BIRZEIT UNIVERSITY

Faculty of Engineering

Urban Planning and Landscape Architecture Master Program

Rural Development and Community Participation within Joint Planning Areas

(Al-Yaserreyeh Case Study)

This Thesis was submitted in partial fulfillment of the requirements for the Master's Degree in Urban Planning and Landscape Architecture From the Faculty of Engineering at Birzeit University, Palestine

Moayyad Taleb Mahmoud Switti

May 2014

Rural Development and Community Participation within Joint Planning Areas

(Al-Yaserreyeh Case Study)

Submitted by:

Moayyad Taleb Switti

Defense Committee:

Dr. Salem Thawaba (Supervisor) --

Dr. Omar Yousef (Committee Member)---

Dr. Shaden Qasem (Committee Member)--

Dr. Jamal Amro (Committee Member) ---

May 2014

II

Dedicated to my parents

Acknowledgments

Table of Contents

List of Figures

List of Tables

List of Abbreviations

AONSW	The Audit of New South Wales
AR	Animation Rural
ARIJ	Applied Research Institute Jerusalem
BN	Basic Needs
CD	Community Development
DARD	Department of Agriculture and Rural Development
IRD	Integrated Rural Development
JSC	Joint Services Council
LGUs'	Local Governments' Units
MoA	Ministry of Agriculture
MoLG	Ministry of Local Government
MoPAD	Ministry of Planning and Administrative Development
PCBS	Palestinian Central Bureau of Statistics
PNA	Palestinian National Authority
SDIP	Strategic Development and Investment Planning
UNSCO	United Nations Special Coordinator Office

Abstract

Palestinian rural areas are suffering real shortages on many different levels concerning mainly social, economic, infrastructural, services and governance aspects of life. The Palestinian government adopted recently a strategy to amalgamate adjacent rural localities in one unit seeking to tackle the aforementioned shortages. Nevertheless, the strategy focuses mainly on tackling administrative aspects without implementing a comprehensive approach, meaning it does not integrate administrative issues with developmental ones. Furthermore, the process of amalgamation did not involve community and public participation as important components to guarantee the successful implementation of this strategy.

This study tackles one of the areas where the amalgamation strategy was implemented: Al-Yaserreyeh (West Bank, south of Hebron). The new administrative body faces serious challenges in regard to administrative ruling and developmental proceedings as a result of amalgamation. Data used in this study was collected through extensive questionnaires, field

visits, and interviews with decision makers, key persons in the study area, and community members. Maps were also prepared in order to understand the spatial configuration of the localities within the area of study.

Results show that the amalgamation strategy implemented in the area of study, as it was initially defined, was not the implemented in appropriate way to produce a sustainable rural development and good governance. The study proposes another model for rural development to be implemented which depends on joint planning area, developmental and strategic planning, community and decision makers involvement throughout the entire process.

Key words: Amalgamation, Comprehensive Planning, Joint Planning Areas, Rural Development, Community Participation.

XII

المستخلص

تعاني المناطق الريفية في فلسطين من مشاكل على مستوى القطاعات المختلفة، خاصة القطاعات الاجتماعية والاقتصادية والبنية التحتية والخدمات والنواحي الإدارية. مؤخرا تبنت الحكومة الفلسطينية استراتيجية دمج الهيئات المحلية المتقاربة أو المتلاصقة جغرافيا لمحاولة علاج المشاكل التي تعاني منها هذه المناطق. إلا أن هذه الاستراتيجية تركز على النواحي الإدارية ولا تعمل بشكل شمولي، أي أنها لا تدمج النواحي الإدارية بباقي النواحي التنموية. علاوة على ذلك، فإن عملية الدمج لا تشرك المجتمع المحلي ولا تطبق المشاركة المجتمعية والتي تشكل أهم العناصر التي تضمن التطبيق الناجح لهذه الاستراتيجية.

تتناول هذه الدراسة واحدة من المناطق التي طبقت عليها استراتيجية الدمج وهي منطقة الياسرية (الضفة الغربية، جنوب محافظة الخليل)، ويواجه الجسم الإداري الجديد للمنطقة (بلدية الياسرية) تحديات من النواحي الإدارية والتخطيطية نتيجة عملية الدمج. جمعت المعلومات المستخدمة في هذه الدراسة من خلال استبيان وزيارات ميدانية ومقابلات مع صناع القرار وشخصيات ذات علاقة في منطقة الدراسة بالإضافة إلى مقابلات مع أفراد المجتمع. وتم أيضا تحضير مجموعة من الخرائط التي استخدمت لفهم التجمعات السكانية بعناصرها المختلفة في منطقة الدراسة.

تشير نتائج هذه الدراسة إلى أن استراتيجية الدمج التي اعتمدت لتطبق على منطقة الدراسة ليست الأداة المناسبة لتحقيق التطوير في هذه المنطقة. حيث تقدم هذه الدراسة نموذجاً لتطبيق هذه الاستراتيجية، حيث اعتمد هذا النموذج على التخطيط المشترك والتخطيط الاستراتيجي للمنطقة،

بالإضافة إلى مشاركة مجتمعية وإشراك لصناع القرار وأفراد المجتمع في خطوات الدمج المختلفة.

Chapter One: Introduction

1.1 Preface and Background

The West Bank has faced many different authorities throughout the modern years and this reflects on its different planning strategies. First, there was the Ottoman period closely followed by the British Mandate. Then, the West Bank became under the Jordanian rule before falling under the Israeli occupation in 1967. Finally, which is the current period, planning is being conducted by the Palestinian National Authority (PNA).

For the past 80 years, the focus was on urban areas only. Rural areas did not take its share of planning and development through all periods. Recently, the PNA began to develop and plan rural areas.

There are many approaches of planning and developing rural areas adopted by different countries. For example, in Latin America their approach was Community Development (CD), in France their approach was Animation Rural (AR) (Mosher, 1976), and in Japan their approach was Amalgamation (Mabuchi,2001). Here, in Palestine, the Ministry of

Local Government (MoLG) in the last decade, adopted the amalgamation to be the approach for developing Palestinian rural areas.

In 2003, the number of Palestinian localities was 686, in 2005 these localities decreased to be 598, and in 2010 the Palestinian localities decreased to 512. This decrease in number of localities is due to the amalgamation policy which was adopted by the MoLG (PCBS, 2010). However, there are many cases of amalgamation in the West Bank which failed like Al-Yaserreyeh in the west of Hebron Governorate which will be the case study of this thesis.

This research was conducted in Al-Yaserreyeh area - south of Hebron, as a case study. Since the amalgamation implementation process failed there, this study is designed to shed light on the reasons behind this failure. This study is also conducted, most importantly, in order to come up with a model that can be implemented and help the area to be developed accordingly.

Al-Yaserreyeh was announced as an amalgamated municipality in 2010. It is consisted of seven communities: Beit 'Awwa, Deir Samit, As-Semya,

Al-Kum, Al-Muraq, Beit Maqdoum, and Humsa. Previously, one municipality and two local councils administered these communities. None of these administrative bodies was a part of Joint Services Council (JSC). There were many problems in the amalgamation process of AL-Yaserreyeh, like lack of community participation and lack of physical planning schemes to support the new municipality.

Community participation is considered one of the most important elements in the planning process because it gives the local citizens more opportunity to participate in forming their future according to their needs and visions. Participation of local citizens in the planning process of their future makes them more engaged with the results of the planning process.

1.2 Objectives of the study

This study aims to find a comprehensive approach that could be considered as the appropriate one for developing Al-Yaserreyeh area, which can be done by investigating the reasons behind failure of

amalgamating it. Then we will ask the question; what is the best approach to develop and improve al-Yaserreyeh physically and administratively?

Through achieving the main objective, there will be some sub-questions that need to be answered:

- How is the amalgamation processes conducted in Palestine?

- What are the reasons behind the failure of Al-Yaserreyeh amalgamation process?

- What is the role of community participation in the amalgamation process?

- What is the role of physical planning in the amalgamation process?

1.3 Methodology

A case study approach was used in this research. The study focused on a certain study area and the analysis was conducted on different levels and instigated multiple sectors. Qualitative analysis was used in order to

assess community perception in different sectors on one hand and spatial analysis and assessment on the other hand.

There are several factors to investigate in Al-Yaserreyeh area such as social relations, geo-political issues, economic issues, spatial issues, institution capacity and other related issues. In addition, rural areas are affected by most of the global rural area problems such as migration, poverty, and more. That is obvious in Lundius and Villarreal's (2008) book that rural issues and problems are taking a wide part of global interest.

Al-Yaserreyeh area is one of the rural areas suffering from marginalization, and lack of government interest. The developing of such areas is not a priority of the government in spite of its poor economy, shortage of job opportunities, and high youth migration to both West Bank cities and outside the country. Other problems affecting this area are shortage in basic services, and neglecting the women and youth role in development.

In their study, Bijker, Haartsen, and Strijker (2012) discussed the motivations behind in-migration of people from urban areas, which are

highly populated and expensive for living, to rural areas, which are environmentally suitable and less expensive. To study this phenomenon in the Netherlands, the researchers introduced a methodology depending on a questionnaire investigating the relation between migration movement and nature of these areas.

Shortal (2008) examined how much and in which way the funding programs for rural development dealt with and took into consideration social inclusion and civic engagement. To do this study, she designed a methodology dependent on two components, comparison between previous studies on different areas, and semi-structured interviews with the farmers in the study area of Northern Ireland.

In her study, the first part on the comparison was around the way of choosing local partners in the different funding programs for rural areas in both studies, and how it considers this group is included. The result of the first study was projected on the study area, and that gave deep understanding for the confederations of the funding programs such as

The Department of Agriculture and Rural Development (DARD) and European LEADER Association for Rural Development.

The second component was the Semi-structured interview with men and women from groups considered as excluded groups in the developing process in their rural areas. They were asked about their role in the developing process, their belonging for the process, and other questions about their anticipated role in the process. This gave evidence that the process was not excluding community participation in some funding programs.

In his paper, Murtagh (1998) discussed segregation within rural areas of Northern Ireland according to social class and religion (Catholic and Protestant), and how that affected planning and the presentation of the marginalized groups in these areas. There were obvious negative effects on planning in rural areas with religious and social conflict. Murtagh built his results according to methodology dependent on both quantitative and qualitative surveys by using quantitative semi-structured interviews with heads of households (the eldest adult in the family unit) and by using

qualitative interviews with local church persons, community leaders, and elected representatives.

After that, semi-structured interviews and questionnaires can be used as tools for investigating the response of the stockholders in such researches and spatial analysis can be used to understand the spatial issues related to a case or site. These tools are useful tools in studying rural areas and its communities.

In this study, the literature review was conducted to explore related issues. Interviews, field visits, and maps and Aerial-Photo analysis were done to understand the case study in cooperation with community participation. Then a set of data in different layers where interrelated and analyzed to come up with the results of this study, which led to know the problem and create administrative and physical models in order to achieve the objectives of the study.

Data collection depended on more than one resource, and data covered a number of important issues. Literature reviews, many books, articles and publications, joint planning area's manuals, and other related issues

and theories produced a scientific base for this thesis. More articles and reports were reviewed to support and enrich the main issues and concepts, such as rural economy, community participation issues and theories, women and youth in rural areas, rural area societies, and more. Then spatial data, in addition to interviews with key persons, were used (Figure 1).
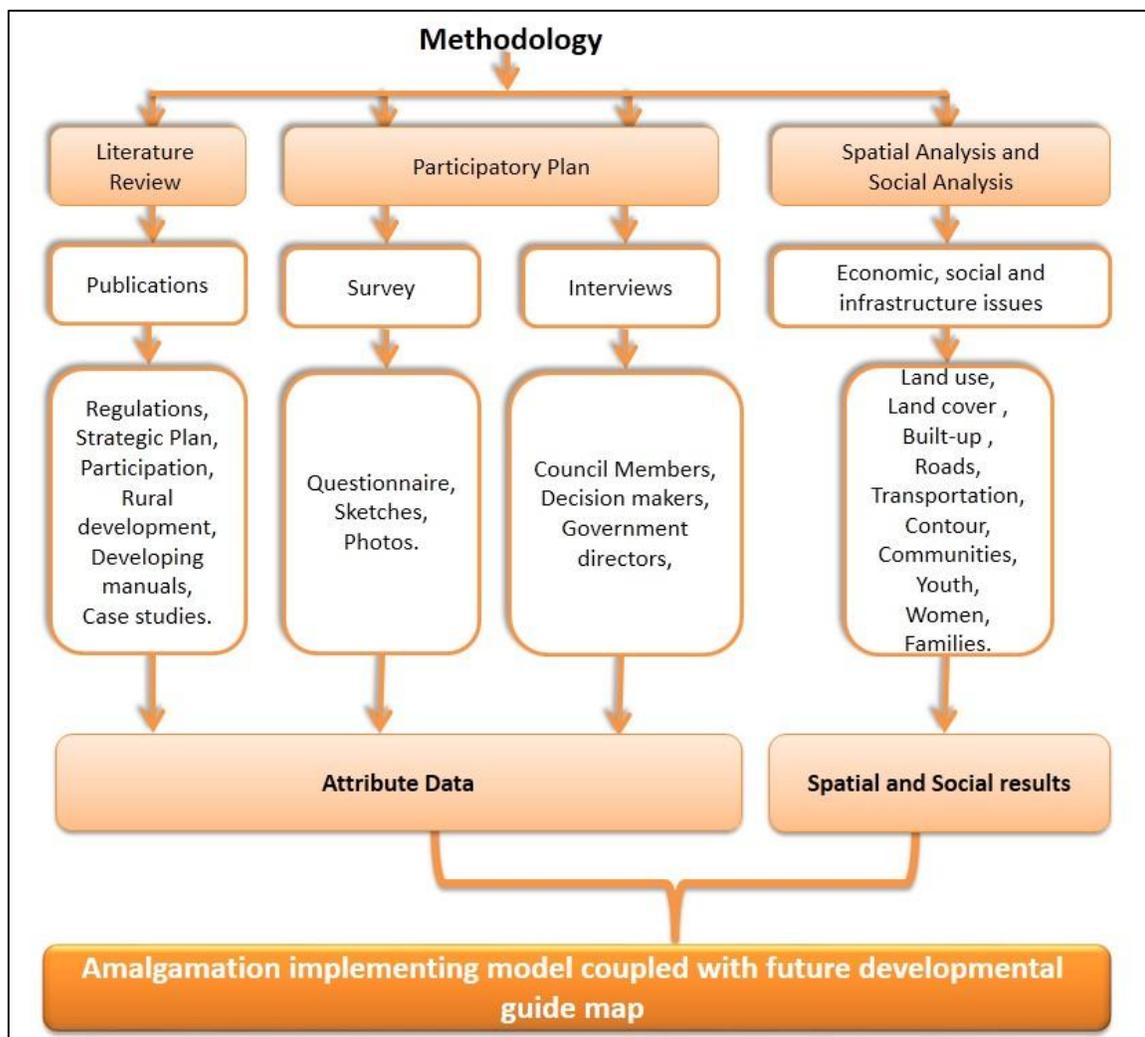
Figure 1: Methodology Chart.

1.3.1 Spatial Analysis and Social Analysis

Spatial data consisted of maps (Shapefiles) and Aerial Photos for the case

study of Al-Yaserreyeh in order to assess the current physical features of

the area: built up, land use assessment, land cover, services (water network, electricity network, solid waste collection and landfill), and surrounding communities and Israeli settlements.

This kind of data was used to assess the local context for the study area and to understand the inter-relations between the localities within the study area. Spatial configuration for localities, and analyzing the current situation for the main physical features (roads, agricultural lands, topography, built-up area, and more) was needed in order to propose future spatial alternatives for Al-Yaserreyeh by avoiding the shortages and the problems of these features.

Social assessment was conducted in the study area, where woman and youth role were incorporated. In addition to analyzing the social relations within the communities of A-Yaserreyeh, and the families power and effect on decisions related to future of Al-Yaserreyeh and on the amalgamation process which implemented in Al-Yaserreyeh.

1.3.2 Participatory Plan

The participatory plan aims to give all stakeholders (governmental directors, decision makers from Al-Yaserreyeh, locals living in al-Yaserreyeh) an opportunity to participate and to be involved in this process:

- Part one: conducting semi-structured interviews with decision makers in governmental institutions, which is a small group, and with this, the respondents can give more information and details.

- Part two: filling a questionnaire regarding physical planning and participating in the development process by the locals in order to get their perspectives about the amalgamated area.

Semi-Structured Interviews

These interviews took the governmental viewpoint about the amalgamation in Palestine and the amalgamation in Al-Yaserreyeh. It discussed the main access of amalgamation, process, services, developing

sectors and the administrative issues. In addition, they discussed the governmental vision for the future of the amalgamation process and approach.

These interviews targeted two groups:

- Directors responsible for the amalgamation and joint planning areas in different ministries and institutions such as MoLG.

- Stakeholders and community members from Al-Yaserreyeh such as council members of the municipality, decision makers from the municipality, journalists, social activists …, etc.

By doing so, the formal vision from governmental directors and decision makers from Al-Yaserreyeh were incorporated for the study with the community's perspectives which was taken by the questionnaire.

The Questionnaire

As shown previously, a questionnaire was designed to be a tool for perception assessment from people living in Al-Yaserreyeh. This tool is one of the community participation tools that were used in this research.

The structure of the questionnaire is based on seven questions. Some of them are close-ended questions and matrices questions, and some are open-ended questions. Each part of the questionnaire discusses one issue: amalgamation process in Al-Yaserreyeh, services in Al-Yaserreyeh, the developing sectors of Al-Yaserreyeh and administrative issues for Al-Yaserreyeh (See Appendix 1: The distributed questionnaire).

A pilot sample was distributed to check the questionnaire structure and its' questions and to test answers. Then this pilot sample was analyzed using SPSS software and Microsoft Excel software. A test for reliability and validity, called Cronbach's Alpha test[1], was applied and the result was "0.83" (better when it is close to 1), which means that the sample is very good. According to these results and to notes taken throughout the test questionnaire, some changes were made to produce a final copy of the questionnaire.

---

[1] Cronbach's Alpha test "*is a coefficient of internal consistency. It is commonly used as an estimate of the reliability of a psychometric test for a sample of examinees*" (Resource: http://en.wikipedia.org/wiki/Cronbach's_alpha, visited in April 2014)

The final copy of the questionnaire was distributed on a clustered, random sample. Three hundred questionnaires were distributed, a hundred for each community (Beit 'Awwa area community, Dir Samit and As-Semyah community, and Al-Kum, Beit Maqdoum and Humsa). Within each community, the distribution was random and gave all the community members the opportunity to fill out questionnaires and participate in this process. The returned percentage was 99% because it was conducted face to face.

These three hundreds questionnaires were analyzed using SPSS software and Excel software as well. The intention was to get both descriptive and correlation results. The descriptive results were used to understand the current situation for the amalgamation process, services and developing sectors.

The correlation illustrates the relations between the variables within Al-Yaserreyeh case study. The correlation results are used to know how subjects used in the questionnaire affected each other when given the opportunity to know how they act together on the ground.

As a result of the previous analyses, proposed developmental guidelines will be presented for Al-Yaserreyeh. They will contain proposals for built up extensions, land use, economic activities, solutions for the basic services, and more. Also, a model will be proposed for implementing amalgamation in A-Yaserreyeh in a right way to be a tool for developing the area as one unit.

1.4 Structure of the Study

This study contains five chapters. First chapter is the introduction which introduces the main problems that is discussed in this thesis, the objectives of the thesis, and the methodology that will be adopted for achieving the objectives.

Second chapter is the Literature Review which discusses many literatures as books, articles, brushers, press releases and more. These literatures are about many subjects related to the rural development, community participation, joint planning areas, amalgamation, and rural development approaches all over the world.

Third chapter is the study site which will discuss the case study of this thesis; AL-Yaserreyeh area. This case will be studied well through filed visits, interviews and maps analysis to better understand this area.

Fourth chapter is Analysis and Discussion which discuss and analyze the data that was collected as shown in the methodology as well as show the results of the data analysis.

Fifth chapter is the future development guidelines which discuss the future trends of developing the area and the comprehensive way of planning and developing Al-Yaserreyeh Area.

Chapter Two: Literature Review

Rural areas and its developmental projects and plans have become one of the most important and urgent issues since the second half of 20th century. Most communities in the world gave attention to developing rural areas especially in the third world countries, many programs and movements of rural development appeared as Community Development (CD) approach in Asia, Latin America, and Animation Rural (AR) in France. These movements were weak and unsuccessful (Mosher,1976). Later in the 1980s, other movements appeared as Integrated Rural Development (IRD) and Basic Needs (BN) which focused on the agricultural production and development (Ruttan,1984). Charles Lepepeule Machethe (1995) discussed approaches used in South Africa: "*meeting basic needs, developing human resources, building the economy, and democratization of the state and society, which lead him to learn important lessons about rural development*". These lessons are: "*rural development requires the support of the local community; rural development programs should have an income-generating component; rural development requires an*

efficient choice of technology; rural development must benefit the rural poor; local contributions are important; successful rural development projects are difficult to replicate, and rural development projects should be sustainable".

As a result, many movements and experiments were developed and created to develop rural areas. This chapter will discuss the nature of rural areas, the relation between rural and urban areas, problems and potentials of rural areas and issues related to rural development specially "Joint Planning Areas".

