

CITIZEN PARTICIPATION IN ISRAEL'S  
PROJECT RENEWAL  
AND THE IMPACT OF DIASPORA INVOLVEMENT

by

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## PREFACE

In 1968, Professor Carl Frankenstein, one of Israel's most experienced educators, decided to conduct a special educational program aimed at poor children. He selected students from poor neighborhoods in Jerusalem who had just finished their elementary studies.(1) They were all accepted into one of the best high schools in Israel, the high school "near the Hebrew University." Prof. Frankenstein proposed that, with proper methods of teaching, these youngsters would have an opportunity to function effectively in society by obtaining a better chance to break out of the grip of poverty. He wished to help the youngsters to reach the intellectual potential he believed was being damaged by environmental factors.(2)

I had the privilege of being one of these students. This was the first step which eventually led towards participation in a Doctoral Program in Social Work.

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- (1) Twenty-five students were selected, most of Sepharadic origin. The program's duration was four years, and most of the students continued their formal studies in the Hebrew University.
- (2) Frankenstein, Carl. Impaired Intelligence. (Jerusalem, Israel: 1970).

I believe his success proved that alleviation of adverse conditions can be accomplished with the proper knowledge and the proper tools. His inspiration helped me to choose social work as a profession to help people from my community.

In Israel, I was an experienced community worker, moving up the ladder from active participant to staff. Immediately after service in the Israeli Army, I began my studies in social work at Hebrew University, majoring in community work. I acquired a BSW and eventually graduated with an MA in Public Administration, with a concentration in welfare policies. At the same time, I graduated with honors from the University's Schwartz Program for directors in community centers. Simultaneous with my years of study, I worked in community projects in an attempt to integrate what I had learned into my practice.

I am a resident of the Mousrara Community in Jerusalem, one of the most problematic poor neighborhoods in Israel. After the Declaration of Independence of the State of Israel in 1948, the Arab residents of the Mousrara community departed to the other side of the neighborhood, which remained under Jordanian authority. There was also great immigration of Jews from Arab countries to Israel, creating a housing problem. One solution was to move the Jewish immigrants from tent camps to the empty houses in Mousrara. These houses were old, small, and in disrepair. Each house

was shared by two or three large families, with everybody using one bathroom and one kitchen per house. The housing conditions and the educational system were inferior in comparison to other parts of the city. As was the case in similar communities, the crime rate among youth was also very high.(3) In time, the government rehabilitated two huge apartment buildings. These apartment buildings had formerly been Arab houses. The problems in the area worsened because of the greater overcrowding. The economically mobile people moved out, leaving behind people who were not economically mobile. When the apartment buildings were constructed, there was no money left to rehabilitate the former Arab houses. All money was used for massive housing projects in other areas; the Housing Ministry took no interest in Mousrara.

After the Six Day War in 1967, Mousrara ceased to exist as a border neighborhood and became part of the geographical center of Jerusalem. The residents expected that, with the

- 
- (3) Greenstone, J. David and Peterson, Paul E. Race and Authority in Urban Politics, Community Participation, and the War on Poverty. (New York: The Russell Sage Foundation; 1982); p. 3

Albert K. Cohen, in In Delinquent Boys: The Culture of the Gang (1955), (Taken from Moynihan, Daniel P. Maximum Feasible Misunderstanding, Community Action in the War on Poverty, p. 23.)

solution of security problems, the government would provide money to rehabilitate the neighborhood. However, nothing was done until the civic unrest which occurred in 1969.

During that year, the government could have taken the initiative in helping the residents but did not do so. With the aid of professional community workers, a group of youngsters with delinquent backgrounds created an organization called the "Black Panthers", which brought the problems of the poor to the forefront of Israeli society. The concept of "The Second Israel" was developed, which referred to the Sephardic citizens in Israel who lived in poor neighborhoods and border settlements, suffering from bad housing conditions, lack of education, low wages and low self-esteem. The Black Panthers took to the streets so that the cry of the poor could be heard. On the one hand they associated with political groups of the left. On the other hand, some of their members used violence against the police and destroyed public property, which diminished the sympathy of the rest of the Israeli population. This was a major political mistake on the part of the Black Panthers.

The political groups from the left are considered by most of the Israeli public and media as groups that are against the government because of political issues. When the Black Panthers became a part of these groups, they represented those political issues (the Arab position, the

West Bank, etc.) which were not accepted by the major portion of the Israeli public and which were not accepted by the poor they were supposed to represent, since most of them support the policy of the government (Likud and Ma'arach). The government, the public, and the media ceased to see them as a group who speaks for the poor.

The Black Panthers raised the problem of poverty to a new level of consciousness. Project Renewal is a public response to the conditions that were illuminated by the activities of the Black Panthers. This project was advanced soon after Prime Minister Begin took office. In June of 1977, he announced the government's intention to do away with poverty as a top priority item. This was the germ of the idea which became known as Project Renewal.



CHAPTER ONE

INTRODUCTION

## CHAPTER ONE

## INTRODUCTION

Project Renewal is part of a social policy initiative aimed at ameliorating the inadequate living conditions of residents in distressed neighborhoods in Israel. In September of 1977, the Israeli Prime Minister, Menachem Begin, in addressing a United Jewish Appeal (U.J.A.) gathering, called upon the delegates to help solve the problem of poverty in Israel(1) through a special Israeli-Diaspora joint project. In his appeal to rid Israel of poverty, the Prime Minister urged Diaspora Jewry to raise half of the \$1.2 billion required to implement the project. He announced that the Government of Israel would assume responsibility for financing the other half and that the enterprise would be a joint undertaking.

The U.J.A. formally accepted the Prime Minister's proposal in December of 1977. In January of 1978, the

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(1) This Israeli version of a "War Against Poverty" has many inspirations. One of the important writers of social policy in this regard is Richard Titmuss. Titmuss sought in his work to improve life in modern society. Titmuss postulated that a "War against poverty could be waged."

Katz, Israel. "Richard M. Titmuss, Idealist, Scientist, and Man of Action," in Social Security Journal of Welfare and Social Security Studies. (Jerusalem, Israel: No. 6-7; July, 1974); pp. 139-140.



Figure 1. Project Renewal Communities as of 1986(a)

(a) Source: The Renewal Department, Jewish Agency, Jerusalem 1986 p. 3.

Israeli cabinet established a joint committee of the Jewish Agency and government representatives. Its task was to coordinate Project Renewal policies.(2) A target of 160 poor neighborhoods, housing 45,000 low-income, mostly large, families of Middle Eastern origin was set for the project.(3) Because most of the people living in poor neighborhoods in Israel are of Middle Eastern origin, Project Renewal is an attempt to solve one of the major problems in Israeli society - the gap between the "Sephardic" and the "Ashkenazic" populations.

This gap is not only a cultural one, but a socio-economic one as well. The Sepharadim living among Arab lands adopted a different approach to life than people in Western society. They were familiar with nonparticipatory forms of government. The Ashkenazim who came from European countries acquired a different set of skills and values - with emphasis on technological innovation and industrialization.(4)

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- (2) Elazar and King. The Extent, Focus, and Impact of Diaspora Involvement in Project Renewal - Interim Report. Published by the International Evaluation Committee for Project Renewal (July, 1982) pp. 1-2.
- (3) Jaffe, Eliezer. "Project Renewal: An Insider's View," from Journal of Jewish Communal Service. (1980); p. 181.
- (4) Jaffe, Eliezer. "Division and Unity, A Project Renewal Briefing Paper." (United Jewish Appeal; 1976); p. 8.

When the Sepharadim came to Israel, they were at a triple disadvantage: they came from Moslem countries which did not prepare them adequately for the Ashkenazi way of life; they were settled in outlying areas, cut off from the mainstream; and they did not have the professional facilities (such as trained teachers) that were available to people in urban centers.(5) In its attempt to close the "socio-economic gap", the difference in standards and achievement between "Sepharadim" and "Ashkenazim", Project Renewal not only meant hope for Israelis living in conditions of distress, but also a healthier, more cohesive Israeli society, better prepared to cope with internal and external pressures.(6) It was the first time in the short history of Israel that such a huge project, dealing with all aspects of poverty in Israel (health, education, employment, housing, senior citizens, child care, etc.), was conducted.(7)

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(5) Ibid., p. 9.

