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## **Title: Joint Councils Strategy in West Bank and its Relation with the Local and Regional Development (Prospects and Challenges)**

### **Abstract:**

This study that was conducted in the period falling between September 2010 and June 2011 was limited to institutions of the Palestinian local government represented by the Ministry of Local Government, local bodies, and joint councils in the West Bank. The aim was identified through recognizing the opinions of the researched sample including the staff of the Ministry of Local Government, heads of local bodies, and heads of administrative bodies and joint councils in relation to the prospects of the joint councils in the West Bank and its ambitions as well as its relationship with the local and regional development bearing in mind the multi- challenges that it encounters during its implementation (2010 – 2014). It is necessary for such a study to be conducted since the success in drafting the strategy and its goals does not guarantee the success in its application. It is noticed that there is a severe shortage in the preparations and actions adopted by those in charge of executing the strategy in confrontation with many challenges that reduce the possibility of its success besides providing a proposition for solutions for decision makers that may contribute in adopting suitable measures for enhancing the strategy.

This study aimed to identify the reality of joint councils in the West Bank in the local and regional development; in addition to revealing the goals of the strategy expected to be accomplished in accordance with the priorities. Moreover, it aimed to recognize the ability of the public administration for the joint councils to achieve the policies that facilitate its success besides getting acquainted with the expected strategy's role in the amalgamation policy. To achieve the goals of the study, the researcher opted to the descriptive approach. Thus, the data were collected through a review for previous literature, benefiting from the international and regional experiences besides the applied models in the joint work; in addition to arranging for meetings and personal contacts with specialists in the social and humanitarian sciences. It is worth noting that a questionnaire and a meeting have been designed as main tools to collect the data required. The questionnaire consists of six main sections while the community of the sample comprised the interested people working in the local government sector who will carry out the strategy (953 persons). To add, the researcher has adopted the random stratified sample that is the ideal allocation approach (95 items) where questionnaires were analyzed and presented using Excel and SPSS.

The study resulted in identifying the trends of the respondents towards the reality of the joint councils affecting the local and regional development that came to a low degree; on the other hand, the strategy managed to achieve the goals concerning reducing the numbers of the joint councils (60 → 39 councils). Further, there is a high level of awareness amongst the workers on the local government sector concerning the expected goals of the strategy. The geopolitical

obstacles, manifested in the Israeli occupation, was the greatest to reduce the opportunity for success of the strategy; while the financial policies were the greatest to be achieved amongst the expected policies by the public administration of the joint councils that contributes in enhancing its success; finally, the expected role of the strategy in the amalgamation policy which scored a high degree.

The study recommended: the necessity to promote the performance of the joint councils through reviewing its systems and peruse the required reforms, specifying the relations between the local units depending on stipulations of constitution and law, offering greater role for the specialists in the scientific and social sciences for further contribution in the strategy application, establishing a crisis management unit required through strategy application, conducting a physical planning that covers the joint communities through a comprehensive planning taking into account the recourses in this area in relation to various forms of services, supplying the joint councils with the trained teams capable of dealing with the various statistics that participates in the local and regional development, executing the suggested policies in support for the strategy, raising the public awareness through developing a national media and educational campaign focusing on the importance of cooperation and joint work between neighboring local bodies, activating the role of the public relations in the Palestinian local government sectors to contact the masses, and highlighting the crucial cooperation and integration amongst all the participants in carrying out the strategy focusing on the efficiency.

