



BABES-BOLYAI UNIVERSITY

Faculty of European Studies

**Appointed Committees Managing the Recovery of Poor
Performing Local Authorities in the Arab Sector in
Israel**

Long Abstract

PhD Coordinator: Professor Dr. Vasile Puscas

PhD Student: Mati Avni

April 2017

TABLE OF CONTENTS

ABSTRACT	1
INTRODUCTION	2
Appointed Committees	2
Gap in Knowledge	3
Significance of the Research	3
Research Aims	4
Research Questions	4
I. LITERATURE REVIEW	5
I.1. The Theoretical Framework Underpinning This Research	5
II. METHODOLOGY	10
II.1. The Research Paradigm	10
II.2. Case Study	11
II.3. Research Design: A Multi-Stage and Multi-Methods Qualitative Research	12
II.3.1. Research Population	12
II.4. Research Tools	14
II.4.1. Semi-structured interviews in qualitative research	14
II.4.2. Focus group in qualitative research	16
II.4.3. Data analysis in qualitative research: content analysis	17
II.5. Researcher Position	18
III. FINDINGS	19
III.1. Findings Relating to Research Question 1	19
III.1.1. Findings emerging from the documentary analysis	19
III.1.2. Findings emerging from the semi-structured interviews	20
III.2. Findings Emerging from Research Question 2	21

Continued...

IV.	CONCLUSIONS AND RECOMMENDATIONS	23
IV.1.	Re-conceptualizing Conflict Management in the Context of Rehabilitating Failing Arab Local Authorities in Israel by an Appointed Committee Whose Members Belong to a Different Culture	23
IV.2.	Practical Implications and Recommendations	25
IV.3.	Contribution to Knowledge	27
IV.4.	Further Research	28
	BIBLIOGRAPHY	29
	APPENDIX 1 An example interview	33
	APPENDIX 2 The categorization process	38

LIST OF TABLES

Table 1.	Research design	12
Table 2.	Research population profile: Stage 1	13
Table 3.	Research population profile: focus group discussion	14
Table 4.	Themes and categories arising from research question 1	20
Table 5.	Themes and categories arising from research question 2	21

LIST OF FIGURES

Figure 1.	Conceptual framework	6
Figure 2.	From Global, to Regional, to Local: Risk Management in the Rehabilitation of Arab Local Authorities by Appointed Committees in Israel - The RMR-ALA model	24

ACKNOWLEDGEMENTS

First, I would like to express my deepest appreciation and gratitude to my PhD coordinator, Professor Vasile Puscas, for your wise observations, helpful guidance and inspiration in developing the research and achieving this work.

I would like also to thank Dr. Yehudit Od-Cohen for her advice and assistance in keeping my progress on schedule.

I would also like to extend my appreciation and gratitude to Mr. Danny shenkar and Mr. Avishai Tal of Ad-Atid Lekidum company for their meaningful administrative as well as personal and professional support throughout my doctoral journey.

Many thanks are extended to my colleagues, the chairpersons of the various appointed committees all around Israel for their agreement to participate in this study.

My deepest gratitude goes to my beloved family, my wife Ronit and my children for their endless patience and support throughout my PhD studies.

THIS THESIS IS DEDICATED TO THE MEMORY OF MY SON

YAAKOV AVNI (1982-2002)

*WHO DEDICATED HIS LIFE FOR THE SECURITY OF THE STATE
OF ISRAEL*



Abstract

This study explores the crisis of Arab local authorities in Israel, and their rehabilitation process by appointed committees that some of their members belong to a different culture than that of local residents. This study relies on theories in the field of international relations. The aim of this study was to uncover the cultural and intercultural issues related to the management of an Arab local authority in crisis, to discover the promoting processes and the difficulties in the management process of an appointed committee that some of its members belong to a different culture than that of the failing local authority, and to develop a model that can explain and guide processes of negotiation and intercultural conflict management as a phenomenon in the field of international relations.

This study is a multi-stage and multi-methods qualitative research and a case study. The first stage was a document analysis aimed to guide the questions for the semi-structured interviews conducted with heads of appointed committees, members of appointed committees, and managers of different departments in failing Arab local authorities. The second stage conducted a focus group discussion aimed to focus on the intercultural management issues emerging from the first stage. Content analysis was used as a framework for raising themes and categories.

The research findings have raised the category of basic management principles, that contains knowledge and rich experience in management, knowledge in processes of intercultural negotiations, conflict management, including the residents in decision-making processes, raising the level of services to the citizens and keeping the budget, access to the local culture as a component in intercultural management, cross cultural issues including knowledge of the local language, acceptance and appreciation for the other's culture, interpersonal relationships and creating direct communication with the local residents.

The study raised the model: From global, to regional, to local: **Risk Management in the Rehabilitation of Arab Local Authorities by Appointed Committees in Israel - The RMR-ALA** model. The findings show that cooperation creates synergy that promotes organizational change, enables management of conflicts, and brings to the rehabilitation of the failing Arab local authority. The uniqueness of this study is that an appointed committee assigned to rehabilitate a failing Arab local authority in Israel operates in an environment rich in conflicts rooted in the geo-political situation of the state of Israel. Within the influences of the global context, local authorities cope with external pressures in the field of finance and economy, but they are not free from internal and external cultural pressures. These cultural pressures also stem from the influence of the Israeli-Palestinian conflict, which generates clashes and requires employment of negotiation strategies in decision-making processes, on the way towards organizational change and effective management of the conflicts.

Keywords: international relations, appointed committee, managing Arab local authorities in crisis, intercultural negotiation, conflict management, rehabilitation of local authorities, decision-making, intercultural management.

INTRODUCTION

As of the 1980s, public organizations in general, and local authorities in particular are subject to structural changes deriving from a comprehensive reform known as “New Public Management” (Ben-Elia, 2005; Christensen, Laegreid & Stigen, 2004).

According to this reform, public management is facing numerous challenges, as it is perceived as a system with low level accomplishments, that provides unsatisfactory services (Talbot & Johnson, 2007), which causes the public's dissatisfaction and lack of trust in the local leadership (Hamilton, 2003; Carter, 2000). According to this reform, “New Public Management” seeks to reach a number of goals, mainly improving efficiency, effectiveness and economy; an increased demand of accountability on the part of seniors in the public sector and sharing the decision-making process with the citizens (Baker, 1995; Chandler 2007). This new role perception emphasizes the role of local government as local leadership rather than just an administration (Stiner, 2003).

Hence, the expectation of heads of local authorities increased, as they have been required to abandon the traditional role of carrying out top-down instructions in favor of a more complex role which includes strategic management (Beeri, 2009). In the case of Israel, committees comprising of members from one culture are appointed to manage local authorities from another culture. This is the focus of my research.

Despite the consistent, steadfast policy presented by the Ministry of the Interior to authorities facing a severe crisis, it is unclear how effective this intervention is. The potential contribution of an appointed committee for recovering the local authority, meaning decreasing its deficits, restoring proper management and improving services is great, but on the other hand, the possible damage to the democratic texture of life is also inevitable (Abu Sharkieh, 2008).

Appointed Committees

Appointed committees are appointed to fulfill the roles of local authorities and their leaders. In general, it can be said that the appointment of an appointed council takes place

when a local authority demonstrates general dysfunction, shows heavy deficits or sets and collects too little local rates and taxes, fails to carry out recovery plans or to agree on a budget. As well as cases where such appointed councils have balanced the books and successfully provided local services, the need for and suitability of this policy have been criticized from the points of view of feasibility and democracy.

That is to say: from an applied perspective, there are no structural mechanisms for these appointed councils except for a decision to establish them, their supervision and inspection and an overall view of their workings, which is to say recovery programs and public participation. There is a distinct lack of clear and systematic procedures to nurture failing authorities. From the democracy standpoint, affected citizens' preferences should be strengthened and they should be able to take responsibility for what is happening in their local authority.