2.1 Rural Development

Many studies about rural development mentioned that there is no comprehensive definition for rural development. The main idea of rural development has appeared as a result of socio-political struggle and debate (Ploeg,1994). Few studies see rural development as a force that will revitalize agriculture (Van Broekhuizen,1997), while other studies see rural development as no more than an addition to the existing pattern of

agriculture and rural life. Other studies anticipated that both will make major reconstruction.

2.1.1 Multi-level for Rural Development

There are three levels of rural development: global level, national level, and farms level (Ploeg,1994). These levels are interrelated and show how complex the development process is, following is an explanation for these different levels:

Global level

Rural development is a multi-level issue. First, the global level which presents the interrelations between agriculture and society. This relation is so important for the social and cultural aspects of people. For example, in Europe the rural area is not only a place to produce public goods and agricultural products, it is also a place for the beautiful landscape and natural values, and it is ability to make an important contribution to regional employment, particularly in those areas that are in need for development.

On the global level, rural development plays an important role in the economic restructuring which is very important to make an essential changes in the patterns of interaction between society and firms (Harrison,1994).

National level

Since the rural development is not limited to the agricultural sectors is rooted competition between forming and industrialization on one hand and landscape, nature, environment and product quality (Harrison, 1994). On the other hand, it will be quite difficult to develop rural areas based on its agriculture role. Integrating other sectors such as the industrial and social sectors is essential for achieving sustainable development to the provision of job opportunities (Knickel,1990).

Farms level

There is a difference between the rural models of development and the modernization one. In the rural model there is a synergy between all the rural activities; a cooperation exists between activities on the farmland as

well as on other farms from other rural areas. While in the modernization model, the synergy exists only between the agricultural activities according to specialization. Another level of cooperation has to be done between the different farm types, specific goods and services, localized food-chains and specific social carriers and movements (Ploeg, 2000).

Rural development is not only at the level of the interrelationship between society and agriculture, it can be at the level of the countryside as a social and geographical space. So rural is not only for farmers (ploeg, 1994).

2.1.2 Multi-actor in Rural Development

New development models for rural areas embed new concepts, visions and strategies for these areas. In most cases, the vision of the development plans for rural areas is mainly agricultural vision with formers as the key actor of this vision (ploeg, 2000). However, when new models of rural development have the vision of rural truism, natural and landscape conservations, new factors appear and new resources come to

the fore. These elements carry industrial and economic potentials and not only agricultural.

New types of relations, polices, programs and institutions appear as a result of new factors that accompany the new visions, and may become part of the process too. The new models of rural development must come out from a careful analysis of the new forms of co-operation and contradiction, which emerge between agriculture and non-agricultural actors involved within new related policies and programs of development (Van broekhuizen, 1997).

There are three aspects that have to be taken into consideration within the planning process for the rural areas to manage the relations between the programs and institutions related to the process. These three aspects are: "*the coordination between different policies and programs, the synergy between them and specific regional areas, and the effects of some institutional setting on the rural development process*" (ploeg,1994).

2.1.3 Multi-facetted Rural Development

Rural development is multi-facetted process that includes a wide range of practices as "*landscape management, conservation of nature values, agricultural tourism, organic farming, producing high quality productions, and more*" (Ploeg, 1994). At the same time, this process include a wide range of activities such as care activities, cost reduction activities, direct marketing, and more. These new activities and practices effect and change some passive relations and cohesion and changed in somehow the way of cooperation within the rural society (Ploeg, 1994).

2.2 Rural areas

2.2.1 Problems in rural areas

The main problem of rural areas in the world is modernization, and serious comparative disadvantages resulting from the growing of global market competition. The aim of the rural development process is to reduce or eliminate the effect of these problems and disadvantages, ensure fair competition, in addition to create social and economic cohesion and cooperation between different areas (Nemes, 2005).

Gusztav Nemes (2005) discussed in rational and dialectical way the rural problems and disadvantages. He saw that the current problems of the rural areas originating from two different resources: "*the underdevelopment of different infrastructure, which results, limited communication of people, products, money and information … the second resource is the limited ability and resources to produce goods and services saleable on the global market*".

According to Nemes, the first kind of disadvantages are called "access type disadvantages". This type of disadvantages is visible and leads to improper development that is unevenly distributed. The most obvious example is the limited physical access in addition to economic and political ones.

Bad physical access implies more constrains on movements of goods, people, materials and information. Access problems are related mainly to roads, telecommunications, public amenities … etc. Bad road network affect communicating and connecting different zones such as residential, mixed used or commercial and industrials.

Another diminution for limited physical access is the less attraction for investments in different types of business, financial services, educational and health infrastructure. This kind of access can be called "economic access". If there are no banks or financial institutions, for example, that makes it difficult on businessmen to invest their money in such areas, specially the small investors. Moreover, it will be difficult for their customers to do their financial transactions.

Another kind of access disadvantage, which is bad policy access. This is caused by the shortage of public and civic institutions like public administration, organized interest groups, agencies and umbrella organization for civil society, development associations, and representation of political parties. Without local administration institutions, it is hard to provide the basic services for the area and people, and makes it hard to distribute government benefits to people who are in need. Without working with civil society, it is hard to know what people need and wish for their future.

All the previously mentioned limitations and types of poor access contribute to the separation of areas to be developed and the streams of economic, political and cultural life in the state and keep it as undeveloped area.

The second kind of disadvantages is resulted from the economic and political dependency of these areas on urban centers. This kind can be called "Resource type disadvantages". This kind is affected by the weak economic structure and/or location of the rural areas and their limited access to goods, information and resources. The result of this kind of disadvantage limit the ability of rural areas to produce goods and services that can be sold in the global market. Therefore, the "Resource type disadvantages" makes rural areas classified as low financial, human, and institutional resources.

One of the most effective disadvantage resource is the "Financial Resource". When businesses, people, and local authorities are poor and have limited capacity, the production becomes slow, and risk becomes very high (as management language), thus investments are not vey well

promoted and investors do not tend to try. Weak infrastructure was considered previously as access type disadvantage, but it can also be considered as resource type disadvantage because it limits the ability to attract business and investments to these areas.

Another obvious example of resource disadvantages is the "Human resource". The population in the rural areas is known to be low, and most of young people or people between 15-65 years old mostly migrate to urban areas, specially the main cities to seek better jobs or education. That give a sign that the educated and resourceful young members of societies, leave rural areas and people living in the rural area are kids or elderly people who are not able to produce. Relatively, this leads to weak manpower and weak purchasing power. All of that makes the capacity for innovation and learning lower than urban areas.

Another kind of resource type disadvantages is the "Institutional Resources". The lack of the public and private institutions, weak human resources and missing of mutual trust and willingness to co-operate make it hard to achieve development. This lack of institutions can be considered

as access type disadvantages because it makes the area less attractive for the financial institutions. So, even if there is an access to the market and the financial projects for the area, the resource type can be an obstacle before the projects or development, which means that these disadvantages are related so much together and have common effects.

2.2.2 Potentials in rural areas

Rural areas have traditionally been a primary production resource which makes it the base for an economic urban center. This value or potential was the main potential for these areas in spite of the existence of other values such as clean environment, natural beauty, and cultural traditions. This group of values was a default values in rural areas without any importance or specialty. Over the time, the situation has changed, primary productions lost their value which makes rural areas with less value, and new bases for urban economic need (Ploeg,2000).

Then many researchers thought about the other values of rural areas, and how to use it as potentials for developing these areas. Molle and Cappellin (1988) said: "*the development of the local economy depends on*

its capacity to transfer its resources from old activates to new ones, notably by mastering new production technologies". Therefore, the development process needs transferring the old values (which was default values) into new local development resources.

Gustav Nemes (2005) in his paper classified the rural values into three categories:

- *"Ecological Values such as clean environment, biodiversity, possibility for the production of clean and healthy food, …etc.*

- *Cultural Values such as rural culture, folklore and the built environment, local cuisine, art and crafts, …etc.*

- *Community values such as social networks, kinship relationship, mutual trust and understanding…etc".*

<u>*Ecological Values*</u>

For a long time the ecological aspects like biodiversity, clean water and open spaces do not any importance, because they were available almost everywhere even in the urban areas. But in the 20th century, due to the

natural increase of population and also because of the Industrial revelation and human activities related to this revolution, cities have become crowded, polluted, and diseases spread, which effected life quality in these cities. Rural areas were not affected as much as the cites with these problems. They kept open spaces, clean water and air, that give value to the ecological aspects, and rural area become areas with this value in its potentials because these values were demolished in the cites.

These new values made rural areas look different. Based on these new values, new thoughts were changed about rural areas and new importance was given to them. The decision makers turned towards the promotion of agriculture in these regions to save its ecological and environmental value, and to use agriculture as a tool to develop these areas.

People in cites tried to move out to live in rural areas and planners created new concept of neighborhoods which called "Suburbs". Suburbs are neighborhoods established out of the cites to let people travel outside of the cites to reduce crowdedness and to create new life style that is less

polluted and productive at the same time regardless of problems that have emerged in this form.

Socio-Cultural Values

As it is known the rural culture has remained more traditional that the urban culture. Due to current development all over the world, the traditional culture is considered as sign of backwardness and underdevelopment.

Rural people tried to modernize their lives and get away from traditionality because of the effect of modernization of overall world. The richness of the traditional culture is only found in the isolated rural areas or places where the policies stopped effect of modernization.

"Culture economy" is new term appeared to present the cultural values as resources and potential for rural development, these resources are "*high quality agricultural products, folk music, minority language, built environment, arts and craft… etc*". This term can turn the rural economy

from traditional standards into new standards depend on cultural reportories and identity.

Nemes (2005) presents an experiment that has been done in Europe, where program was lunched by decision-makers to solve rural problems and revaluation of rural cultural values. The results of this program were: "*saving the traditional culture from being a sign of backwardness, emerging new marketable assets, and new bases for a new rural economy*". However, there were some conflicts. Main conflict was the difference between the interests of locals and the interests of new comers, that lead to conflict in selecting which value needed to be conserved and which not. Another conflict exist between the goods and properties prices for locals and customers. This is clear in prices that can cause gentrification for rural areas.

Community values

Community values such as social networks, mutual trust and understanding are almost related to rural communities. This kind of values is important for human communities, and they are existing within

traditional communities more than urban communities. In rural areas, the social relations are very strong. This kind of trust and peace can be a good base for the social and economic co-operation. This kind of relations can make any development process conducted safely. Moreover, socio-cultural values are stronger in the isolated rural areas, which still a way from modernization and globalization.

Ecological and cultural values can be considered as marketable assets and can be gained by new comers, and new comers can effecting it with their values. However, community values are related and owned only by rural population, and it cannot be supported by government as the other values. They are supported by people of rural areas only because they represent them and vice versa.

In conclusion, the three types of values mentioned above are come after the view of rural areas changed in the people eyes, specially after the industrial revolution, the modernization and globalization had changed urban areas. These values make the way for developing rural areas to take

new track and new image, and it enable people in these areas to know the potential of their rural areas.

2.3 Community Participation

Community participation consists of two terms, first term is community which means a group of people who have common properties and live within physical boundaries and share its resources. Sometimes the community has no physical boundaries, for example, the artists community (Hamdi,1997).

The second term is participation, which means that people involved in the decision-making process. People make decisions and be responsible for their decisions and the results. Or else people give their opinion to the decision makers who take into consideration these participations in making decisions (Moatasim,2005).

2.3.1 Community Participation Theories

There are many theories about the principles of practicing community participation. Chekki (1979) asserted in his researches "*the central credo*

of community development is to develop the competence of the community so that it may confront its own problems". Bhattacharyya (2004) in his paper suggested that there were three principles that could be practiced to make community development. These principles are self-help, felt needs, and participation. He described self-help as way to make the community able to work together against its own external and internal problems that limit its ability to take care of themselves. He described also felt needs as the way to increase the people awareness and ability to define their needs and problems and how to know their priorities. Finally, the participation which make the community able to make decision about its own future (Bhattacharyya,2004).

Wyman (2000) said that "citizens are not enemies of the state". That has important meanings about democracy and the role of citizens in deciding their future. The relationship between the government and the citizen has to be cooperating and supporting to know the good way to draw their future. Community participation is a good way to redistributing powers between citizens and government and at the same time giving role for

those who are excluded from political and economic processes (Arnstein,1969).

So, the importance of community participation in planning the decision making process come from implementing the clear meaning of democracy by making redistribution of powers and reorganization of power relationships inside the community. Another importance and helpful side of community participation is increasing the feeling of belonging to the plans, decisions, projects, etc. That can come from making the decision taken by Bottom-Up approach instead of Top-Down approach passing through the right way which contain many basic stages as: initiation, planning, design, implementation, and maintenance. These stages ensure getting effective participation and feedbacks from the community, and that leads the planning process to the right direction (Hamdi,1997).

2.3.2 Shapes of Community Participation

Arnstien (1969) as one of community participation pioneers established the Ladder of citizen participation which illustrate the degree of power that citizen have in the participation process (Figure 2).

At the bottom of the ladder, there is the manipulation level and therapy level, which present non-participation activates and consider not actually participation at all. The next three levels of the ladder are informing level, consulting level and placation level. Here is one-way participation, so citizens know little about the
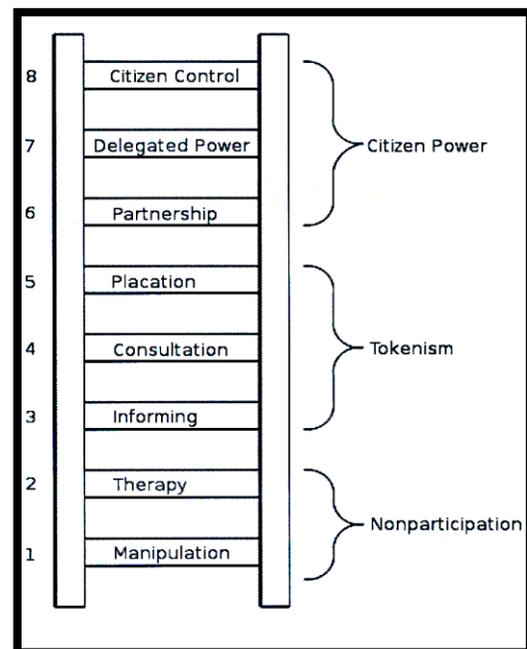
Figure 2: The Ladder of Citizen Participation (Source: Hamdi, 1997).

participation process and at the same time can give the information needed for the decision makers without participating in the decision-making. The top three steps are partnership, delegated power and citizen control. In these three steps there is real power in the citizens' hands. At

the top is "citizen control" where all the powers are in the citizens' hands, so they make the plan, design the process, take the decision and finally implement the results (Arnstien,1969).

There is another description of the types of participation illustrated by the International Association of Public Participation as Spectrum of Public Participation which contains five levels of citizen participation that started with the inform level and going up to Consult level, Involve level, Collaborate level, and Empower level. The level of power given to citizens is increased level by level in the same way of Arnstien's Ladder (Table 1) (Hall,2010).

Table 1: Spectrum of Public Participation (Source: International Association of Public Participation, 2005).

Inform	Consult	Involve	Collaborate	Empower
Objective	**Objective**	**Objective**	**Objective**	**Objective**
To provide the public with balance and objective information to assist them in understanding the problem, alternative, or solutions.	To obtain public feedback on analysis or decisions.	To work directly with the public throughout the process to ensure that public and private concerns are consistently understood and considered.	To partner with the public in each aspect of the decision including the development of alternatives and the identification of the preferred solutions.	To place finale decision making in the hands of the public.
Promise to the public We will keep you informed.	Promise to the public We will keep you informed, listen to and knowledge your concerns, and provide feedback on how public input influenced the decision.	Promise to the public We will work with you to ensure that your concerns and issues are directly reflected in the alternatives developed and provide feedback on how public input influenced the decision.	Promise to the public We will look to you for direct advice and innovation in formulating solutions and incorporate your advice and recommendations into the decisions to the maximum extent possible.	Promise to the public To place final decision making in the hands of the public.

2.3.3 Community participation in Palestine

Community participation in Palestine, especially in ministries and institutions, has received good attention. For example, community participation can be found in the vision of Ministry of Local Government (MoLG): "Good local governance able to achieve sustainable development with effective community participation". In addition, these institutions implement community participation in its planning process, but the problem is in the way of that implementation.

Most of community participation which has been done in planning process in Palestine are either personal initiative of operators of the project, or the project is funded from donors who stipulated that. The levels of the community participation implemented in Palestine are inform, consultation, or participating in planning and decision-making, and financial contribution (MoLG, 2011). Here it can be noted that the levels of participation differ according to the power in citizens hands, and that depends on the type of the project or the plan, as well as it depends on the level of public awareness. According to MoLG policy paper

'Promoting and Institutionalizing Public Participation in Local Governments Units Affair' adopted in 2011, oscillating in the efficiency of the community participation in Palestine is caused by the following reasons:

- *"Lack of appropriate communication tools and mechanisms between institutions and citizens.*

- *Public's lack of Knowledge in the Local Governments' Units (LGUs') work and its participatory role in supporting local development.*

- *Lack of LGUs' awareness of the value of public participation in planning and decision-making at the local level.*

- *Lack of public's interest and belief in the value of participation as result of previous failures in this area".*

According to this policy paper, there are important points can be granted the future of community participation in Palestine. One of most important points in "All LGU's are requested to form public participation committees, which are approved in council formal meeting, identify

capacity building training for all relevant staff and finalize the implementation of training programs…". Such points can reduce the reasons behind the weakness of community participation in Palestinians LGUs' and encourage the institutions to give more attention to public participation and implement it in the right way.

2.4 Amalgamation

The joint planning areas or the amalgamated or merged municipalities are tools of reforming the existence municipalities into larger municipalities to make urban or rural development for these areas. There are many approaches and methods to develop rural areas such as smarts development, JSCs, and amalgamation. Some of these approaches can be considered as initial stage to another approaches such as the JSCs which considered as initial stage to make amalgamation (Salameh,2009).

 Increasing the size of local units and then decreasing the number of local units can contain some advantages such as increasing the sources with in these areas like natural resources and human resources due to increasing of geographic area of the units and the increasing of its population. All of

that can make the unit or municipality more able to control the services and to be independent from the government as a result new larger power obtained by amalgamation. However, there can be some negative points about increasing the size of units and decreasing its number such as the weakness and inability of citizens to control and manage local units or municipality in such sizes and population. So, to guarantee the ability to manage this size of municipality, the community participation must be effective, the cooperation between the units must be more effective, and the local political confederation must be restricted (Ghanem,2004).

There was a wide experiment of amalgamation in Japan, this experiment can be considered as a good example for successful of using amalgamation for decreasing the number of rural areas in order to develop them. The implementation of the amalgamation is in three periods: the first period was from 1883 to 1898. In this period, the number of municipalities decreased from 71,497 to 14,289 municipality; about five-sixths of the municipalities. The second period was from the beginning of the twentieth century to 1950. In this period, decreasing

number of the municipality was in slow rhythm, 14,289 to 10,443. The

third period was only 10 years from 1950 to 1960; during this period the

number of municipalities decreased from 10,443 to 3,526. The number of

municipalities until 1995 decreased to 3,234 (Figure3).
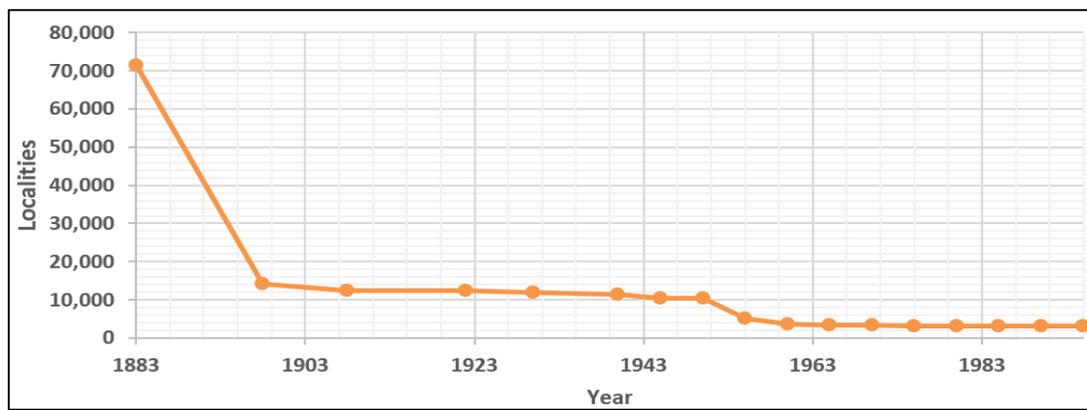
Figure 3: Number of Municipalities in Japan (Source: Based on data from Mabuchi,2001).

The amalgamation processes in these periods in Japan had two types. The

first type is Combinations, which is the merging of a small number of

municipalities of one size into new municipalities. The second type is

Annexation, in which a large city absorbs its neighboring small villages

and towns (Mabuchi, 2001).

This amalgamation process to develop both urban and rural areas in

Japan appeared when there was a bad need for establishing new

municipalities with sufficient capacity to provide public services such as education, sanitation, and welfare. They based on that larger municipality more cost efficient than small municipalities to provide these services (Mabuchi, 2001).

Igore Vojnovic (2000) wrote a paper on the impacts of municipal consolidation and discussed problems and the benefits of making amalgamation. One of the most important results of his paper is that: "*Many of the problems encountered and successes achieved, were particular to circumstances of the municipalities that amalgamated. Ultimately, the success of consolidation in achieving greater efficiency and effectiveness in governance and service delivery will depend on the distinct history, as well as the spatial and economic circumstances, of the region conceding reform*". Therefore, not only the size of municipality and the resources are the factors to make a successful amalgamation, but also the way of managing and providing high quality of services for the people effected directly and effectively in the success.

