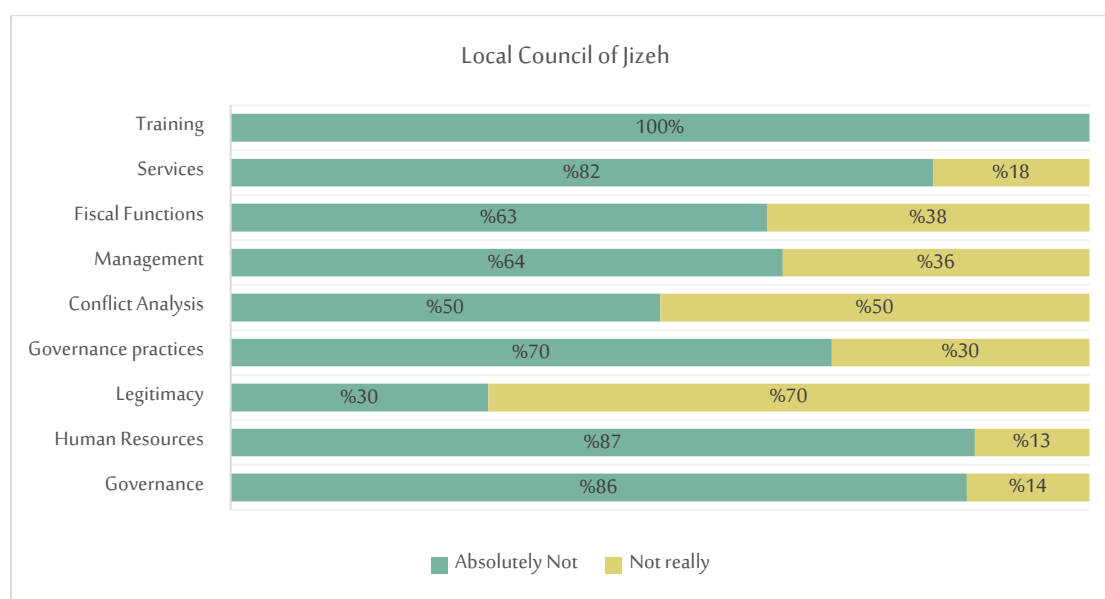
The major constraints the PC of Dar’a is experiencing are:

- The lack of training, and the non-availability of training materials to its members. Only one of the training standards surveyed have been implemented, namely, the *somewhat* access of the PC members and staff to training materials on the Internet.
- The financial functions took second place as being a constraint to the proper running of the PC’s affairs. Only two measures of financial standards are applied: “The PC has regular financial records of its income and expenditure”, and that: “The PC relies *somewhat* on the funding of NGOs and civil society organizations”, according to the funds available with these organizations.

2. Jizeh LC

The results of the study showed that the LC in Giza does not apply any of the standards of good governance as required, while 36% (33) of these standards the LC “started thinking about” them (*not really*), and 64% (58 standards) is “*definitely not*” applied, neither did the council consider them in the LC’s plans.

Figure 43: Local Council of Jizeh



At the date of preparing of this study, the session of the LC of Giza was the fourth. It started on 1 August 2017 and will be ending on the same date in 2018. The council members were appointed by election.

The LC possesses one pickup, KIA make, vehicle used in the Services Office.

The overall number of the staff working in the LC is 41, of whom 8 are females. All of the 14 councilors are full-time members, dedicating their time to attend the office hours in the council. In its employs, the council has 10 employees, all of whom are male; this is together with 17 volunteers, 10 male and 7 females.

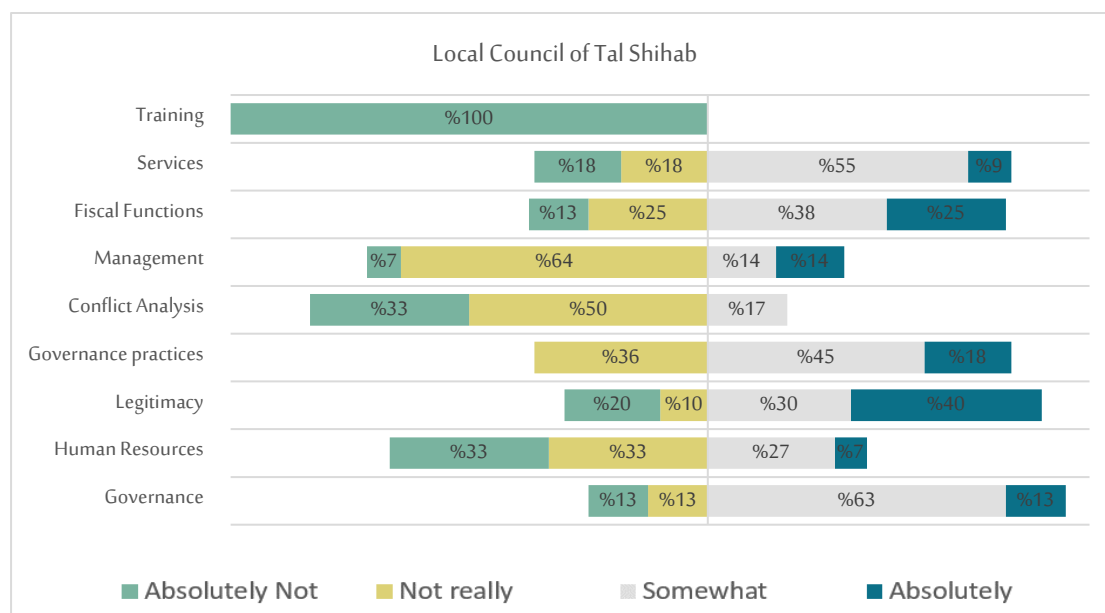
Notwithstanding the fact that the Giza LC is not optimally applying all standards of good governance, the acute needs the LC is in want for, however, lies in:

- Its want for staff training and the shortage of the educational materials at disposal of its members.
- Weak implementation of the good governance standards, and
- Weak implementation of the human resources and services standards

3. Tal Shihab LC

The results of the study show that the LC in Tel Shihab absolutely applies 18% (17 standards) of the good governance standards, and 34% (32 standards) of these is *somewhat applied* when circumstances allow, while 30% (28 standards) the LC “started thinking about them”, “not really” applied, and that 16% (17 standards) “definitely not” neither did the council consider them in the LC’s plans.