Gap in Knowledge

The research will examine the policy of coping with poor performing local authorities in Israel, from an intercultural point of view. Ultimately, the research will develop a model of managing local organizations within an intercultural context in a globalized era, and will fill the gap in knowledge that exists in this domain.

Significance of the Research

While examining the existing alternatives, we can find possible ways for central government to adjust and embrace operation strategies whose aim is to rehabilitate poor performing local authorities, define with the public figures and residents measures and standards of a local authority's success in the area of management, and the quality of services and finances within the intercultural issues involved. An intercultural management model will allow for identifying failures and obstacles in the performance of a local authority early on, enable the development of appropriate intervention tools, provide help that may lead to significant recovery and change, encourage a productive

organizational culture and prevent the recurrence of periodical crises in local authorities which are not equipped with sufficient forces for recovery.

Research Aims

Main Research Goal:

- To develop a model for managing municipal organizations in the era of globalization within an intercultural context.

Subsidiary research aims

1. To explore the cultural and intercultural issues involved in managing a local authority by an appointed committee whose members' culture is different than the culture of the local authority.
2. To examine how an appointed committee can facilitate the recovery of a failing local authority within an intercultural context.

Research Questions

1. What cultural and intercultural issues are involved in managing a local authority by an appointed committee whose members' culture is different than the culture of the local authority?
2. How can an appointed committee facilitate the recovery of a failing local authority within an intercultural context?

I. LITERATURE REVIEW

I.1. The Theoretical Framework Underpinning This Research

This study examines the management of Arab local authorities in crisis, that due to the crisis were dispersed and appointed a committee in its place. The goals of the study were to investigate the intercultural and cross cultural issues involved in managing a failed Arab local authority in Israel that is managed by an appointed committee, headed by a chairman from a different culture, whereas some of its members are also from a different culture. A further aim was to examine how an appointed committee whose members are from a different culture can recover the failing Arab local authority. The research questions were:

1. What cultural and intercultural issues are involved in managing an Arab local authority in crisis by an appointed committee whose members' culture is different from the culture of the local authority?
2. How can an appointed committee facilitate the recovery of an Arab local authority in crisis within an intercultural context?

The research is based on theories in the fields of international relations, intercultural negotiations and intercultural management, conflict management, and theories related to the management of a local authority by an appointed committee.

The conceptual framework that underpins the current study is based on the premise that an Israeli Arab local authority in crisis is managed by an appointed committee whose chairman and some of its members are from a different culture, requires intercultural management if it wants to recover for the benefit of its residents, despite the temporary withdrawal of democratic rights.

Since the purpose of the study is to develop a model of management of a local authority in crisis in an intercultural environment by an appointed committee whose members are from a different culture, the conceptual framework that grounds the study consists of the following concepts: (Figure 1)

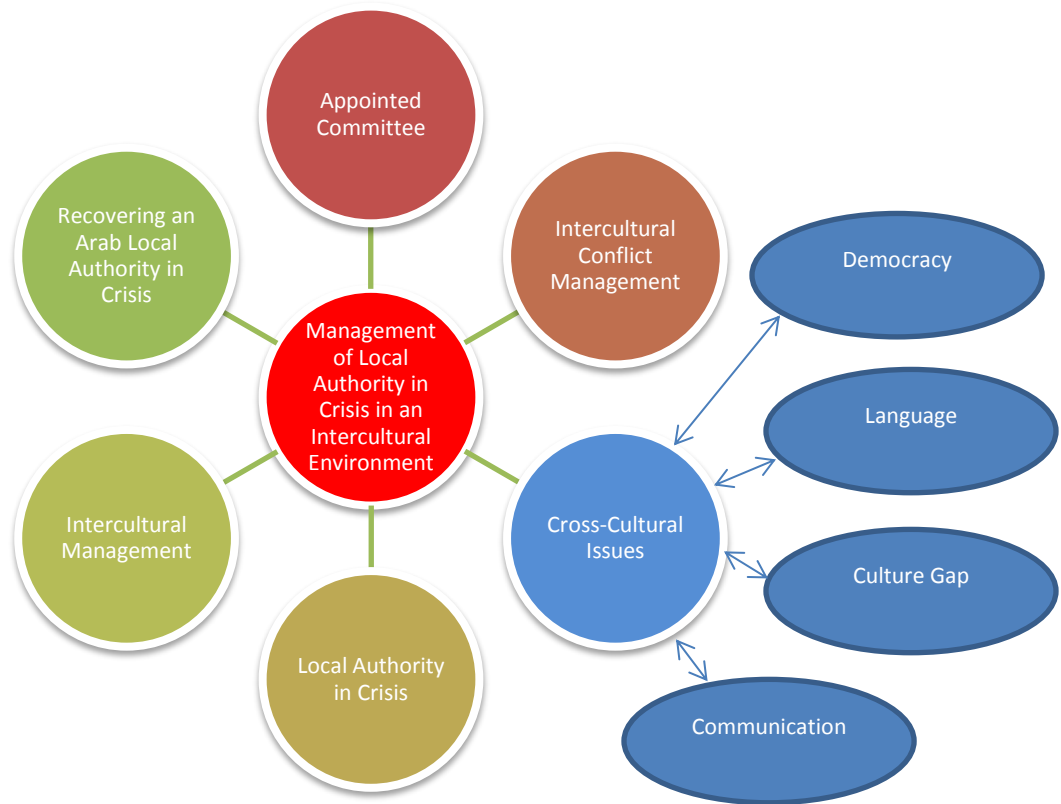


Figure 1: Theoretical framework.

Appointed committee – an appointed committee is a committee that was appointed by the central government – the Ministry of the Interior – to fulfill the functions of the local authority and its leaders. The appointment of an appointed committee is done when a local authority is failing in fulfilling its functions, accumulating a deficit stemming from faulty financial management and from deficiency in debt and municipal taxes collection, failing in execution of recovery plans, or failing in coming to an agreement on the annual budget (Knesset.gov.il/November 2016). The criticism in the literature on the appointment of committees is primarily about the denial of democratic rights of the local residents by the appointment of an appointed committee to manage the local authority in a crisis.

An Arab local authority in crisis – this component was determined as part of the conceptual framework because aim of the study was to explore the cross-cultural aspects involved in managing an appointed committee in an intercultural environment.

The main cause for the collapse of Arab local authorities in Israel is a financial crisis due to clan rivalry intensity in those municipalities in which clan structure plays a key role in local politics. Dividing the municipality by clan is especially destructive if the municipality's clans view elections as a competition for division of spoils. Allegedly, the election winner is granted the right to assign local authority resources in a way that betters the clan (or the clan's coalition), whether by appointing persons of favor to official positions, granting overpriced bids to suppliers belonging to a favored clan, or reducing property taxes exclusively for members of the winning clan. It is clear this situation severely impairs tax collection efforts from losing clans. Overall it seems democratic rules, even those legislated and regulated, are not respected in many Arab municipalities. This is supported by low levels of tax collection percentages in Arab municipalities compared to Jewish municipalities, even when income levels and other attributes are factored (Feder, 2007; Brender, 2005). In addition, over 50% of Arab local authorities have set property tax rates below the regulated minimum, compared to 14% of Jewish local authorities. This is direct evidence of mismanagement of funds in Arab municipalities. Thus, an appointed committee which comprises of members of another culture – the Jewish culture, in this case – might need to be aware of those values in their attempt to facilitate the recovery of the local authority in crisis under their responsibility.

Intercultural conflict management – the work of an appointed committee whose chairman and some of its members belong to a different culture requires conflict management while navigating between the cultures involved in the recovery process of an Arab local authority in Israel. Culture has a crucial role in conflict resolution, particularly the use of communication, and in the way that each culture perceives the communication, interprets the messages and decodes the behaviors and values of the other within the fabric of its own values and behaviors. The differences between Israeli culture and Arab culture require to characterize these differences and cultural barriers in conflict management

(Alon, 2010), because of the general context of the Israeli – Palestinian conflict that Israeli Arabs empathize with. The main characteristic is identity, which arises from the Israeli-Palestinian conflict, and is the most difficult to resolve (Auerbach, 2010).