2.4.1 Factors Affect Amalgamation Decision

Andrew Sancton (2003) discussed the factors that can affect the decision of amalgamation. He suggested that there are three factors that can affect the decision; he tried to investigate them. These three factors are "*the pressures caused by globalization, demands of internal political forces, and the governmental acting with little regard to internal political pressure*". He agreed that there is no direct relation between globalization and the amalgamation. According to the history of amalgamation decisions, specially that attempts to take such decision in New York city, he see that "*New York city is one of the most affected cities by globalization, but at the same time, there were many attempts to merge it with other cites did not succeed*".

The second suggested factor is internal political forces. Public decision are always related to power distributing within society, specially the political powers and its distributing. This make the decision of amalgamation effected by these powers and become in hands of people having this power.

The third suggested factor is not very effective or strong factor as much as the demands of internal political forces, which is the governmental acting. This factor can be strong regarding the power of government and its relation with the effective political decision makers in the society.

In this research, the playing factors that lead to amalgamation process failure in Al-Yaserreyeh will be analysed, taking into consideration different approaches used in different areas such as rural development, rural problems and potentials, community participation, amalgamation issues, and local and international models in order to come up with the appropriate models for amalgamation.

2.5 Amalgamation Models

Presenting models for amalgamation can enrich minds with good knowledge about processing and implementing amalgamation in other countries. There is a model called "Better practice guide" prepared to be a general model for amalgamation in Canada and other countries. This model will be discussed with the Palestinian model which was

implemented for the Palestinian rural areas. To understand these two models, a comparison will be conducted.

2.5.1 Better Practice Guide

The " Better practice guide " for managing amalgamation of government departments developed by the Audit Office of New South Wales (AONSW, 2008), was used as a general guide or model in case of rural development through joint planning areas. This model consists of four phases for the amalgamation process which overlap sometimes. It also includes strategic amalgamation objectives and ongoing supporting process with needed data and support that supplies the main four phases, in order to achieve acceptable and well results (Figure 4).
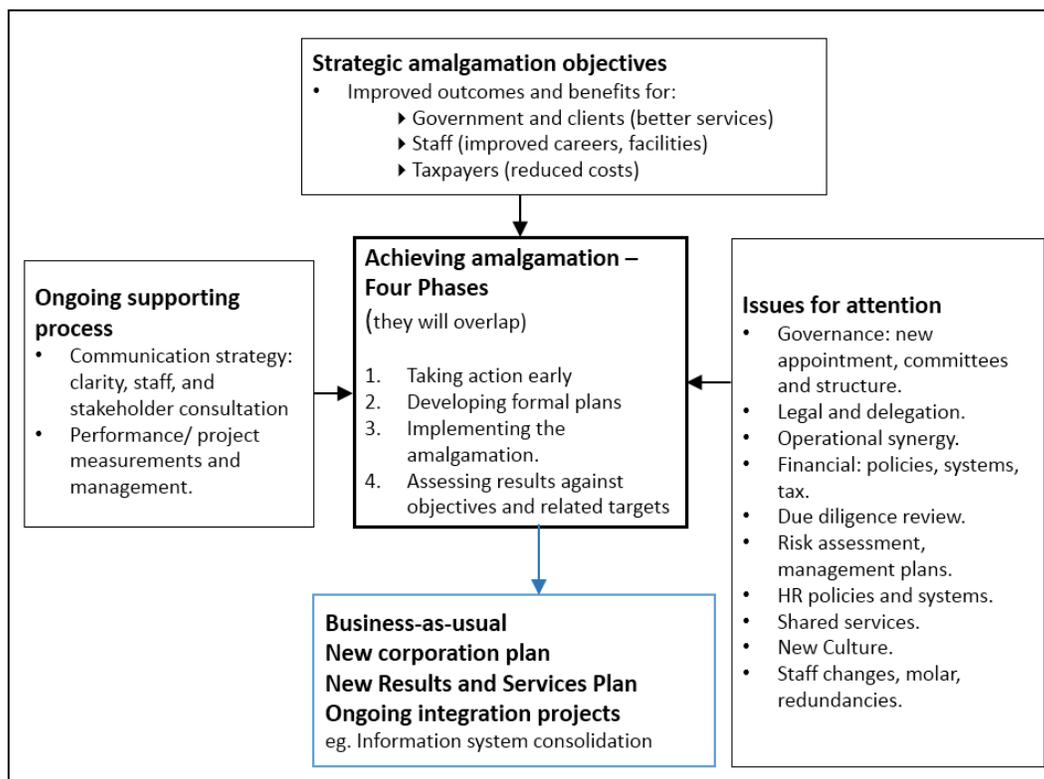
Figure 4: Model for better practice for guide of amalgamation (Source: AONSW,2008).

This model came as a result of studies that tried to identify "what is needed to be done in order to achieve a successful amalgamation following the formal announcement of the amalgamation and the administrative orders for new arrangements being finalized" (AONSW,2008).

2.5.2 Palestinian Amalgamation Model

Following the growing interest in the Palestinian National Authority (PNA) for the policy of amalgamation as a means of planning and development in rural Palestinian communities, and after several trials and pilot projects to implement this approach in the West Bank governorates (Jenin, Tulkarm, Hebron, and Ramallah), the need to enforce and regulate this process was inevitable. Ministry of Local Government worked to produce a guide or a model to support the amalgamation process.

This model is made of three steps or phases which form its main structure (Figure 5). The first phase is to pave the road and to build the general framework for the amalgamation. This phase is designated to make a solid base for the process in order to create an institutional and legal framework, and raise awareness among people and stakeholders. In addition, this phase comes up with criteria, indicators and specifications to be applied during the process of amalgamation which are very important. They can measure the ability of the area and its inhabitants to be engaged in the amalgamation process, as well as increase knowledge

of decision makers about physical requirements and social needs of inhabitants.

The second phase is the preparation for amalgamation; this phase contains steps to be done on the ground in cooperation with institutions such as awareness campaigns and assessment of existing conditions as well as to proceed with preparing the necessary government documents for the amalgamation process.

The third phase is implementation and review, this phase gives life for the amalgamation plan by forming new, strong, and well processed local councils or municipalities in order to provide better services that are able to manage future developmental plans for the area (MoLG, 2009).
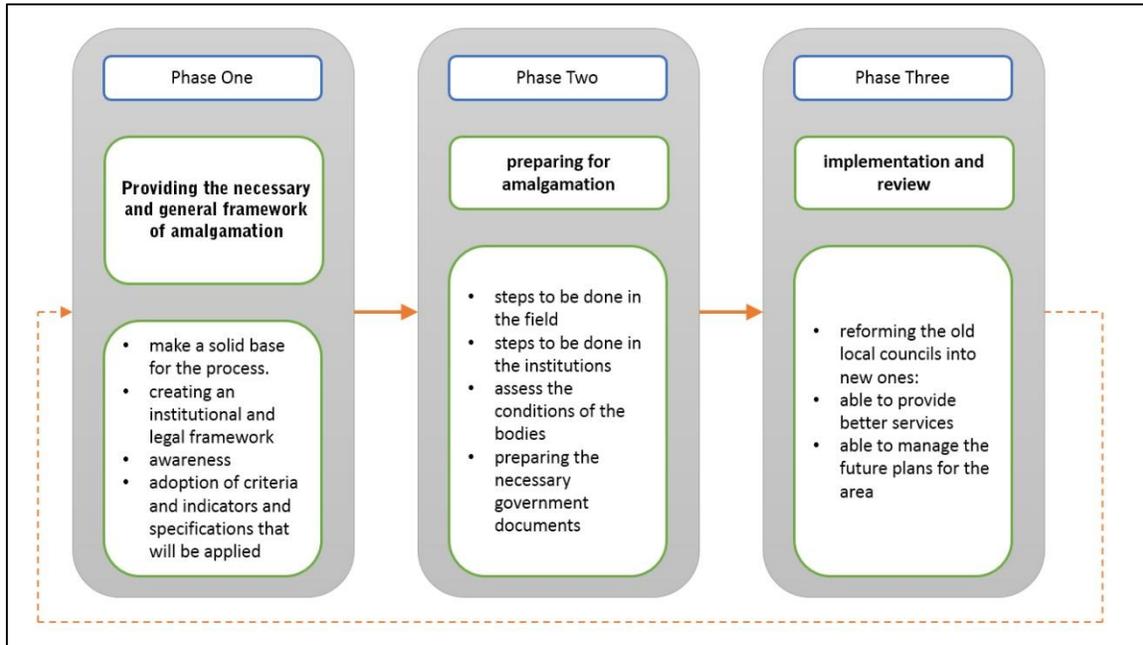
Figure 5: Palestinian Amalgamation Model (Source: MoLG, 2009).

2.5.3 Comparison Between the "Better Practice Model" and the Palestinian model.

The "Better Practice Guide" contains five parts; these parts discuss both administrative issues and planning issues. Administrative issues include new appointments, committees, structures, legal delegations, risk assessment, management plans, and human resource policies and systems. These issues are related to the municipal body which will lead the amalgamation or the merging of municipalities and local councils.

This model discusses developing and planning elements which represent the physical results of the amalgamation process. These issues are; new corporate plan, new services plan, and ongoing integration project. It is clearer in the first two phases of achieving amalgamation because they are taking early action & developing formal plans.

In addition to all these issues, this model focuses on moral issues too which are related to staff changes and redundancies that might spark people's resistance for amalgamation process. As in the whole planning process, there is a part that insures revision of the project and its results by observing and measuring indicators.

However, the Palestinian model for amalgamation contains three main phases. The first deals with initiating the amalgamation process by studying the ability and possibility of the area to be amalgamated or merged. The second phase contains the preparations of the municipality or local councils to be merged as a pure administrative step. Finally, the third phase implements the administrative components out of previous phases.

It is clear that the Palestinian model for amalgamation only discuss administrative issues without taking in consideration planning or physical settings. It is noted that there is nothing about physical action or developmental projects which had to be proposed for implementation in order to develop the target area. At the same time, if there were no services plan or developmental plan, there would be no chances for success in the new formed area to prove success.

Mr. Abdullah Switti (member of the municipal council) stated that there were no action plan, services plan nor developmental plans for Al-Yaserreyeh area after the amalgamation process. Moreover, after some efforts to raise funds to implement some projects in the area, there was no follow up from the governmental institutions in financing such projects which led to the failure of this project. This situation had negatively affected the relation between the new municipality members and the community.

Even on the administrative side discussed in the Palestinian model, there is a problem in defining the right method to select the representatives

which should have been done through elections instead of appointing. This malpractice caused many social conflicts that appeared within the community.

According to the "Better practice guide", there are important requirements that should be realized prior to proceeding with the amalgamation in order to insure success, such as; awareness, public participation, preparatory studies and analysis, financial plan, action plan, and implementation plan (AONSW, 2008). Shortcomings in implementing of such steps led to the failure of many attempts of amalgamation in several communities in the West Bank. These failed attempts also undermined the relationship between citizens and their representatives in these communities. They also caused delay in reforming institutions in these areas which had a negative impact on the overall process of amalgamation and development.

In this research, the playing factors that lead to the failure of the amalgamation process in Al-Yaserreyeh will be analyzed taking into consideration different approaches used in different areas such as rural

development, rural problems and potentials, community participation, amalgamation issues, and local and international models in order to come up with the appropriate model for amalgamation.

Chapter Three: Study Site

Most of the rural areas in the West Bank are in "B" & "C" area which make them segregated and suffering from many problems specifically administrative problems that make them hard to be controlled by PNA organizations. As a result, the developing plans for these areas are poor and not easy to be implemented. For example, there are no physical plans for the most of rural areas in the West Bank.

Al-Yaserreyeh is a joint area that consists of seven villages (administrated by one municipality and two local councils) located in the southern part of the West Bank in south-west of Hebron governorate as part of Dura city. In 2010, the council of ministers decided to merge seven villages into Al-Yaserreyeh village based on the amended Basic Law of 2003 and based on Local Authorities Law No. (1) of 1997 (Figure 6).

This chapter will discuss the area according to three aspects which are considered the main factors effecting rural development in Palestine. They are: physical (spatial), social, and economical factors.

West Bank   Hebron Governorate

Villages of Al-Yaserreyeh Municipality
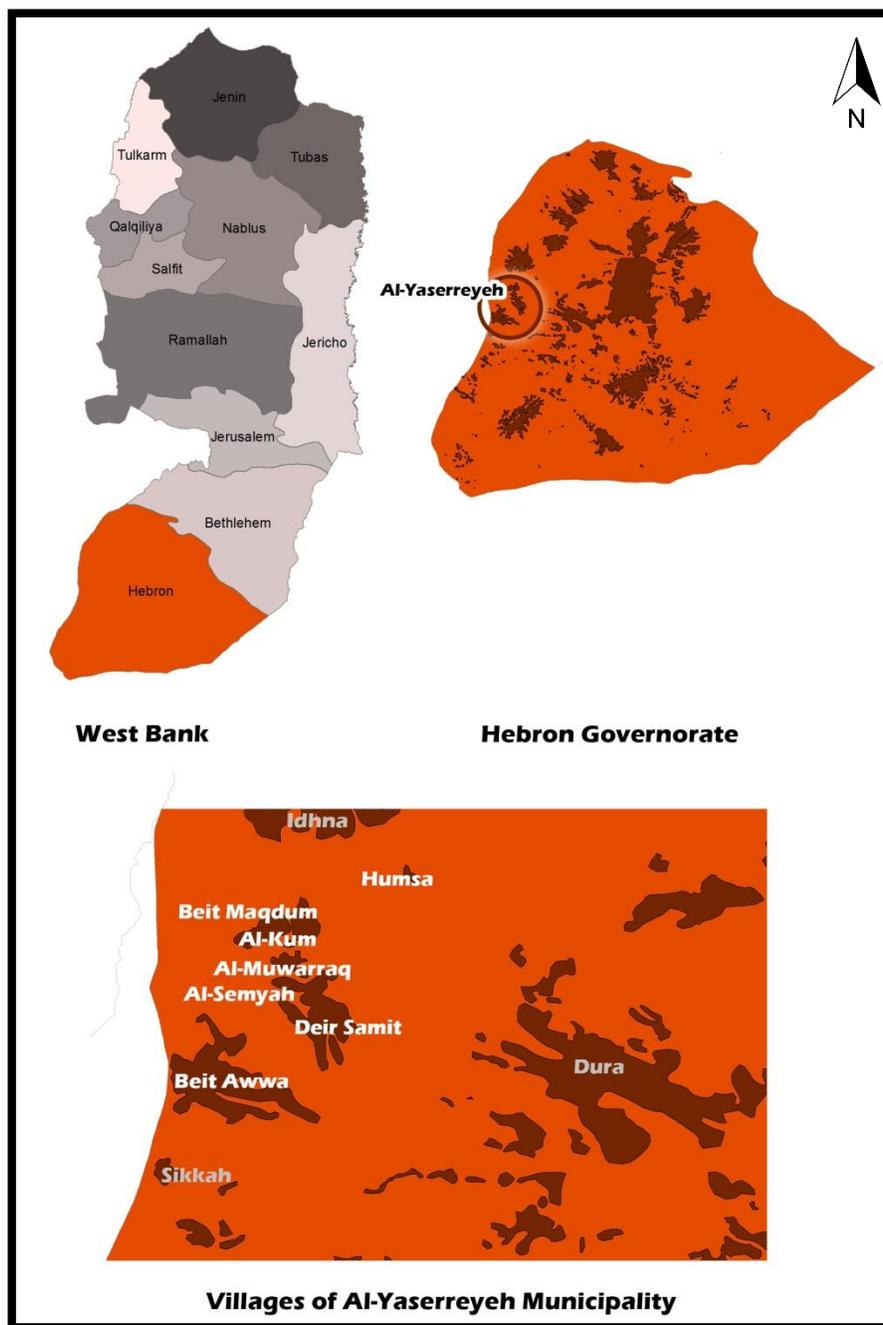
Figure 6: Villages of Al-Yaserreyeh municipality (Source: The Author, based on Shapfiles

from MoPAD Database, 2014).

3.1 Communities of Al-Yaserreyeh Municipality

3.1.1 Beit 'Awwa area

Beit 'Awwa is located 14 Km to the west of Hebron city in the southern part of the West Bank. It is bounded by; Deir Samit to the east, Al-Kum to the north, Sekkah to the south, and the Wall to the west (Figures 7). The total area of Beit 'Awwa is 16,000 dunums consists of built up area, agricultural land, forests and open space. There are about 3700 dunums confiscated by Israel (Ministry of Agriculture, 2006).
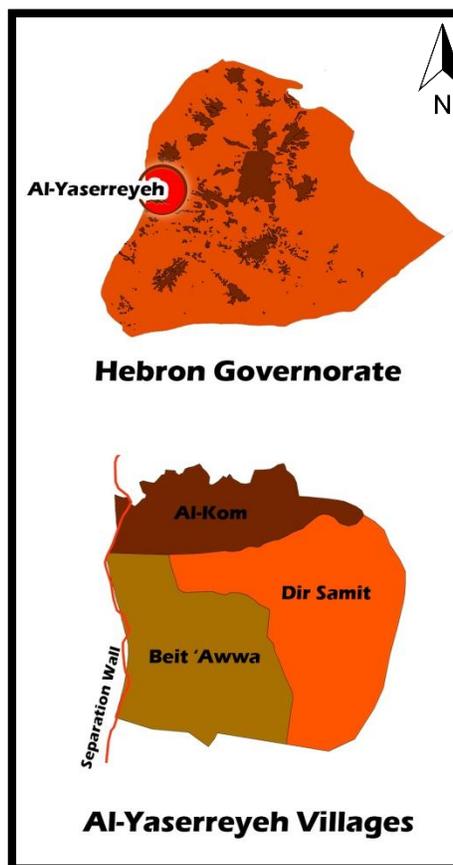
Figure 7: Al-Yaserreyeh communities (Source: The Author, based on Shapfiles from MoPAD Database, 2014).

Beit 'Awwa Municipality provides many services to the area such as administrative, planning and development, social services, and infrastructure services and maintenance (water, electricity, solid waste collection … etc.). According to an interview with Mohammad Al-Switti (an administrative officer in Al-Yaserreyeh Municipality), there are many

obstacles facing providing services in Al-Yaserreyeh villages, especially in Beit 'Awwa village. The main obstacle is the lack of commitment of the village citizens to pay dues owed to the municipality which weakens the ability of the municipality to provide these services. Another obstacle is the citizens' lack of adherence to the municipality's regulations.

According to PCBS and in 2007, the total population of Beit 'Awwa was about 8,064.They are living in 1,355 housing units. Females are about 50.4% of the total population. The percentage of who are less than 15 years old is 44.6% of the total population (PCBS, 2007) which gives indication that Beit 'Awwa is a youthful society.

Most people in Beit 'Awwa are educated. However, the problem is that most of educated people did not go to universities and colleges; only 6% of them finished their higher education (PCBS, 2007). Yet recently, especially after the Second Palestinian Intifada and after building the Separation Wall, most of young men have become more interested in completing their education as a way to be able to have a source of income instead of working in the Israeli labor market.

The health sector in Beit 'Awwa consists of public health services presented by Beit 'Awwa Health Center and the governmental clinic which provides health services. Private health services are presented by private clinics of doctors from Beit 'Awwa (local doctors only) and few pharmacies. Despite this, residents depend mainly on the Emergency Center in Dura city or the governmental and private hospitals in Hebron City.

The economic activities in Beit 'Awwa depend mainly on trading second hand commodities brought from Israel and working in the Israeli labor market (Table 2). The rest are working in the agriculture sector, service sector, industrial sector and employees in the government. There are some small businesses in Beit 'Awwa like Olive Press, Brick factory and marble factory (ARIJ, 2009). However, Israel since 2000 do not allow people to easily access the lands occupied in 1948 which affected the residents' economic activities that are related to working inside the occupied lands like trading in second hand commodities. Moreover, Israel

does not allow Beit 'Awwa residents to reach their lands, especially the
land behind the separation wall.

Table 2: Economic activates of Beit 'Awwa residents (Source: ARIJ, 2009).

Work	Percent of Residents
Second Hand Commodities	38 %
Israel Labor Market	30 %
Agriculture	8%
Other	24%

There are 9,550 dunums of arable lands in Beit 'Awwa out of 16,000
dunums as the total area of Beit 'Awwa (Figure 8). However, there are
only 8% of residents who are working in agriculture (Table 2). There is a
shortage in investments in agriculture and there is also shortage in water
in this area. All of this made agriculture a weak sector in Beit 'Awwa and
7,359.5 dunums are cultivated (ARIJ, 2009).
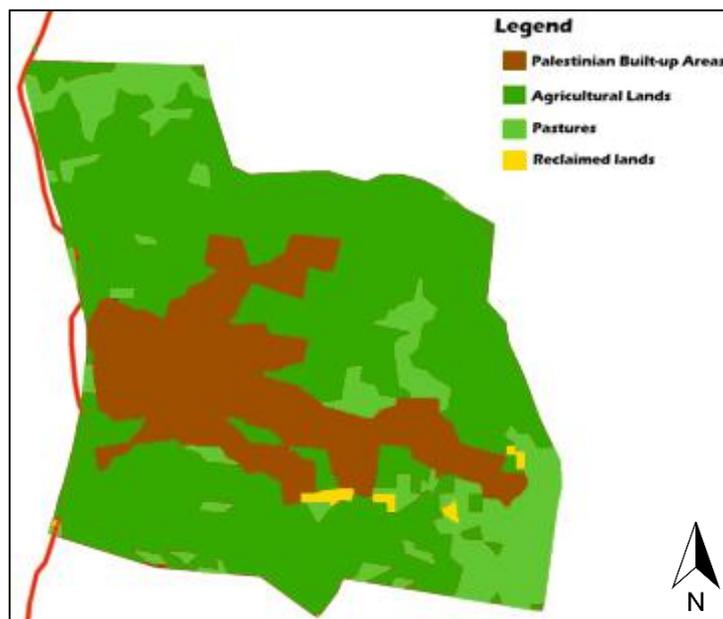
Figure 8: Land Use for Beit 'Awwa Village (Source: The Author, based on Shapfiles from

MoPAD Database, 2014).