Figure 44: Local Council of Tal Shihab



At the date of preparing of this study, the session of the LC in Tal Shihab was the fourth. It started on 15 August 2017 and will be ending on the same date of 2018. Its councilors were appointed by consensus, among the major actors and leaders in the town; after agreement reached on naming the members of the executive office and the head of the LC. In doing so

certain criterions are taken into consideration, such as the number of tribes being engaged as well as the size of each; whereby the larger the tribe is, the more representatives it has the right to depute. This is in addition to representation of the largest possible group of the community.

The LC has 6 vehicles, 1 pickup truck, 1 tractor, 1 sewage unblocking tank, 1 electricity service truck crane, in addition to the two vehicles that need maintenance.

All in all, the LC has 15 councilors, one of whom is a female member. Of this number 10 councilors are full-time members, with one female councilor. Noting that the LC has nobody in its employ neither does it have any volunteers.

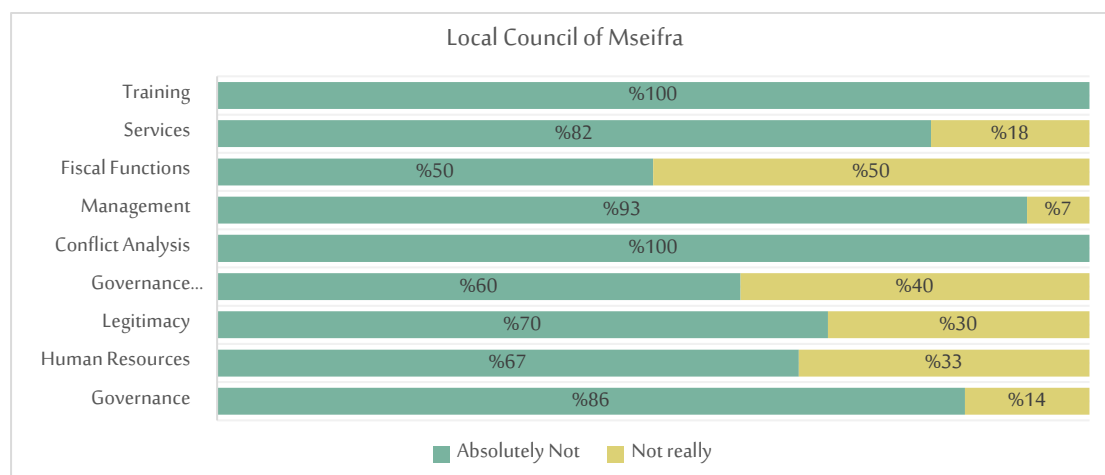
The main obstacle facing the LC in Tal Shihab is:

- Lack of training and educational materials available to its members
- Weakness of the application of resilience and conflict analysis standards. Only one of the resilience standards that have been surveyed is applied. The “development of innovative revenue generation plans”
- Weakness in the application the management standards and human resources

4. Mseifra LC

The results of the study showed that the LC in Mseifra is not implementing any of the good governance standards. In the meantime, the LC had “started thinking about” following “not really” 25% (23) of the said standards, whereas 75% (68 standards) is “*definitely not*” applied, neither did the council consider them in the LC’s plans.

Figure 45: Local Council of Mseifra



At the date of preparing of this study, the session of the LC of Mseifra was the tenth. It started on 1 January 2018 and will be ending on the same date in 2019. Appointment of the council members was made selectively, whereby members of the town’s Shura Council nominated the LC members.

The LC has 6 vehicles consisting of: 3 tractors, used for cleaning works services, 1 cleaning car, 1 sewage tank, 1 shovel vehicle. Noting that that all of the vehicles in possession of the council are out of order and need maintenance.

The total number of personnel is 48, of whom there are 3 females councilors out of the 16 LC members. The full-timer members among them is 9 only, of whom there is one female. The full-time councilors adhere to attending the office hours regularly. In its employ the LC has 8 male workers together with 22 male volunteers in addition to 2 females.

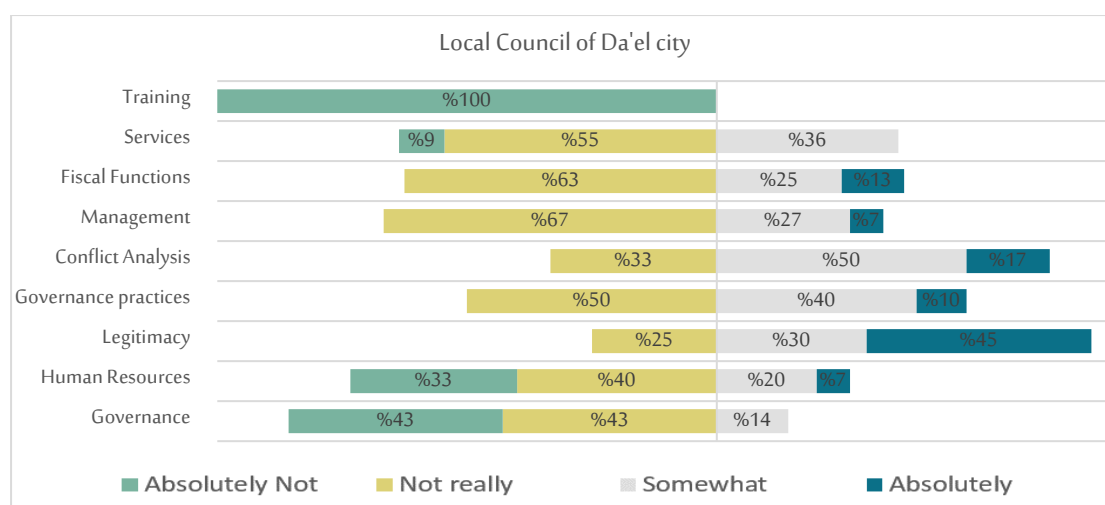
Notwithstanding the fact that the Mseifra LC’s application of all standards of good governance; it is still suffering from:

- Shortage in training available to them, in addition to the shortage of the educational materials at disposal of its members
- The Weakness it had in implementation the resilience and conflict analysis standard
- Weakness in the application of the management standards
- Weakness in implanting the governance standards

5. Da'el LC

The results of the study show that Da’el LC absolutely applies 15% (14) of the of good governance standards, and that 29% (27 standards) *somewhat applied* when circumstances allow, while 46% (42 standards) (Not really), whereas 10% (9 standards) are not applied and were not included in the LC's plans.