Cross-cultural issues – the cross-cultural issues concerning this study are related to **cultural differences** that exist between the culture of the appointed committee and its chairman and the culture of the local authority in crisis. The social fabric of Arab culture in Israel is the traditional patriarchal clan structure. In addition, the governance in most local authorities is characterized by a centralized-individualistic organizational culture (Al Haj and Rosenfeld, 1990; Khamaisi, 1994). Another difference that creates a culture gap is related to the voter turnout in the Arab sector, which according to Ben Bassat and Dahan (2008) stood at 90% in 2003. One of the outcomes of this clan-based vote is that the choice of the head of the Authority is made according to the degree of family relationship, regardless of the necessarily skills and fitness to the position. This phenomenon, together with the lack of rules and criteria which govern the choice of candidates in Israel, result in selecting people who are not qualified to manage a local authority, and thus failure is almost inevitable.

Communication and language – intercultural communication (Puscas, 2009) is a necessary condition for creating negotiation processes between cultures. Cultural differences are expressed in using language and communication codes that help to accurately convey the messages in regard to the goals of the negotiations. In addition, accurate interpretation of cultural behavior expressed in language and communication are at the heart of intercultural negotiations (Williams, 2006). The work of an appointed committee includes situations that require the creation of a dialogue with the residents of the local authority which belong to a different culture, so correct language and communication are the means to this cross-cultural dialogue.

Issues of democracy – the main criticism on the work of an appointed committee is related to the democratic issue. There is no doubt that the work of the appointed committee is perceived as denial of democratic rights of the residents, and its members are perceived as trespassing and as an undemocratic intervention in the life of the community. This view sometimes led to expressions of violence towards this policy.

Furthermore, the management of the appointed committee emphasizes the tension between democratic management and efficient management in a failed local authority (Beeri, 2009).

Intercultural management – Intercultural management is defined in the literature (Burggraaff, 1998) as an incorporation of knowledge, insights and skills which are necessary for satisfactorily handling national cultures and differences between cultures as an inherent part of organizational management.

Within the context of this research, intercultural management is present in processes of negotiations and dialogue, as well as in intercultural communication (Puscas, 2009) as an inherent part of the work of an appointed committee whose chairman and some of its members are from a different culture, aimed to recovering an Arab local authority in crisis.

Rehabilitating an Israeli Arab local authority in Crisis – this concept was included in the conceptual framework which grounds the current study because according to the Agency Model (Chandler, 2008) the local authority is an executive arm of the central government, and from which it draws its power. Hence, the local authority is committed to the central government and is in fact subject to it. Therefore, the central government may intervene in the work of the local authority in the event that it fails in its functioning, as much as it needs to achieve the objectives of the central government. Moreover, the central government has the duty and responsibility to create a new reality in a failed local authority, to handle its recovery for the benefit of the residents, and to neutralize the failed leadership through broad intervention in the organizational structure and the senior personnel. Thus, the central government appoints a new management to lead the local authority until its recovery. The next chapter presents the methodological choices that grounded the present study.

II. METHODOLOGY

II.1. The Research Paradigm

In accordance with the research goals and questions, and to the conceptual framework selected to anchor the research, qualitative research was selected as appropriate for achieving the goals of this study. A researcher often seeks to find other results than just determine cause and effect, or just to predict or identify a phenomenon within a population. Researchers are often interested in uncovering the meaning of a phenomenon for people who are involved in it. Qualitative research can, by nature, provide answers to the question “Why?” which researchers so often ask when conducting quantitative research which is directed at describing human behavior, but cannot examine it in depth. For that purpose, qualitative research allows for an in-depth examination of a topic and provides rich information even when the research population is small. This is possible, because interviews with the researched group can yield a great deal of information, and observations can be documented and provide much information about the phenomenon under study (Given, 2006). Moreover, since this research sought to uncover issues related to an appointed committee managing a failing local authority within an intercultural context, a qualitative research paradigm was chosen

Qualitative research engages in finding answers to issues with which quantitative research cannot cope, and therefore, it allows for studying human behavior and attempts to construct knowledge based on this examination. Additionally, qualitative research provides many different opportunities for observing human behavior, understanding it and generating new knowledge from this understanding. It allows for accessing social and academic knowledge and to some extent, it makes this knowledge attractive. The use of the qualitative research approach derives from the fields of education, social studies, international relations, and to many other fields of research. Use of qualitative research methodology requires a change of paradigms and embracing a post-positivist world view, which is in opposition of positivist view (Marsh & Stoker, 2002).

Qualitative researchers wish to understand the phenomena under study, and they want to be as close as possible to research participants the world of the (Maykut & Morehouse,

1994). Similarly, as the researcher has been chair of an appointed committee it seems that he is compatible to conduct this research which is engaged in understanding how an appointed committee operates within an intercultural context.

According to Guba and Lincoln (1982), if we assume the writing is going to be objectively scientific, the researcher had better choose the positivist (quantitative) research approach. However, when the writing is relative and value-laden, it would be right to choose the post-positivist (qualitative) research approach. Qualitative researchers are themselves information gathering tools. However, it should be noted that although qualitative researchers observe, listen and participate with the research subjects in their natural surroundings, they do not attempt to influence or limit the variables, but rather enable the information to arise from the occurrences in the research setting (Rist, 1982).

II.2. Case Study

A case study is a qualitative methodology that focuses on one case and examines it in depth over a long period of time, and operates many tools in order to see a deep and detailed image. However, it should be noted that as befits a case study, the work is on a specific social phenomenon whereby an appointed committee whose leaders and members are from one culture, is managing a failed local authority of another culture. One can learn a lot from a case study, but one must remember that with humans, because of individual differences it is not always possible to reach broad generalizations.

A case study is defined as the empirical investigation of a specified or bounded phenomenon (Smith, 1978). Yin (1993) maintains that case studies are essential forms of social science inquiry. This method is appropriate when researchers desire to:

- Define topics broadly, in-depth;
- Cover contextual conditions and not just the phenomenon;
- Rely on multiple sources of evidence.

Furthermore, a case study is an extensive examination of a single instance of a phenomenon of interest and is an example of a phenomenological examination (Collis & Hussey, 2009: 68). It is a research study that focuses on understanding the dynamics

existing within a single setting, and it needs to be sensitive to the context within which the study takes place. The research literature offers a distinction between types of case studies. Hence, in a single case study one phenomenon is observed deeply in one unique setting, or in a number of settings. In a multiple case study, a number of phenomena are observed deeply in one setting, or in a number of settings. In this research a single case study was adopted since it looked into a particular social phenomenon that occurred in one specific setting.

II.3. Research Design: A Multi-Stage and Multi-Methods Qualitative Research

Table 1. Research design.

	Aim	Research Tool	Research Population	Data Analysis
Stage 1: qualitative research	<p>-To ascertain the circumstances involved in assembling an appointed committee</p> <p>-To explore the cultural and cross-cultural issues involved in managing a local authority by an appointed committee whose members' culture is different than the culture of the local authority.</p>	<p>Documentary analysis</p> <p>Semi-structured interviews</p>	<p>10 heads and members of appointed committees</p>	<p>Content analysis</p>
Stage 2: qualitative research	<p>To examine how an appointed committee can facilitate the recovery of a failing local authority within an intercultural context.</p>	<p>Focus group discussion</p>	<p>3 chairpersons of appointed committees</p>	<p>Content Analysis</p>

II.3.1. Research Population

This research used two groups of participants in order to shed light on the phenomenon under study. Thus, in Stage 1, ten semi-structured interviews were conducted with

members and chairpersons of appointed committees. In stage 2, a focus group of three chairpersons of appointed committees assigned to manage Arab local authorities was conducted. Tables 2 and 3 illustrate the research population profiles.

Table 2. Research population profile: Stage 1.