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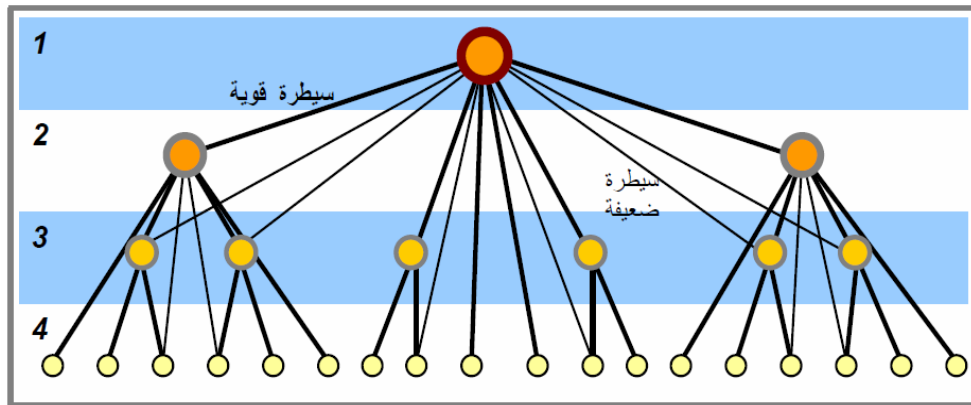
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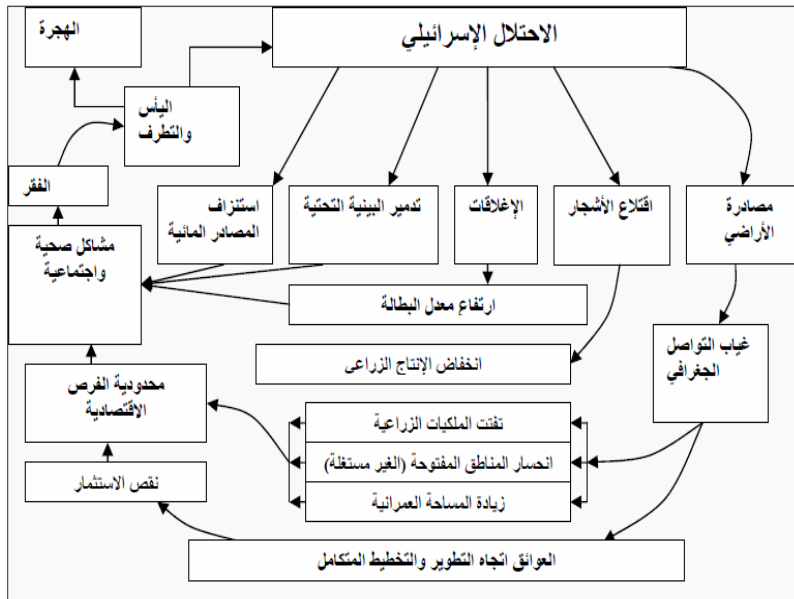
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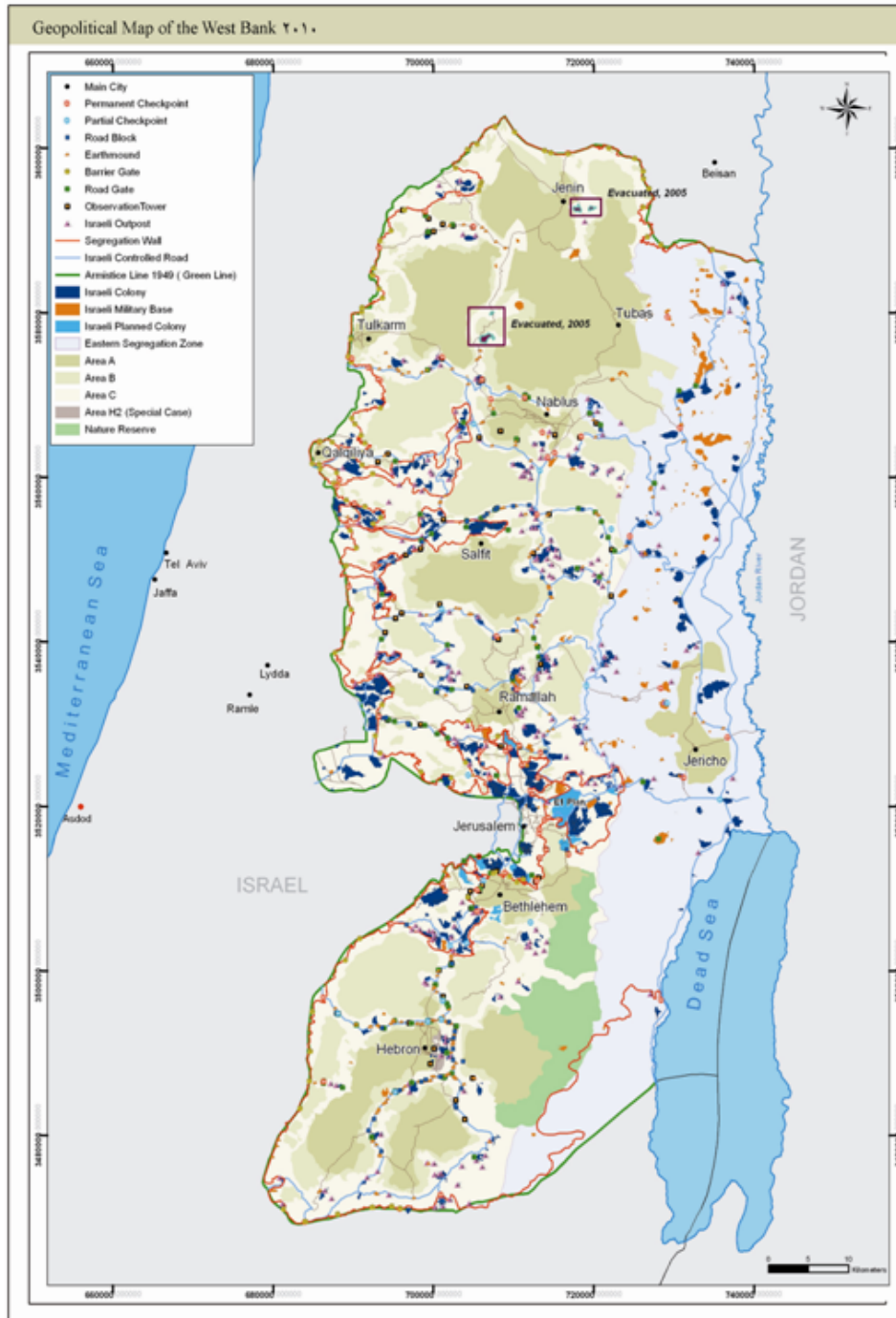
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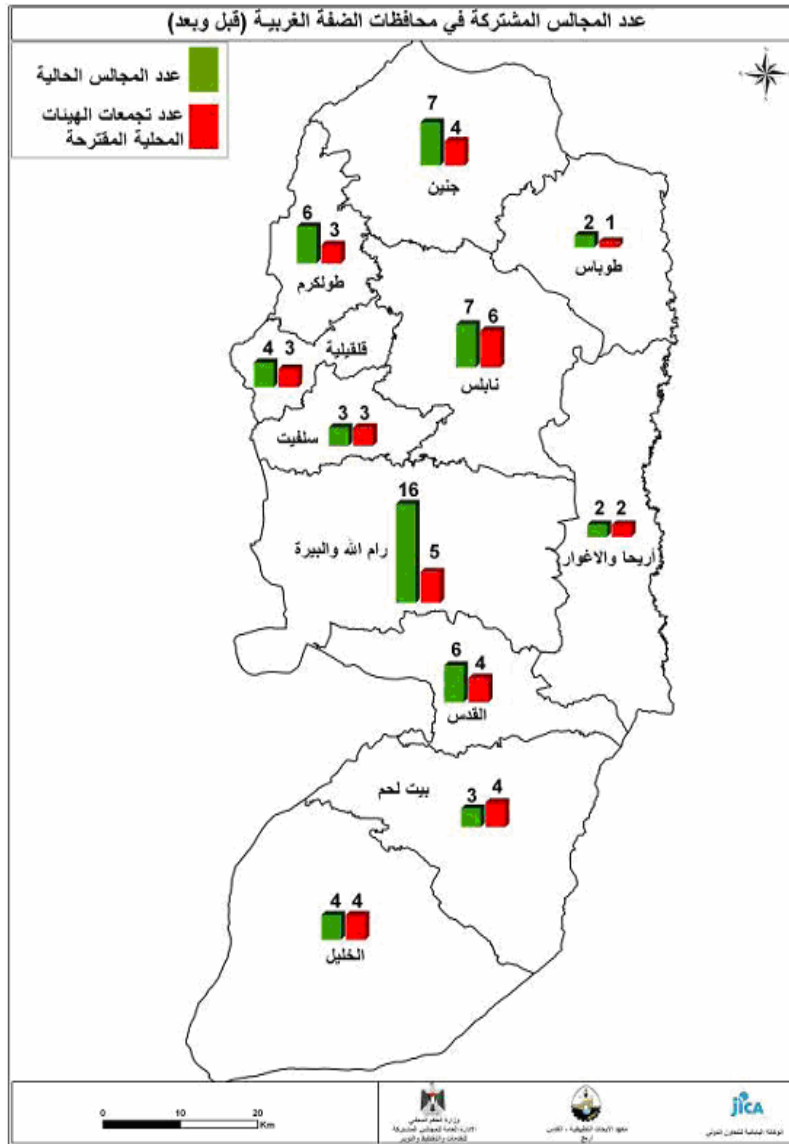
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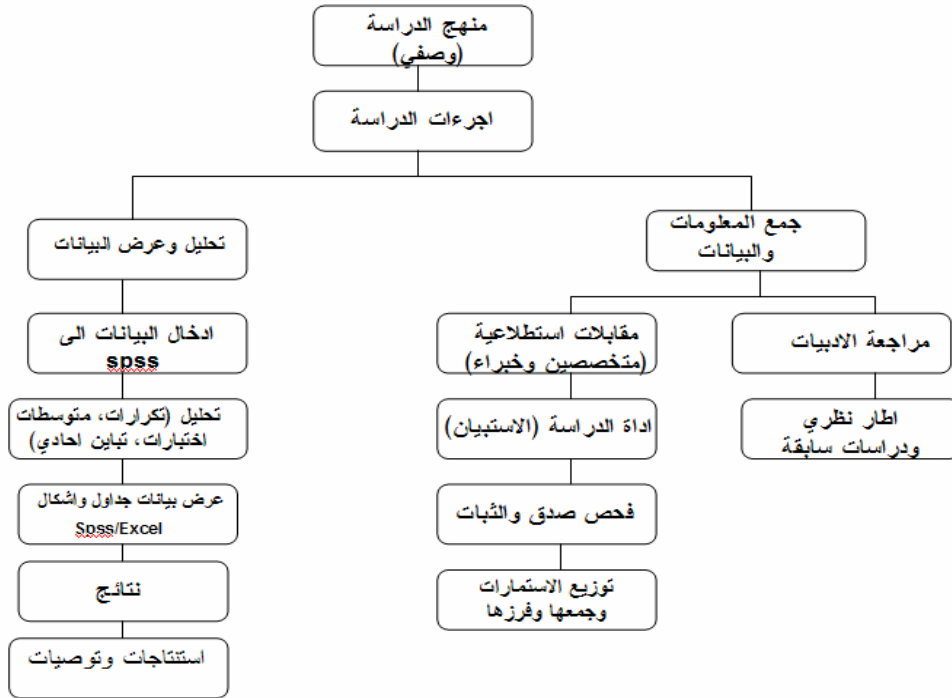