Figure 46: Local Council of Da'el city



At the date of preparing of this study, the session of the LC in Da’el was the fourth. It started on 18 April 2017 and will be ending on the same date in 2018. Noting that, the council in its fifth session it was formed during the period of data collection. However, the study interviews were conducted with the ex-council members who were doing the handing over process and had been appointed at its fourth session selectively. This appointment was made by an agreement reached by the actors and the community leaders in the town by nominating the members of the executive office and the head of the LC’s. In so doing certain criterions are taken into consideration, such as the number of tribes being engaged as well as the size of each; whereby the larger the tribe is, the more representatives it has the right to depute. This is in addition to representation of the largest possible group of the community.

The LC has 9 vehicles, consisting of: 1 small pickup car, 1 large pick-up vehicle, a tractor with 4 trailers for cleaning works, 1 tractor with 1 power crane, 1 bobcat vehicle, 1 scorpion bulldozer.

The total number of the personnel the LC has is 77, of whom 8 are females, who at the same time are councilors among 27 members. The count of the fulltime members is 9, of whom 1 is a female only. These members regularly attend the LC office hours. The number of office-based staff is 5, all males, this is besides 40 male volunteers and 5 female volunteers.

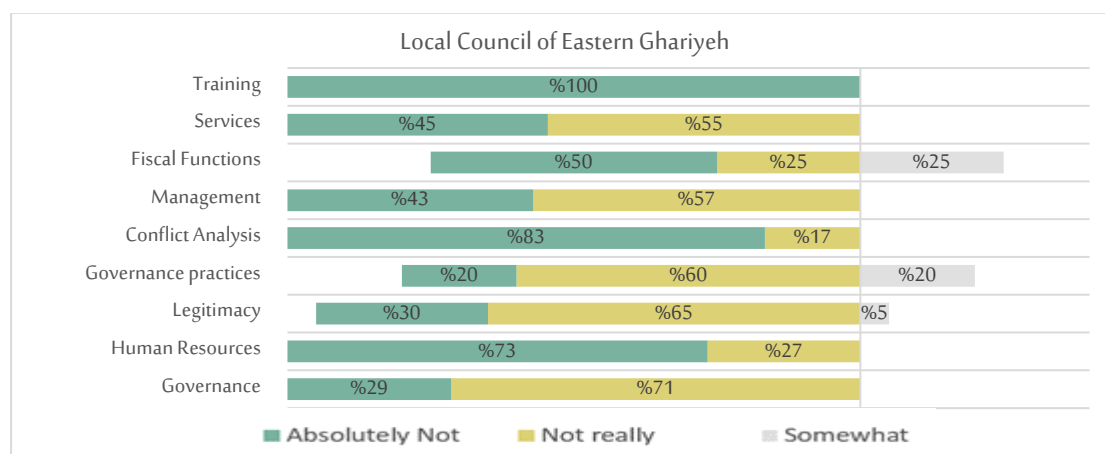
The major constraints being encountered by Da’el LC are:

- Lack of training and shortage of the educational materials available to its members.
- Weakness experienced in the application of the governance standards; the council is following only one of the surveyed governance standards. It however *somewhat* upholds the policy of “Signing MOUs with partners and stakeholders when circumstances allow”.
- Difficulty faced by the LC is its weakness in the application of service standards.

6. Eastern Ghariyeh

The results of the study showed that the LC in Eastern Ghariyeh *somewhat applies*, “when circumstances allow” 6% (5 standards) of good governance standards, while 49% (45 standards) LC “started thinking about them” “not really” applied (not really), while 45% (41 standards) is “*definitely not*” applied, neither did the council consider them in the LC’s plans.

Figure 47: Local Council of Eastern Ghariyeh



At the date of preparing of this study, the session of the LC in Eastern Ghariyeh was the eighth. It started on 1 September 2017 and it ends on 1 March 2018. It was the LC’s ninth session during which the data was collected; however, the survey was conducted with the ex-council members, who were in the process of handing over their tasks. The eighth session council were appointed through an election. The Eastern Ghariyeh town is home to 22 tribes. At the time of the LC election, each tribe nominated two representatives from its tribesmen to stand for election. Afterwards, out of the 44 representatives, the LC member were elected.

The LC has 3 vehicles: 1 tractor with 1 electricity service crane, 2 tractors for cleaning works.

The personnel total number working with the LC is 22 councilors, representing the whole cadre of the council; of whom there is one female. These councilors are all full-timers. The LC has no employees or volunteers in its employ.

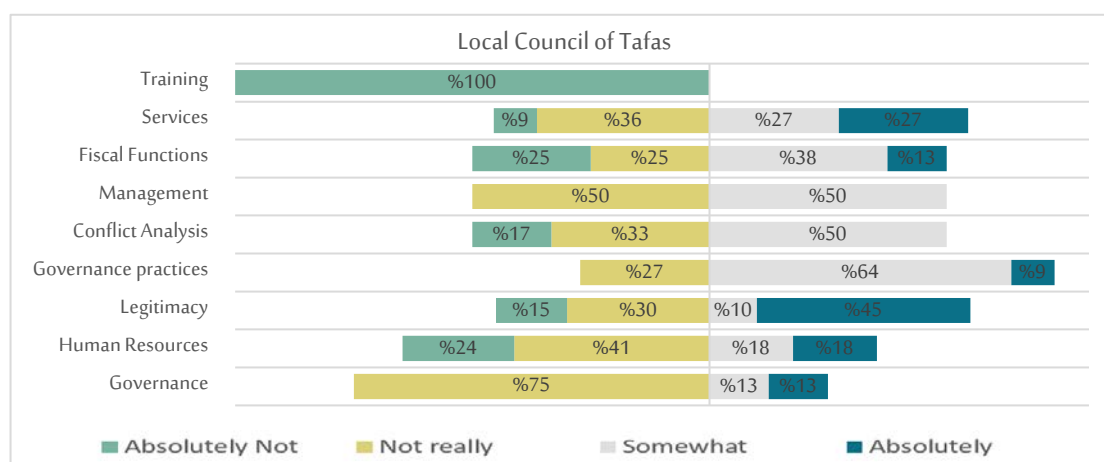
The major constraints facing the LC in the Eastern Ghariyeh are:

- The lack of training and educational materials available to its members
- Weakness in the application of resilience and conflict analysis standards
- Weakness in the application of HR and management standards

7. Tafas LC

The results of the study showed that the LC in Tafas absolutely applies 19% (18 standards) of good governance standards, and that 31% (29) *somewhat applied* when circumstances allow, while 39% (37 standards) the LC “started thinking about them” “not really” applied, whereas 11% (11 standards) “*definitely not*” applied, neither did the council consider them in the LC’s plans.