	Age	Gender	Ethnicity	Place of Residence	Education	Position in Appointed Committee	Position in Local Authority
1.	48	F	Jewish	Ha.	MA	Member	_____
2.	58	M	Jewish	Je.	MA Lawyer	Chairperson	_____
3.	29	F	Druze	M.	MA	Manager of education department	Manager of education department
4.	37	M	Druze	M.	MA	Manager of social services department	Manager of social services department
5.	50	F	Christian	Sh.	Accounting	Accountant	Accountant
6.	34	F	Druze	M.	BA	Office manager & chief librarian	Office manager & chief librarian
7.	70	M	Jewish	G.A.	BA	Chairperson of appointed committee in an Arab local authority	_____
8.	57	M	Jewish	R.Y.	BA	Chairperson of appointed committee in an Arab local authority	_____
9.	66	M	Jewish	B.S.	BA	Chairperson of appointed committee in an Arab local authority	_____
10.		M	Jewish	Yo.	BA	Chairperson of appointed committee	_____

						in an Arab local authority	
--	--	--	--	--	--	----------------------------	--

Table 3. Research population profile: focus group discussion.

	Age	Gender	Ethnicity	Place of Residence	Education	Position in Appointed Committee
1.	70	M	Jewish	G.A.	BA	Chairperson of appointed committee in an Arab local authority
2.	57	M	Jewish	R.Y.	BA	Chairperson of appointed committee in an Arab local authority
3.	58	M	Jewish	Je.	BA	Chairperson of appointed committee in an Arab local authority

II.4. Research Tools

II.4.1. Semi-structured interviews in qualitative research

An interview is a conversation in which the interviewer asks the interviewee questions in order to collect data while recording the answers. The interview can be conducted in person or through media. There are different types of interviews, i.e., structured interview, semi-structured interview or un-structured interview. In a structured interview the interviewer is loyal to the order and phrasing of the questions and does not change them following stimuli received during the interview. The advantages of such an interview are that it allows uniformity in gathering the information from the participants, it is not time consuming, the data analysis is relatively simple and tends to be objective, it is convenient to compare different subjects' responses, and usually there is no need for trained individuals to conduct it. In a semi-structured interview, the interviewer sticks to the questionnaire which contains a number of specific questions, but he may change the

order of the questions and add to them in line with developments. In an un-structured interview, the interviewer asks questions in accordance with a collection of general guidelines, and the interviewee's responses are what determines how the interview will continue to evolve. The interviewer determines the order of questions and their formulation depending on the situation and his own judgment (Shkedi, 2011). In this study, 15 semi-structured interviews were conducted, intended to understand the cultural and cross-cultural issues involved in the management of a failed local authority by an appointed committee head and its members which belong to a different culture than that of the failed local authority.

The interview guide employed in this research (Appendix 1)

First, demographic details were collected regarding the participants' name, age, education, gender, place of residence, position in the local authority, and position in the appointed committee. All the participants agreed to give their views about the issues under study, and the questions were piloted in order to ensure validity of the data.

The questions asked during the semi-structured interviews were:

1. Tell me about the appointed committee of your locality.
2. Do you think your locality needed an appointed committee? why? What do you think were the reasons for convening an appointed committee in your locality?
3. Do you think there was justification for dispersing your local council? why?
4. What problems can arise from appointing an appointed committee compared to choosing a local authority head by the residents themselves?
5. What expectations did you have from the appointed committee appointed in your locality?
6. To what extent those expectations have been met? What expectations have not been met?
7. Do you think an appointed committee is likely to recover a local authority under crisis? What conditions will help to its success? What conditions can delay recovery?

8. Does the culture of the head of the appointed committee affect the success of the committee? Why and in what areas? Is the fact that the head of the appointed committee is of a different culture than the community, such as Jewish and Druze, can affect the efficiency of the committee and why? If the head of the appointed committee is of the same culture is that better? why? In what areas? In which aspects?
9. What is your opinion of the management of the appointed committee in your community? On education, culture, social welfare, Engineering, Finance.
10. Which cultural and cross-cultural aspects is it important to address in order to manage / stabilize the local authority? Why?

II.4.2. Focus group in qualitative research (Appendix 2)

A focus group is a type of interview or a discussion in which the collection of qualitative data is done through group interaction which is guided on a particular topic (Bryman, 2008). The group consists of people with certain common characteristics. The focus group may be structured, semi-structured or not structured at all. The group consists of three to ten participants with relevant common characteristics. It is not necessary that they be strangers to each other. The aim is to employ a range of perceptions, attitudes and interpretations through discussion. The role of the moderator is to allow sharing without identifying with any particular opinions. He should create an enabling environment so that management will be productive and focused on the subject.

Regarding the role of the researcher, he decides to what extent he wants to be involved in the occurrence. The highest level of distance is the “complete observer” when the researcher is not involved at all in what is happening but acts as a kind of “camera”. Regarding the level of involvement, he can choose between a “participant as observer” and “observer as participant”, depending on the level of its participation. The highest level of participation is the “complete participant” when the researcher fully participates in what is occurring (Shkedi, 2011). In this study, a focus group comprising of three former chairpersons of appointed committees in Arab local authorities was held during

which questions were asked in accordance to the aims of the focus group. The aim was to find out how an appointed committee can effectively manage an Arab local authority in crisis within a cross-cultural context.

II.4.3. Data analysis in qualitative research: content analysis

The data analysis process in constructivist qualitative research is systematic and deliberate in all its components, and has a fixed stepwise structure (Shkedi, 2011). The analysis method is based on the transparency of the analysis process on all its stages (Miles & Huberman, 1994). This method challenges the common critique, that qualitative research data analysis is largely intuitive and based on the impressions of the researcher. The content analysis is the process of arranging and structuring the information collected for the purpose of its interpretation and understanding its meaning. In this process, we seek to provide answers to questions such as “what”, “how”, and “why” (Dey, 1993). The researcher is constantly facing the analytical task of arranging and finding meaning in what seems at first sight unstructured (Pidgeon, 1996). The analysis involves sorting the information to parts and reorganizing them to a new analytical order. Each such ‘part’ is a meaning unit. Meaning units are identified by rigorous reading of protocols of interviews, field observations, field notes and documents. In the epicenter of constructivist qualitative analysis is the task of choosing a piece of information and assigning it to a category. In the absence of a formal process of analysis, we have to rely only on impressions and intonations about the entirety of the data. This study used the content analysis model as proposed by Kasan and Krumer-Nevo, (2010).

1. Holistic reading of data
2. Organizing and minimizing the data
3. 'Breaking' the data into smaller units of analysis
4. re-constructing the data and conceptualizing
5. Holistic re-reading of the data
6. Verifying the data

7. Writing

(Kasan & Krumer-Nevo, 2010).

II.5. Researcher Position

It seems impossible to distinguish between the researchers and the research endeavor and to take an objective stance towards the phenomena under study: “The observer is a part of what is observed, and not separate from it. What the observer observes - forms what he will define, measure and analyze” (Charmaz, 2000, p.524 , in: Denzin & Lincoln, 2000) . The scholar Shkedi (Shkedi, 2011) adds and brings from the positions of colleagues, who speak in favor of the qualitative researchers’ involvement in the phenomenon under study, and their closeness to it and of the direct contact of researchers with the subjects, because they are the ones who provide the researchers with the hidden knowledge stored within the subjects, who are not always capable to explain or describe it through words alone. The experience – is the way that we are involved in the world around us and within us, and it is the foundation on which we construct meaning (Simons, 1996).

It is obvious that such research positions about the nature and level of the researcher’s involvement in the experiences of their subjects, raises questions about the level of validity and reliability of the finished research endeavor. There is great variation among scholars even with regard to this aspect of research, in accordance with the qualitative research school of thought to which they belong.

As it comes to this research endeavor, then it is possible to gauge out the researcher’s high degree of involvement in the issue under study, from his work as a leader of an appointed committee for about seven years. Thus, the level of involvement of the researcher is high.

III. FINDINGS

III.1. Findings Relating to Research Question 1: What Cultural and Intercultural Issues Are Involved in Managing an Arab Local Authority by an Appointed Committee Whose Members' Culture Is Different Than the Culture of the Local Authority?