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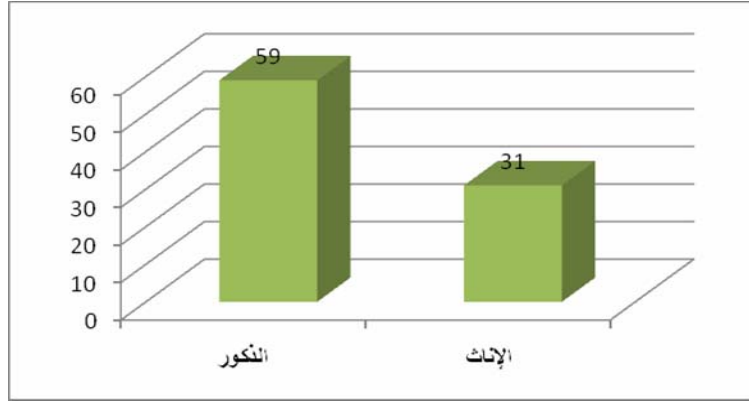
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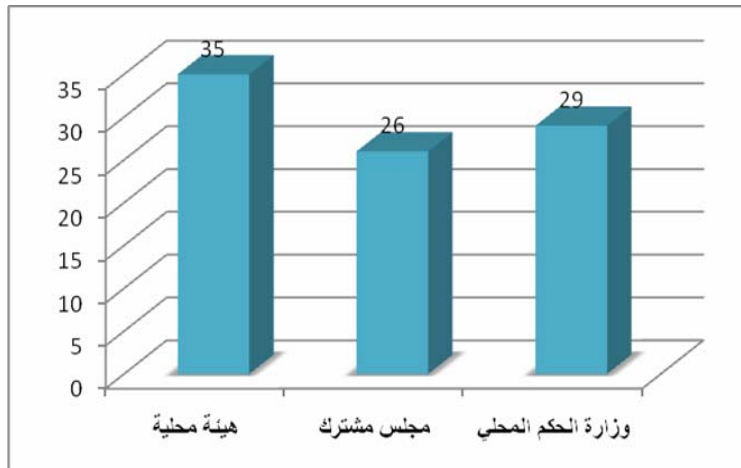
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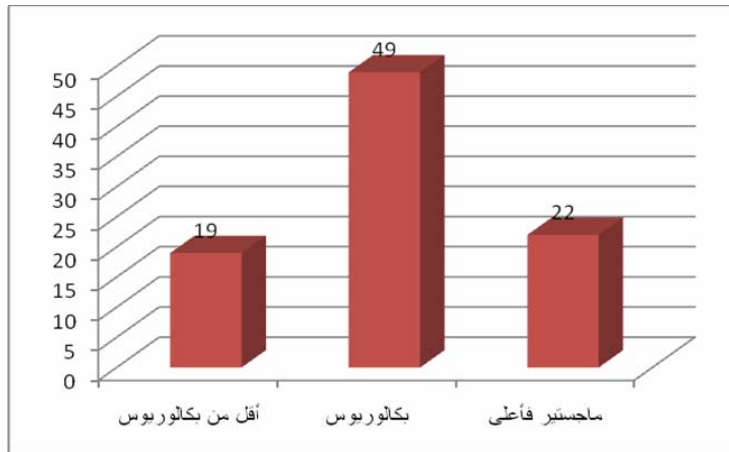
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(4.4) (9.4)  
(%54.4)  
(%24.4)  
(%21.1)