There are many problems in the infrastructure in Beit 'Awwa. The most

severe problems are shortage of water supply, weakness of electricity

network, especially in winter, insufficient solid waste collecting process,

sewage network, and most of the roads in this area are not suitable and

destroyed.

Beit 'Awwa as one of the Palestinian localities is suffering and affected by

the Israeli occupation. It was destroyed twice in 1948 and 1956. It is

affected by the settlements around it, bypass roads, checkpoints, and the

segregation wall. The segregation wall is established to the west of Beit 'Awwa and it is 1 Km long. It confiscated about 500 dunums, preventing many people from reaching their lands; it surrounds natural resources and preventing people using it (ARIJ, 2009). Also, the Israeli settlements near Beit 'Awwa and the rest of communities in Al-Yaserreyeh like Negohot and Mizpe Lachish are expanding on the Al-Yaserreyeh lands and growing in a systematic way. This has hazardous effects on the agricultural lands because of settlement wastewater running in the agricultural lands and damaging it.

3.1.2 Deir Samit Village

Deir Samit is located 12 Km to the west of Hebron city in the southern part of the West Bank, bounded by Dura to the east, Al-Kum to the north, Sekkah to the south, and Beit 'Awwa to the west. The total area of Deir Samit is 7000 dunums. 550 dunums are built-up area, 5,650 as dunums of agricultural land, 800 dunums are forests and open space. There are 6,000 dunums confiscated by Israel since 1967 (Ministry of Agriculture, 2006).

Deir Samit local council provides many services to both Deir Samit and As-Simiya villages such as administrative, planning and development, social services, infrastructure services and maintenance (water, electricity, solid waste collection, etc.).

The total population of Deir Samit was about 6,237 in 2007, according to PCBS. They live in 1183 housing units. Females are about 49.2% of total population. The percentage of who are less than 15 years old is 54.4% of the total population (PCBS, 2007) which gives indication that Deir Samit has a youthful society.

Most people in Deir Samit are educated. However, the problem is most educated people did not go to universities and colleges, only 4.2% of them finished their higher education (PCBS, 2008). Recently, this percentage has become higher and more people are pursuing higher education. The reason was not the same reason of Beit 'Awwa which was related to the closure of the working market of Israel, but they were directed to higher education because most of the people are working in the trade of gold or clothes. They realized that they need highly educated

people to enable them to develop their trades. So, most traders (mostly the owners of capital) pushed their sons to complete their study.

There are no medical centers or clinics in Deir Samit, not even governmental centers. It depends on Beit 'Awwa Health Center and the governmental clinic in Beit 'Awwa for the health services. The health services are presented by private clinics of doctors from Deir Samit itself or from Dura (local doctors only) and few pharmacies. However, residents depend mainly on the Emergency Center in Dura city or the governmental and private hospitals in Hebron City.

The economic activities in Deir Samit depend mainly on trading gold because there are many gold merchants there, but their shops are usually in Hebron city market or in Bethlehem city market. The other economic effective activity in Deir Samit economy is trading clothes. The problem here is that their shops are all in Dura city or Hebron city markets. The rest are working in the Israeli labor market, agriculture sector, service sector, industrial sector and the government. There are some small

economic institutions in Deir Samit like Olive Press, Brick factory and wheat mill (ARIJ, 2009).

There are 5,650 dunums of arable lands in Deir Samit out of 7,000 dunums as the total area of Deir Samit (Figure 9). However, there are only 8% of residents who are working in agriculture. There is a shortage in investments in agriculture and there is also water shortage. All of that made agriculture as a weak sector in Deir Samit and only 3,098 dunums are cultivated (ARIJ, 2009).
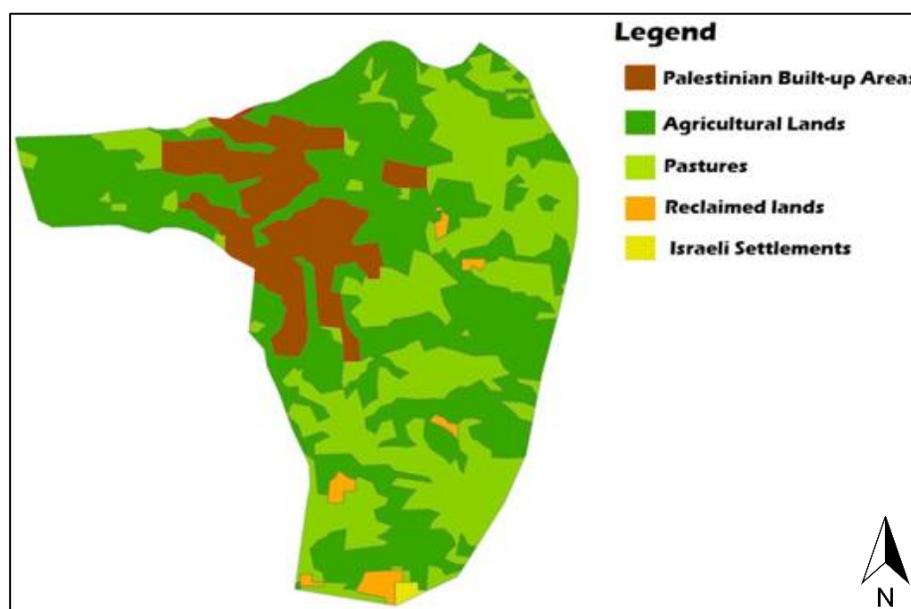
Figure 9: Land Use for Deir Samit Village (Source: The Author, based on Shapfiles from MoPAD Database, 2014).

There are many problems in the infrastructure in Deir Samit. The most difficult problems are: shortage of water supply, weakness of electricity network especially in winter, insufficient solid waste collecting process, sewage network, and most of the roads in this area are not suitable and destroyed.

3.1.3 Al-Kum Village

Al-Kum is located 13 Km to the west of Hebron city in the southern part of the West Bank, bounded by Dura to the east, Idhna to the north, Beit 'Awwa and Deir Samit to the south, and the Wall to the west. The total area of Al-Kum is 7000 dunums used as follows: 400 dunums built up area, 5,600 dunums as agricultural land, and 1000 dunums forests and open space (Ministry of Agriculture, 2006).

Al-Kum local council provides many services to Al-Kum, Al-Muwarraq, Beit Maqdum, and Humsa villages like administrative, planning and development, social services, and infrastructure services and maintenance (water, electricity, solid waste collection, etc.).

The total population of Al-Kum area was about 2,568 in 2007 according to PCBS. They live in 521 housing units. Females are about 50.6% of the total population. The percentage of who are less than 15 years old is 43.3% of the total population (PCBS, 2007) which gives indication that Al-Kum has a youthful society.

Most people in Al-Kum are educated. However, the problem is most of the educated people did not go to universities and colleges; only 7.2% of them finished their higher education (PCBS, 2008).

There are no medical centers or clinics in Al-Kum, especially governmental centers. It depends on Beit 'Awwa Health Center and the governmental clinic in Beit 'Awwa which provide health services and give some medicines for free. The private health services are presented by private clinics of doctors from Al-Kum itself or from Dura and the nearby places (local doctors only) and few pharmacies. Residents depend mainly on the Emergency Center in Dura city or the governmental and private hospitals in Hebron City.

The economic activities in Al-Kum depend mainly on trading cattle because there are many cattle merchants and a lot of farms around. They depend on trading their products with factories in Hebron city and other factories in the West Bank as they have a lot of slaughterhouses in Dura, Hebron, Jerusalem and other places in the West Bank. The rest are working in the Israeli labor market, agriculture sector, service sector, industrial sector and the government. There are some small economic institutions in Al-Kum like Olive Press and wheat mill (ARIJ,2009).

There are 5,600 dunums of arable lands in Al-Kum out of 7,000 dunums as the total area of Al-Kum (Figure 10). However, there are only 10% of residents who work in agriculture. There is a shortage in investments in agriculture and there is also water shortage which is making agriculture a weak sector in Al-Kum and only 5198 dunums are cultivated (ARIJ,2009).
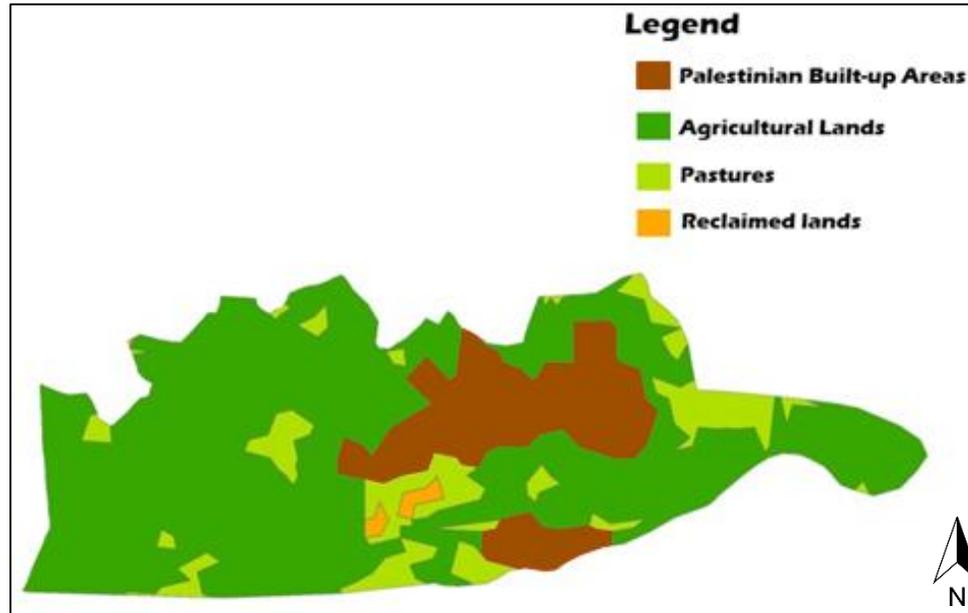
Figure 10: Land Use for Al-Kum Village (Source: The Author, based on Shapfiles from MoPAD

Database, 2014).

There are many problems in the infrastructure in Al-Kum. The most
severe problems are shortage of water supply, weakness of electricity
network especially in winter, insufficient solid waste collecting process,
sewage network, and most of the roads in this area are not suitable and
damaged.

3.2 Al-Yaserreyeh Social network

There are many families who live in Al-Yaserreyeh; Al-Switti and Al-
Msalmah live in Beit 'Awwa Village, Al-Hroub and Al-Sharaha live in Deir

Samit, Al-Shrawneh living in Assemyah, Al-Awawdah live in Al-Muraq, and Al-Rjoub live in Alkum and Beit Maqdoum.

The relations between these families and between the sub-families in Al-Yaserreyeh are strong and good. There are no problems or social conflicts, and there is relationship of marriage between almost all families. However, there is imbalance in distributing the power between these families and between the sub-families within the same family. This power comes from the size of the family, the existence of figure persons such as employees in high rank jobs, especially within the government, and the properties owned by the family. These good relationships can support the community participation within the society for developing the area and support the developing process itself if it coupled with effective awareness. Power of elderly in the mentioned families can also play an effective role in such developmental processes.

According to this social network in Al-Yaserreyeh, the representation of people in the municipality committees is based on this distributing of families in the villages. Mr. Hasan Al-Rjoub (a Journalist from Al-Kum

Village) says that this kind of representation makes two consecutive problems: The first problem is that families with more power have more representatives in the municipality; this leads to another problem which is affecting the distribution of projects within the villages. This means that merging of these villages in one joint planning area will not achieve the intended purpose of the merge.

Another part of the social network in Al-Yaserreyeh is women participation in daily life. Females present a high percentage of the population of Al-Yaserreyeh but at the same time they have peripheral activities in daily life because most of the women are unemployed and are living as housewives in spite of the high percentage of educated women, especially in the last 10 years.

Both the good social interactions and relations between families within Al-Yaserreyeh and the high percentage of educated women and men can be considered as a potential for future development in the area. The good social context can form a solid base for any rural developmental project especially in such rural areas.

3.3 Al-Yaserreyeh Economic Situation

As it was mentioned earlier, the economy of Al-Yaserreyeh depends mostly on workers in the Israeli working market. That shows how much their economy is lined directly to the political situation between Palestine and Israel. When the checkpoints are closed, no one can reach his workplace which causes problems in the town.

In an interview with Abdullah Switti (Member of the municipal council), he mentioned a critical point about Al-Yaserreyeh economy in the last 10 years. Many people in Al-Yaserreyeh and the surrounding areas went to work in trading the metal trashes which are called locally "Taqesh" or "Khordah". This kind of trading has a negative impact on the economy of Al-Yaserreyeh because it has good revenues for only the persons who work in it but has no revenues for the whole economy. The reason for that is because taxes are paid to Israel and not to the Palestinian Authority. This means that there are no revenues to be used to develop the area.

The economy of Al-Yaserreyeh is not independent. As mentioned in the first paragraph, it is linked and depends on the Israeli working market. In addition, there are many traders of gold, cattle, and clothes from Al-Yaserreyeh but their shops and their trading takes place out of the city and depend on those markets in Hebron city and Bethlehem City. There are no active markets within Al-Yaserreyeh that can attract new investors to the area or create job opportunities for people in the area.

There is a good opportunity for economical development in the area, which lies in investing in the agricultural sector (Figure 11). This opportunity is supported by the availability of fertile lands, skilled workers, and its relative proximity of Dura and Hebron as markets.
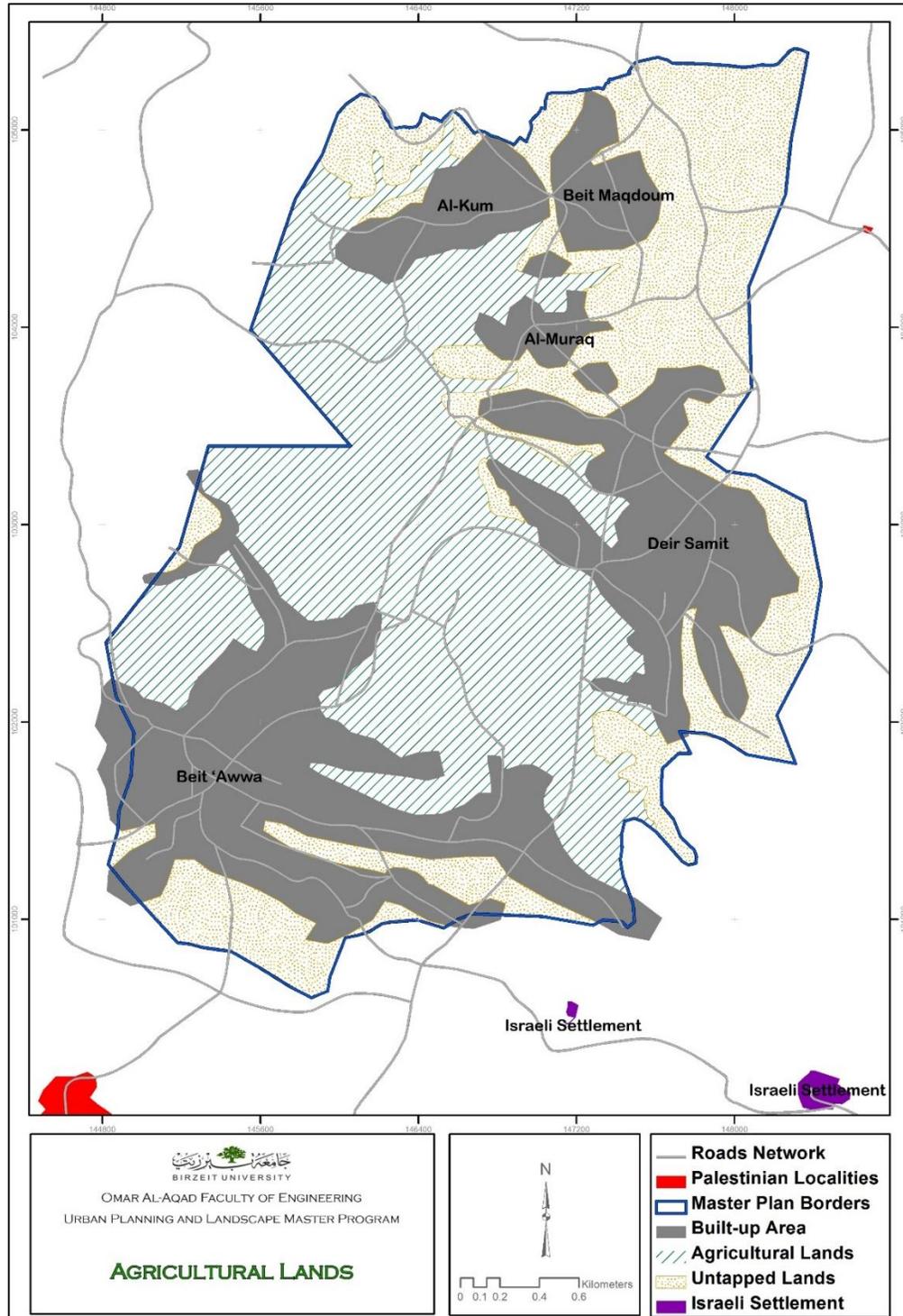
Figure 11: Agricultural lands in Al-Yaserreyeh area (Source: The Author, based on Shapfiles from NSP Database, 2014).

It is clear that the area is in urgent need for development and in order to do this, there is a pressing need for a guide plan that takes into consideration all mentioned components according to the needs of the residents, potentials, and the opportunities of the area in an appropriate manner.

3.4 Al-Yaserreyeh Infrastructure

The previous sections highlight the communities of Al-Yaserreyeh and the services and the economic situation. According to a field study and interviews conducted with locals, the infrastructure situation in Al-Yaserreyeh is suffering from weakness and a lack of sufficiency. In the following parts, there will be a description of the infrastructure of Al-Yaserreyeh.

Health

Al-Yaserreyeh depends totally on both Hebron city and Dura city for health services. It has one governmental clinic that provides services for more than 22,000 citizens (ARIJ, 2009). Moreover, there are few private

clinics and pharmacies that provide health services for the inhabitants

(Figure 12).
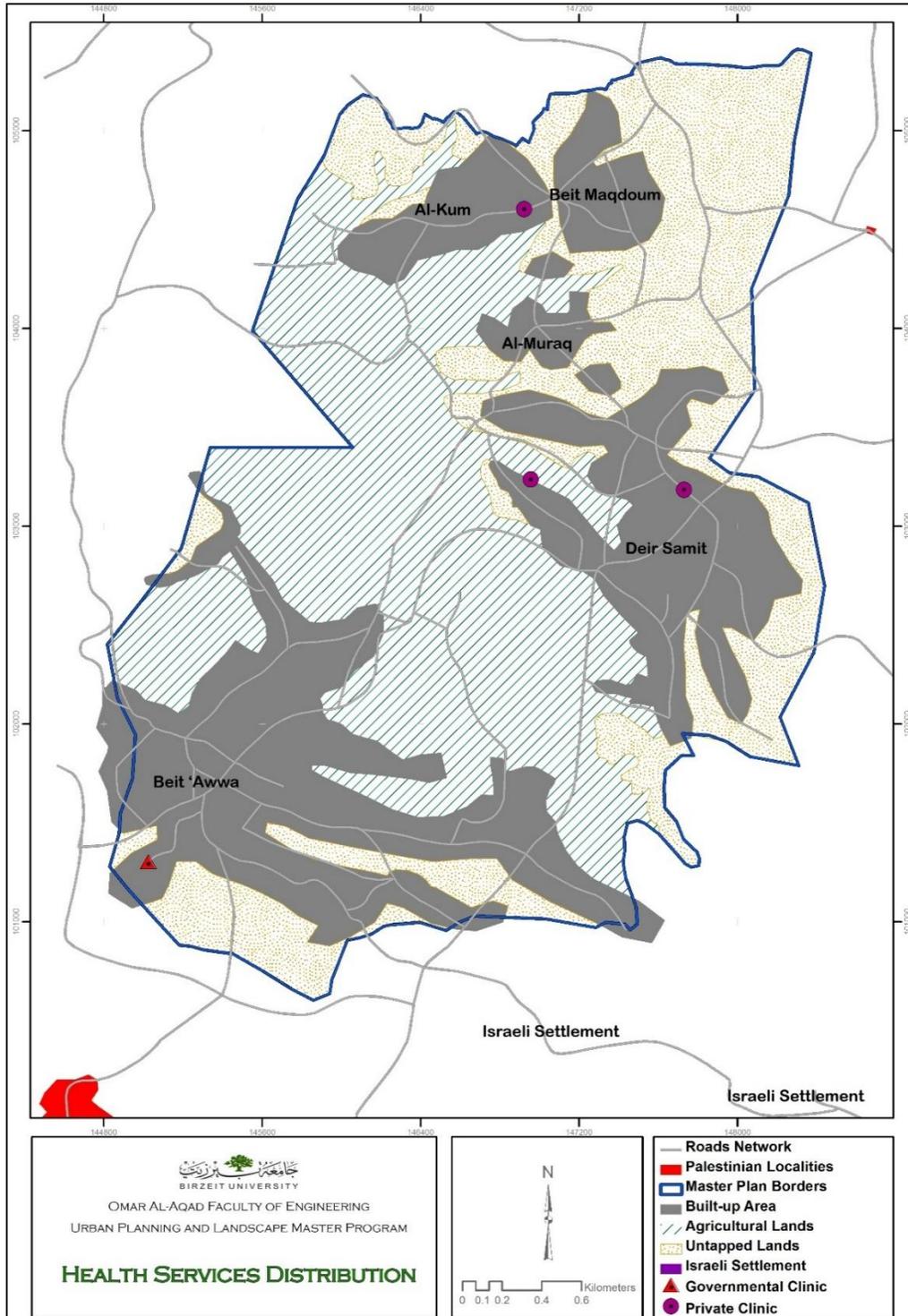
Figure 12: Health services distribution (Source: The Author, based on Shapfiles from NSP Database, 2014).