III.1.1. Findings emerging from the documentary analysis

A documentary analysis was conducted using an official document issued by the Ministry of Interior (www.knesset.gov.il/10.2016). The aim of the analysis was to determine the circumstances leading to the appointment of an appointed committee. The content analysis revealed the following findings:

The Minister of the Interior has the authority to assemble an appointed committee. By virtue of sections 143 and 143a, and section 206, the Minister of the Interior is entitled to appoint an appointed committee. The document analysis specifies the relevant sections under which the Minister of the Interior may disperse the council and its chairman and may appoint an appointed committee.

- The number of council members has decreased, for any reason, from the set quorum prescribed by the regulations.
- In the phase before dispersing a local authority, the Minister appoints a committee of inquiry to that authority, and its final findings are a recommendation to dissolve the local authority. Thereafter, the Minister is entitled to dissolve the authority at his discretion.
- An exception to the appointment of an appointed committee is that the appointment will not occur within the first year from the local elections.

The reasons for dispersing a local authority and appointment of an appointed committee are:

- Large deficits and low tax collection rates - that is, a substantial piece of the local authority's revenue comes from the collection of property and water tax. When

collection rates are low the deficits grow and this causes dysfunction of the local authority.

- We also note that if the deficit and property tax collection rates are very severe then the minister must dissolve the local authority.
- For a local authority which is experiencing difficulty, initially the Ministry of the Interior will form a recovery plan, and if the plan fails, the Minister may dissolve the authority.
- Non-approval of the Authority's budget. Within three months from the date of approval of the state budget, the Minister of the Interior is entitled to dissolve the local authority.
- Of course there are instances when a mayor is elected, and it turns out that his predecessor left him a legacy of debt, deficits and foreclosures due to which it cannot function. Yet, he can be dismissed even though those deficits were not brought about by his management, and that is because the local authority must continue to operate. Several petitions were submitted by heads of local authorities who were in this situation, and yet it is still possible that a new mayor will be dismissed because of previous failures by his predecessors and because the local authority is not functioning.
- Therefore, the Minister of the Interior may appoint an appointed committee in any local authority in which there is a deficit, and where all attempts for recovery of the local authority have failed.

III.1.2. Findings emerging from the semi-structured interviews

Table 4. Themes and categories arising from research question 1.

Themes	Related Categories		
Theme 1:	Category 1	Category 2	Category 3
Issues involved in managing an Arab municipality in crisis by an	Reasons for the appointment of an appointed committee: Years of improper	The role of the committee: “First of all, the management is responsible for the	Expectations: “The committee is appointed personally but its members are required professional experience

appointed committee	management by a Mayor and his family / insiders close to him.	local authority.”	and expertise in urban management.”	
Theme 2:	Category 1	Category 2		
Duality	Difficulties in adapting to a different organizational culture: “The difficulties of the committee arrive from local political pressure groups.”	Benefits of the work of an appointed committee from a different culture: “An external appointed committee operates in equality towards all residents, free from the influence of the clans.”		
Theme 3:	Category 1	Category 2	Category 3	Category 4
Cross-Cultural Aspects	Language and Communication: “If he speaks the same language he will not have difficulties in communicating with the public around him.”	Cooperation: “The head of the committee must know to respect the religion of the residents, thus creating cooperation.”	Cultural Gap: “The committee is run by a foreign body which does not know the culture, the people, or even the place.”	Democracy: “This issue of democracy is our key to fulfilling the Zionist dream of establishing a Jewish democratic state.”

III.2. Findings Emerging from Research Question 2: How Can an Appointed Committee Facilitate the Recovery of a Failing Local Authority Within an Intercultural Context?

Table 5. Themes and categories arising from research question 2.

Themes	Basic management principles	Gaining Access to the Local Culture	Cross-cultural issues
Categories	Concern for the welfare of residents	Cracking the access code to the local culture	Creating trust

	Previous knowledge and experience in management	Management free from clan-based interests - neutral management	Creating cooperation
	Rich life experience and practical knowledge in managing a local council	Understanding and knowledge of the local culture	Identifying and treating objections
	Managing conflicts through negotiation and dialogue	Awareness of prejudice	Connecting to the local customs
	Recruiting residents as partners in decision-making - sharing	Respect towards religion and consideration for its customs	Acceptance and appreciation of residents
	Open-door management style	Respect for the leaders of the community as customary in the local culture (village notables)	Creating personal relationships with residents
	Avoiding creating conflictual situations		Creating communication with village notables
	Keeping the council fund		Knowledge of the local language
	Raising the standard of living of residents		Creating cooperation with the intellectuals of the village
	Upgrading the services to residents		
	Upgrading the education system		
	Investing in development and welfare		
	Egalitarian Management		
	Identifying obstructions and neutralizing them		
	Creating win-win		

	situations		
--	------------	--	--

IV. CONCLUSIONS AND RECOMMENDATIONS

IV.1. Re-conceptualizing Conflict Management in the Context of Rehabilitating Failing Arab Local Authorities in Israel by an Appointed Committee Whose Members Belong to a Different Culture

The conclusions of the study allow the promotion of an evidence-based model shown in Figure 2. Figure 2 visualizes an intercultural conflict management model that combines basic management principles, with access to local culture and cross-cultural issues. The research findings have raised the category of basic management principles, which includes knowledge and extensive experience in management, knowledge in processes of intercultural negotiations, conflict management, including residents in decision-making processes, raising the level of services to the citizens and maintaining the budget. Another category emerging from the study is access to the local culture as a component in intercultural management. Access to local culture includes respect for the religion of the residents, respect for leaders and notables of the community, knowledge of the local culture and customs, neutral management which is not clan-based, and awareness of stigma and prejudice. The third category included in intercultural management is cross-cultural issues. Cross-cultural issues include knowledge of the local language, acceptance and appreciation, interpersonal relationships and creating direct communication with local residents.

On the other side, the research findings have raised the theme 'exposing cross-cultural issues', containing three categories- management issues, duality in the relation to the appointed committee, and cultural issues. Management issues include the perception of the reasons for the appointment of an appointed committee, perception of the role of the appointed committee, and perception of the expectations from the appointed committee. The duality in relation to the appointed committee encompasses the difficulties and benefits attributed to its work. The third category is cultural issues that includes language and communication, cultural gap, issues related to democracy, and creating cooperation with residents. Figure 2 presents the RMR-ALA Model.