:9.4

%21.1	19	
%54.4	49	
%24.4	22	



:4.4

:

**.4.10.4**

(5.4) (10.4)  
(%36.7)

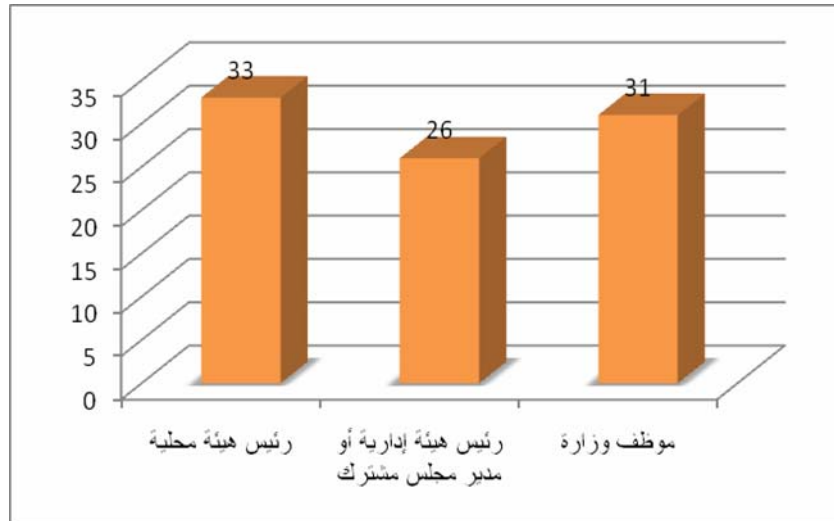
(%34.4)

(%28.9)

60

:10.4

%36.7	33	
%28.9	26	
%34.4	31	



:5.4

**.5.10.4**

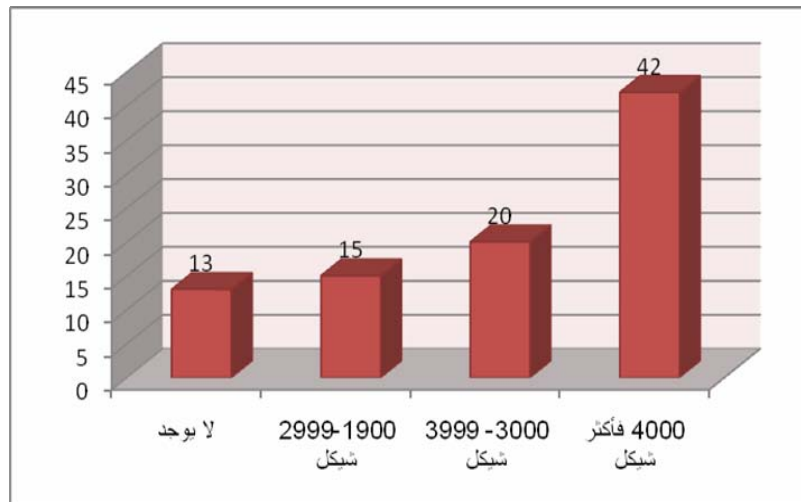
4000  
2999- 1900 (%22.2) 3999-3000 %46.7  
%14.4 (%16.7)

(6.4) (11.4)

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:11.4

%14.4	13	
%16.7	15	2999-1900
%22.2	20	3999 -3000
%46.7	42	4000



:6.4

:

:6.10.3

(7.4) (12.4)

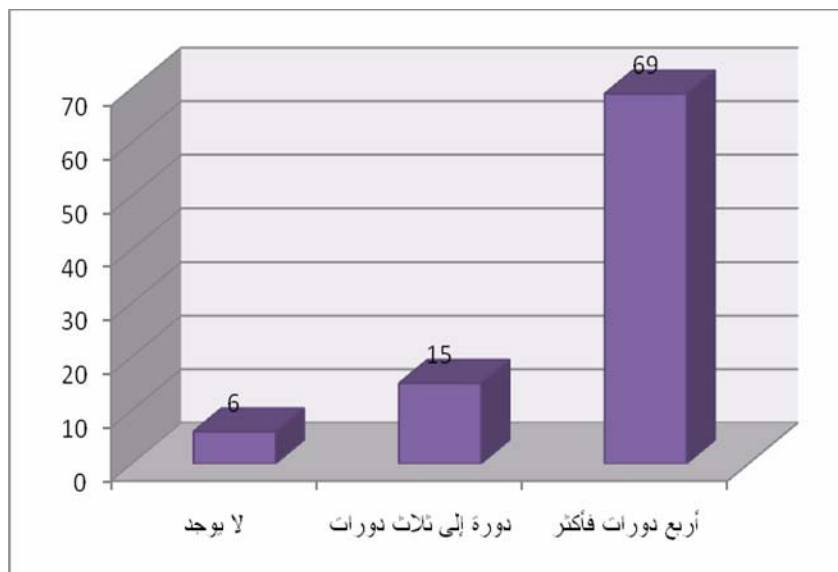
(%76.7)

(%16.7)

(%6.7)

:12.4

%6.7	6	
%16.7	15	
%76.7	69	



:7.4

: ( ) .7.10.4

( ) (%38.9)

(%25.6)

(%11.1).

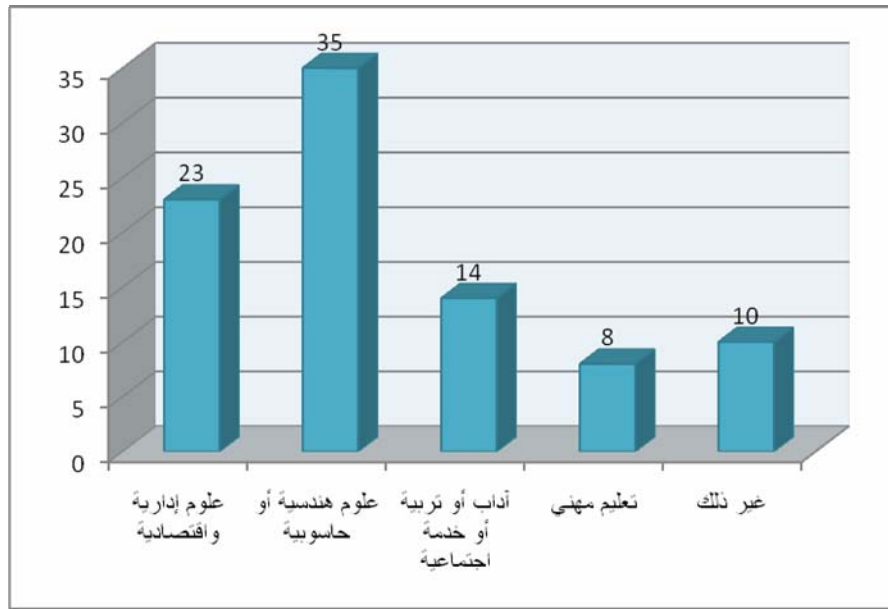
(%15.6)