(6) Ibid.; p. 1.

(7) Ornati defines poverty as "the lack of command over goods and services sufficient to meet minimum needs." Ornati, Oscar. Poverty Amid Affluence. (New York, New York: The Twentieth Century Fund; 1966); p. 2.

One of the principles involved in Project Renewal is that the residents are supposed to help themselves, with the guidance and assistance of professional workers. The success of the Project depends on the participation of residents in the process of planning, decision making, and implementation, or as Conway states,

A vital feature of every community action program is the involvement of the poor themselves - the residents of the areas and members of the groups to be served - in planning, policy-making, and operation of the program.(8)

Until recently, residents in disadvantaged areas have been objects of aid, but rarely participants in neighborhood decision-making. In opposition to traditional government paternalism, participation by residents enables people to feel they have a say in their lives. Prof. Eliezer Jaffe claims that the Sephardic residents, especially, are viewed as second-class citizens and see their participation as a possible entrance into the cultural mainstream and societal acceptance. Therefore, he stated that if we succeed in implementing this goal and no other, Project Renewal will still have been a great success.(9)

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(8) Moynihan, Daniel P. Maximum Feasible Misunderstanding, The Clarke A. Sanford Lectures on Local Government and Community Life. (New York, New York: The Free Press; 1967); p. 97.

(9) Jaffe, Eliezer. "Project Renewal: An Insider's View," Ibid. p. 183.

Until 1983 there had been little in the way of serious examination of residents' participation, although it is one of the main principles and goals of the project. The International Committee for the Evaluation of Project Renewal indicates in its report:

We do not yet have data on the quality of the participation of neighborhood representatives on the committees and the nature of their contribution to the planning and management of local projects.(10)

In 1984 Ruth Liron and Dr. Shimon Spiro published data based on examination of 25 neighborhoods from 1978 until 1982.(11) This was followed by Arza Churchman with her examination of a sampling of neighborhoods on the same aspect.(12) No survey examined all the neighborhoods

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- (10) The Government of Israel, The Ministry of Housing, Office of the Deputy Minister, and the Jewish Agency Project Renewal Dept. "The International Committee for the Evaluation of Project Renewal Annual Report for 1982." (March, 1983); pp. 27-28.
- (11) Ruth Liron and Dr. Shimon Spiro Participation of Residents' Representatives in Project Renewal and Renewing Neighborhoods. The Pinchas Sapir Center of Development near Tel Aviv University, Tel Aviv, September 1984. p. 7.
- (12) Arza Churchman, General Evaluation of Project Renewal in Israel, Participating and Participation of Residents, Machon Neeman, The Haifa Technion, 2nd Vol. 1985.

included in Project Renewal. This study is intended to overcome this gap in knowledge and will focus on the issue of residents' participation in the project.

Residents' participation was also one of the principles in the War against Poverty in the U.S. and was part of the law, Title II, of the Economic Opportunity Act (Section 202a, Part 3). Many U.S. studies concluded that one of the main reasons for low participation by poor people in community life is a lack of power possessed by poor people. Awareness of the ability to influence community affairs was regarded as a necessary condition for meaningful participation.

The poor must acquire power as well as money. The poor lack such political resources as stable financing, social prestige, and easy access to decision makers...They are not in a position to influence the policies, procedures, and objectives of the organization responsible for their welfare. (13)

According to Weber, groups in power will not willingly relinquish their power. (14) The possibility that the Israeli government will easily work towards increased participation of citizens is, perhaps, lower than in the

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(13) Donovan, John C. The Politics of Poverty. (New York, New York: 1968); p. 58.

(14) Gerth and Mills (editors), From Max Weber: Essays in Sociology (New York, New York, Oxford University Press, 1972) pp. 196-198.



U.S., due to the different electoral systems. In the U.S., members of Congress are elected directly by the public, and elections are personal. The elections are held every two years for the House of Representatives and every six years for the Senate. In order to be re-elected, the elected representatives must be in contact with the voters in their districts. Their commitment to the voters is much higher than in Israel, where elections are based on proportional representation of each party. A delegate is elected by a small group of members of the party's board, not by the public who voted in favor of the party, which in most cases, doesn't even know the delegate until he enters the Israeli Parliament. Elections in Israel are held every four years. It was possible to find in the Israeli Parliament six or seven delegates who lived in one relatively prosperous street in North Tel Aviv, while ten poor neighborhoods in the same city did not have any representatives in Parliament with any special accountability to them.

Almost all the political organizations work as centralized systems, which give power to a small group of people. In contrast, a decentralized system, would enable participation of many segments of the population. Project Renewal can be viewed as one effort to influence this centralized kind of political and organizational system to

maximize participation of the poor in their own neighborhoods.

Banfield suggests that, in order to be a partner in the exchange processes of political decision-making, one should have enough "credits" to trade.(15)

### The Study Hypothesis

The power of the poor can be multiplied with an external source in order to provide such credits. In the case of Project Renewal the credits can be regarded as coming from the involvement of Diaspora Jews. This assumption, which suggests a way to obtain the necessary credits, is built into the study hypothesis.

The study hypothesis is that there is a positive correlation between the level of involvement of the twinned Diaspora communities and the level of participation of residents in the neighborhoods.

Two variables are examined:

1. The involvement of the Diaspora Jews.
2. The participation of residents.

For the first variable the study examines 81 neighborhoods covering the year between May 1984 to April 1985. In July 1982, Elazar and King examined 64 Diaspora communities and

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(15) Banfield, Edward C. Political Influence. (The Free Press; 1961), pp. 319-320.

the level of their involvement in Project Renewal's neighborhoods. In order to compare the situation between 1981-1982 to 1985, the author has reexamined the 64 neighborhoods which were the subject of the previous study plus 17 additional neighborhoods, utilizing the same methodology. The second variable, participation of residents, was examined as follows:(16)

A. The Quantitative Aspect refers to components of participation which serve as indicators of participation such as number of residents who participate in the different committees, non-professional workers from the neighborhood, elections held in the neighborhood for representatives in the Steering Committee, and other similar factors.

B. The Qualitative Aspect - If citizens' participation has the intent of overcoming powerlessness, one could look for signs of success if outsiders and professional workers consider the neighborhoods' residents as full partners in the decision-making process, with concomitant assumption of responsibility for their own future. The qualitative aspect is based on evaluation by experts.

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(16) The quantitative and qualitative aspects are discussed in detail in the Methodology Chapter, pp. 78-80, and pp. 118-123.

C. The Integrative Aspect A correlation between the two aspects of residents' participation is necessary. The correlation between the two major variables, the involvement of the Diaspora Jews and the participation of residents is examined.

#### Project Renewal - Objectives and Principles

Project Renewal's objective was "to rehabilitate all the disadvantaged neighborhoods in Israel within five years." The official goal of Project Renewal was to improve the social conditions of the target neighborhoods, in order to enhance the quality of life. In particular, Project Renewal sought to improve conditions that directly had an impact on children. This could be done by improving the housing conditions, the social and physical environments, and public services. At the same time, cultural and educational enrichment should be provided, along with more options for employment. (17)

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(17) "Project Renewal - The Light at the End of the Tunnel." Published by the Public Relations Department of the Prime Minister's Office. (1983); pp. 3-4.