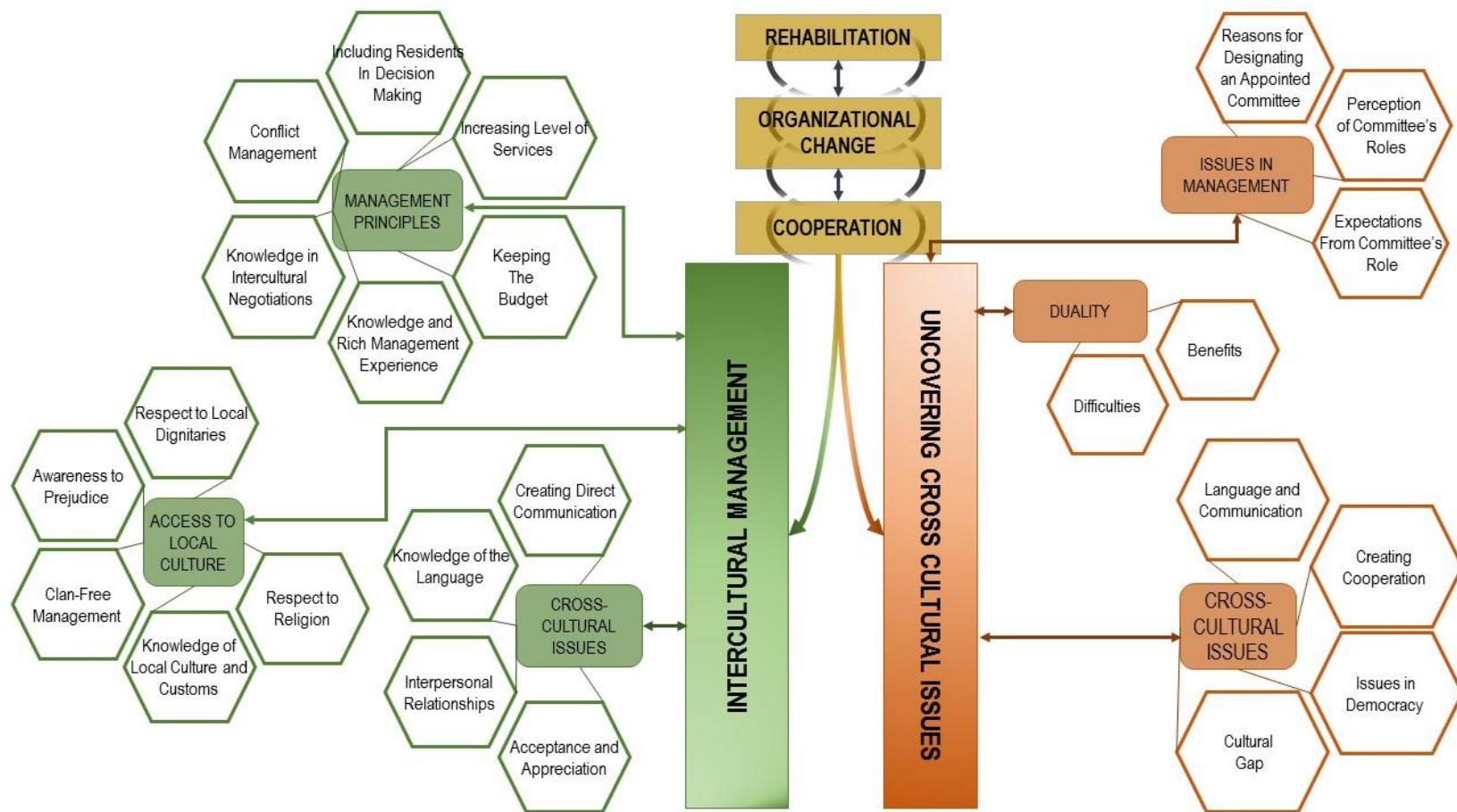


Figure 2. From Global, to Regional, to Local: Risk Management in the Rehabilitation of Arab Local Authorities by Appointed Committees in Israel - The **RMR-ALA** model.

The research findings show that in fact, integrating the cross-cultural issues with intercultural conflicts management processes can create cooperation between the appointed committee and the local residents. Cooperation creates synergy that promotes organizational change, enables effective conflict management, and brings to the rehabilitation failing Arab local authority. In addition, the **RMR-ALA** model, which was built based on the research findings presents an integrative rehabilitation process, rich in cross-cultural encounters on a daily basis, that is grounded in understanding the intercultural environment in which the appointed committee operates. As mentioned above, appointed committees are common practice throughout the world as a strategy for rehabilitating local authorities in crisis. The uniqueness of this study is that an appointed committee assigned with rehabilitating a failing Arab local authority in Israel operates in an environment rich with conflicts rooted in the geo-political situation of the state of Israel. Within the influences of the global context, local authorities cope with external pressures in the field of finance and economy, but they are not free of internal and external cultural pressures. These cultural pressures stem from cultural differences that exist between the appointed committee members and residents of the failing local authority, and the influence of the Israeli-Palestinian conflict. These cultural differences create conflict and require enabling effective strategies in negotiations in decision-making processes on the way to organizational change and effective conflict management, which will lead to rehabilitation of failing local authorities.

These global and regional influences require policy makers to consider taking these influences into account in decision-making processes, conflict management practices, and setting an orderly policy that will bring to the required organizational change on the way to rehabilitating the failing Arab Local Authorities.

IV.2. Practical Implications and Recommendations

The practical implications arising from the study relate primarily to the recommendations in the area of management policy of local authorities by the government.

1. It is recommended that the Ministry of the Interior will budget in training of local personnel for the managerial positions in the local authority during the service of the appointed committee to prepare the professional human resource that can continue to run the authority after its rehabilitation by the appointed committee. Training skilled personnel must be budgeted and to approve additional jobs to continue the rehabilitation.
2. The appointed committee must receive support and approval from the Ministry of the Interior to allow, when necessary, to replace the statutory roles, such as local authority chief executive, treasurer, engineer, in the local authority to enable the necessary organizational change. In other words, these officials are in fact the most influential on the local authority's conduct. In many of the failed local authorities that were designated appointed committees, the people in the senior positions were those who caused the failure of the authority. These people are in positions of power and therefore leaving them in their positions is burdensome on the management of the committee and on proper financial management of the local authority.
3. The findings have showed that in most cases, after the appointed committee has completed its term and new members and head of the local council were elected, local authorities returned to their previous state of crisis, and thus the four-year investment was unfortunately lost. Once the appointed committee has completed its term, and local members and head of the local council were elected, it is recommended to give them professional guidance and supervision by the Ministry of the Interior, at least for the first two years, to allow the continuation of the rehabilitation.
4. On the one hand, in Israel as a democratic state, every citizen can vote and be elected. On the other hand, the implementation of the Local Authorities law in Israel, New public Management, gives the heads of local authorities a lot of power to run the authority. However, persons can be elected as heads of a local authority, when they do not have any previous training or experience in management. Therefore, it is recommended to build frameworks for professional

development that will give heads of council basic knowledge in local authority management in all areas, such as financial management, human resources management, education management, conflict management, and so on. In the global and regional context, Israel's geo-political situation places it still within the broader context of the Palestinian-Israeli conflict. Therefore, especially when it comes to Arab local authorities, knowledge in intercultural management is highly important and must be a significant part of the curriculum of the frameworks for professional development for senior officers in local authorities.

IV.3. Contribution to Knowledge

On the theoretical level, this study is unique because unlike previous studies surveyed, this research dealt with cultural and intercultural issues related to conflict management from the perspective of an appointed committee that some of its members belong to a different culture, which manages an Arab local authority. Therefore, this study can contribute to knowledge in the field of international relations, in the context of intercultural negotiation, intercultural management, conflict management in an intercultural environment, and managing a local authority by an appointed committee that the culture of some of its members is different from that of the residents of the local authority.

In addition, this study yielded the RMR-ALA model, that constitutes a contribution to knowledge by showing how global influences that are reflected by external economic pressures on the local authority, and how regional effects, arising from the geo-political situation of the state of Israel, affect the local situation, that is, on the appointed committees in their work to rehabilitate the local authority. This integrative model combines insights attributed to the field of conflict management in an intercultural environment. Furthermore, along with the demographic changes resulting from the process of globalization worldwide, intercultural connections exist throughout the world, especially in local authorities that have concentrations of migrants. Therefore, this model is universal because it can explain intercultural management processes and conflict

management in local authorities throughout the world. Since no previous studies were found then this research is presented as original and innovative.

On the practical level, the RMR-ALA model emerging from this study can contribute to practical knowledge by providing guidance to local authorities and the central government policy on how to rehabilitate a failing local authority by an appointed committee whose members' culture is different than that of the residents of the failing local authority. In addition, the study's recommendations can lead to a change in government policy regarding local authorities in crisis, and to allocating resources towards frameworks of professional development for heads of councils and central position holders in local authorities, to prevent crises and the subsequent denial of democratic rights of residents of the local authority, even if it is temporary.

IV.4. Further Research

1. To perform quantitative research and increase the research population.
2. To conduct the research from the point of view of the heads of the failing Arab local authorities.
3. To conduct a comparative study between the work of the appointed committee in a Jewish community and an Arab community to examine the causes of the crises.