Figure 48: Local Council of Tafas



At the time of preparing of this study, the session of the LC in Tafas was the fourth. It started on 20 November 2017 and will be ending on the same date of 2018. The council members were appointed through election.

The council has 4 vehicles: 1 tractor for cleaning works, 1 electricity service crane vehicle, 1 pick-up, and 1 motorcycle.

The personnel total number working with the LC is 50 members, including 7 female councilors out of 25 consular membership. The fulltime members are 13, regularly attending the office hours in the council, including one female councilor. In its employ, the LC also has 10 staff members, all males. This is in addition to another 10 male volunteers and 5 female volunteers.

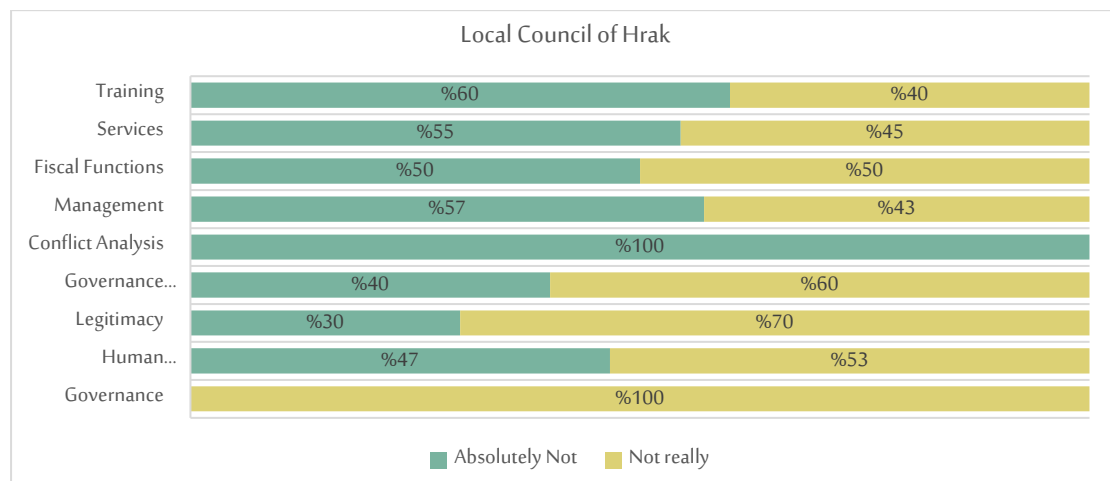
The major constraints facing the LC in Tafas are:

- Lack of training and educational materials available to its members
- Weakness in implementation of governance standards; only two standards of the assessed governance are applied:
 - i) the LC has specific rules and procedures for decision making, and
 - ii) the LC adopts a policy of signing memorandums of understanding with partners and stakeholders somewhat depending on the partner and the level of confidence established.

8. Hrak LC

The results of the study showed that the LC in the Hrak is not following any of the standards of good governance, while 53% (56 standards) the LC “started thinking about them” (not really), and 47% (50 standards) is “*definitely not*” applied, neither did the council consider them in the LC’s plans.

Figure 49: Local Council of Hrak



At the time of preparing this study, the LC session in Al-Hrak was the seventh. It started on 18 September 2017 and will be ending on 1 October 2018. The council members were appointed by consensus. The prominent families and civil society organization in the town nominated certain persons to take up the title role as councilors.

The council has 5 vehicles consisting of: 2 tractors for cleaning works, 2 vehicles for cleaning and 1 bulldozer. Noting that all vehicles need maintenance in order for the council be able to put these vehicles back into service.

The number of personnel working with the LC is 35, including 8 female councilors, out of 17 holding consular membership. The fulltime members are 12, including 2 females, all of whom attend the office hours regularly. the LC has also 5 employees, all males, together with 10 male volunteers.

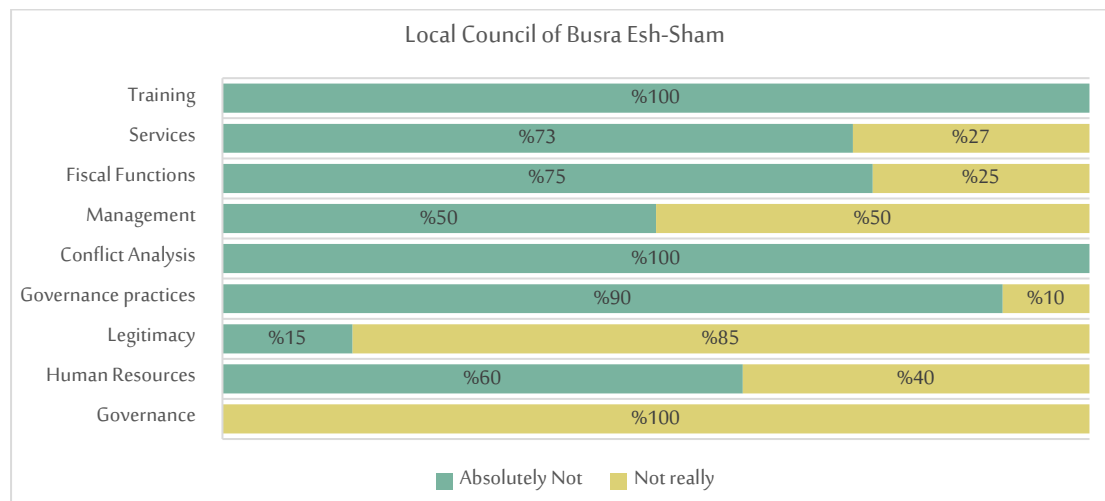
Notwithstanding the fact that the LC in Hrak is not applying any of the standards of good governance, the acute needs the LC is in want for, however, lies in:

- Weakness in following the resilience and conflict analysis standards
- shortage of the training and educational materials at disposal of its members, and
- Weakness in implementation of the management standards

9. Busra Esh-Sham LC

The results of the study showed that the LC in the Busra Esh-Sham is not following any of the standards of good governance, while 47% (43 standards) the LC “started thinking about them” (not really), and 53% (48 standards) is “definitely not” applied, neither did the council consider them in the LC’s plans.