(%8.8)

(8.4) (13.4)

:13.4

25.6	23	
38.9	35	
15.6	14	
8.8	8	
11.1	10	



:8.4



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**1.5**

.(2.5)

(2.60)

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	↑  ↓	2		5.00 - 4.51
		1		4.50 - 4.01
		2		4.00 - 3.51
		1		3.50 - 3.01
		*		3.00
		1		2.99 - 2.51
		2		2.50 - 2.01
		1		2.00 - 1.51
	2		1.50 - 1.00	

(3.50 - 3.01)

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(2.99 - 2.51)

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(2.50 - 2.01)

(2.00 - 1.51)

:2.5

	1.236	3.33	(... )	13	1
	0.892	3.11		9	2
	1.353	3.01		17	3
	0.972	3.00		6	4
	0.867	2.97		1	5
	1.323	2.96	(... )	15	6
	1.247	2.71		4	7
	1.554	2.63		7	8
	1.475	2.60	(... )	12	9
	0.924	2.58		2	10
	1.073	2.52		16	11
	1.392	2.50		3	12
	1.326	2.48		11	13
	1.130	2.22		10	14
	1.022	1.97	(... )	14	15
	1.045	1.86		8	16
	1.149	1.78	( )	5	17
	<b>0.798</b>	<b>2.60</b>			

**2.5**

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	↑ ↑ ↓ ↓	2	5.00 - 4.51	
		1	4.50 - 4.01	
		2	4.00 - 3.51	
		1	3.50 - 3.01	
		*		3.00
		1	2.99 - 2.51	
		2	2.50 - 2.1	
		1	2.00 - 1.51	
		2	1.50 - 1.00	

.(4.5)

:4.5

0.738	4.17		5
1.120	3.78		3
1.014	3.78		4
1.404	3.61		1
0.971	3.58		2
<b>0.897</b>	<b>3.78</b>		

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	.738	4.17		5	1
	1.120	3.78		3	2
	1.014	3.78		4	3
	1.404	3.61		1	4
	0.971	3.58		2	5
	<b>0.897</b>	<b>3.78</b>			

**3.5**


.(6.5)

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		2	5.00 - 4.51	
		1	4.50 - 4.01	
		2	4.00 - 3.51	
		1	3.50 - 3.01	
		*		3.00
		1	2.99 - 2.51	
		2	2.50 - 2.1	
		1	2.00 - 1.51	
		2	1.50 - 1.00	

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	3.98	3
	3.86	2
	3.82	4
	3.63	5
	3.54	1
	<b>3.77</b>	

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	0.887	4.10		28	1
	1.171	4.10		33	2
	0.716	4.07	)	13	3
	1.151	3.96	)	8	4
	1.053	3.94	)	18	5
	1.173	3.87	)	3	6
	1.141	3.84	)	23	7
	<b>0.648</b>	<b>3.98</b>			

: -8.5

	1.171	4.10		33	2
	0.716	4.07	)	13	3
	1.151	3.96	)	8	4
	1.053	3.94	)	18	5
	1.173	3.87	)	3	6
	1.141	3.84		23	7
	<b>0.648</b>	<b>3.98</b>			
	0.741	4.37		17	8
	0.841	4.11		12	9
	1.052	3.92		32	10
	0.893	3.79		22	11
	0.692	3.64		27	12
	1.619	3.62		2	13
	0.498	3.57		7	14
	<b>0.351</b>	<b>3.86</b>			
	0.838	4.17		4	15
	0.763	4.16		9	16
	0.977	3.89		34	17

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	1.051	3.80		19	18
	0.957	3.78		29	19
	1.041	3.52		14	20
	1.133	3.46		24	21
	<b>0.712</b>	<b>3.82</b>			
	0.728	4.14		10	22
	1.028	3.90		30	23
	0.744	3.69		20	24
	1.191	3.56		5	25
	1.202	3.49		15	26
	0.887	3.43	)	25	27
			(		
	1.037	3.19		35	28
	<b>0.546</b>	<b>3.63</b>			
	0.939	4.53		21	29
	0.824	4.13		16	30
	0.663	3.86		11	31
	1.073	3.51		6	32
	0.969	3.40		26	33
	1.227	2.67		31	34
	1.418	2.70		1	35
	<b>0.565</b>	<b>3.54</b>			
	<b>0.5644</b>	<b>3.77</b>			

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	  	2		5.00 - 4.51
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		2		4.00 - 3.51
		1		3.50 - 3.01
		*		3.00
		1		2.99 - 2.51
		2		2.50 - 2.1
		1		2.00 - 1.51
		2		1.50 - 1.00

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	3.73		2
	3.68		1
	3.52		3
	<b>3.64</b>		

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	1.185	3.99		5	1
	1.185	3.99		10	2
	0.998	3.94		2	3
	0.851	3.78	2006	1	4
	1.450	3.74		12	5
	1.209	3.67		11	6
	1.420	3.61	) (.	14	7

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	1.112	3.58		3	8
	1.028	3.57		7	9
	1.103	3.56		4	10
	1.368	3.51	)	15	11
			(...		
	1.201	3.46		8	12
	1.366	3.42		6	13
	1.389	3.40		13	14
	1.455	3.34		9	15
<b>3.64</b>			<b>1.22</b>	<b>3.64</b>	

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		1		4.50 - 4.01

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		1	3.50 – 3.01	
		*		3.00
		1	2.99 – 2.51	
		2	2.50 – 2.1	
		1	2.00 – 1.51	
		2	1.50 – 1.00	

.(13.5)

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	0.884	4.40		3	1
	0.824	4.29	)	4	2
	0.912	4.23	(	1	3
	1.001	4.14		5	4
	0.793	3.98		2	5
	1.244	3.96		6	6
	0.939	3.83		7	7
	1.356	3.78		9	8
	1.300	3.71		10	9