BIBLIOGRAPHY

- Abu Sharkia, N. (2008). Organizational Culture in Arab Local Authorities and its influence on their management. In Ganem, A., & Azaiza, F. (Eds.), *Is it possible to resolve the crisis?* Jerusalem: Carmel Publication, 25-50.
- Al Haj, M., & Rosenfeld, H. (1990). *Arab Local Governance in Israel*. Givat Haviva: The Institute for Arab Studies.
- Alon, I. (2010). Cultural barriers to the Israeli-Palestinian conflict. In Bar-Siman-Tov, Y. (Ed.), *Barriers to peace in the Israeli-Palestinian conflict*. Jerusalem: Jerusalem Institute to Israeli Research & Konrad-Adenauer-Stiftung foundation. 267-294. (in Hebrew).
- Auerbach, Y. (2010). National narratives in resolving conflicts of identity. In Bar-Siman-Tov, Y. (Ed.), *Barriers to peace in the Israeli-Palestinian conflict*. Jerusalem: Jerusalem Institute to Israeli Research & Konrad-Adenauer-Stiftung foundation. 158-188. (in Hebrew).
- Baker, F. P. (1995). Marketing in a Local Authority. *Journal of Marketing Practice*. 1, 4: 73.
- Beeri, I. (2009). *Turnaround Management Strategies and Recovery in Local Authorities*. PhD dissertation submitted in University College Cork: Ireland.
- Ben Elia, N. (2005). *Permission is granted: options to design a new local government*. Floersheimer Institute for Policy Studies: Jerusalem. (in Hebrew).
- Brender, A. (2005). Ethnic Segregation and the quality of Local Government in the Minorities Localities: Local Tax Collection in the Israeli-Arab Municipalities as a Case study. *Discussion Paper No. 05.01*, Jerusalem: Bank of Israel Research department.
- Bryman, A. (2008). *Social Research methods*. Oxford: Oxford University Press.
- Burggraaf, W. (1998). Intercultural management: On cultures and the multicultural organization. *Oration delivered on the occasion of the assumption of duties as*

- Professor of Intercultural Management at Nyenrode University, the Netherlands Business School on Thursday, June 11, 1998.*
- Carter, J. (2000). New Public Management and Equal Opportunities in the NHS, *Critical Social Policy*, 20, 1: 61.
- Chandler, J. (2007). *Explaining Local Government: Local Government in Britain Since 1800*. Manchester University Press: UK.
- Chandler, J. (2008). Liberal Justifications for Local Government in Britain: The Triumph of Expediency over Ethics. *Political Studies*, 56, 2: 355.
- Charmaz, K. (2000). Grounded Theory: Objectivist and Constructive Methods. In Denzin, N. K., & Lincoln, Y. S. (Eds.), *Handbook of Qualitative Research* (2nd ed.). Thousand Oaks Calif.: Sage.
- Christensen, T., Laegreid, P., & Stigen, I. M. (2004). *Performance Management and Public Sector Reform: The Norwegian Hospital Reform*, a working paper written as part of the research project: Autonomy, Transparency and Management – Three Reform Programs in Health Care (ATMhelth) at the Stein Rokkan Center for Social Research.
- Collis, J., & Hussey, R. (2009). *Business Research: A Practical Guide for Undergraduate and Postgraduate Students*, N.Y: Palgrave.
- Ben-Bassat, A., & Dahan M. (2008). *The crisis in the local authorities: efficiency against representativeness*. The Caesarea Forum, The Israel Democracy Institute, 6: Jerusalem. (in Hebrew).
- Dey, I. (1993). *Qualitative Data Analysis*. London: Routledge.
- Feder, H. (2007). *The Influence of Economic, Social and Political Characteristics on Collecting Municipal Rates in Local authorities in Israel*. Discussion paper, Jerusalem: Hebrew University.
- Given, L. (2006). Qualitative research in evidence based practice: a valuable partnership, *Library Hi Tech*, 24 (3), 376-386.

- Guba, E. G., & Lincoln, Y. S. (1982). Epistemological and methodological bases of naturalistic inquiry. *Educational Communication and Technology Journal*, 30:233-52.
- Hamilton, P. M. (2003). The Vital Connection: A Rhetoric on Equality, *Personnel Review*, 32, 6: 694.
- Kasan, L., & Krumer-Nevo, M. (2010). *Data Analysis in Qualitative Research*. Beer-Sheva: Ben Gurion University Publishing. (in Hebrew).
- Khamaisi, R. (1994). *Towards Strengthening the Local Authorities in Local in Arab settlements in Israel*. Flossheimer Institute for Policy Research.
- Marsh, D., & Stoker G. (2002). *Theories and Methods in Political Science*. Houndmills, Basingstoke, Hampshire; New York: Palgrave Macmillan.
- Maykut, P., & Morehouse, R. (1994). *Beginning qualitative research: A philosophic and practical approach*. Bristol, PA: Falmer.
- Miles, M. B., & Huberman, A. M. (1994). *Qualitative Data Analysis*. Thousand Oaks California: Sage.
- Pidgeon, N. (1996). *Grounded theory: Theoretical background*. In Richardson J. T. R. (Ed.), *Handbook of qualitative research Methods*. Leicester: The British Psychological Society books. pp. 75-85.
- Puscas, V. (2009). Intercultural communication in managing global interdependence, lecture presented in the International Congress on "Soft Power". *Cultural Diplomacy and Interdependence*. November 2009, Berlin.
- <http://www.culturaldiplomacy.org/academy/content/articles/speakers/detailed/vasile-puscas>
- Rist, R. L. (1982). On the application of ethnographic inquiry to education: Procedures and Possibilities. *Journal of Research in Science Teaching*, Vol. 19, No. 6. 439-450.
- Shkedi, A. (2011). *The Meaning behind the Words, Methodologies of Qualitative Research: Theory and Practice*. Tel Aviv: Ramot. (In Hebrew).

- Simons, H. (1996). The paradox of case study. *Cambridge Journal of Education*. Vol. 26, No. 2, 225-240.
- Smith, R. W. (1978). *Strategies of social research: the methodological imagination*. London: Prentice Hall.
- Stiner, R. (2003). *Transforming local governance: from Thatcherism to new labour*. Basingstoke: Palgrave Macmillan, UK.
- Talbot, C., & Johnson, C. (2007). Seasonal cycles in public management: disaggregation and re-aggregation. *Public Money & Management*, 27, 1: 53.
- Williams R. J., & Downey T. J. (1999). Reforming rural Ontario. *Canadian Public Administration* 42(2): 160-192.
- Yin, K. R. (1993). *Case Study Research: Design and Methods*. Sage Publications.

APPENDIX 1. An example interview

Demographic information:

Age	Education	Gender	Place of residence
29.11	B.A	Female	Mas'ade - northern Golan Heights

1. Tell me about the appointed committee in your locality:

“The committee in Mas’ade was appointed about seven years ago, as a substitute to the local council, and was appointed by the Ministry of the Interior. The committee numbered five people, including one woman. A woman as a representative of the public was unprecedented at the time. The committee promoted the locality on many levels: education, welfare, infrastructure and buildings, in addition to increasing female representation in the local human resources division.

Since then, the committee has managed the council’s current affairs, including development, paving, investments in education, etc.”

2. In your opinion, did your locality need an appointed committee? why? What do you think were the reasons for convening an appointed committee in your locality?

“Yes, (a) because there is no consensus on local leadership in the Druze villages of the Golan Heights, the Ministry of the Interior appoints those who are heading the council. (b) There was no agreement among the members in the previous local council that existed prior to the arrival of the current committee, which disrupted the council and as a result services to all residents were not provided.”

3. In your opinion, was there justification for disbanding your local council? why?

“Yes, that was the proper solution. At the time, wars were fought both on personal and political grounds, which led to disruption and denial of the services offered to the

community and to us as workers, and to the absence of a secure and growing organizational mechanism.”

4. What problems can arise from the appointment of an appointed committee as opposed to choosing a local authority head by the residents themselves?

“As with everything, there are advantages and disadvantages. In this case, the advantages prevail. To begin with disadvantages, an external appointed committee is not fully aware of the problems of the local community, to the complex values and mentality of the locality itself.”