Figure 50: Local Council of Busra Esh-Sham



At the date of preparing this study, the session of the LC in Busra Esh-Sham was the fourth. It started on 1 November 2017 and will be ending on the same date in 2018. The council members were appointed by election.

The council is in possession of 7 vehicles consisting of: 2 tractors for cleaning works, both in good working condition; 1 vehicles for cleaning works; which needs maintenance, 2 electricity service crane vehicles; need maintenance, 1 pick-up; needs maintenance, 1 sewerage tanker; in good working condition.

The number of personnel working with the LC is 36, including 12 females. The LC is made up of 24 councilors, of whom 10 are female members. All of whom are fulltime members. In its employee the council has 12 staff members, 2 of whom are females. No volunteers are working in Busra al-Sham LC.

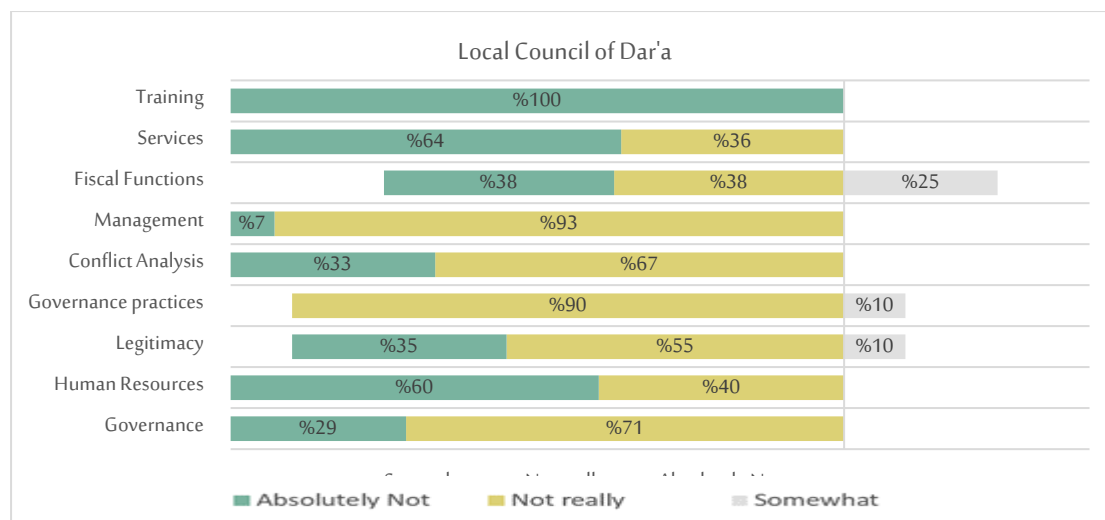
Notwithstanding the fact that the Busra al-Sham LC is not applying all standards of good governance, the acute needs the LC is in want for, however, lies in:

- Lack of staff training, the shortage of the educational materials at disposal of its members
- Weak in the implementation of resilience and conflict analysis
- Weakness in the application of good governance practices standards and the financial functions

10. Dar'a LC

The results of the study showed that the Dar’a LC is following *somewhat* and “when circumstances allow” 5% (5 standards) of the standards of good governance, and 60% (55 standards) the LC “started thinking about it” “not really” applied, and that 34% (31 standards) is “definitely not” applied; neither did the council consider them in the LC’s plans.

Figure 51: Local Council of Dar'a



At the date of preparing of this study, the session of the LC in the city of Dar'a was the fourth. It started on 1 September 2017 and will be ending on the same date in 2018. The President of the LC assumed office by election, who in turn nominated and assigned the councilors on basis of each one's specialization, qualification and competence.

The council has 3 vehicles: 2 pick-up cars; both of which need maintenance, and 1 crane, in good repair.

The number of personnel working with the LC is 29, including 1 female councilors, out of 27 holding consular membership. The fulltime members are 7, including 1 female, all of whom attend the office hours regularly. The has no employees in its cadre; except for 2 male volunteers.

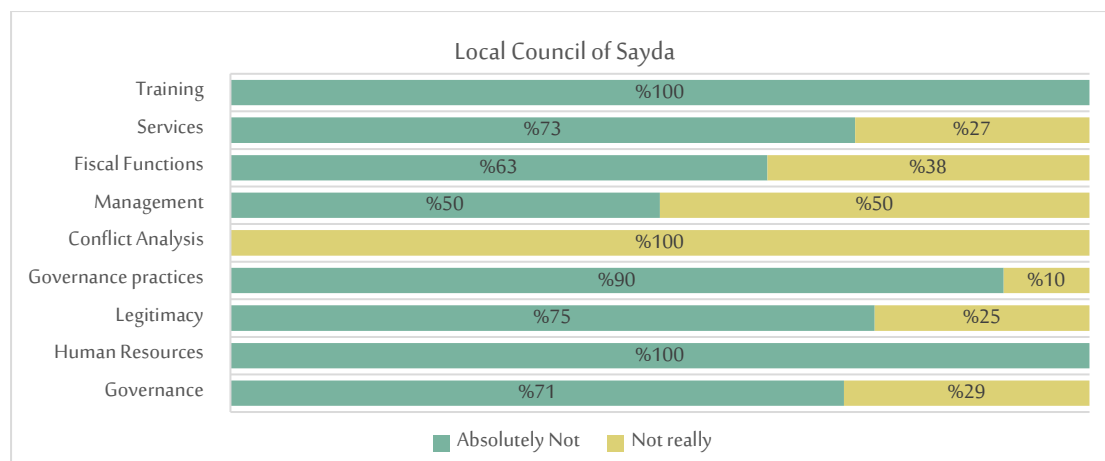
The major constraints facing the LC in Dar'a are:

- Lack of training and educational materials available to its members
- Weakness in implementation of the service standards, and
- Weakness in implementation of the human resources standards

11. Sayda LC

The results of the study showed that the LC in Sayda does not apply any of the standards of good governance, while 30% (27) of these standards the LC “started thinking about” them (not really), and 70% (64 standards) is “definitely not” applied, neither did the council consider them in the LC’s plans.

Figure 52: Local Council of Sayda



At the date of preparing of this study, the session of the LC in Sayda was the seventh. It started on 1 August 2017 and will be ending on the same date in 2018. The council members were appointed by election.

The LC has 3 vehicles consisting of: 1 pick-up car, 1 garbage vehicle, and 1 tractor

The number of personnel working with the LC is 42, all males, of whom 10 are fulltime members attending the office hours regularly. The LC has also 10 employees, all males, together with 7 male volunteers.