The program is based upon the following principles:

1. "Neighborhood rehabilitation should be comprehensive and integrated, including 'physical' and 'social' aspects."(18)
2. "Rehabilitation should be accomplished with and by (rather than for) neighborhood residents. The residents should be involved in planning and implementation."(19)
3. "The intervention should be time-limited (i.e., five years), and the injection of resources should be sufficient to do the job. An average allocation of U.S. \$6 million for each neighborhood was initially envisaged."
4. "Part of the funding would come from Diaspora communities, who will adopt specific neighborhoods and become involved in their rehabilitation."
5. "No new bureaucratic machine is to be created. Programs are to be administered by existing agencies, with special emphasis on the role of local government."(20)

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(18) Elazar, Daniel J. The Extent, Focus, and Impact of Diaspora Involvement in Project Renewal - Interim Report. (July, 1982); pp. 1-2.

(19) Jewish Agency for Israel, Renewal Planning, Monitoring, and Evaluation Department. (June, 1983); p. 4.

(20) The International Committee for the Evaluation of Project Renewal, Annual Report for 1982, p. 8.

### The Goals of Project Renewal

In an early "Planning Guide", distributed in 1978 by the Social Policy Group in the Deputy Prime Minister's Office, the goal of Project Renewal was defined as "to make the neighborhood a good place in which to live and in which to bring up children." This goal was broken down into a number of objectives as follows:

1. To develop the ability to influence one's condition, that is, to develop both the influence and the responsibility of neighborhood residents, for their own and the neighborhood's condition.
2. To diminish feelings of alienation and to enhance feelings of belonging and association. To narrow the gap between the distressed, creating close relationships between neighborhoods and the other sections of the city.
3. To enhance the opportunities in life of youth growing up in the neighborhood.
4. To enhance the opportunities and the economic independence of the adult population.
5. To expand and enhance cultural opportunities.
6. To improve the ability to function of the weaker groups.

7. To improve the quality of life from a social point of view (social relations, security and community).
8. To improve the quality of life with respect to the physical and environmental aspects (housing, quality, and environment). (21)

The structural framework of Project Renewal is based on two levels - the national level and the local level. On each level, there are committees consisting of representatives of the ministries, the Jewish Agency, the local municipalities, and representatives of Jews from the Diaspora.

1. The national level - The Inter-Ministerial Committee coordinates Project Renewal policy.

The functions of the Inter-Ministerial Professional Committee are as follows:

- a. Determining targets, priorities and ways of performing the Project all around the country, according to the principles assigned by the Supreme Committee for Coordination.
- b. Helping the different committees in the neighborhood in achieving information, planning, consultation, performance, follow-up and directing the local committees.

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(21) Ibid., p. 8.

- c. Dividing the resources of the Government and the Jewish Agency (money and personnel) between the neighborhoods included in the Project.
- d. Assigning tasks to the Government Ministries and the Jewish Agency in order to advance the Project, and dividing the responsibility for budgets, professional inspection and performance.
- e. Approving the local plans for rehabilitation.
- f. Approving general plans for more than one neighborhood.
- g. Appointing neighborhood directors.
- h. Following-up the performance and the progress, evaluating the results of the Project in the local and national level.
- i. Determining criteria for adding neighborhoods to the Project or ending the Project in others.
- j. Passing projects to public organizations after the Project ends in the neighborhood.
- k. Determining procedures of work to all the Project systems in the neighborhood.(22)

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(22) Regulations for Local Steering Committees, pp. 4-5.



Residents are not present in the Inter-Ministerial Professional Committee meetings which take place in Jerusalem. The members of the Inter-Ministerial Professional Committee are representatives of the Government Ministries and of the Jewish Agency.

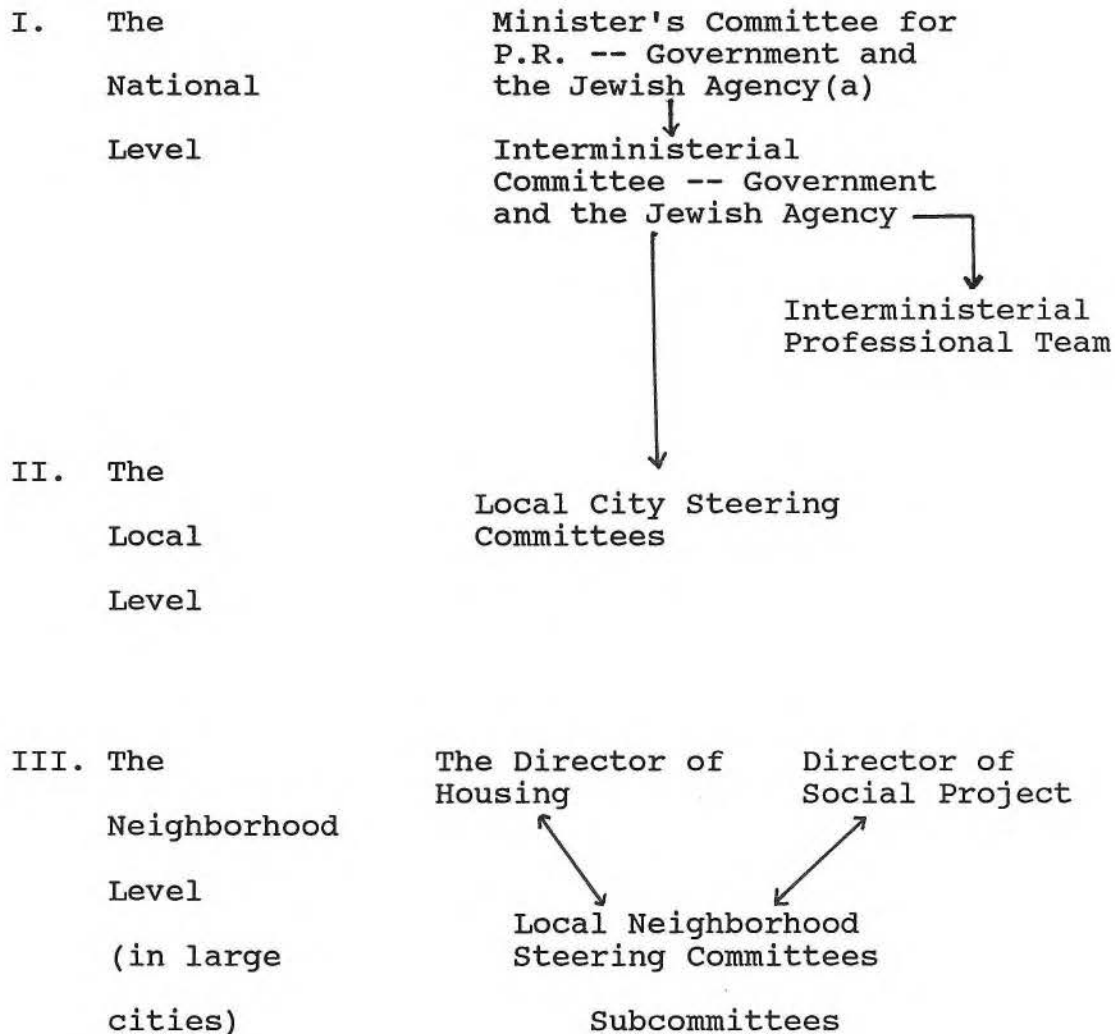
The Jewish Agency - 1 Representative  
 Housing Ministry - 1 Representative and a chairman  
 Health Ministry - 1 Representative  
 Education Ministry - 1 Representative  
 Community Centers - 1 Representative  
 Interior Ministry - 1 Representative

2. City Steering Committee - In the large cities, these groups are authorized to approve programs and projects submitted by the local Neighborhood Steering Committees. These committees are composed of representatives of the city, the Jewish Agency, and the ministries. Only in special cases do they have one or two representatives of the residents.
3. On the local level - Local Neighborhood Steering Committees (L.N.S.C.) are composed of:
  - a. Representatives of the local population (50% of the total members committee).
  - b. Municipal authorities - the L.N.S.C. chairman is usually the local mayor or his deputy.

- c. Cabinet Ministry representatives - one representative from each involved ministry.
- d. The local representatives of the C.C. (Community Center).
- e. Representatives of the Jewish Agency.
- f. Representatives of the twinned U.S. community, if any, in an advisory capacity.
- g. To identify problems, define needs, and propose specific plans. Presumably, no project resources can be expended unless first approved by the steering committee.