Education

The education sector is also suffering from many problems such as shortage of schools at different levels, and shortage of kindergartens. In spite of school additions and school establishing in Al-Yaserreyeh, the number of students are still increasing and these schools are not enough. The spatial distribution of the schools suffers from many problems because most of these schools are located near the main streets and commercial and industrial areas, and this causes noise and danger to the students (Figure 13).
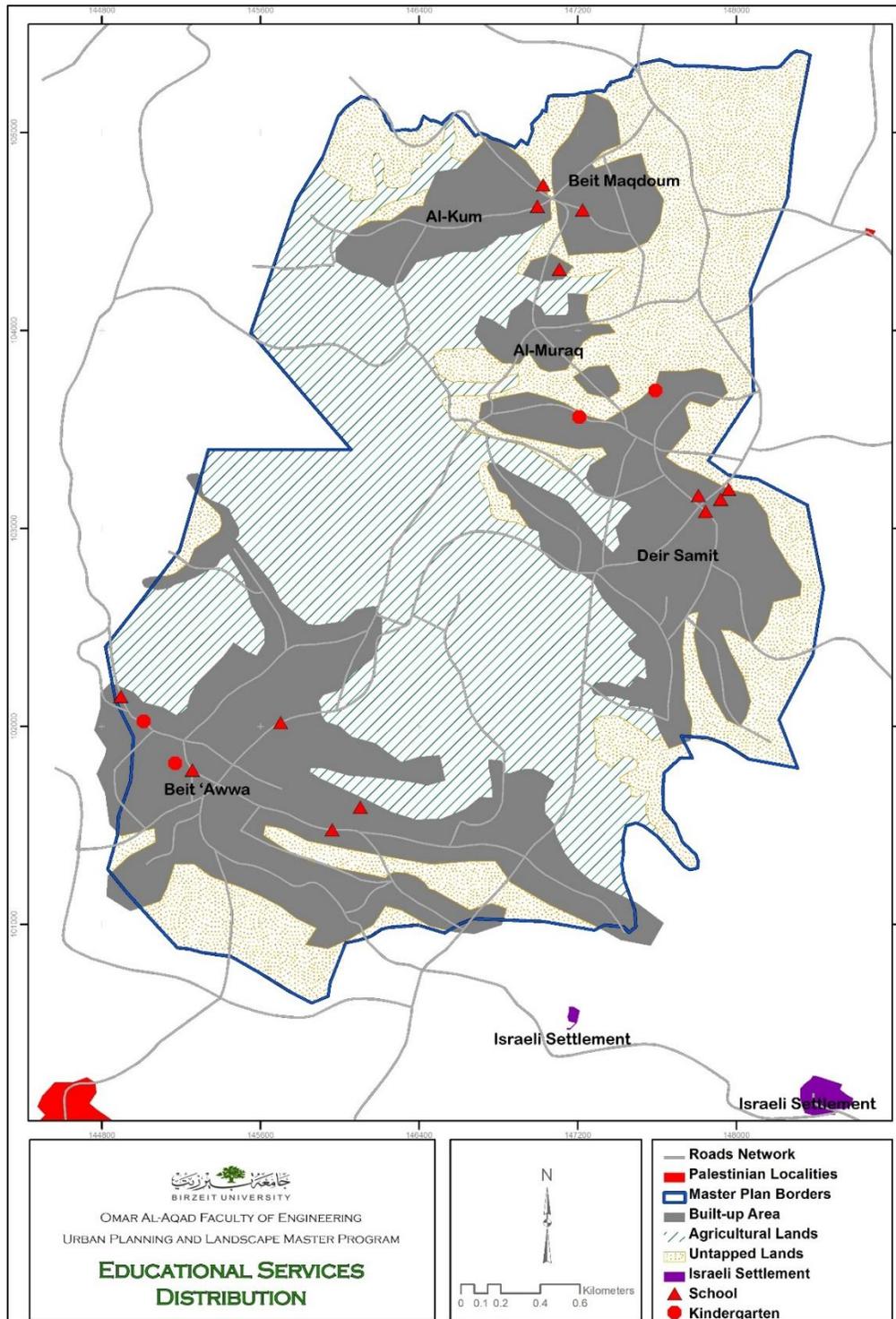
Figure 13: The spatial distribution education services in Al-Yaserreyeh (Source: The Author, based on Shapfiles from NSP Database, 2014).

Water

People in Al-Yaserreyeh suffer from shortage and deficit in water availability. Domestic water reaches Al-Yaserreyeh houses intermittently and irregularly because Israel controls water resources in the area. Water for agricultural purposes is also suffering from the same problems which is affecting the agricultural sector and forcing farmers to cultivate rain fed crops such as wheat, barley, and olive trees.

Power Network

The power network in Al-Yaserreyeh is an old one but it works well and serves all the buildings in the area. The electricity provider is an Israeli company which forms a temporary problem that causes sudden electricity cut because most citizens are not committed in paying 3electricity bills. That increases the debts of the municipality.

Road Network and Transportation

There is a main street crosses Al-Yaserreyeh which connects Al-Yaserreyeh and the surrounding localities with the rest of the West Bank

cities and towns. This road is considered as a potential for the area because it gives the area a direct connection with the surrounding area's services. This street as the rest of the road network in Al-Yaserreyeh is not a valid network to be used daily. These roads are narrow, drilled, not well lighted, and most of this network is not paved (Figure14).
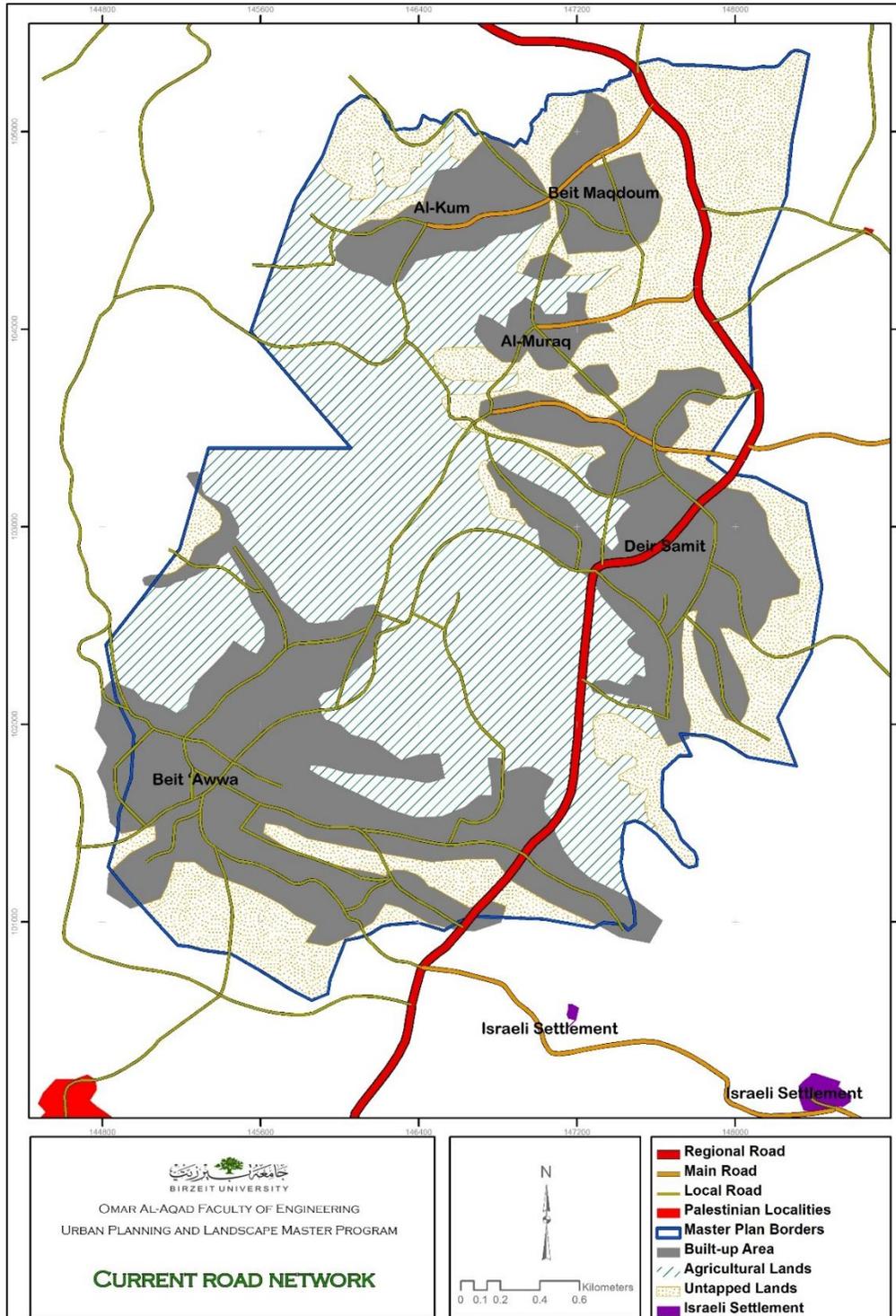
Figure 14: Al-Yaserreyeh Roads Network (Source: The Author, based on Shapfiles from NSP Database, 2014).

The transportation system in Al-Yaserreyeh depends mainly on public transportation, cars and buses. This system is suffering from many problems, as cars are working only at daytime and at night time they stop working. Moreover, the number of these cars is not enough and inefficient because it takes a long time to reach Hebron city and to come back. Buses are less frequent than cars because they takes passengers only in the morning and bring them back only in the afternoon.

Solid Waste

Waste vehicles collect solid waste in Al-Yaserreyeh and then carry it to landfills out of Al-Yaserreyeh near Yatta city. This long trip costs the municipality extra expenses and make the process inefficient. The municipality did not improve this situation.

Chapter Four: Analysis and discussion

Developing rural areas is one of the most common challenges in the whole world, especially in developing countries, which depend economically on agriculture (UNSCO, 2005). There are many approaches for developing rural areas around the world and countries tried to use the appropriate approach to achieve a high level of development in their rural areas. For example, in Latin America the government used the Community Development (CD) approach (Matchethe, 1995).

Knowing that 35% of Palestinians are living in rural areas (Thawaba, 2008), and most of the Palestinian localities are rural ones (Figure 15), MoLG adopted the Joint Planning Area and amalgamation as an approach for developing rural areas in the West Bank. According to statistics of PCBS, the number of localities in 2003 was 686, decreased to be 598 in 2005, then it decreased to be 512 in 2010. The reduction of the number of localities is due to the policy of "merging localities by MoLG" (PCBS, 2010). This is will be done in order to enhance governance and facilitate development and services.
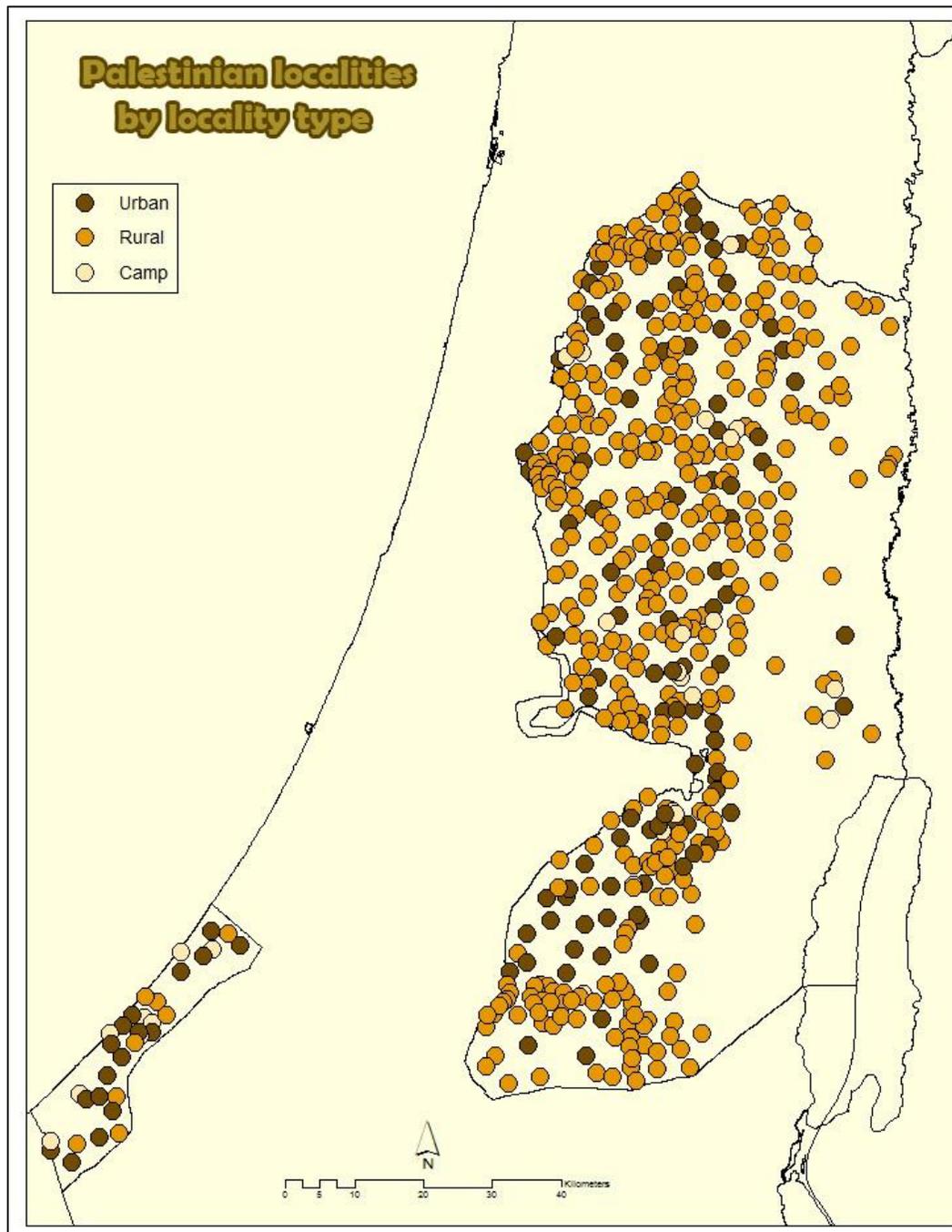
Figure 15: Map shows the Palestinian localities by locality type (Source: The Author, based on Shapfiles from MoPAD Database, 2014).

Amalgamation in AL-Yaserreyeh was a top – down decision imposed by the government and was not a bottom – up one. The decision of amalgamating the localities in Al-Yaserreyeh was made by a small group of local key persons. It has been mainly realized through a meeting of a group of one political party. The process of the decision-making proved a failure which was reflected on the perception of the public towards amalgamation and the way they dealt with it at the time of its implementation.

However, problematic decision making was not the only reason behind the failure, it was followed by other reasons which had a negative impact such as lack of community participation, lack of public awareness in this regard, lack of future vision or physical plan for the amalgamated area, focusing on the administrative issues only, and lack of implementing developmental projects.

In this research, prior to the analysis of Al-Yaserreyeh case, the data collected will be analyzed according to two adopted approaches; Administrative and Physical. First, there will be analysis of the

administrative issues like the amalgamation decision, electing representatives, and strategic development plan of Al-Yaserreyeh. Second, the analysis of physical context will cover road network, education, health, infrastructure networks, solid waste, agriculture, and industry. The last part of analysis will be a land use assessment for Al-Yaserreyeh area.

4.1 Data Analysis

Qualitative and quantitative research methods were used in this research besides desk research and analysis of maps and documents. A questionnaire was distributed in Al-Yaserreyeh to get people's perceptions and opinions about the process of amalgamation. In addition, interviews with decision makers in relevant governmental institutions were conducted to collect insights about amalgamation imperatives and its realization.

In this section, the data collected by the questionnaire, interviews, maps analysis, and field studies about Al-Yaserreyeh case were analyzed and discussed. Data were analyzed according to its relation to administrative

issues and physical issues and the structure of the questionnaire and the interviews were outlined accordingly (Appendix 1: The distributed questionnaire).

4.1.1 Administrative issues

The administrative issues that will be discussed here are sequentially public participation and public awareness, Al-Yaserreyeh strategic development plan, and the representatives' selection.

Public Participation and Public Awareness

Through interviews with decision makers in PA ministries they were asked: how can the amalgamation process in Al-Yaserreyeh be a successful one? They almost agreed that amalgamation could be appropriate and suitable for Al-Yaserreyeh and other Palestinian communities based onto their geographic location and social relations. At the same time, they agreed that geographical location and social relations are not the only parameters that can generate a successful amalgamation; a comprehensive planned process is needed to be implemented it in the right way.

They proposed some measures that can be implemented by MoLG and related ministries and institutions to guarantee a successful amalgamation process. These steps can be summarized as testing if the communities are willing to support amalgamation or not and testing if amalgamation is the best way or joint services council (JSC)[2]. The second step is conducted by providing enough financial support for the new council to be able to implement projects (especially infrastructural projects like roads, water, electricity network, etc.) and encouraging citizens to be part of the process. There are many examples that succeeded because of implementing these steps or some of them, like Al-Kfryyat south of Tulkarm city, north of the West Bank, and Al-Etihad north of Ramallah city, middle of the West Bank.

These steps were not implemented in Al-Yaserreyeh case. There was no joint services council, and there was no referendum for citizens to participate in the future vision of their community. When citizens in Al-

---

[2]Joint Services Council (JSC) is "services councils established for the purpose of managing and running the joint projects among the local units … in order to address the status of the local units, which were suffering from increased number of staff, low quality of services, poor performance, and inability to realize the needed development" (MoLG, 2012).

Yaserreyeh were asked whether they were informed about merging their municipalities or local councils, 71.9% answered that they knew nothing about the merging before announcing it in 2010, and only 20.3% knew about it before implementing.

Even if they were informed about merging or were asked about their opinion about the merging in their area, they were not able to make an effective participation because they knew nothing about merging or its future impact. When they were asked about any awareness about amalgamation and merging in the area, 74.2% answered that there was no awareness about it, and 16.3% only said that there was awareness.

Citizens of Al-Yaserreyeh were asked if they will oppose the decision of the amalgamation if they have the power. 42.5% of them answered they will not cancel it and 39.7% of them answered that they will cancel it. The two results are very close which means that the acceptance of Al-Yaserreyeh citizens is getting better with time in some way because at the beginning of implementing the amalgamation there was wide rejection among the community. This proves that if people were exposed to

amalgamation and have been sensitized towards it, they will build their own opinion about it. Moreover, their participation in decision-making process becomes more effective and valuable.

Al-Yaserreyeh Strategic Development plan

A strategic development plan, "a list of projects" in Al-Yaserreyeh case, was prepared for Al-Yaserreyeh after taking the decision of the amalgamation and implementing it. It was adopted by members of the strategic development planning committee in 2011, and adopted by the municipality council in 29th of October 2011.

This development plan was prepared by committees formed by local members in addition to external experts and consultants. They formed committees; strategic development planning committee, capacity building, planning and organization, services and infrastructure committee, local economy committee, environment and public health committee, and security and disaster management committee.

These committees prepared the development plan according to methodology described in manual "Strategic Development and Investment Planning (SDIP) for Palestinian Cities and Towns", which was prepared by MoLG. They defined negative and positive factors in each developmental sector and they analyzed the local available resources which are natural resources, human resources, infrastructure, and social relations (MoLG, 2001).

In this development plan, there was a weak community participation process. There was a good chance to make community participation in many ways in this process by increasing representatives of the local community in the process of the plan which gives an opportunity for the local experts and educated people in Al-Yaserreyeh communities to be involved and participate in decision making process. This chance was not taken into consideration and these committees were formed by a small number of local people related somehow to the municipality team, and there was no involvement by the community to formulate their

development plan even in the discussion meetings which were held by these committees.

Another opportunity to increase community participation in the developmental plan process that was not taken into consideration is public hearings in order to involve the public in this process. The committees of the work for this plan made some participating with local communities in a weak way through data collection process only but people were excluded during the decision making process.

When inhabitants were asked if they participated in forming the strategic development plan of Al-Yaserreyeh or not, the answers gave a clear indication about the level of community participation in producing this development plan; only 8.7% of them participated, and 78.1% did not participate in any way in the process of this plan, not in decision-making nor by sharing their point of view. From those 8.7% who participated, not all of them made effective participation; part of them participated only in data collection process as mentioned previously.