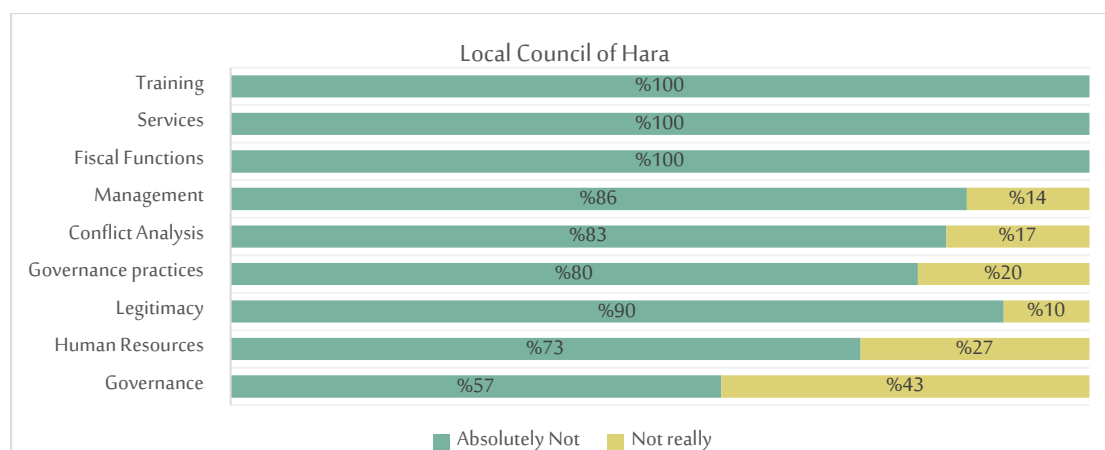
The major constraints encountered by the Sayda LC are:

- Its members have had no training of any type
- Weakness in implementation of human resources standards, and
- Weakness in implementation of good governance practices

12. Hara LC

The results of the study showed that the LC in Hara does not apply any of the standards of good governance, while 13% (14) the LC “started thinking about” them (*not really*), and 87% (92 standards) is “*definitely not*” applied, neither did the council consider them in the LC’s plans.

Figure 53: Local Council of Hara



At the date of preparing of this study, the LC session in Hara was the fourth. It started on 16 September 2017 and will be ending on the same date in 2018. The council members were appointed by election.

In its possession, the LC has 3 vehicles: 1 cleaning works vehicle and 2 tractors.

The number of personnel working with the LC is 47, all males. Out of this number 25 are councilors, out of whom 8 are fulltime members attending the office hours regularly. The LC has also 12 employees. The LC has no volunteers in its employ.

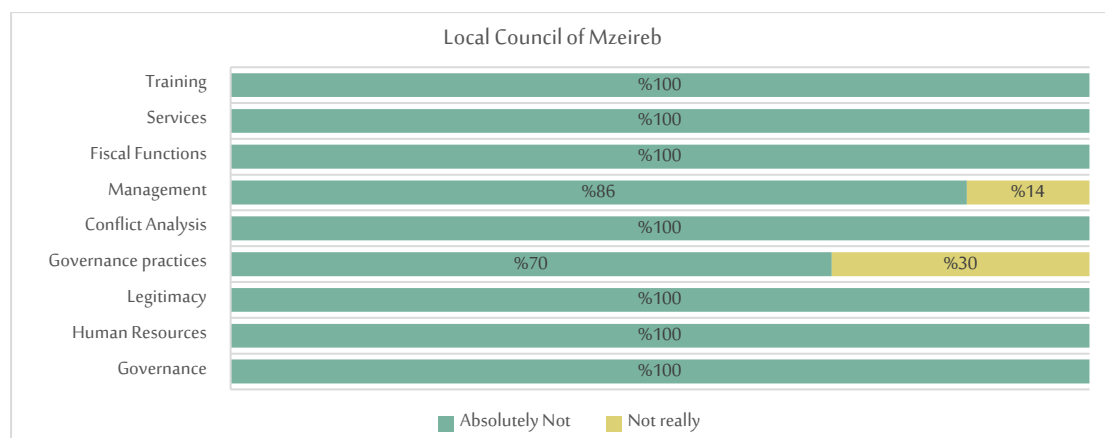
The major constraints encountered by the Hara LC are:

- Its members have had no training of any type
- Weakness in implementation of the services standards, and
- Weakness in implementation of financial functions standards

13. Mzeireb LC

The results of the study showed that the LC in Mzeireb does not apply any of the standards of good governance, while 5% (5 standards) the LC “started thinking about” following (not really), and 95% (86 standards) is “definitely not” applied, neither did the council consider them in the LC’s plans.

Figure 54: Local Council of Mzeireb



At the date of preparing of this study, the LC session in Mzeireb was the fifth. It started on 22 October 2017 and will be ending on the same date in 2018. The council members were appointed by consensus. The prominent families and civil society organization in the town nominated certain persons to take up the title role as councilors.

The council has no vehicles.

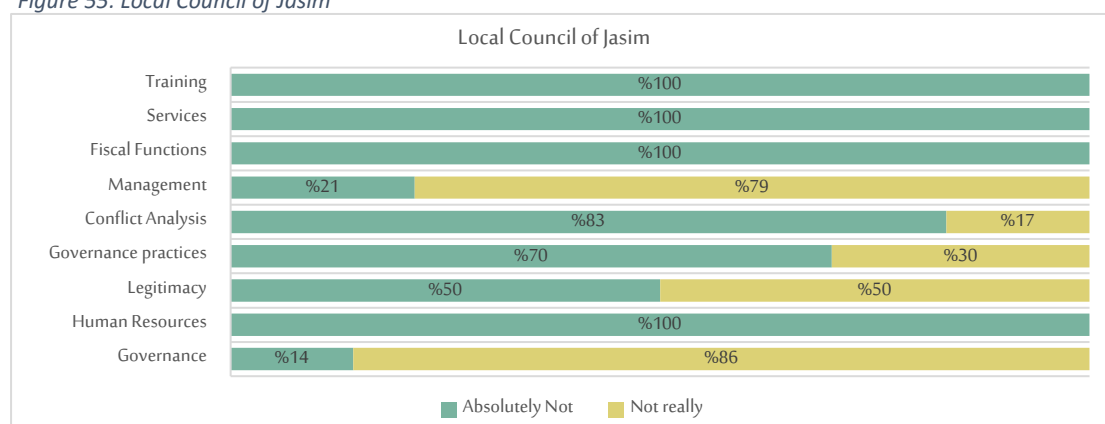
The number of personnel working with the LC is 29, all males, of whom 15 are fulltime members attending the office hours regularly. The LC has also 4 employees, all males, together with 10 male volunteers.