TABLE 1

## PROJECT RENEWAL: TABLE OF ORGANIZATION



- 
- (a) The Supreme Committee for Coordination composed of Government Ministers and Heads of Departments in the Jewish Agency (the Chairman of the Committee are the Chairman of the Jewish Agency and the Deputy Prime-Minister. This committee determines the goals of Project Renewal, approve its organizational principles and performance, determines which neighborhoods are to be included in Project Renewal and the financial resources to each neighborhood.

### The Contribution and the Limitations of the Study

The aim of the following study is to enrich the social work profession on the issue of Participation of Clients in Social Welfare agencies, an issue which has been largely developed in the last decade.

Project Renewal is the largest social project operated in Israel since the establishment of the State in May 1948. The Project includes eighty-one poor neighborhoods which are comprised of over 600,000 residents in each and a budget of \$600,000,000.

The study examines the level of residents' participation in all eighty-one neighborhoods included in the project, and is the only study conducted on Project Renewal which examined more than a sample of the population. It also examined the level of involvement of each of the seventy-four Diaspora twinned communities. A model of thirteen components of residents' participation was developed, which were scaled in order of importance by twenty experts on social affairs in Israel.

The study represents a comparison of the level of involvement of the Diaspora twinned communities between 1981 to 1985/1986. The instrument of measuring it, as built by Elazar and King, was developed based on the twenty experts mentioned above. Examination of the relationship between the

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Diaspora communities and the Israeli neighborhoods contributes to a better understanding of the processes of involvement leading towards better ways of using the influence of the Diaspora Jews on the Israeli political system on behalf of the poor residents in Israel.

However, the study suffers from several limitations:

1) Methodologically because of the use of evaluations of people who are involved in the Project, there is therefore always a suspicion that their evaluation regarding the Project's achievements is too high. 2) The validity of the model of thirteen components which was used in order to measure residents level of participation should be examined in other studies as this is the first time such a model is being used.

It will be noted that the quantitative index and the qualitative index were specifically developed in this study by the author.

One should bear in mind that the grading of the level of residents' participation in each of the eighty-one neighborhoods describes only the situation in 1985/1986.

## CHAPTER TWO

### REVIEW OF THE LITERATURE

## CHAPTER TWO

## REVIEW OF THE LITERATURE

As noted above, resident participation is one of the main goals of Project Renewal, and is implemented in the Regulations of Project Renewal (local steering committees and sub-committees). "A major goal of the Project has been to encourage maximum participation of people in the local neighborhoods to plan, articulate, and work towards meeting their own needs."(1)

The assumption was that participation of residents will help achieve success of the project. Dr. Eliezer Jaffe stated "if we succeed in implementing this goal and no other, Project Renewal will still have been a great success."(2)

What is meant by the term, "participation"?

"Participation

1. The state of participating or sharing in common with others.

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- (1) Kahn, William. "Progress in Project Renewal," in Journal of Jewish Communal Service. (Volume 50, No. 2; Winter, 1982).
  - (2) Jaffe, Eliezer. "Project Renewal: An Insider's View," from Journal of Jewish Communal Service. (1980); p. 183.



2. The act or state of receiving or having part of something.
3. Distribution, division into shares.
4. Companionship.

Participant

1. A partaker, one having a share or part."(3)

Arnstein defines citizens' participation as a way of redistributing the power, which enables "Have-Not Citizens", who are not presently included in the political economic process, to be included in the future. It is a process by which the "Have-Not Citizens" take part in determining the distribution of information, goals, and policy.(4)

Donovan explains that citizens' participation is potentially an important instrument of social change. Leaders from the New Left argued that, by involvement, the poor must acquire the power to control the funds and the policies of the anti-poverty programs and to do away with the "welfare colonialism" in America. Others have minimized

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(3) Webster's Dictionary. (Cleveland, Ohio and New York, New York: The World Publishing Co.; 1951); p. 1,220.

(4) Arnstein, S.R. "A Ladder of Citizen Participation," in Journal of the American Institute of Planners. (Volume 35; 1969), p. 216.

participation to "mere" policy-making as a means of involvement.(5) In any case, "without power redistribution, there would be no great improvement in the condition of the poor."(6)

What are the arguments in favor of participation of clients?

1. The chief value stance is embodied in the belief in the fundamental right of individuals and groups to take part in the process of decision-making which affects their lives.

Participation of clients is a means used by individuals to control huge social and impersonal organizations and to increase the power of individuals and small groups in order to enable them to have greater influence, to reduce their feelings of strangeness and powerlessness, as well as making these organizations more responsive to their needs.(7)

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(5) Donovan, John C. The Politics of Poverty. (New York: 1968); p. 44.

(6) Ibid.; p. 43.

(7) Arnstein (1969, p. 216) stresses that participation of the client in decisions concerning his life is a fundamental right in a democratic society.

"Citizens' participation is a means to correct the powerlessness, to place the poor in active roles in their own projects, including the making of policy."(8)

2. Participation of clients is a useful means for obtaining the information held by them. Frequently organizational effectiveness is enhanced by utilizing the non-formal information held by people who were not exposed to formal academic education, but who are personally experienced with suffering and distress.(9)
- It is known that often professional workers come from the middle class and their clients from the low-income class. The cultural and social differences between them can hinder the professional worker in his attempts to establish a good relationship with his client by not understanding his problems. Others (the non-professional clients from the same class) can help him in achieving an understanding of client and community needs. On the other hand, there are arguments that the distance between the professional worker and his

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(8) Donovan, John C. The Politics of Poverty. (New York, New York: 1968); p. 43.

(9) Gartner, Allen. The Paraprofessionals and their Performance. (New York, New York: Prager; 1971); p. 29.

- client helps the worker to give service without pressure from the population with which he works. (10)
3. Participation of clients is a tool to achieve changes in welfare services and their organizational structure. We see that professional social organizations that are politically neutral tend to prefer treatment of the individual and family over intervention in community life. (11) Community action is an administrative concept calling for a new method of administering welfare policies which recognizes a need to change the institutions serving the poor. In this approach, different institutions, each taking care of another aspect of the individual's life (health, education, etc.), are amalgamated to find a way through the "welter of bureaucratic confusion." Citizens' participation is a means of bringing about a greatly improved "administration" of overlapping welfare and a method of social action thus facilitating far-reaching social reform. (12)

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- (10) Wilensky, Harold L. and Lebaux, Charles, N. Industrial Society and Social Welfare. (New York, New York: The Free Press; 1965); pp. 299-300.
- (11) Cloward, Richard and Epstein, Irvin. Private Social Welfare Disengagement from the Poor; The Case of Family Adjustment Agencies," in Community Action Against Poverty, edited by Brager and Purcell, 1964.
- (12) Donovan, John C. The Politics of Poverty. (New York, New York: 1968); pp. 43-44.

4. Participation of clients is a tool to change distribution of political power. One of the problems of poor families is a sense of powerlessness and inability to influence their fate.(13) The poor do not have access to major social roles in the social structure and, consequently, they are devoid of the status, rights, and obligations that accompany such roles. Therefore, they are not in a position to benefit "from the influence which can be derived from regular participation in major institutions."(14) The process of participation of clients can promote their capacity for organization as an interest group. In this way they can achieve power by gaining control of some of the resources of the agencies they work for, such as

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- (13) Haggstorm, Warren C. "The Power of the Poor," in Poverty in America, edited by Ferman, Louis A., Haber, Alan, and Kornblum, Joice L. (Ann Arbor, Michigan: University of Michigan Press; 1966); pp. 315-334.
- (14) Cloward, Richard A. and Piven, Frances Fox. "The Professional Bureaucracies Benefit Systems as Influence Systems," in The Role of Government in Promoting Social Change, edited by Silberman, Murray. (Proceeding of a Conference, Arden House, Harriman, New York, November 18-21, 1965.) (New York, New York: Columbia University School of Social Work; 1966).



money, knowledge and connections with other influential persons in the organization. With those means, they can influence distribution of political power and their own fate.