A gap between the strategic development plan and citizens of Al-Yaserreyeh communities was not only in preparing the plan but was also in implementing this plan. When citizens of Al-Yaserreyeh were asked if the committees presented this plan for them at its completion, 77.5% of them answered that they did not know about it, and only 14% answered that it was presented for them and they knew about it. Part of these 14% already participated in preparing the plan as shown in the previous paragraph, so they knew about it previously which means the percentage of the people who got the chance to know about this plan is less that 14%.

Representatives Selection

One of the main factors that affect the relationship between citizens and the merged municipality is to give an opportunity for these citizens to choose their representatives in the municipal council of this municipality in a democratic way. Choosing the representatives in a democratic way ensures a stronger relationship between citizens and the municipality on the one hand, and ensures a stronger affiliation of the municipal council to their city on the other.

In the case of Al-Yaserreyeh municipality, there were two experiments for the selection of representatives for the municipal council. The first experiment, the municipal council has been appointed through coordination between the MoLG and one of the political parties in the area. In this experiment, there was no involvement for citizens, and the municipal council was imposed on the community in a non-democratic way. The second experiment, representatives were nominated from the various communities of Al-Yaserreyeh, and the members won through acclamation. However, the prevailing culture has made the nomination of members based on a familial, political or national affiliation. During this critical stage of building, institutional needs to be selected on the basis of experience and education to create a new municipality that is able to bring success to the amalgamation.

When locals were asked if they participated in electing their representatives, about 83.2% of them replied that they did not participate, and only 9.6% participated. This shows that there is a serious gap between citizens and municipality.

This lack of participation in electing the representatives of Al-Yaserreyeh communities was not related to one of the communities without the other, it was in all Al-Yaserreyeh communities which show a correlation between the community response on the previous question and their place of living. This is clear evidence that choosing the representatives was a decision taken and formed outside Al-Yaserreyeh. When decision makers in MoLG were asked about the reason behind not organizing elections at that period, they answered that the elections for municipalities in the West Bank done by a presidential decision and done for all municipalities at the same time and it was not suitable to make it for just one municipality. Therefore, they appointed a team to lead this new body. By doing so, people were absent and there were no real community participation during the whole process which caused many problems for the system.

4.2.2 Physical Issues

One of the major factors behind the failure of the amalgamation process was the absence of physical plan components according to what was

analyzed in the Palestinian Model of Amalgamation and according to local observation, focusing in that process on the administrative issues. As mentioned previously, the second part of the analysis is the physical issues, and the priorities of these issues depend on the concerns of the people through their answers in the questionnaire and the interviews.

Accordingly, the priorities were infrastructure and economy. These sectors involve many important sub-sectors such as agriculture, industry, job opportunities, new services centers, health, education, housing, etc (Figure 16).
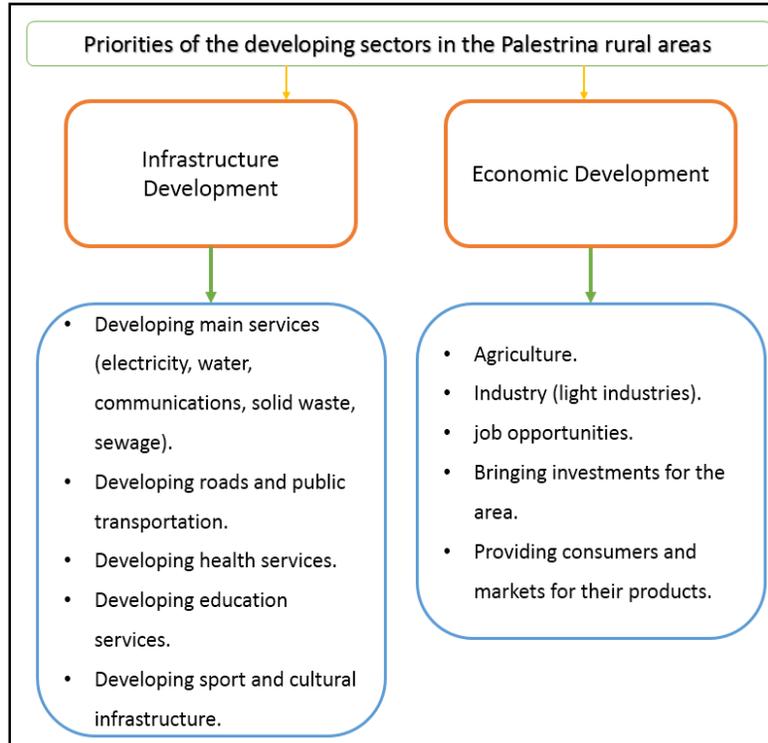
Figure 16: Priorities of developing sectors in A-Yaserreyeh areas.

Infrastructure sector

The priority in Al-Yaserreyeh case that can be classified as an urgent one,

is developing an infrastructure sector. This sector involves water network,

electricity network, road network, public transportation, sewage

network, and solid waste management.

Well-developed services and infrastructure in al-Yaserreyeh are the basis

for any comprehensive development of the area. Infrastructure sector in

Al-Yaserreyeh is suffering from many problems, and the reason behind

this situation is the lack of financial resources, and governmental negligence of the area. The following, discussions and analysis deals with infrastructure sectors in Al-Yaserreyeh in addition to analysis for the response of citizens to the questionnaire related to these sectors.

Health

When citizens were asked if Al-Yaserreyeh municipality improved the health services in the area, 63.9% of them answered that there is no improvement, and only 26.4% answered there is improvement. This means that health services did not receive adequate attention by the new municipality.

Education

Al-Yaserreyeh citizens were asked if Al-Yaserreyeh municipality improved education services in the area, the answers were 68% rejection, and only 21.2% agreed. This means that the improvements of Al-Yaserreyeh in the education sector was too weak and not convincing.

Water network

Al-Yaserreyeh municipality tried to improve the water sector. According to results of the questionnaire, they succeeded to improve it, and Al-Yaserreyeh inhabitants see that there is an improvement in this sub-sector. When citizens of Al-Yaserreyeh were asked if the municipality improved the water sector, 52% answered that there is improvements, and 41% answered that there is no improvements.

Power network

The electricity services provided by Al-Yaserreyeh municipality is not adequate services. When Al-Yaserreyeh inhabitants were asked if Al-Yaserreyeh municipality improved the electricity services, 55% answered that it did not, and 37% see that there is improvements.

Road network

Citizens of the area were asked if Al-Yaserreyeh municipality improved road network and the response was 65.1% said there is no improvements, and 25.8% said there is improvements.

Public Transportation

When citizens were asked if Al-Yaserreyeh municipality improved public transportation system, 80.1% said that there are no improvements, and 9.4% said there are improvements. This percentage proves that the improvements offered by the municipality for the road network is almost non-existent.

Solid waste

When citizens were asked if the municipality improved the solid waste collection and treatment, 51.6% said no and 26.2% said yes they did.

When directors in MoLG, members of municipality council, and employees in Al-Yaserreyeh municipality were asked about the reason behind not improving these essential services, they answered that the main reason is the financial situation in addition to problems in the governmental priorities in rural areas.

However, according to analysis of the current situation, and according to results of analyzing the questionnaires and the interviews, the problem is

not totally about the financing of infrastructural projects. The absence of future vision on regional or national level, especially the rural areas, is considered one of the most effective factors that influence the planning process in rural areas. A series of projects with implementation timeframe and an estimate of cost of these projects and it is not a visionary strategic development.

Economic sector

The economic sector is a very important and urgent sector to be developed in rural areas such as Al-Yaserreyeh. Because developing the economic sector means creating job opportunities for citizens, attracting new investments, and reducing poverty, this in turn stabilizes people (especially the youth) by reducing immigration outside or inside any country. This economic development makes the developing plan of any area more sustainable and more effective (Diaw,2010).

The second level of the locals' priorities for the physical sectors is the economic sector which involves developing the agricultural sector (cultivation, livestock and diary production), and the crafts sector

(concrete blocks, formation and cutting stones, recycling used electric devices, and recycling metal scarps), in addition to localizing the capitals and bringing new investments for the area.

Agricultural sector

When al-Yaserreyeh citizens were asked if the municipality developed the agriculture sector in the area, 64.3% of them answered that the municipality did not develop this sector, and only 20.8% of them said yes it developed this sector.

And when they were asked if the municipality developed the industrial sector in Al-Yaserreyeh, 86.5% of them said no the municipality did not developed this sector, and only 5.7% of them said yes the municipality developed this sector.

So, if the new municipality did not develop any of the economic sector in the area, it means that if there is any developing plan for the area, it will not succeed because any developing plan needs a strong economy to be successful. At the same time, the municipality did not work to provide

more job opportunity for inhabitants, and when citizens were asked if the municipality worked to provide new job opportunity for the youth , 85.1% of them said no.

Therefore, AL-Yaserreyeh area needs to localize capital within the area, which enables it to revive the economic situation there. At the same time, there is a need to attract some investments to the area to invest in agriculture and light industries that are eco-friendly and suitable. In addition, there is a need to strengthen the local market to absorb the existing trading movement and any new trading movement that could be established in the area. These steps can provide good opportunities for labor force of the area and localize them by stopping the youth from migration.

4.2.3 Land use Assessment

Analysis was conducted for the current land use and current land cover of Al-Yaserreyeh area. This analysis was based on the analysis of the Aerial photo of 2012 for Al-Yaserreyeh, filed visits, and analysis of previous master plans for Beit 'Awwa, Deir Samit, and Al-Kum (see chapter 3 and

Appendixes 2: Aerial Photo for Al-Yaserreyeh, and Appendix 3: Master plans of Al-Yaserreyeh communities).

According to this analysis, a land use plan was proposed for Al-Yaserreyeh (Figure 17). This does not only shows the current land use in Al-Yaserreyeh area, but also classifies these lands into three levels or classes. This classification was used by the "National Spatial Plan in preparing of the 'Protection Plan for Natural Recourses and Archaeological Sites', and is proper for classification of lands in the West Bank.
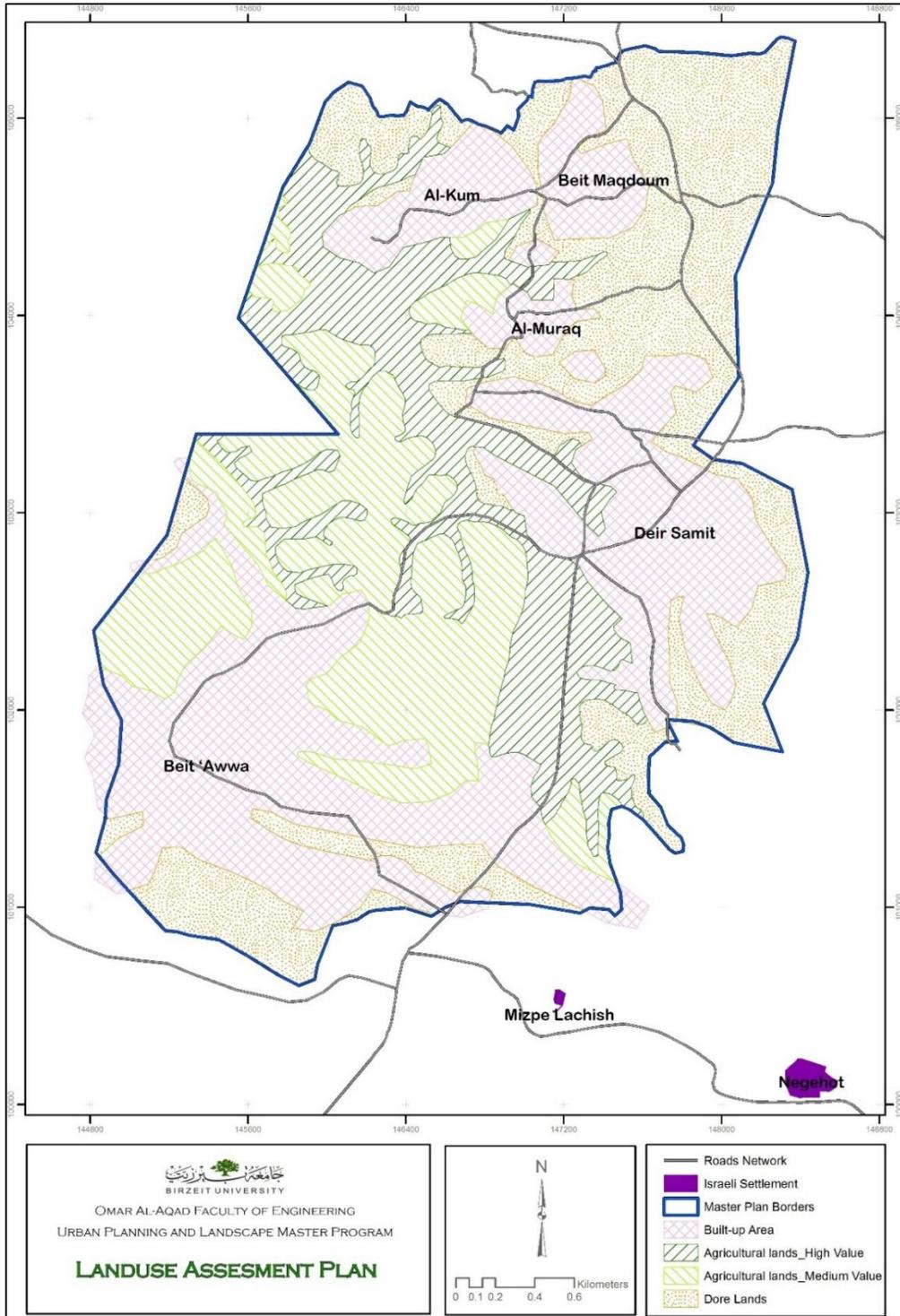
Figure 17: Protection plan for Agricultural Lands in Al-Yaserreyeh Area (Source: The Author, based on Shapfiles from NSP Database, 2014).

This land use plan consists of three grades of lands as follow:

- **Grade 1**: "High -valued agricultural lands which are flat lands and characterized by their validity for agriculture, and are appropriate for most types of agriculture" (NSP, 2012) (Figure 18).

Figure 18: A plain in Al-Yaserreyeh Area.

- **Grade 2**: "Medium- valued agricultural lands which are semi-flat lands, appropriate for all types of agriculture and serve well for the purposes of tree farming" (NSP, 2012) (Figure 19).

Figure 19: Semi-flat lands planted with Olive trees in Al-Yaserreyeh area.

- **Grade 3**: this grade presents rest of lands in Al-Yaserreyeh area which contains hillsides, and bare lands (Figure 20).

Figure 20: Hillsides and bare lands in Al-Yaserreyeh area.

This land use classification and the land use plan shown previously will be adopted to be base map for the developmental guidelines maps in the following chapter.

To sum up this chapter, the amalgamating process that was implemented in Al-Yaserreyeh suffers from a lack of public participation in the process itself and in related issues, lack of public awareness, weak developmental strategic plan, and inappropriate representatives selecting process. Also, the infrastructure sector is capable to cope with development from

weakness of development specially the main infrastructural elements like road network, water and power networks, education and health systems. All that reflected on the economic situation of Al-Yaserreyeh which suffer from lack of investments, and migration of capital.

To solve and overcome those problems, Al-Yaserreyeh is in need for a new model to implement the amalgamation in a right way and it needs developmental guidelines to improve the basic needs and services in the area and to drive the developmental sectors in Al-Yaserreyeh appropriately. It's important to also take into consideration the rural characteristic of Al-Yaserreyeh as a potential as well as its geographic location, the natural resources, and the human power being a young society. To reach that, a land use assessment should be conducted in order to find out the spatial distribution of classified lands to reflect the developmental issues on it. This land use assessment will be used as a base map for future guidelines and will be presented in the following chapter.

Chapter Five: Guidelines for Future Development

In the previous chapter, an analysis and discussion has been put forward for the elements of development in Al-Yaserreyeh area such as infrastructure, agriculture and industry. The results of this analysis emphasized the fact that the main and the basic sectors in the area are suffering from severe problems besides being weak and inadequate.

In this chapter, an introduction for future development guidelines will be elaborated. These guidelines will be introduced as administrative guidelines that will be discussed in a new model for amalgamation for Al-Yaserreyeh. After that, physical guidelines will be discussed as a guiding map for the future of Al-Yaserreyeh Area.

5.1 Administrative future guidelines

The model consists of three basic steps that will be discussed as a guiding tool for the administrative aspects in Al-Yaserreyeh. These steps are the: preparation step, empowerment step and implementation step.

The preparation step is an assessment phase for amalgamation. Analysis is needed to overcome obstacles and to enforce potentials. The assessment is conduct for socio-economic factors, geography, accessibility, human figure, and resources. On the other hand, empowerment is a preparatory phase for inhabitants to be effective in the planning process. It includes public awareness, public hearing, referendum, elections … etc. whereas implementation is joining administrative issues with physical plan for guiding development (Figure 21).
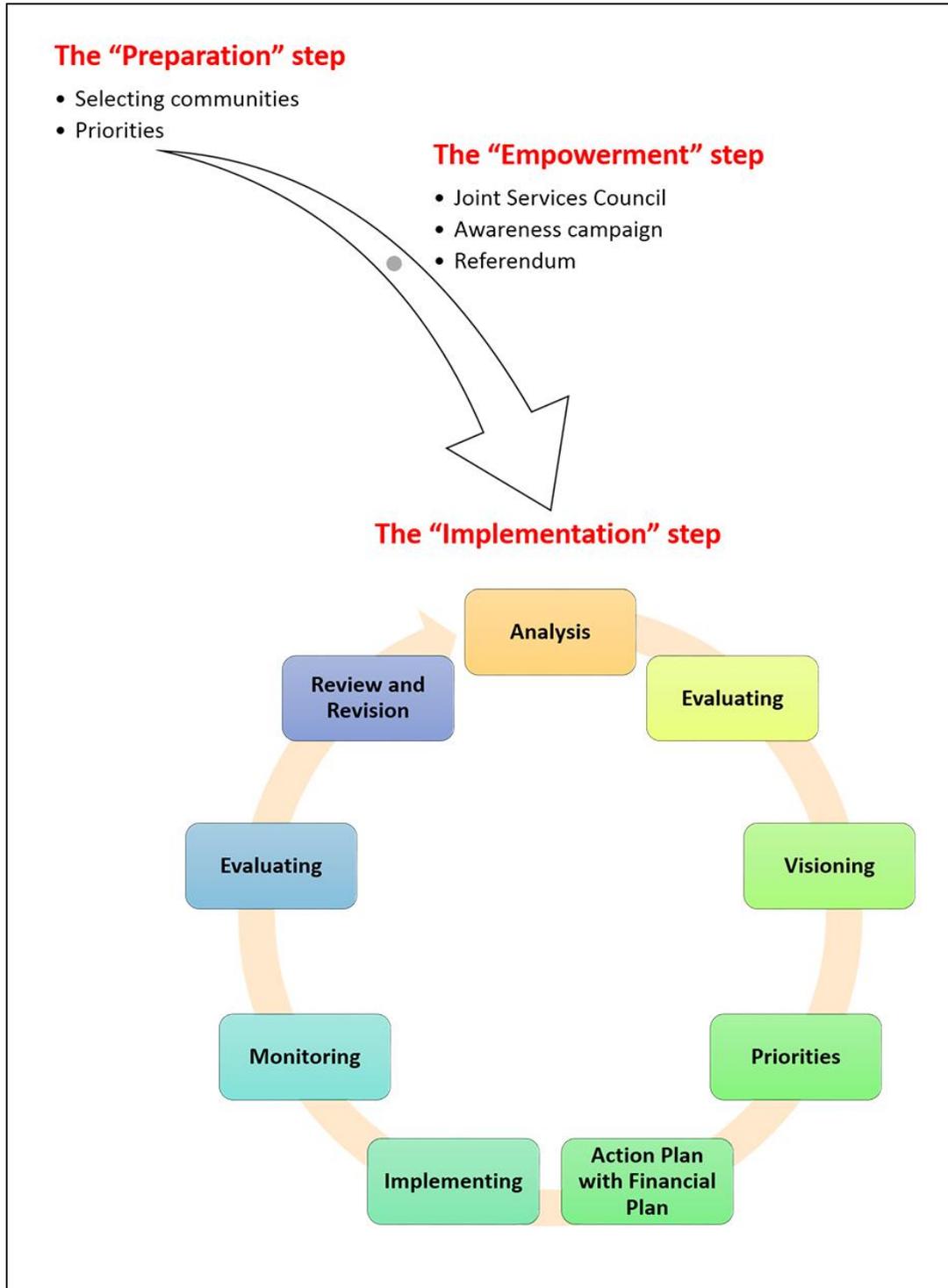
Figure 21: Model for implementing the amalgamation.

The "Preparation" step

This step is applied on the national level and not at the level of a particular community where the MoLG is responsible on this phase. This step is to determine viable communities to be amalgamated through a set of criteria that is applied by the MoLG, in terms of social, geographical and administrative cohesion between the selected communities.

After selecting the communities that have the potential to be amalgamated, it is necessary to arrange these communities on the ladder of priorities for amalgamation. In addition, the amalgamation policy is used to be part of a future vision of the state to link it to other developing polices at the national level.

The "Empowerment" step

This step consists of two parallel steps applied simultaneously; these steps are creating join services council (JSC), and awareness campaign about the amalgamation. Then, a referendum is organized to ask citizens about amalgamating their communities.