The LC in Mzeireb needs support in all aspects of governance that have been surveyed. In seven fields of the good governance (training, services, financial functions, conflict analysis, communications, outreach, human resources, and governance) the LC has not implemented any of their standards. The LC furthermore has not “started thinking about incorporating these standards in its vision. A fact that indicates the Council's is being aware of the importance of their application.

14. Jasim LC

The results of the study showed that the LC in Jasim is not following any of the standards of good governance, while 34% (31) of these standards the LC “started thinking about” implementing (not really), and 66% (60 standards) is “definitely not” applied, neither did the council consider them in the LC’s plans.

Figure 55: Local Council of Jasim



At the time of preparing of this study, the session of the LC in Jasim was the fifth. It started on 1 September 2017 and will be ending on the same date in 2018. The council members were appointed by election.

In its possession, the LC has 5 vehicles: 1 pickup car, 1 tractor, 1 water tanker, and 1 garbage truck; which needs maintenance.

The number of personnel working with the LC is 60, all males; of whom 25 are council members. The fulltime councilors are 8 only, who attend the office hours regularly. The LC has also 20 employees, all males, together with 10 male volunteers.

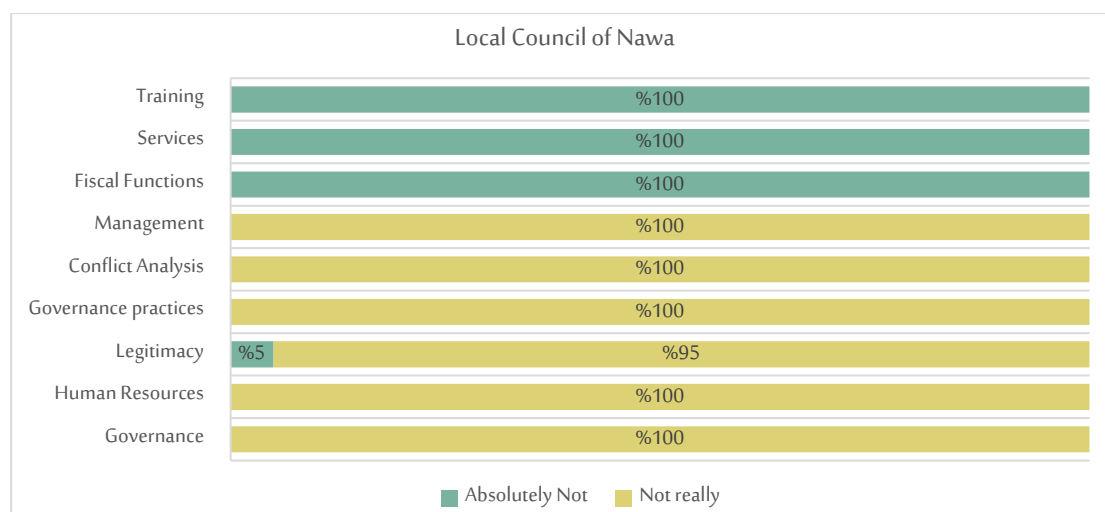
The major constraints encountered by the LC are:

- Its members have had no training of any type
- Weakness in implementation of the services standards, and
- Weakness in implementation of the human resources standards

15. Nawa LC

The results of the study showed that the LC in Nawa does not apply any of the standards of good governance, while 67% (71 standards) the LC “started thinking about” following (not really), and 33% (35 standards) is “definitely not” applied, neither did the council consider them in the LC’s plans.

Figure 56: Local Council of Nawa



At the date of preparing of this study, the session of the LC in Al-Hara was the fifth. It started on 17 September 2017 and will be ending on the same date in 2018. The council members were appointed by consensus. The prominent families and the civil society organizations in the town nominated certain persons to take up the title role as councilors.

The council has no vehicles.

The number of personnel working with the LC is 37, all males, of whom 25 are council members. The fulltime members are 10, who attend the office hours regularly. The LC has also 10 employees, all males. The LC has no volunteers in its employee.

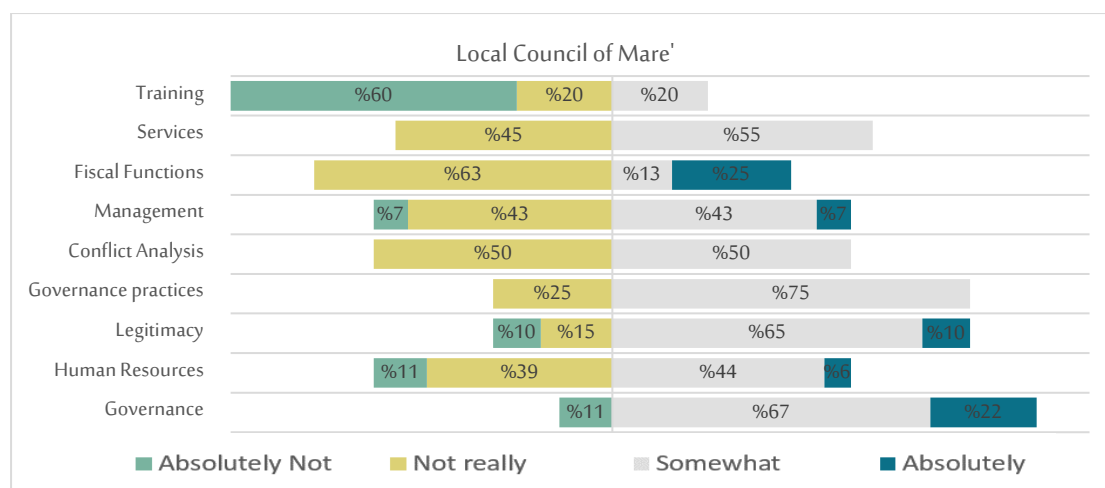
The major constraints encountered by the LC are:

- Its members have had no training of any type
- Weakness in implementation of the services standards, and
- Weakness in implementation of financial functions standards

16. Mara' LC

The results of the study showed that the LC in *Mara'* absolutely applies 7% (8 standards) of good governance standards, and that 49% (55 standards) *somewhat applied* when circumstances allow, while 31% (35 standards) the LC “started thinking about *following*” “not really” applied, whereas 13% (15 standards) “*definitely not*” applied.