In sum, poverty has a political as well as an economic dimension. By mobilizing community groups in poor neighborhoods, it is possible to develop a new political elite that could effectively articulate group interest. Citizens' participation can help the poor become a major factor in both the selection of political authorities and the shaping of public policies.(15) It necessarily involves the development of groups among the poor capable of exerting substantial political pressure on existing institutions.

5. Increased citizen participation often results in cooptation. The concept of cooptation was developed by Selznick.(16) He argues that when bureaucratic organizations are surrounded by an uncertain group environment which threatens their performance, those organizations will try to engage the leaders of
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(15) Greenstone, J. David and Peterson, Paul E. Race and Authority in Urban Politics, Community Participation, and the War on Poverty. pp. 4-6.

(16) Selznick, Philip. T.V.A. and the Grass Roots. (Berkeley University of California Press; 1949).

those groups and combine them into their framework. They do so in order to eliminate their conflictual pressure. By absorbing the leaders and giving them positions of power in the organizational structure, the organization gains their support. This kind of development participation was, and is, frequent in Israel. Often, key people from the community or from workers' unions get management positions, resulting in a diminution of their militancy in being representatives of their class. In Israel, there is a concept of "buying the leaders"; for his own benefit, the leader agrees to "sell" himself and his position as representative of the community.

6. Participation of clients is a tool to educate the clients. Misunderstanding of the tasks of the organization in the community and the rights and obligations of the clients forces the organization to put a lot of energy into these issues. If the workers receive information from clients, the clients would become mediators between the community and the organization. As a result, the clients will achieve better understanding of the organization and its

goals.(17) The community representative can also provide information to neighborhood residents about the entire range of available services.(18)

7. By including the client in the process of decision-making, we change his status and, thereby, his behavior. Participation in the organization changes behavior, social status, and life itself.(19) (20) (21) Burke stresses that citizens' participation increases the obligation of the residents to the different programs of rehabilitation, and it avoids the feeling of alienation of the residents, which makes them apathetic in all matters concerning their role as

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- (17) Eisenshtat, S. and Katz, E. "Some sociological observations on the response of Israeli organizations to new immigrants." Published by the Hebrew University, June 5, 1960.
- (18) Greenstone, J. David and Peterson, Paul E. Race and Authority in Urban Politics, Community Participation, and the War on Poverty. p. 3.
- (19) Brager, G.A. "The Low-Income Non-Professional." In George A. Brager and Francis P. Purcell Community Action Against Poverty, 1964, pp. 164-166.
- (20) Rissman, Frank. The "Helper" Therapy Principle. (April, 1965); Ibid., p. 223.
- (21) Burke, E.M. "Citizen Participation Strategies," in Journal of the American Institute of Planners. (Volume 34; 1968); p. 288.



citizens and their public responsibility.(22) Citizens' participation is a means to restore a "sense of community", especially to alienated groups such as rootless delinquents.(23)

8. Participation is a possible tool to prevent juvenile delinquency. Participation by adults in decision-making about matters that affect their interests increases their sense of identification with the community and the larger social order.(24) People who identify with their neighborhood and share common values are more likely to try to control juvenile misbehavior. A well-integrated community can provide

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(22) Burke, E.M. "Citizen Participation Strategies," in Journal of the American Institute of Planners. (Volume 34; 1968); p. 288.

(23) Greenstone, J. David and Peterson, Paul E. Race and Authority in Urban Politics, Community Participation, and the War on Poverty. p. 4.

(24) Macoby, Eleanor in "Community Integration and the Social Control of Delinquency." Stanford, CA, Stanford University Press, 1972; p. 85.

learning experiences for adults which enable them to serve as more adequate models and interpreters of community life for the young. In short, there is an inverse relation between community integration and the rates of juvenile misbehavior. (25)

9. The welfare agency itself is dependent on other organizations, not only as means of resources, but also as referral targets to which clients are sent. In this situation, the organization tries to weaken its dependence by strengthening its public support. Continuing situations of necessary interactions between the organization and its environment introduces an element of environmental control in the organization. Its efforts must produce something acceptable to at least a part of the organizational environment to win continued support. (26) One of the ways to achieve this is to encourage its clientele to participate in its activities and to support the organization. The clients

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(25) Moynihan, Daniel P. Maximum Feasible Misunderstanding. (New York, New York: Free Press; 1969); pp. 106-107.

(26) McEven, William J. and Thompson, James D. "Organizational Goals and Environment," in Complex Organizations, edited by Etzioni, Amitai. (New York, New York: Holt, Rhinehart, and Winston, Inc.; 1961); p. 179.

can influence other organizations to give financial support to "their" organization. It is important to notice that sometimes the organization engages the clients for organizational interests which are not always directed for the clients' benefit. Connections between the organization and its clients can strengthen the status of the organization in the eyes of other political organizations that wish to gain the support of the population in the community. (27)

Much of what was seen in Israel's Project Renewal was understood in part by a frame of reference informed by an examination of the American experience in the War on Poverty. Israel and America are two countries with different cultures. America is capitalist and Israel is a mixed economy country, but their social class structures are similar. Therefore, it is important to review some of the conclusions drawn from the American experience and to learn from the rich collection of thought spun off by the American "War on Poverty."

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(27) Katan, Dr. Yosef. "Client Participation in Welfare Services." (Journal of Social Security; July, 1974); pp. 50-63.

War on Poverty: Resident Participation

The idea of participation of clients, as it was developed in the U.S., was initiated by academicians and was a result of pressure from organized groups of clients. It was not a by-product of the welfare bureaucracy or welfare professionals. (28) The acceptance of participation of clients arose from the Civil Rights Movement. Only in rare cases were services offered by programs initiated by the participation of residents. In most cases, this was done in order to solve problems of individuals and groups who were not willing or able to use the services of existing organizations. The latter were, as they claimed, serving the government. Among these groups, we can find radical youngsters, runaway youngsters, and other groups who wish to determine alternative norms of behavior. (29)

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(28) Moynihan, Daniel P. Maximum Feasible Misunderstanding. (New York, New York: Free Press; 1969).

(29) "Alternative Institutions," a special issue of the Journal of Applied Behavioral Science. (Volume 9, No. 2/3; 1973).

Kasperson examines many experiences of citizens' participation in the War Against Poverty. His conclusion is that the idea of participation of the poor seems to be inefficient as a means for social change.(30) Moynihan rejects participation, because it has the potential to breed discontent to the point where social reform becomes impossible.(31) What are the reasons for this failure attributed to citizen participation? Only a small percentage of the poor took an active part in the different activities, and even when it concerned elections for representatives in the poor neighborhoods, attendance at meetings fell to less than half the total membership of the committees.(32)

Warren also examines citizens' participation. He surmises that the activities of the poor were unorganized, guided in sporadic and unregular ways by charismatic leaders, and as a consequence, a continuous organization

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(30) Kasperson, R.G. and Brietbart, M. Participating, Decentralization, and Advocacy Planning. (Washington, D.C.: A. O. A. G.; 1974); p. 24.

(31) Greenstone, J. David and Peterson, Paul E. Race and Authority in Urban Politics, Community Participation, and the War on Poverty. p. 298.

(32) Ibid., p. 38.

could not be built.(33) The residents themselves are accused of indifference and unwillingness to act, unless the reward is given immediately. Representatives of the poor concentrated on securing payment for themselves and positions of employment for their family and friends.(34)

The participants came from the geographical and social center of the neighborhood. The poor and the uneducated did not participate and were not represented. The activities of the poor were concentrated more upon vetoing the suggested programs and less on planning new programs.(35) Once elected or chosen, the representatives did not seem to have been especially effective. "The Boards had been rent by endless quarrels, born of a basic lack of understanding of the differentiation between policy-making and administrative functions."(36) Confused about the issues on the agenda, including complex budgetary allocations and organizational proposals, their criticisms were usually limited

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(33) Warren, Roland L. Social Change and Human Purpose: Toward Understanding and Action. (Boston, Massachusetts: Allyn & Beacon, Inc.; 1977); p. 242.