Creating JSC to serve the target areas helps to bring the image of the amalgamation close to the minds of the inhabitants. Moreover, it reinforces the relations between the target communities because serving the inhabitants through one unit in a good way may encourage these people and pave the road to accept the idea. At the same time, it is considered as a test for the acceptability of people for the amalgamation idea. In addition, it introduces a one administrate as one unit.

Initiating an awareness campaign in the target area through the local media, schools, mosques, and any available tool is a very important step to integrate with the mission of the JSC, which aims to educate inhabitants of the area about the amalgamation. In summary, the process will consist of educating the inhabitants about amalgamation as shown previously, preparing them to effectively participate in any referendum, and involve them in decision making about the future of their area.

Here, the involvement of citizens should be in democratic way, and the level of their participation is to be high. This makes the "empowerment" step very critical that could affect the whole amalgamation process.

Thus, it has to be accurate because it determines the future of the region, and at this time, the amalgamation process is either stopped or continued.

The "Implementation" step

The previous steps are administrative steps, and they are needed to know if this area is suitable to be amalgamated or not. The final result of those steps is either "yes" and we will continue the amalgamation process, or "no" and stop the process because it is rejected by the citizens. The physical part in the amalgamation process is the "Implementation" step, which aims to implement the amalgamation on the ground in an efficient and effective way.

This step consists of a cycle of: analysis, evaluating, visioning, arranging the priorities, preparing action plan with a financial plan, implementing the actions, monitoring, evaluating, and reviewing.

The process starts by analyzing the components of the area; inhabitants, lands, resources, and the current situation. Then the results of the

analysis need to be evaluated to establish a vision for the region which could be a guiding map. This vision must be presented for the inhabitants to give their opinion about it which helps in evaluating and developing it to be suitable for the communities.

At this stage, the needs and vision of the area have become clear and agreed upon by inhabitants. Then an action plan with a financial plan must be prepared according to the priorities of the region needs. Here, the strategic plan that was discussed in section 4.2.1 in this study can work in the right direction for Al-Yaserreyeh Area. Then this plan will be implemented according to the time frame known by the inhabitants, and monitored by the local council and MoLG. Then this process and its results must be evaluated and reviewed, if there is any failure or shortage it must be solved and the cycle will continue.

5.2 Physical future guidelines

The sectors which suffer from governmental negligence and need to be developed are: the road network and associated networks of water,

electricity and sanitation, health, educational and cultural services, as well as the agricultural sector, the industrial sector, and crafts.

Developing the road network in Al-Yaserreyeh is very important to serve all the development projects needed for the area. It is particularly essential to connect the localities that comprise Al-Yaserreyeh municipality together through the repetition of the main road. This road serves as an artery that supports accessibility to and from each locality.

Besides promoting commercial activities on some portions, the development of this road will emphasize its role as a main axis and enhances connectivity and accessibility to raw materials and other materials in the surrounding area which attribute to the overall development of the area (Figure 22).

In addition to developing the main road, there is a need to develop connections between this road and Al-Yaserreyeh communities through developing and enhancing feeder roads which will connect the developmental process of the main road with the developmental projects

within the built up areas and the inner agricultural lands in the west part
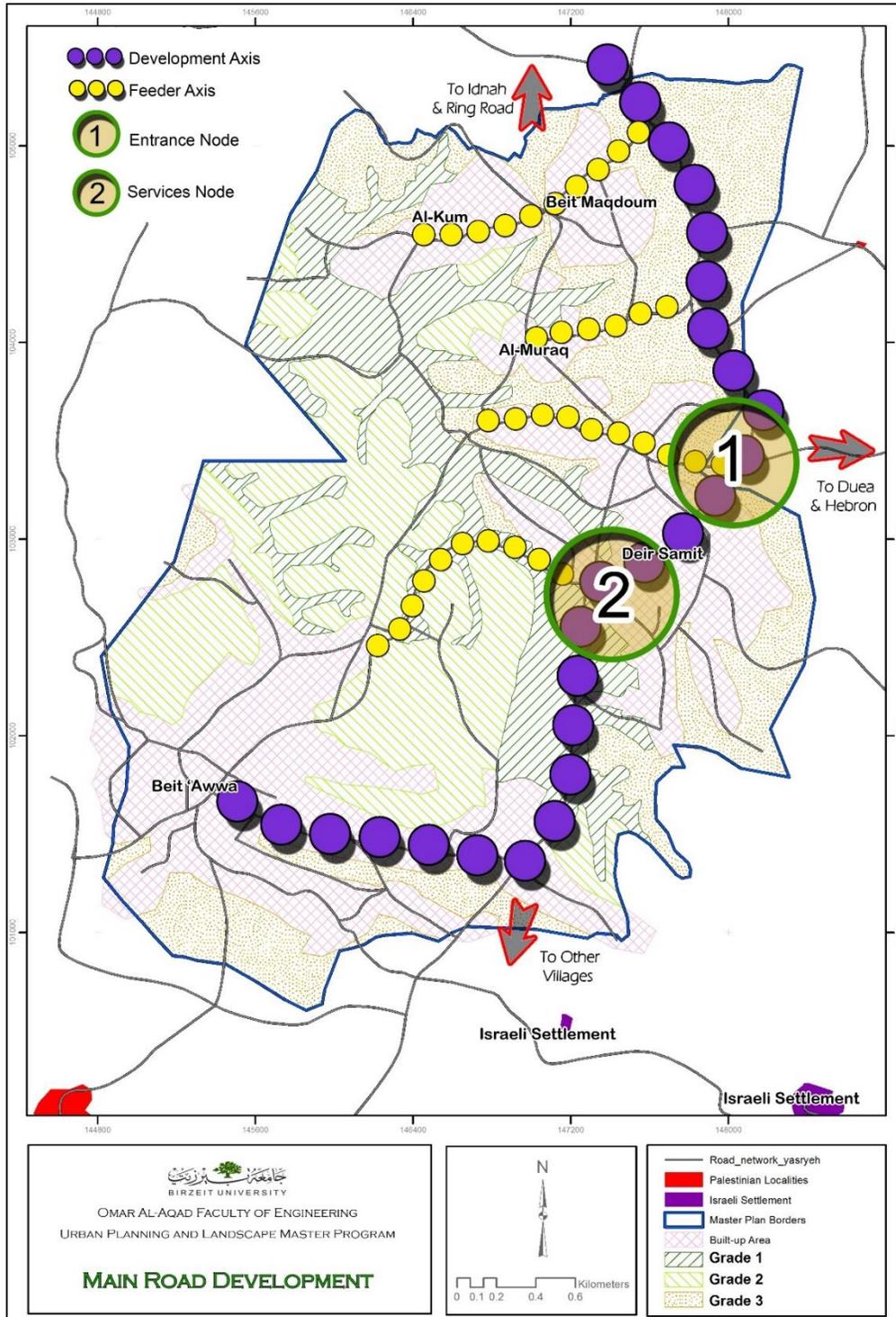
of Al-Yaserreyeh.

Figure 22: Main road for developing (Source: The Author, based on Shapfiles from NSP Database, 2014).

There is a need to establish two nods on this road; each having a specific character. The first, as shown in the previous figure, will be the main entrance of Al-Yaserreyeh which hosts the crafts and light industries. The second node will be the downtown of Al-Yaserreyeh and will be the center of services, which accommodate the municipality and the governmental institutions.

Other networks including water, electricity, telephone, and sewage are considered basic services for any community. However, these networks in Al- Yaserreyeh are old, inefficient, and the sewage network is nonexistent. These networks need to be developed because they may contribute in raising the standard of living conditions as well as preparing the area for possible projects that aim to raise the standards of living.

Other than the need to develop the main road in Al-Yaserreyeh, there is also a need to create new services center. In terms of services, all the localities around the Dura city are heavily depending on it and on Hebron city for their basic health, educational and governmental services. This situation strengthens the centrality and put pressure on the provided

services. To develop these areas and to improve standard of living, inhabitants need to have new services centers to provide them their basic needs, and help decrease pressure on the existing centers in order to achieve a sustainable approach of decentralization.

Al-Yaserreyeh can be developed as a services, commercial, and administrative center for surrounding areas such as Idnah, Sekka, Al-Burj, Ifqeqes, and Kherbat Salameh (Figure 23).
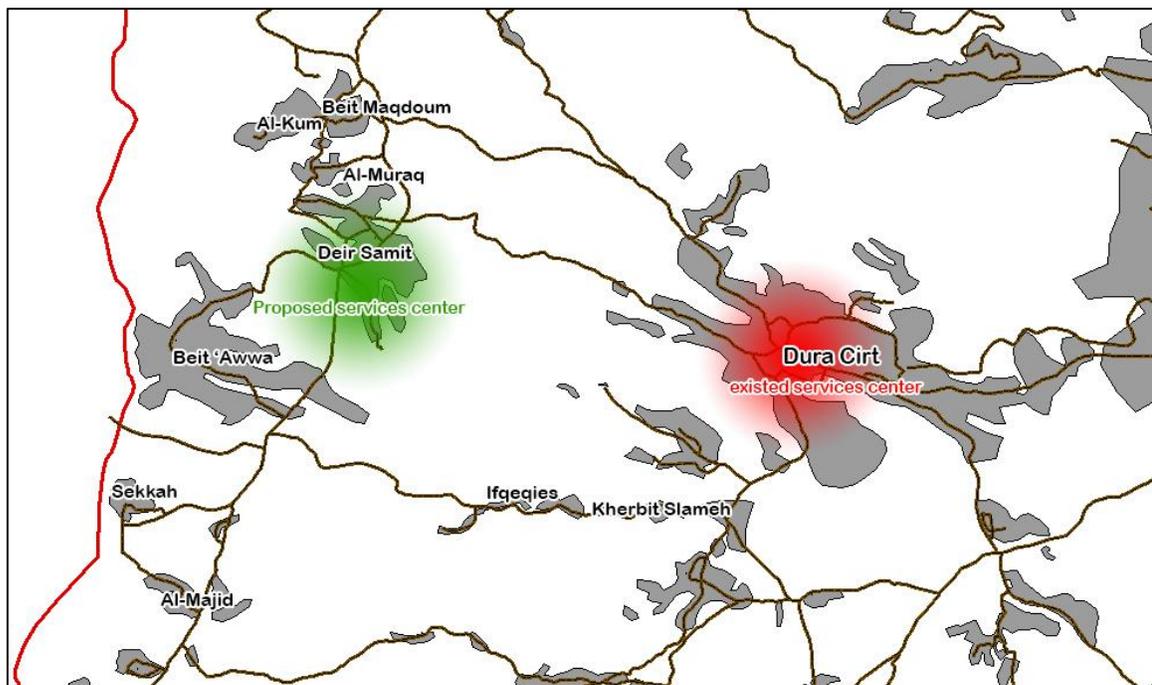
Figure 23: Location of Al-Yaserreyeh according to the surrounding areas (Source: The Author, based on Shapfiles from MoPAD Database, 2014).

The preferred orientation for the built up area is to fill the gaps that exist between communities and create sustainable built up clusters (Figure 24). This orientation is preferred because it preserves the agricultural lands of Al-Yaserreyeh, keeps the residential areas away from pollution and noise of the industrial areas, creates a homogenous community and increases connectivity between the different communities. It also increases the efficiency of infrastructural networks.
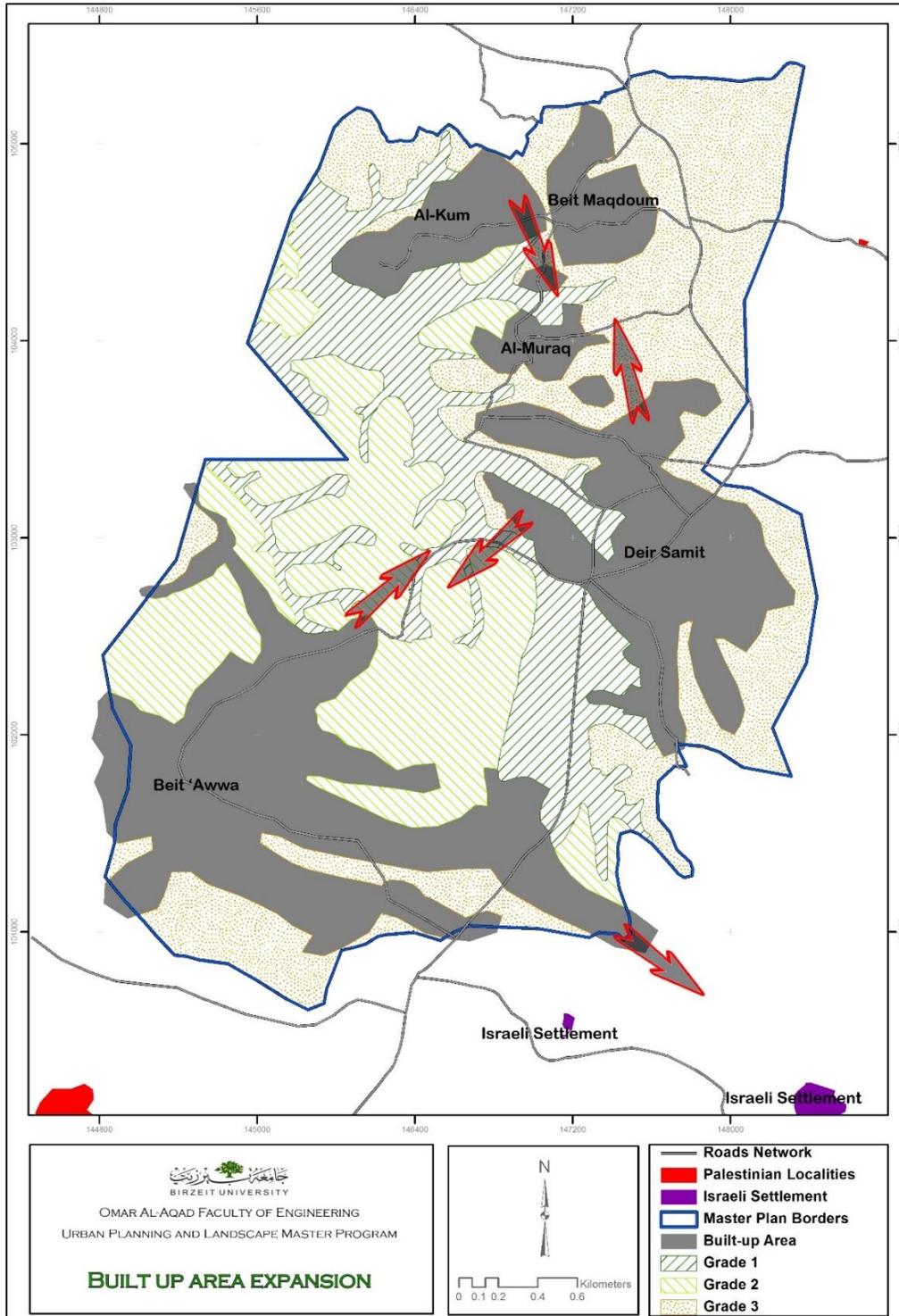
Figure 24: Future expansion of the built-up area (Source: The Author, based on Shapfiles from NSP Database, 2014).

There is also a need to direct part of the urban expansion of Al-Yaserreyeh towards areas where Israeli settlements are located, especially those on the tops of the mountains that limit Al-Yaserreyeh area from the east, such as Tarusa settlement and Ifqeqes settlement. This approach works to protect these lands from the urban settlement expansion.

As shown in previous sectors, Al-Yaserreyeh has a large area of agricultural lands to the west of the built-up area. However, these lands are untapped in the wrong way which does not actively contribute significantly to the per capita income of the residents, although in the past, it was the main source of income per capita. The main reason behind the decline of interest in agriculture is that most of the citizens went to work in the Israeli labor market or in jobs in governmental and private sectors.

In Palestine, the percentage of the cost of the manpower in the total cost of agricultural production is 60%. This means that the agricultural development projects are considered one of the most accommodating projects of the labor force in Palestine (MoA, 2011). This leads to the

development of the agricultural sector and encouragement of citizens to work in agriculture which provides job opportunities, especially in rural areas because there are a lots of private agricultural lands and the rural community in Palestine is figured as a farming community.

In Al-Yaserreyeh, there are agricultural lands that can be developed and cultivated in a sustainable way which can support the local economy and support the per capita income by providing job opportunities. At the same time, there is livestock trading, diary production, and Fresh meat trade in the area. Developing these sectors can help the agricultural sector, but these activities must be developed away from the residential areas to retain hygienic conditions that may be affected by smell, disease, and insects. In the east of Al-Yaserreyeh, there are high mountains suitable for establishing areas for livestock farms as well as pasture lands (Figure 25).
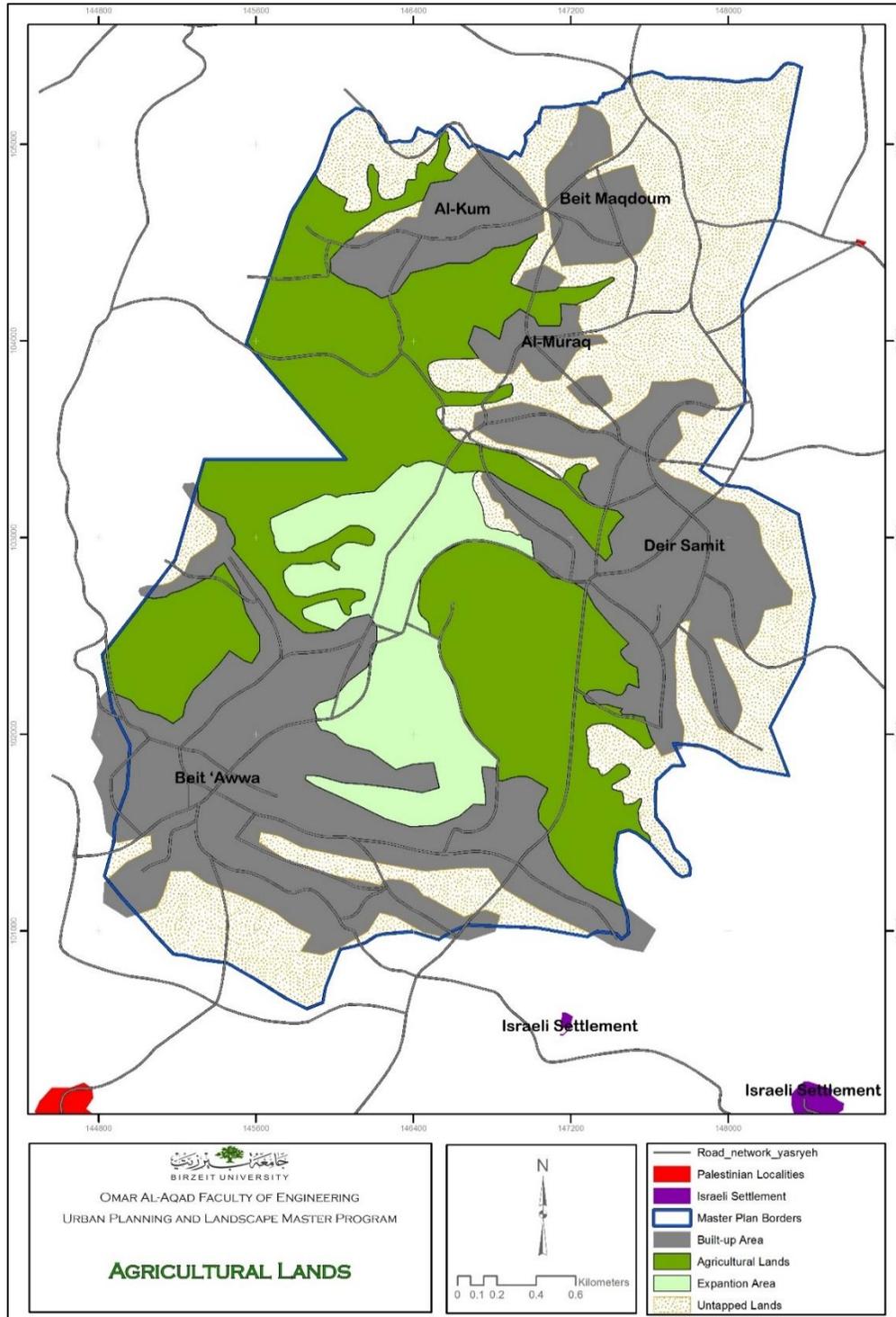
Figure 25: Agricultural lands for development (Source: The Author, based on Shapfiles from NSP Database, 2014).

The crafts and industrial sectors are contributing to the economy of the area but they are suffering from weakness of industrial projects since all factories and workshops are small and funded personally and not accommodating a large number of labors in the area. In addition to that, the environmental pollution which is caused by some activities such as burning of metal scrapes to extract materials such as iron, and copper, are most often in the middle of residential areas or close to them.

To make this sector more effective, there is a need to create an industrial or craft zone. This area is in need to establish some factories for burning the metal scraps and arrange it for exporting it and to contain workshops to accommodate the activities which help in organizing this sector (Figure 26).