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	1.312	3.69		8	10
	1.273	3.54		11	11
	1.357	3.42		12	12
	<b>0.870</b>	<b>3.92</b>			

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	0.047		3
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**.1.6.5**

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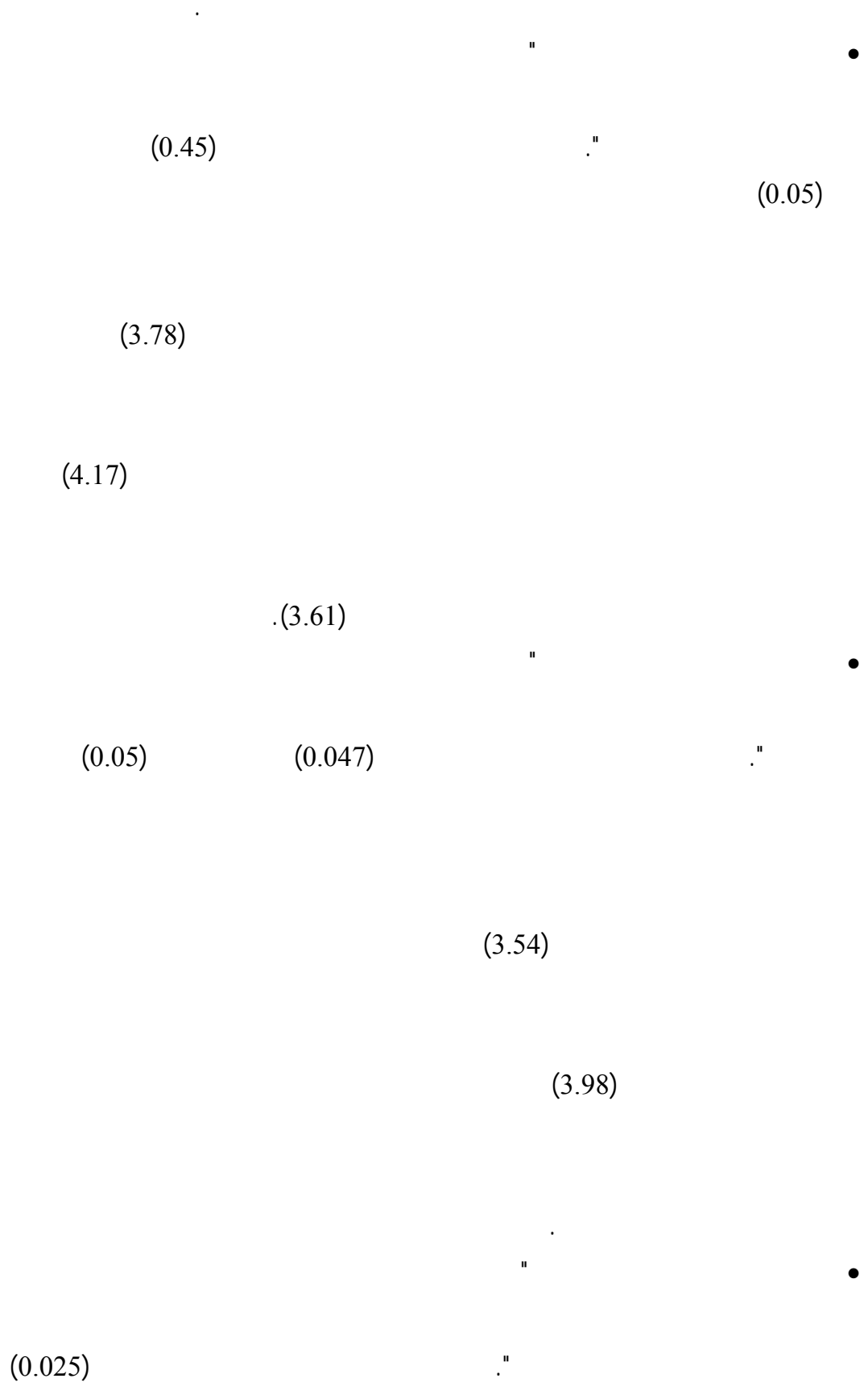
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.228	.398	.068	.078	.098	
.045	.023	.044	.025	.005	
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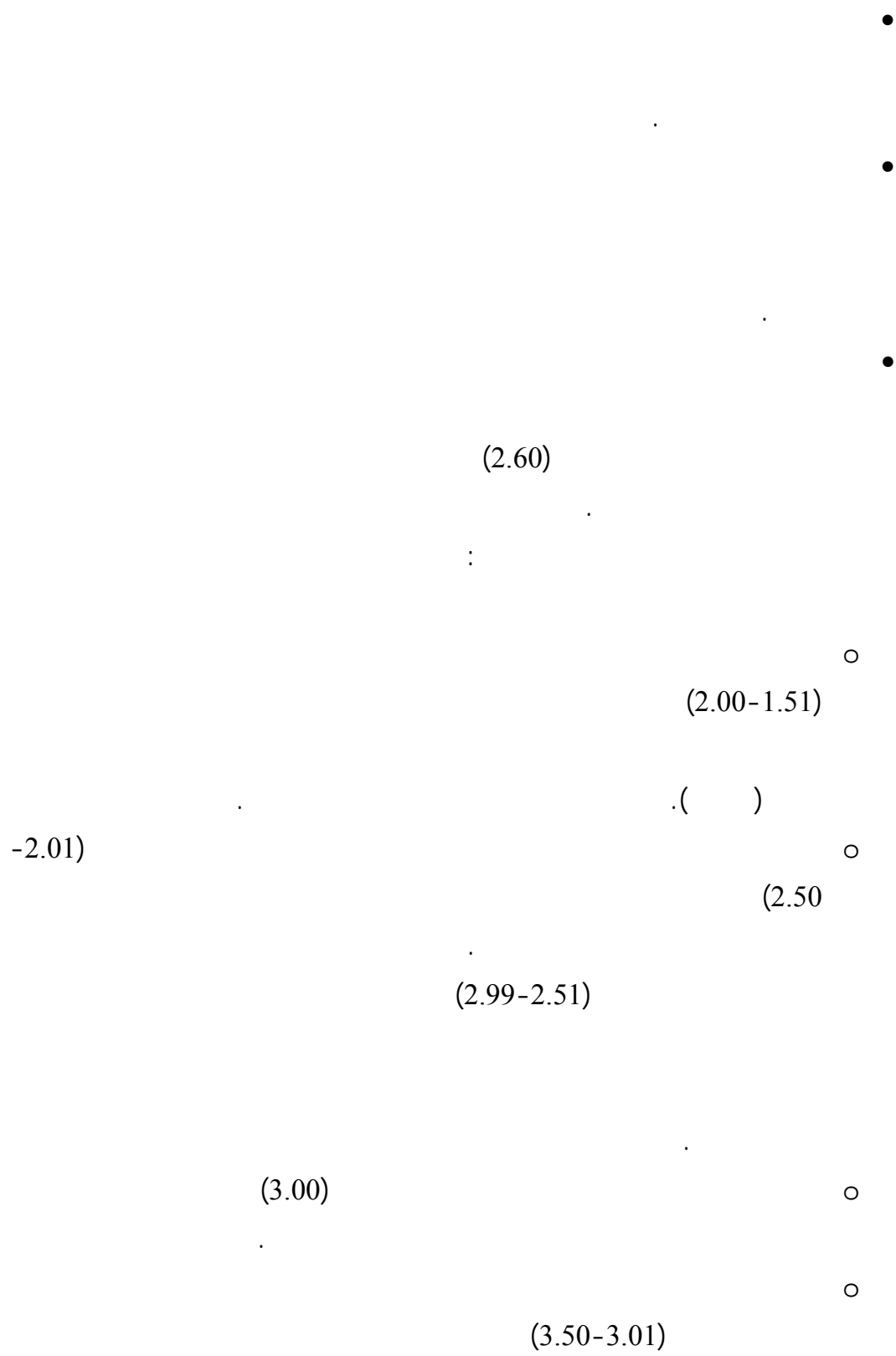
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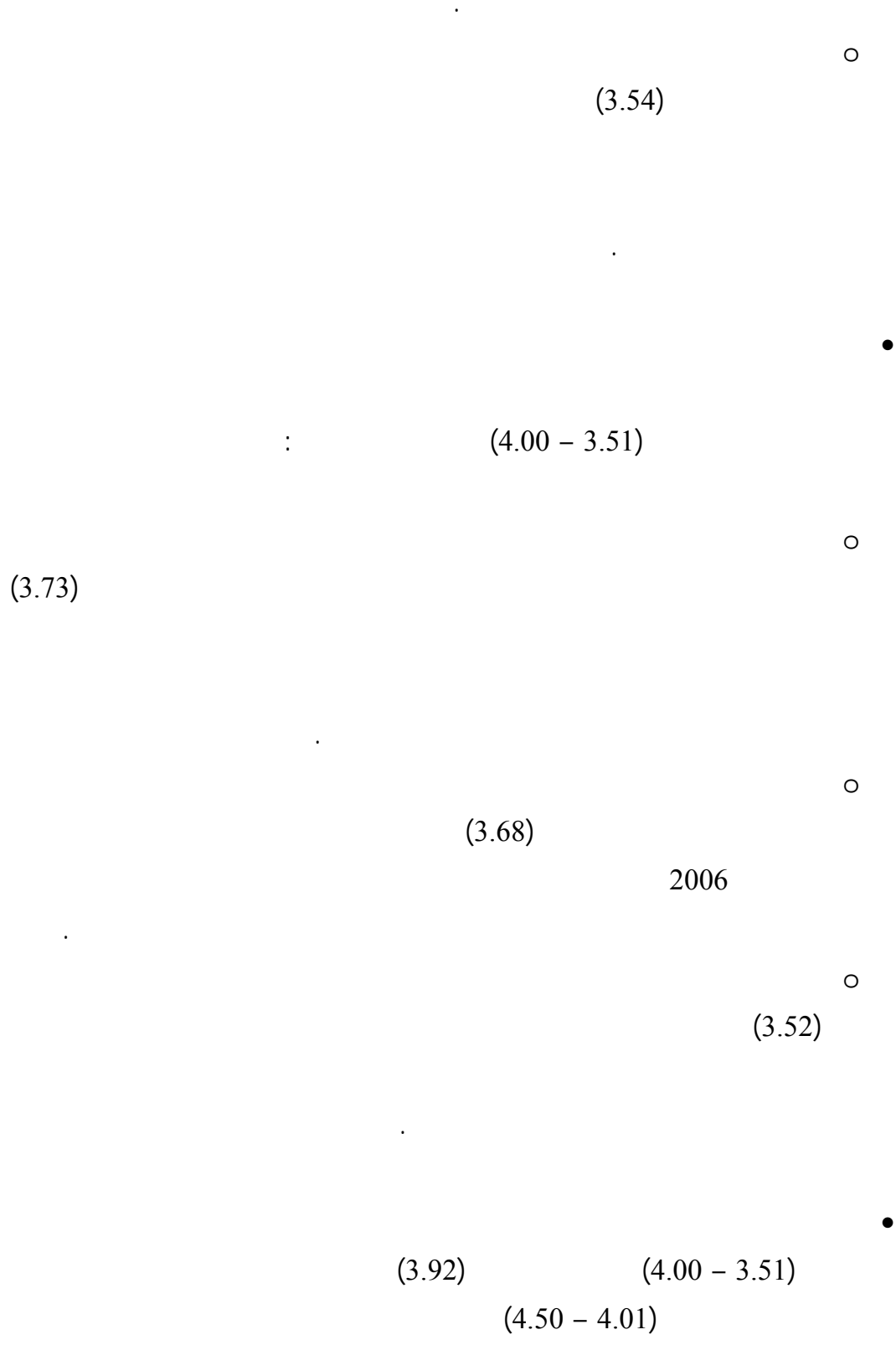
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**needeel\_112@hotmail.com :**



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						<b>D9</b>
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					)	<b>D13</b>
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						<b>D15</b>
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					)	<b>D18</b>
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						<b>D20</b>
						<b>D21</b>
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						<b>D27</b>
						<b>D28</b>
						<b>D29</b>
						<b>D30</b>
						<b>D31</b>
						<b>D32</b>
						<b>D33</b>
						<b>D34</b>
						<b>D35</b>
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					2006	<b>E1</b>