(34) Greenstone, J. David and Peterson, Paul E.; Ibid. p. 28.

(35) Donovan, John C. The Politics of Poverty. (New York, New York: 1968); p. 44.

(36) Moynihan, Daniel P. Maximum Feasible Misunderstanding. p. 134.



to those which were essentially procedural. In many cases, the representatives of the poor had no sanctions other than their negative vote.(37)

Kasperson points out that the term, "maximum feasible participation of the poor", had never been a clear concept and was open to different meanings and implementations. Another reason for failure of citizens' participation was that the method of implementing the idea was determined by, and gave advantages to, strong parties which had access to political and financial resources.(38)

People who were active in the drafting stage acknowledged that 'participation of the poor' came directly from the staff of the President's Committee on Juvenile Delinquency. At least one person who was part of the Shriver task force was unable to recall any extended discussion concerning 'participation of the poor'.(39) (40)

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- (37) Greenstone, J. David and Peterson, Paul E. Race and Authority in Urban Politics, Community Participation, and the War on Poverty. p. 33.
- (38) Kasperson, R.G. and Brietbart, M. Participation, Decentralization, and Advocacy Planning. pp. 8-9, 17, 15.
- (39) Donovan, John C. The Politics of Poverty. (New York, New York: 1968); p. 41.
- (40) Moynihan, Daniel P. Maximum Feasible Misunderstanding. pp. 90-91.

Most mayors seek federal funds, but they manage to meet the standards to do so without encouraging the development of new groups which will threaten their own hegemony. "Very few politicians prefer to oversee the liquidation of their own empires."(41)

J.C. Donovan's book was written in the late sixties. In the eighties, J.D. Greenstone and P.E. Peterson published their book, Race and Authority in Urban Politics, in which they reviewed community participation in five cities: Chicago, Philadelphia, Los Angeles, New York, and Detroit.(42) They agree with some of Donovan's conclusions and add their own. They argue that city officials did not wish to encourage the formation of groups who could influence, or even control, government policy.

There were conflicts among competing groups within local communities trying to strengthen their positions in the community.(43) They found that in two of the five cities (New York and Detroit), some power redistribution occurred

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(41) Donovan; p. 45.

(42) Greenstone, J. David and Peterson, Paul E. Race and Authority in Urban Politics, Community Participation, and the War on Poverty.

(43) Ibid.; pp. 42-43.



as low-income and minority groups gained representation on city and neighborhood poverty councils and managed to influence the operations of various government bureaucracies. In other places, there was no more than formal representation of the poor on local boards and agencies, and they did not get enough power to work for the benefit of the poor. (44)

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(44) Greenstone, J. David and Peterson, Paul E. Race and Authority in Urban Politics, Community Participation, and the War on Poverty. p. 5.

Citizens' Participation - The Experience in Israel

In Israel, there has not been much experience with the concepts and practice attending to citizens' participation. Nevertheless, some events which involved citizens' participation or organizations by citizens are on record. These include the previously mentioned Black Panthers and three other noteworthy experiences.(45) The first was an organization of residents in Rishon LeZion who became roofless as a result of a winter storm in 1971. The local municipality could not solve the problem, but leaders of the neighborhood organized and managed to meet the Minister of Housing, who instructed them to take care of the problem and aided them in the rehabilitation of the houses. Another example is a three year struggle of residents of the Eilat neighborhood in Ramat Hasharon on building shelters in their neighborhood. Their demand was met by the Government. A third example is that of the Nachlaot neighborhood in Jerusalem where residents stopped the activities of The Authority to Rehabilitate Poor Neighborhoods, claiming all they needed was to get the resources that would enable them

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(45) The examples are taken from The Degani Report, P.R. in "Hatikva." (Tel Aviv University; October, 1979); p. 1-14.

to rehabilitate their neighborhood by themselves. They did not want to have politicians try to force solutions which the residents didn't accept.

Since the establishment of the State of Israel, one of the themes of social welfare administration has been, "We, the organization, know best what should be done for our clients." This axiom was expressed often, especially during the care of neighborhoods in financial distress and development towns. The process of decision-making, design and realization was done by outsiders. Often, there was no interactive connection between the goals of the welfare agency and the clients who were the recipients of services. The author's bias leads him to conclude that this attitude of the welfare agencies, may well have been a factor in the prolongation of poor neighborhoods across the country.

The young State of Israel is composed of different ethnic groups. During the 1950s, a large immigration of Jews from North Africa and Arab countries began. These groups arrived in a country in which most of the public positions were taken by people who arrived before them, most of whom were from European countries. The polarization between the European culture and the Sephardic patriarchal culture developed, and the formal institutions dominated by Ashkenazim tried to dictate "normal" conduct for all of the citizens of Israel including the Sephardim. All the central

public positions were held by people from Western Europe, so that the Western culture took over as the culture of the state, and that is when the guiding line, "We know best what is good for you, and that is what we are going to do for you," became institutionalized.

This situation continued until 1973. The Yom Kippur War directly influenced Israeli politics and indirectly influenced many other ways of thinking about the government. After each war, human expectations increase and when they are unmet, there is social tension. When the people in Israel are in trouble, they traditionally pull together. When they feel out of physical danger, social problems become more manifest.

Two years after the Sinai Campaign in 1956, there was a riot in Wadi Saleb, a slum area outside Haifa.(46) Two years after the Six Day War in 1968, there was a riot in Musrara. Then came the War of Attrition during 1969 to 1971, followed in 1971 by the Black Panthers in Jerusalem. And after the Yom Kippur War, in the winter of 1974-1975, in the Hatikva section in Tel Aviv, there were riots for food.(47)

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(46) For detailed information about Wadi Saleb riot see The Public Inquiry Committee's Report, submitted to the Israeli Government on August 17, 1959, the Governments' Library, Jerusalem.

(47) Jaffe, Eliezer. "Division and Unity, A Project Renewal Briefing Paper." p. 10.

The need to increase participation of residents in such areas was given attention only in the last years. There had been several attempts to encourage residents' participation before, but the adoption of the idea was not easy. Israel is a state with a central type of government, and most of the decisions are acquired on the governmental level. The Israeli people, until recently, never tried to demand local power, especially because most of the Israeli citizens came from countries without a democratic heritage in general and without a democratic heritage which enables residents' participation in particular. The ways of absorbing the mass immigration groups did not encourage autonomy but a state of dependency. (48)

The issue of participation and cooperation of residents as a basis of decision-making also began to change. For the first time in Israel, in the report of the Prime Minister's Committee on Youth in Distress in 1972, there was a suggestion to establish a public council of recipients of social welfare services, which was to consist of representatives of volunteers, institutions, neighborhood

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(48) Arza Churchman, General Evaluation of Project Renewal in Israel, Participating and Participation of Residents, Machon Neeman, The Haifa Technion, 2nd Vol. 1985, pp. 1-3.

committees, etc.(49) The role of the council was to be connected to the activities of the welfare services and shaped by the point of view of the client, so as to suggest how to change and improve these activities and to acquiesce to the client's will. Although this idea did not materialize, it was the first time in government documentation that there was an understanding of the importance of participation of clients in the process of decision-making in welfare services.

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(49) "A Report for the Prime Minister." (Jerusalem, Israel: The Prime Minister's Committee for Youth in Distress; 1972); pp. 24-25.

## CHAPTER THREE

### THEORETICAL FRAMEWORK



## CHAPTER THREE

## THEORETICAL FRAMEWORK

In declarations and papers published by the Israeli Government, the Jewish Agency, the local municipalities, and all the other organizations involved in Project Renewal, the issue of participation of residents has a great importance for the success of the project. This attitude shows a radical change in the thinking of these organizations. How did the idea come into realization? What was the ideology?