Developing such areas make the local market and the industrial zones within AL-Yaserreyeh more active. This situation presents Al-Yaserreyeh as an attractive point for investors who help in developing not only Al-Yaserreyeh area, but also the surrounding areas. At the same time, developing the crafts and light industries zone will provide a lot of work

opportunities for the local and the surrounding labors and the working

power in these communities that will be reflected on the standards of

living in Al-Yaserreyeh.
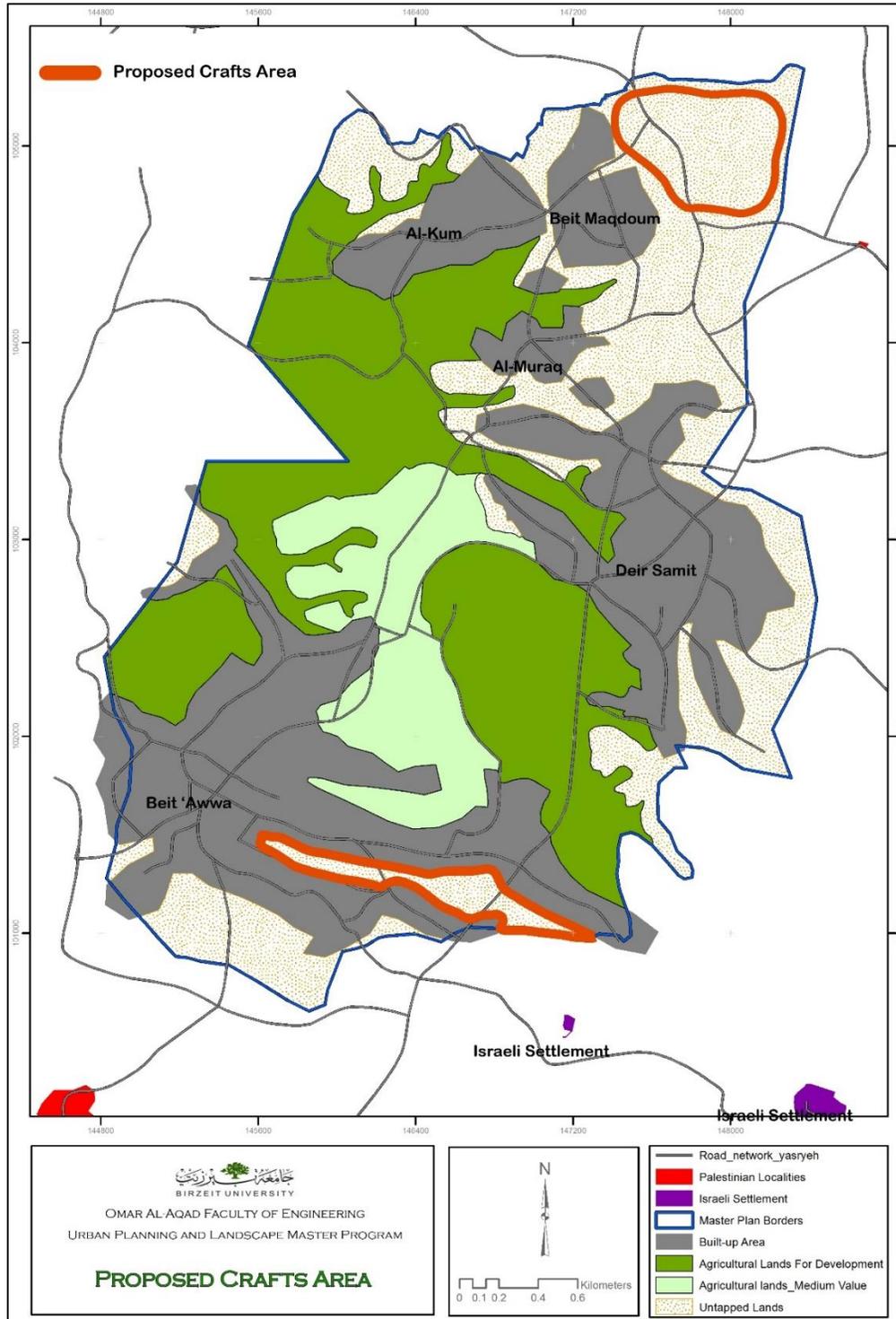
Figure 26: Proposed industrial and crafts Area (Source: The Author, based on Shapfiles from NSP Database, 2014).

5.3 Guide Map

These sectors or layers of the guiding map of Al-Yaserreyeh were developed through analysis conducted for Al-Yaserreyeh area. This analysis guides to develop a protection plan for the agricultural lands in AL-Yaserreyeh which forms a platform for developing a guiding map to help in developing the area in the future.

As the problems that encounter the development of Al-Yaserreyeh are clear, as well as the sectors that need to be developed in the area, this guide is put to define the main elements of the guiding map of Al-Yaserreyeh. These elements are; Road network development, Agricultural and livestock zones, Light industries and crafts zone, and the best location for built-up expansions (Figure 27).
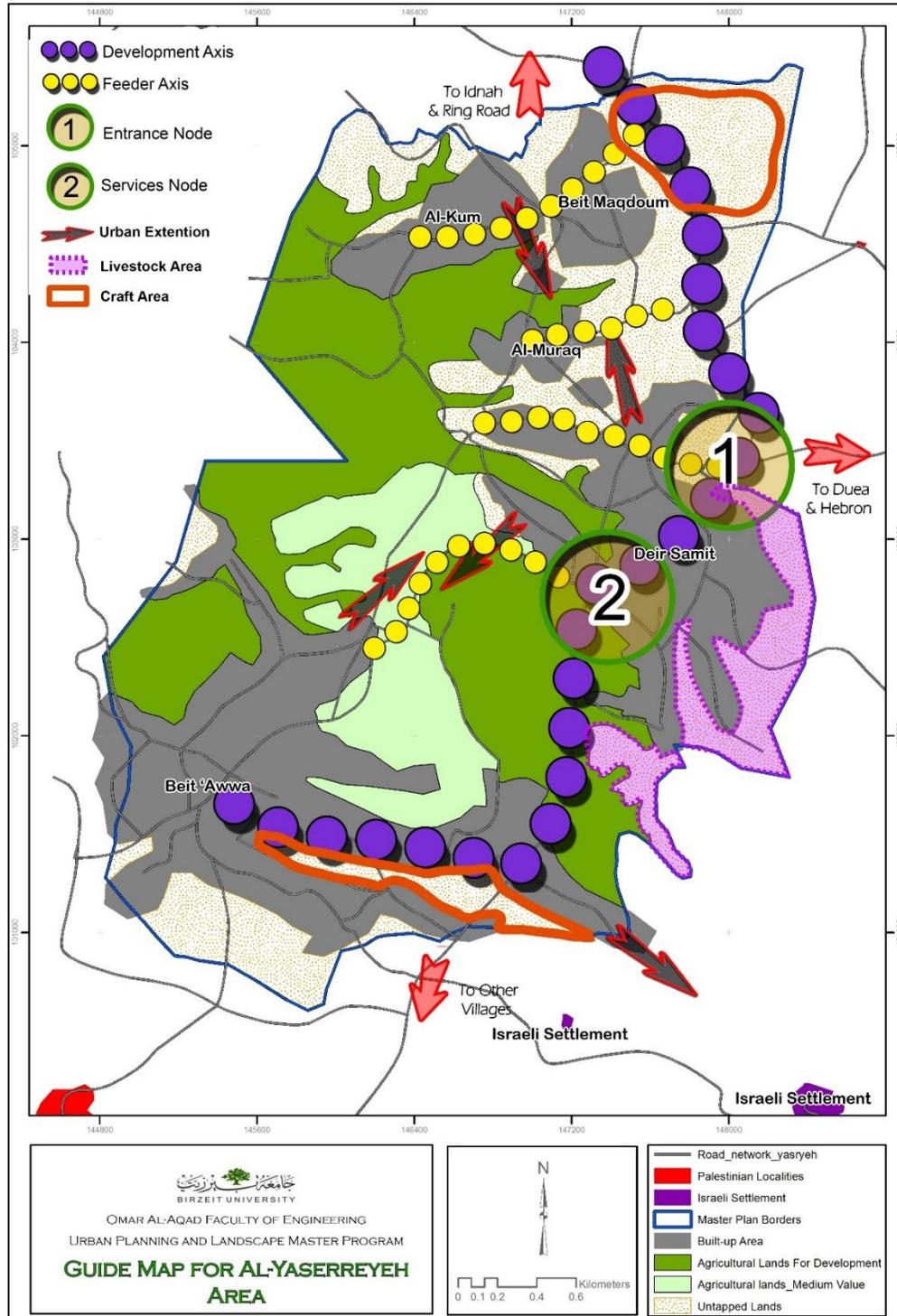
Figure 27: Future Guide Map for Al-Yaserreyeh Area (Source: The Author, based on Shapfiles from NSP Database, 2014).

Conclusive Summary

Al-Yaserreyeh has failed to be amalgamated by MoLG. This situation pushed me –as a planner and a citizen in Al-Yaserreyeh- to study the reasons behind this failure.

To do so, I reviewed and analyzed past literature related to the case in order to understand the amalgamation in depth and to know what others scholars wrote about amalgamation and related issues. I also interviewed directors and decision makers in governmental institutions and distributed a questionnaire from citizens of Al-Yaserreyeh to know their response on the process of amalgamation for Al-Yaserreyeh. Moreover, I prepared analytical plans to gain a comprehensive image for Al-Yaserreyeh situation and the reasons of failure.

I found that the main reason behind the failure of Al-Yaserreyeh were; lack of community participation, lack of understanding the social, economic, and physical contexts of the area, insufficient understanding of Al-Yaserreyeh developmental needs and shortage of the vital and developmental projects in the region.

Accordingly, I analyzed all aspects of the problem to come up with the model proper for the amalgamation of Al-Yaserreyeh based on effective points that were absent in the current amalgamation process which were the reason behind the failure of that process. A model proposed for amalgamating Al-Yaserreyeh, coupled with developmental guidelines will help in developing the area as one joint planning area.

Finally, I recommend using the proposed planning model to develop Al-Yaserreyeh and to implement the amalgamation in an appropriate way. Also, I recommend using this model for developing cluster of villages in rural areas on a regional scale taking into consideration the social, economic and physical differences. It's important to also note that rural areas in the West Bank have common characteristics which support implementing the proposed model regionally.

Finally, I recommended that other in depth researches are conducted about this topic in Palestine in general and similar cases to this research in order to inquire about all relevant sectors, subjects and topics, which this research did not have the time to cover. In addition, further studies

are necessary to empower the devised model on rural development as articulated in this research, and to make it more applicable and used in this field.

References:

1. Abdelhamid, Ali, 2006, Urban Development and Planning in the Occupied Palestinian Territories: Impacts on Urban Form, Nordic and international urban morphology: Distinctive and common themes, Stockholm, Sweden.

2. AONSW, The Audit of New South Wales, 2008, Implementing Successful Amalgamations: A Guide for Managing the Amalgamation of Government Departments, New South Wales Auditor- General, Canada.

3. ARIJ, The Applied Research Institute – Jerusalem, 2009, Al Kum, Al-Muwaraq, Beit Maqdum, humsa Villages Profile, Palestine.

4. ARIJ, The Applied Research Institute – Jerusalem, 2009, Beit 'Awwa Village Profile, Palestine.

5. ARIJ, The Applied Research Institute – Jerusalem, 2009, Deir Samit Village Profile, Palestine.

6. Arnstein, Sherry R., 1969, A Ladder of Citizen, Journal of American Institute of Planners, USA.

7. Bhattacharyya, Jnanabrata, 2004, Theorizing Community Development, Journal of the Community Development Society, USA.

8. Bijker, Haartsen, and Strijker, 2012, Migration to Less-popular Rural Areas in Netherlands: Exploring the motivations, University of Groningen, Netherlands.

9. Broekhuizen et al, 1997, Renewing the Countryside: An Atlas With Two Hundred Examples from Dutch Rural Society, Doetinchem.

10. Chekki, K., 1979, Community Development: Theory and Method of Planned Change, Vikas Publishing House, India.

11. Ghanem, Abdul Motaleb, 2004, Funding and Local Budgets: How to Develop the Resources of the Local Units, Second Arab Conference for the Local Administration, Cairo.

12. Hall, Kate, 2010, The Roles, Practices and Capacities of Rural Municipalities and Communities to Engage in Community Development Planning, University of Guelph, Canada.

13. Hamdi, N. and Goethert, R., 1997, Action Planning for Cities: A Guide of Community Practice, Singapore, Wiley.

14. Harrison, B., 1994, Lean and Mean: The Changing Landscape of Corporate Power in the Age of Flexibility, Basic Books, New York.

15. International Association of Public Participation, 2005, Spectrum of Public Participation, Canada.

16. Knickel, K., 1990, Agricultural Structural Change: Impact on the Rural Environment, Rural Studies.

17. Lundius, Rosemary Vargas; Villarreal, Marcela, 2008, International Migration, Remittances and Rural Development, The International Fund for Agricultural Development (IFAD), Italy.

18. Mabuchi, Masaru, 2001, Municipal Amalgamation in Japan, World Bank Institute.

19. Machethe, Charles L., 1995, Approaches to Rural Development in the Third World: Lessons for South Africa, Michigan State University, USA.

20. Meyre, Von, 1996, The Environment and Sustainable Development in Rural Europe, Ireland.

21. MoA, Ministry of Agriculture, 2011, Sustainable Agricultural Development Strategy 2010-2020, Palestine.

22. Moatasim, Faiza, 2005, Practice of Community Architecture: A Case Study of Zone of Opportunity Housing Co-operative, Mc Gill University, Department of Architecture.

23. MoLG, Ministry of Local Government, 2009, Amalgamation Localities Guide, Palestine.

24. MoLG, Ministry of Local Government, 2011, Promoting and Institutionalizing Public Participation in Local Governments Units' Affairs, Ramallah.

25. MoLG, Ministry of Local Government, 2012, General Directorate of Joint Services Councils for Planning and Development, Ramallah.

26. Molle, W. Cappellin et al, 1988, Regional Impact of Community Policies in Europe Avebury, Aldershot.

27. Mosher, A.T., 1976, Thinking About Rural Development, Agricultural Development Council, New York.

28. Murtagh, Brendan, 1998, Community, Conflict and Rural Planning in Northern Ireland, University of Ulster, Ulster.

29. Nemes, Gusztav, 2005, Integrated Rural Development: The Concept and its Operation, Hungarian academy of sciences, Budapest.

30. NSP, National Spatial Plan, 2012, Provisions of the Protection plan of Agricultural Lands and Archeological Lands, Ministry of Planning and Administrative Development, Ramallah.

31. PCBS, 2010, Press Release: Statistical Report about Local Community Survey, Ramallah.

32. PCBS, Palestinian Central Bureau of Statistics, 2007, Population, Housing and Establishment Census-Final Results, Ramallah.

33. PCBS, Palestinian Central Bureau of Statistics, 2008, Census Final Results in The West Bank Summary (Population and Housing), Ramallah.

34. PCBS, Palestinian Central Bureau of Statistics, 2011, Statistical Year Book of Palestine, Ramallah.

35. Ploeg, Van der et al, 2000, Rural Development: From Practices and Policies Towards Theory, Sociologia Ruralis, Blackwell Publishers.

36. Ploeg, Van der et al, A., 1994, Born from within: practices and perspectives of endogenous rural development, Assen.

37. Ruttan, V.M., 1984, Integrated Rural Development Programs: A Historical Perspective, World Development.

38. Sancton, Andrew, 2003, Why municipal amalgamation? Halifax, Toronto, and Montreal, Institute of Intergovernmental Relations, Queen's University, Canada.

39. Shortal, Sally, 2008, Are rural development programmes socially inclusive? Social inclusion, civic engagement, participation, and social capital: Exploring the differences, Queens's University Belfast, Belfast.

40. Thawaba, Salem, 2008, Urban Growth of a City Under Siege: Tulkarm, Palestine Over the Past Century, Journal of Planning History.

41. UNSCO, 2005, Economic Fragmentation and Adaptation in the Rural West Bank, Jerusalem.

42. Vojnovic, Igor, 2000, The Transitional Impact of Municipal Consolidations, Texas A&M University, Texas.

43. Wyman, Mariam et al, 2000, Learning to Engage: Experiences with Civic Engagement in Canada, Canadian Policy research Networks, Canada.

Appendix A

BIRZEIT UNIVERSITY

كلية عمر العقاد للهندسة

برنامج ماجستير التخطيط العمراني وعمارة المشهد

سياسة الدمج هي احدى السياسات التي تطبقها الجهات المسؤولة في الضفة الغربية لتطوير الريف الفلسطيني وتحسين مستوى ونوعية الخدمات المقدمة في هذا الريف. جاءت هذه الدراسة لتقيم سياسة الدمج في منطقة الياسرية وهي احدى حالات الدمج في الضفة الغربية للتوصل لطريقة تضمن التطبيق الصحيح لعملية الدمج في الريف الفلسطيني، بالإضافة لوضع خطوط أساسية لضبط عملية التخطيط لمنطقة الياسرية. وتهدف هذه الاستمارة لمشاركة سكان منطقة الياسرية في تقيم عملية الدمج الحاصلة في المنطقة من جهة، والمشاركة في تحديد احتياجات السكان لتوفير تخطيط أفضل لمستقبل المنطقة.

لذا نرجو من حضرتكم التعاون في ملئ هذه الاستمارة لتحقيق مشاركة فاعلة في نتائج هذه الدراسة، علما أن هذه الاستمارة أعدت لأهداف علمية بحتة.

الباحث

م. مؤيد السويطي

أولا: معلومات عامة

1 الجنس

□ ذكر □ أنثى

2 العمر

□ اقل من 18 □ 19-35 □ 36-59 □ 60 فما فوق

3 المستوى التعليمي

□ أقل من الثانوية □ شهادة ثانوية □ بكالوريوس □ دراسات عليا

4   مكان الإقامة

☐ بيت عوا   ☐ دير سامت، السيميا   ☐ الكوم، المورق، بيت مقدوم، حمصه

5   مكان العمل

☐ داخل الياسرية   ☐ خارج الياسرية   ☐ داخل الخط الأخضر   ☐ لا اعمل

ثانياً : إجراءات الدمج

		أوافق بشده	أوافق	محايد	ارفض	ارفض بشده
1	تم إعلامك بمشروع الدمج قبل فتره طويله من البدء في تنفيذه.					
2	تم توعية السكان المحليين بموضوع الدمج قبل البدء بالمشروع.					
3	أتيحت لي الفرصة بإبداء رأي في موضوع الدمج.					
4	إذا أتيحت لي الفرصة للمشاركة في صناعة قرار الدمج لعارضت على تنفيذه.					
5	تم عرض مشروع الدمج على السكان المحليين للاعتراض					
6	شاركت في إنتاج الخطة التنموية للمنطقة بعد الدمج.					
7	تم إعلامي بوجود خطة تنموية للمنطقة سيتم تنفيذها من 2010 حتى 2014.					
8	شاركت في اختيار الممثلين لمنطقتي في مجلس ادارة بلدية الياسرية.					

ثالثاً :   الخدمات

		أوافق بشده	أوافق	محايد	ارفض	ارفض بشده
9	قامت بلدية الياسرية بتحسين شبكة مياه في المنطقة.					
10	قامت بلدية الياسرية بتحسين شبكة كهرباء في المنطقة.					
11	قامت بلدية الياسرية بتحسين عملية جمع النفايات الصلبة في المنطقة.					
12	قامت بلدية الياسرية بتطوير شبكة الشوارع في المنطقة.					
13	قامت بلدية الياسرية بتحسين الخدمات الصحية في المنطقة.					
14	قامت بلدية الياسرية بتحسين الخدمات التعليمية في المنطقة.					

أوافق بشده	أوافق	محايد	ارفض	ارفض بشده		
					قامت بلدية الياسرية بتحسين المواصلات العامة بأنواعها.	15
					يعمل الدمج على زيادة الالتزام في تسديد الفواتير للبلدية.	16
					عمل الدمج على زيادة مستوى الالتزام بقوانين التنظيم والتسجيل والترخيص (للأبنية والمرافق) في المنطقة.	17
					عملت بلدية الياسرية على توفير فرص عمل لشباب المنطقة.	18
					عملت بلدية الياسرية على دعم الصناعات الخفيفة في المنطقة (طوب، حجر، ...، الخ).	19
					دعمت بلدية الياسرية الأندية الرياضية والمراكز الأهلية في المنطقة.	20

رابعاً: مجالات للتطوير

أوافق بشده	أوافق	محايد	ارفض	ارفض بشده		
					عملية الدمج تؤثر بشكل إيجابي على العلاقات الاجتماعية بين التجمعات.	21
					عملية الدمج تعطي الفرصة للتطوير الاقتصادي في المنطقة.	22

					عملية الدمج تساعد على التطوير الزراعي في المنطقة.	23
					عملية الدمج تتيح الفرصة لخلق مركز خدماتي للمناطق المجاورة عوضا عن مدينة دورا او مدينة الخليل.	24

خامساً : إذا تم إعطاءك 100 دينار وطلب منك توزيعها على المجالات التالية لتطويريها، فكيف ستوزعها:

المبلغ	القطاع
	توفير فرص عمل
	تحسين القطاع التعليمي
	توفير مساكن لذوي الدخل المتوسط
	تحسين البنية التحتية (كهرباء، ماء، نفايات، مجاري، الطرق، المواصلات العامة)

سادساً : اختر المنطقة التي ترشحها لتصبح مركزاً لتجمع الياسرية:

☐ بيت عوا.

☐ دير سامت، السيميا.

☐ الكوم، المورق، بيت مقدوم، حمصة.

** لماذا اخترت هذه المنطقة لتكون مركزاً للتجمع:

....

سابعاً: ما هي اقتراحاتك لإنجاح مشروع الدمج (الرجاء الإجابة على شكل نقاط):

....

....

....

....

....

....

....

شكراً لتعاونكم

Appendix B

Appendix C