						<b>E2</b>
						<b>E3</b>
						<b>E4</b>
						<b>E5</b>
						<b>E6</b>
						<b>E7</b>
						<b>E8</b>
						<b>E9</b>
						<b>E10</b>
						<b>E11</b>
						<b>E12</b>
						<b>E13</b>
					)	<b>E14</b>
					)	<b>E15</b>
					:	
						<b>F1</b>
						<b>F2</b>
						<b>F3</b>
					( )	<b>F4</b>
						<b>F5</b>
						<b>F6</b>
						<b>F6</b>
						<b>F7</b>
						<b>F8</b>
						<b>F9</b>
						<b>F10</b>
						<b>F11</b>
						<b>F12</b>

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		6
		1
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		3

Palestinian National Authority  
Ministry of Local Government



السلطة الوطنية الفلسطينية  
وزارة الحكم المحلي

Date... : التاريخ : ٢٠١٤/١٢/٦

No. : الرقم : ٧٥١٤ / ١٨ / ١٤

الاخوة مدراء المديرية المحترمون  
تحية طيبة وبعد ،،،

الموضوع : تعبئة استبانة

تهديكم الشؤون الادارية اطيب تحياتها وبالاشارة الى الموضوع اعلاه فان الطالب نضال كوع يقوم باعداد دراسة لاستكمال متطلبات الحصول على درجة الماجستير في بناء المؤسسات بعنوان استراتيجية المجالس المشتركة في الضفة الغربية (افاق وتحديات ) يرجى مساعدته بتعبئة الاستبانة المطلوبه .

وتفضلوا بقبول فائق الاحترام

مدير عام الشؤون الادارية والمالية

137	.....	1.4
142	.....	2.4
144		3.4
146		4.4
	.....	
147	.....	5.4
148		6.4
	.....	

14	.....	1.2
38	)	1.3
	.....(	
49	.. 1994	2.3
57	.....	3.3
70	.....	4.3
77	.....	1.4
79	.....	2.4
79	..... ( )	3.4
81		4.4
82	.....	5.4
83	.....	6.4
83	.....	7.4
84	..... ( )	8.4
85	.....	9.4
86	.....	10.4
87	.....	11.4
88	.....	12.4
89	.....	13.4
91		1.5
	.....	
92		2.5
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93		3.5
93	.....	4.5

94		5.5
	.....	
95		6.5
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95	.....	7.5
96		8.5
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100		9.5
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101	.	10.5
101		11.5
	.....	
103		12.5
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104		13.5
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106	.....	14.5
109	.....	15.5
111		16.5
	.....	
112		17.5
	.....	
116	.....	18.5
117	.....	19.5

14	.....	1.2
25	.....	2.2
54	.....	1.3
55	..... 2010	2.3
71		3.3
	.....	
78	.....	1.4
84	.....	2.4
84	..... ( )	3.4
85	.....	4.4
86	.....	5.4
87	.....	6.4
88	.....	7.4
89	.....	8.4

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**1** .....

1	.....	1.1
3	.....	2.1
4	.....	3.1
4	.....	4.1
4	.....	.1.4.1
5	.....	.2.4.1
5	.....	.3.4.1
6	.....	5.1
6	.....	6.1
7	.....	7.1
7	.....	8.1
8	.....	9.1

**9** ..... :

9	.....	1.2
9	.....	1.1.2
11	.....	.2.1.2
12	.....	.3.1.2
13	.....	.4.1.2
13	.....	.5.1.2
14	.....	.6.1.2
15	.....	2.2
15	.....	.1.2.2
17	.....	.2.2.2
18	.....	.3.2.2
18	.....	.4.2.2
18	.....	.5.2.2
19	.....	.6.2.2
20	.....	.7.2.2
20	.....	3.2
21	.....	.1.3.2
21	.....	.2.3.2
22	.....	.3.3.2
22	.....	.4.3.2
23	.....	.5.3.2
23	.....	.6.3.2
24	.....	.7.3.2
26	.....	4.2
26	.....	.1.4.2
34	.....	.2.4.2
<b>37</b>	.....	:
37	..... ( )	1.3



39	..... ( )	.1.1.3
39	.....	.1.1.1.3
41		.2.1.1.3
44	.....	.3.1.1.3
46	.....	2.3
46	...	.1.2.3
48	.....	.2.2.3
50	.....	.3.2.3
51	.....	3.3
52	.....	.1.3.3
53	.....	.2.3.3
53	.....	.3.3.3
56	.....	4.3
56	.....	.1.4.3
57	.....	.2.4.3
57	1994	.3.4.3
	.....1995	
58	..... (2003-1996)	.4.4.3
61	...	.5.4.3
62	.....	.6.4.3
63	.....2004	.7.4.3
64		.8.4.3
65	.....	9.4.3
66	.....	5.3
66	.....	.1.5.3
68	.....	.2.5.3
69	.....	.3.5.3
69	.....	.1.3.5.3
70	.....	6.3

<b>76</b>	.....	:	
76	.....		1.4
76	.....		2.4
77	.....		3.4
78	..... ( )		4.4
79	..... ( )		5.4
80	.....		6.4
80	.....		7.4
81	.....		8.4
82	.....		9.4
83	.....		10.4
83	.....		.1.10.4
83	..... ( )		.2.10.4
85	.....		.3.10.4
85	.....		.4.10.4
86	.....		.5.10.4
87	.....		.6.10.4
88	..... ( )		.7.10.4
<b>90</b>	.....	:	
90	.		1.5
92	.....		2.5
94	.....		3.5
100			4.5
103	.....		5.5
105	.....		6.6
106	.....		.1.6.5

108	.....	.2.6.4
110	.....	7.5
111	.....	.1.7.5
112		.2.7.5
	.....	
112		.3.7.5
	.....	
114		.4.7.5
	.....	
115	.....	.5.7.5
116	.....	.6.7.5
118	.....	8.5
<b>123</b>	..... :	
123	.....	1.6
125	.....	2.6
125	.....	.1.2.6
126		.2.2.6
<b>128</b>	.....	
<b>149</b>	.....	
<b>150</b>	.....	
<b>152</b>	.....	
<b>153</b>	.....	