Charles Levy defines "ideology" as "constellations of ideas, beliefs, values, ethics, or orientations which have, may, or ought to, influence individuals or collective planning, action, and evaluation.(1) He also defines "values" as "preferred conceptions of people, preferred outcomes for people, and preferred instrumentalities for

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(1) Levy, Charles S. "Prefatory Note," in Bibliography, Seminar on Ideology. (Yeshiva University).



dealing with people."(2) Ideology, as we can see, is derived from values and subsequent acceptance of an ideological position.

While the ideology underlying residents' participation in Project Renewal seems to be a smooth, clear ideology, it breaks apart because of conflicts. To understand the ideology underlying Project Renewal, one has to see its base in the various ideologies of the groups that compose it. One has to view this not as harmony, but as the constant emergence of a conflict synthesis. The conflicts and orientations of the various components of Project Renewal are reflected in a continuing struggle over operational ideology. On the rhetoric level, all parties involved agree on the idea of maximum participation of the poor. The ideology is stated at such an abstract level that everybody claims they believe in the value, but when it gets down to an operational level, the conflicts between real values can be seen.

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(2) Levy, Charles S. The Value Base of Social Work. (Education for Social Welfare; Winter, 1973); p. 34.

Actors reach decisions as if they were trying to maximize their electoral or organizational interests. But the political actor is likely to give more altruistic reasons as motivations for his behavior.(3)

Downs claims that even successful politicians may use ideologies, but only to facilitate rational calculations in a system of imperfect communication. An organized ideology enables the politician to predict the opinions of his supporters on one issue by knowing their opinions on others. Thus, on the basis of their general views, he can reliably calculate how to win their support on the matter at hand, even though he is unable to consult them fully.(4)

When officials from local government say they believe in participation, they frequently mean they want to obtain control and so eliminate pressure on themselves. Although mayors might wish to supervise their bureaucracies more closely, encouraging protest is not a politically profitable way of achieving this objective. They could respond by accepting, indeed embracing, participation as a symbol.(5)

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- (3) Greenstone, J. David and Peterson, Paul E. Race and Authority in Urban Politics, Community Participation, and the War on Poverty. p. 127.
- (4) Downs. An Economic Theory of Democracy. (New York, New York: Holt, Rhinehart, and Winston, Inc.; 1957); pp. 100-102.
- (5) Greenstone and Peterson. p. 134.

In the words of Selznick, this means cooptation of residents. (6) When officials from the national government say they want participation, this is frequently an effort to show they reward their supporters. (Most voters for the Likud party are Sephardic residents of poor neighborhoods.) The Jewish Agency agrees to citizens' participation in order to please the Diaspora Jews, who demand participation and get the funds necessary for Project Renewal. These differences cause many problems in carrying out the goal of citizen participation. The presence of these value conflicts may well have contributed to the postponement of decisions about how participation would take place, on what level, and to what extent.

Coming back to Levy's definition of ideology, we can expect conflicts in beliefs, values, ideas, ethics, or orientations. Each of these groups has its own version of the ideology that should govern Project Renewal.

In spite of the fact that the Israeli government knew that participation of residents was essential to achieve the goals of Project Renewal, this facet of Project Renewal did not receive great support. This could be explained, in

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(6) Selznick, Philip. T. V. A. and the Grass Roots. (Berkeley University of California Press; 1949).

addition to the ideological theory, by Weber's theory of bureaucracy. Project Renewal is a bureaucracy; it is a formal structure that is administered by officials. As such, it contains the characteristics inherent in bureaucracy.

1. The principle of office hierarchy and graded authority.
2. The management of the office is based on written documents;
3. Office management usually presupposes thorough and expert training;
4. Official activity demands the full working capacity of the official; and
5. The management of the office follows general stable rules.(7)

Weber, in his theory of bureaucracy, examined bureaucracy's provision of services. He elaborated on the issue of monopolization of information. Accordingly, Weber maintained that officials in the bureaucracy possess the knowledge of rules as a means of power.

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(7) Gerth and Mills (editors). From Max Weber: Essays in Sociology. (New York, New York: Oxford University Press; 1972); pp. 196-198.

Every bureaucracy seeks to increase the superiority of the professionally informed by keeping their knowledge and intentions secret. Bureaucratic administration always tends to be an administration of 'secret sessions'; insofar as it can, it hides its knowledge and action from criticism. (8)

Weber's analysis of bureaucracy's provision of information and services sheds light on why the issue of participation of residents was confronted with so many difficulties in spite of the rhetoric values of the different groups comprising Project Renewal. The civic officials are preoccupied with their own maintenance.

Organization soon becomes an obstacle in the way of comprehensive action of fundamental manners. This is because the desire to maintain and enhance the organization tends to displace the ends for which it was formed: the organization tends not to act on these ends for fear that, by acting, it may weaken or destroy itself. (9)

In general, as Marris and Rein state, "Bureaucracy, as the instrument of power, can be taken to reflect the interests of the dominant social classes." (10)

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(8) Ibid.; pp. 196-198.

(9) Banfield, Edward C. *Political Influence*. (The Free Press; 1961); p. 296.

(10) Greenstone, J. David and Peterson, Paul E. Race and Authority in Urban Politics, Community Participation, and the War on Poverty. p. 300.



Power is coercive, according to Weber. The ability of some groups to coerce others is not a power given away willingly. Power is also the ability to command, or at least influence, the distribution of resources. People in charge of resources will not give up that power easily or willingly.

James Tillman, Jr., speaking of himself, said,

Tillman has to be a social engineer, and understands fear. Only real patricians can give up power easily, while nouveau riche resent any inroads on their authority. There obviously aren't any patricians in Syracuse. (11)

Banfield suggests that, in order to be a partner in the exchange processes of political decision-making, one should have enough "credits" to trade. This is a real dilemma for the poor.

An actor who controls a structure can trade control over requisite actions belonging to one set, for control over requisite actions belonging to another set. Such trading increases the amount of power available to the actor with respect to a particular proposal, or at a particular time, over what it would be if there were no trading and borrowing. (12)

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(11) James Tillman was the first black director of the Syracuse Crusade for Opportunity. Taken from Moynihan. Maximum Feasible Misunderstanding, The Clarke A. Sanford Lectures on Local Government and Community Life. (New York, New York: The Free Press; 1967); p. 97.

(12) Banfield, Edward C. Political Influence. (The Free Press; 1961); pp. 319-320.

If the scant power of the poor is to be multiplied, there has to be an external source for other credits. In the case of Project Renewal the credits can be regarded as coming from the contributions and involvement of Diaspora Jews. The American Jews stressed the importance of participation of residents. "The American as seen in this statement by a leading American professional team felt a carefully planned program of citizen participation is essential to the success of the project." (13)

Elazar and King found that there are indications that neighborhood Project Renewal personnel view the twinned Diaspora communities as allies in the advancement of neighborhood programs. (14) Local Project Renewal officials and activists expressed their dependence on Diaspora involvement and, more strongly, upon intervention to untie bureaucratic red tape. In two neighborhoods with active Diaspora input, residents on the local steering committee saw the communities as a source of support in forwarding

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(13) A citation from a letter written by Felstein, Donald. "Letter to the A. C. on Hatikvah." (May 16, 1980).

(14) Elazar, Daniel J. and King, Paul E. The Extent, Focus and Impact of the Diaspora Involvement in Project Renewal - Interim Report. (July, 1982); p. 16.

their interests and overcoming bureaucratic impasses. They also found that Diaspora leadership tends to become involved in the politics of Project Renewal, often aligning itself with neighborhood leaders and local project personnel in their confrontations with the government establishment.(15)

In sum, the leadership of the twinned Diaspora communities tend to be involved in the process of policy-making in Project Renewal. In many cases, they support the leaders from the neighborhood and the local workers of the project in cases of conflict between them and the Government or the Municipality.(16)

The question which has to be answered is: Why should the Israeli Government and the Israeli Municipalities accept the demands posed by the Diaspora Twinned Communities concerning participation?

Upon what is their influence based?