“Regarding the advantages -

- *An external appointed committee acts with equality for all residents, is neutralized from all influences of the clans (all residents are equal).*
- *An external appointed committee safeguards the council’s treasury, by not appointing unnecessary positions, because it does not consider itself obligated, it’s a fact that today the Mas’ade local council has a healthy treasury.”*

5. What expectations did you have from the appointed committee appointed for your community?

“Building an organizational mechanism.”

“Clear role definitions within the organization.”

“Increasing female representation within the organization.”

“Raising education to a good level by investing in buildings and projects.”

6. To what extent were these expectations fulfilled? What expectations were not fulfilled?

“Expectations were met in the best possible way; the results are seen in the real world.”

7. Do you think an appointed committee has high chances of recovering a local authority in a crisis? What conditions will help success? What situations can delay recovery?

“An appointed committee is a professional and practical committee that can lead to the recovery of a local authority. Of course, in order for it to succeed, cooperation is required on the part of the workers who are on the council, mainly by the authority responsible for the income of the authority, such as the council treasurer and the accounting.”

“In addition, an organizational change is required, and a person that can prioritize tasks in a professional manner.”

“If the collection of municipal taxes is low, indicating a lack of trust between the residents and the council and a lack of cooperation between the workers and the supervisor, this will greatly delay the recovery.”

8. Does the ethnicity of the head of the appointed committee affect the committee's success? Why and in what areas? Does the fact that the head of the appointed committee is not of the same origin as that of the locality, such as a Jew and Druze, can influence the committee's effectiveness? Why? If the head of the appointed committee is of the same origin, is this preferable? why? In what areas? In what aspects?

“As part of my motto, I would not give weight to the origin but to the human qualities, but after the recent events in Israel, I see fit to diversify in ethnicity even if it is the head of an authority, even if it is a school teacher, in that you can make a different civil fabric that pushes away any racist value.

If the head of the committee is not of the same origin as in the community (a Jew in a Druze community), in my opinion there is added value to this issue. The fact that the council is running and we work together in one municipal area is both a challenge and a gift we received.

In my eyes this subject is the key for us all to realize the Zionist dream of establishing a Jewish and democratic state. From the very beginning of the establishment of the state it was clear that the Jewish nation-state would always include a large minority of Arab and other non-Jewish citizens, a minority that shares a common citizenship. It is essential that we strive for all citizens of the country, Jews and Arabs alike, will feel that this country is their home, and we all have a shared responsibility and interest for its existence and prosperity for the benefit of all its citizens

I see this as the vision of the state as embodied in the Israeli Declaration of Independence, and in all modestly I say it also overlaps with my credo. This issue is in the long term a question of existence for us when it can be realized through ambassadors who in our case – are the head of an authority from a different origin or a school teacher of different origin.”

9. What do you think of the management of the appointed committee in your community? On education, culture, engineering, finance?

“The committee functions properly when it is possible to see results attesting to this in reality, especially if we look where we were and where we stand today.

In the last 6 years, a high quality education system has been established in our village, with state funds and council funds. There is a great development of the social services, in terms of treatment, but more so in prevention. The council, with great help of state funds, is establishing a physical infrastructure array of roads, sanitation, and other development components that significantly reduce very large gaps that have been created over many years. It should be understood that this is part of the effort and policy of the council that encompasses all the departments and headquarters of the council.

I will expand on the field of education for which I am in charge: A multi-year course is being set up for the establishment and nurturing of kindergartens. There are now nine kindergartens, four of which are in modern, well-equipped new buildings, the other five will be transferred to new buildings in the next two years.

Since last year, the council has been organizing and running a unique program that we have initiated together with government ministries such as welfare and education (the National Program for Youth at Risk). A program led by workshops and ongoing tailored programs.”

APPENDIX 2. The categorization process

Difficulties	Ambivalence	<p>In summary, from the human aspect, it is preferable to have a council head of the same origin, from the professional aspect - until the balance and rehabilitation of the council, it is preferable that he be external and not of the same ethnic origin.</p> <p>In a place that is unfamiliar to the committee, and in which the public does not know the committee members, it will be a difficult role for the committee itself in terms of building work plans according to the needs of the community, the order of priorities, and the public demands from the council. The residents get a council with new management that is not familiar with their working practices and way of management. This can create a large gap between the expectations of the public and the functioning of the council.</p>
	Introduction into the place as a foreign body	An appointed committee is a foreign body that comes to the community to manage it as a local council that fulfills its role for the public. But the committee deals with a public that does not know it, and it does not know the culture or the place itself. Until the committee learns the place and the people and knows their needs, it will take a long time.
	Resistances	On the one hand, the appointed committee is the only solution for establishing a management team on the council. On the other hand, the people of the village always want to manage their affairs personally, without introducing what they perceive as a foreign body to run the village.
	Issues in democracy	<p>When the council is ready, then they appoint from the local residents.</p> <p>A council with continuity must be built, i.e., to build a future generation out of the residents of the community, to integrate them in the administration of the council, so that when the appointed committee completes its function, there will be continuity to proper management and development of the village in all aspects.</p>
	Composition of the appointed	Out of public figures and professionals who fulfill the various functions in the council.

	committee	
	The nature of the appointed committee	A management team at a local council of the village.
Reasons for appointing an appointed committee		<p>Because the wars that were between the members of the council who are from different clans did not contribute to the advancement of the village.</p> <p>So it will manage the place and the council for balance in all respects, and when the council is ready then the appointments are made out of the local residents of the place (insight: interesting that she does not say: ‘electing’)</p> <p>The appointment of an appointed committee in my village is desirable because there are internal family conflicts in my village. Each family wants the head of the council to be of theirs, therefore, there are always objections from the other families. These confrontations continue for many years, which gives the Ministry of Interior many reasons to appoint a committee.</p> <p>Because the wars that were between the members of the council who are from different clans did not contribute to the advancement of the village, all the development of the village, including physical development, such as the construction of schools and roads, and in addition to some management everything was delayed.</p>
Perception of the appointed committee’s role		<p>The wise chairman of committee will know how to leverage the locality with the two different cultures.</p> <p>Public figures and professionals, he is not from the community and he is a professional, and he does his job professional manner, to meet their needs and give them the best service.</p> <p>In the past, there were a number of attempts to manage the locality by the local residents and those were unsuccessful. So the Ministry of the Interior appoints an appointed committee to manage the place and the council towards balance in all respects.</p> <p>And they came to work in a problematic arena and know how to manage things in a neutral way that</p>

		comes in the public interest . Of course, the council will have to map the entire community in order to learn the arena and the atmosphere.
Inter-cultural issues	Understanding the local culture - cultural differences	<p>There is no doubt that the ethnic origin of the head of committee that is different from the residents of the community that he was appointed to manage, can interfere because of cultural differences, and this is expressed in lack of knowledge of that culture and its preferences. On the other hand, the difference of ethnicity can have a positive effect on the chairman of the committee that came from another culture and brings with it another culture. The wise chairman of committee will know how to leverage the locality with the two different cultures.</p> <p>Each family wants the head of the council to be of theirs, therefore, there are always objections from the other families.</p> <p>That the village is run by a foreign body that does not know the culture, the people, and even the place. Something that makes the committee take time until it enters the atmosphere and begin to work according to the wishes of the residents and not according to predetermined criteria that may not fit our arena, the committee is a ‘foreign body’.</p>
	Relations with the residents	<p>He speaks the same language, so he will have no difficulties in communicating with the public figures around him, the communication is a very important criterion in cooperation between the residents and the head of the council. A council head from the same origin can communicate with the people directly. He can receive the residents in his office and hear their demands, and understand them better than an appointed head of council that comes from another sector and finds it difficult to communicate with the people.</p> <p>He began to get to know the people and enter the matters of the residents so that he can meet the needs.</p>
Expectations from the appointed committee		<p>I demand and expect the council to alleviate the public with services that can be brought to the village, such as certain medical services or the establishment of academic institutions, etc.</p> <p>Medical services that are still far from the community or job opportunities that are somewhat limited.</p>
		Director of the bureau and Library.

		34 years old, A.
--	--	------------------