Figure 57: Local Council of Mare'



At the date of preparing of this study the session of the Mare' LC was the sixth. It started on 1 January 2018 and will be ending on the same date in 2019. The council members were appointed by consensus. The prominent families and civil society organization in the town nominated certain persons to take up the title role as councilors.

In its possession the LC has 14 vehicles consisting of: 2 excavators, 2 shovels, 2 dump trucks 1 scorpion vehicle, 1 pickup car, 1 microbus, 3 garbage compressor trucks, and 2 tractors.

The number of personnel working with the LC is 25, all males, of whom 17 are fulltime council members, who attend the office hours regularly. The LC has also 8 employees, all males. The LC has no volunteers in its employee.

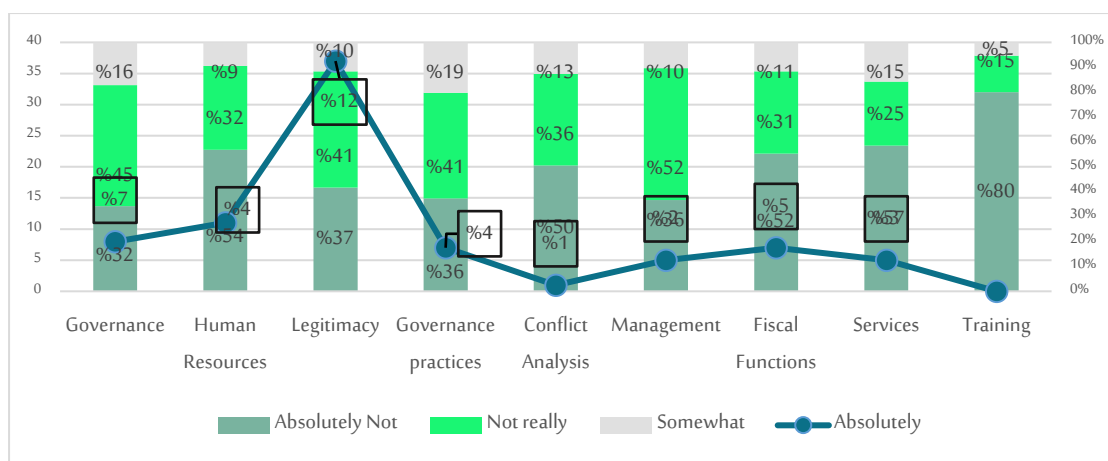
One of the major constraints encountered by the Mare' council are:

- The majority of its members have had no training. Only few of its staff members received three types of training in the fields being surveyed. They had training on service provision; however, the trainees were limited in number and the training was intended for the staff working in the water sector only. In addition to this, some of the LC staff had training in the financial management, again the number of the trainees were limited because the training was intended for the staff working in the financial office. Similarly, the staff working in the studies and projects office had training in project management.

Section V: Support priorities within governance sectors

The following figure shows the good governance standards applied within the assessed LCs and reflects their real situation. This is meant to prioritize the support needed by the LCs/PC. The percentages reflect the number of questions in each aspect of governance according to the degree of its application (*absolutely applied, somewhat applied, not really, absolutely not done*).

Figure 58: support Priorities within governance sectors

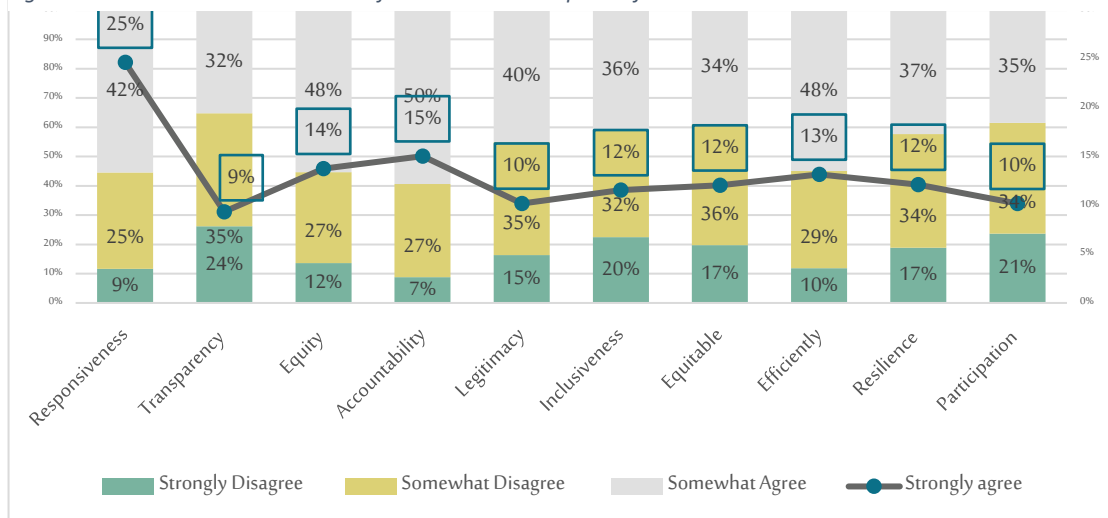


The above chart reflects the governance standards that the LCs/PC implement optimally. These LCs have submitted documents elaborating on the mechanism of implementation. The lack of LCs' receiving the required training shows the need to concentrate efforts to provide them with training and rehabilitation of LCs, which stands as the first priority. In the second place comes the weaknesses in the application of resilience and conflict analysis standards in the assessed LCs, followed by weaknesses in management standards.

The application of good governance standards from the point of view of the residents (CPS)

The following figure shows the extent to which the LCs are committed to applying good governance standards, from the point of view of the residents. The results show poor transparency in the LCs; seeing that only 9% of the residents *strongly agreed* that the LCs are committed to the transparency standards, 32% *agreed somewhat*. In the second place comes the weakness in the application of the standards of good governance, whereby only 10% of the residents *strongly agreed* to the commitment of LCs to implement the standards of legitimacy, and 40% *agreed somewhat*.

Figure 59: All local councils standards from the residents' point of view





Comprehensive Baseline
Strengthening Governance Services
(SGS)/ Tatweer Project in Syria
**KNOWLEDGE, ATTITUDES
AND PRACTICES (KAP)**

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