Nelson W. Polsby in "Community Power and Political Theory" argues that,

In its most general meaning, as far as social science is concerned, one can conceive of 'power', 'influence', and 'control', as serviceable synonyms - as the capacity of one actor to do something affecting another actor, which

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(15) Ibid.; p. 17.

(16) "The International Committee of the Evaluation of Project Renewal." p. 21.



changes the probable pattern of specified future events...Where decisions are choices between alternative courses of action leading to outcomes A and B, an actor can be said to possess a certain amount of power if, by acting on others, he changes the comparative probability that these outcomes will take place. The amount of power the actor has in this situation is expressed by the magnitude of the changes he introduces.(17)

Edward C. Banfield in "Political Influence" emphasizes that "influence is a generic term including authority, control, and power."(18)

Polsby makes a list of resources of power which can be put to use in the process of community decision-making:

1. Money and credit;
2. Control over jobs;
3. Control over the information of others;
4. Social standing;
5. Knowledge and expertness;
6. Popularity, esteem, charisma;
7. Legality, constitutionality, officiality, legitimacy;

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(17) Polsby, Nelson W. Community Power and Political Theory. (New Haven, Connecticut and London: Yale University Press; 1963); pp. 4.

(18) Banfield, Edward C. Political Influence. (The Free Press; 1961); p. 384.

8. Ethnic solidarity;
9. The right to vote;
10. Time;
11. Personal (human) energy.(19)

The twinned Diaspora communities possess most of the categories mentioned above, and, therefore, are able to influence the decisions of the Government in matters affecting Project Renewal.

1. Money and Credit - They donate the necessary money for Project Renewal.
2. Control over the Information of Others - There are permanent patterns of communication, advisement, and approval of annual programs and long-term programs between the neighborhood and their twinned community. In twenty neighborhoods, this communication became formal after appointing representatives of the Diaspora community in the neighborhood.(20) Therefore, they get the information directly from the neighborhood undistorted by the needs and interests of intervening bureaucrats.

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(19) Polsby, Nelson W. *Community Power and Political Theory*. (New Haven, Connecticut and London: Yale University Press; 1963); pp. 119-120.

(20) The International Committee of the Evaluation of Project Renewal; p. 21.

3. Social Standing - The leaders of the Diaspora twinned communities have high status and come from the upper class.
4. Knowledge and exertness - They are considered to be people with a lot of knowledge and experience in community affairs.
- 5.-6. Popularity, esteem, charisma, and personal energy - The leaders of the twinned communities possess personal energy, popularity, and esteem; otherwise they would not have been elected as representatives of the Jewish Federation in their country. They care a great deal about achieving the goals of Project Renewal.
7. Legality, constitutionality, officiality, and legitimacy - Project Renewal is a mutual project of the Diaspora Jewry and the State of Israel with significant status.
8. The right to vote - The twinned communities have the right to reject or approve matters affecting the budgets in the neighborhoods.

According to Polsby's definition of power and his list of the resources of power, we see that the Diaspora Jews have enough power to enable them to influence the Israeli Government and the Jewish Agency and, through exchange processes, to obtain their acceptance of the goal of

increased residents' participation.

Amitai Etzioni in "Complex Organization" defines elites as "groups of actors who have power." (21) He argues that elites differ according to the

source of their power - which may be derived from the actors' organizational offices, personal characteristics, or both...Actors within the organization who have personal but not official power...are referred to as informal elites. (22)

As noted above, most of the power the Diaspora leaders possess is personal power and, therefore, could be considered as both formal and informal leaders. Banfield observes that "the elites that are most likely to control expressive activities (social and normative integration) and effectively are informal leaders." (23)

Banfield examines the influence the civic leaders in the U.S.A. have over the political actors. Both the civic leaders and the Diaspora twinned community leaders could be

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(21) Etzioni, Amitai. A Comparative Analysis of Complex Organizations. (The Free Press of Glencoe, Inc.; 1961); p. 89.

(22) Ibid.; p. 90.

(23) Banfield, Edward C. Political Influence. (The Free Press; 1961); p. 277.

seen as "informal elites", according to Etzioni's definition. It is, therefore, possible to implement Banfield's theory in the case of Project Renewal.

Banfield argues that the politician needs the civic leaders. If official acts are to have the confidence of the public, they must be approved by laymen whose competence and disinterest are considered to be beyond question. Those who have wealth and social position, who are highly successful in business or in a profession, and who head civic associations are qualified to sanction the politicians' acts. In Project Renewal's case, the obvious sanction controlled by the Diaspora leaders is the possibility of ending the money donations that enable the project's existence.

In the main, the influence of these 'civic leaders' derives from the trust that others have in their judgment and in their disinterestedness...Moderate wealth, business position and even social status are usually necessary conditions for the exercise of influence as a civic leader...Along with them must go qualities that inspire confidence and respect...(24)

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(24) Banfield, Edward C. Political Influence. (The Free Press; 1961); p. 283.

The decisions made by civic leaders are not a consequence of personal profits or preferences (as might be the case with politicians) but are a consequence of trying to achieve certain goals (in our case - the success of the project). "He is constrained by those goals and by facts and logic."

The Israeli Government, by having the support of the Diaspora leaders in matters concerning Project Renewal, can show that their decisions rest upon "objective", and even "factual", grounds, and, therefore, disarm criticism.

When politicians, faced with opposition from the neighborhood leaders, the Diaspora leaders, or their representatives, they need "the civic leaders to enable them to bridge the gap between politicians and others."(25)

Coming back to the question of why the Israeli Government should accept the demands posed by the Diaspora twinned communities, we can now see that not only have these communities the ability and the qualities necessary to impose their views in power transactions, but the government and municipalities need their support in order to prevent criticism and opposition to their deeds.

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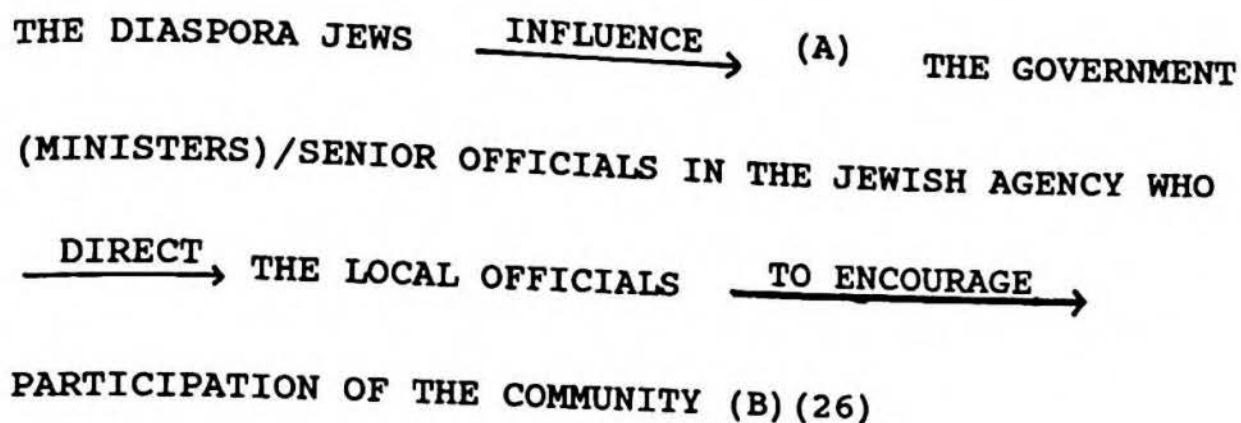
(25) Ibid.; p. 277.

The hypothesis of the study flows from these considerations. We wish to demonstrate that there is a positive correlation between the level of involvement of the twinned Diaspora communities and the level of participation of residents in community life in the designated neighborhoods of Project Renewal. The assumption is that the influential pressure of the Diaspora Jews will increase as their involvement in Project Renewal increases.



Diagram of Relationships Between the Variables

Nationally



Locally:

The Diaspora Jews encourage increased participation by the community, giving their power, status and resources to the Project Renewal effort, thus forcing accommodations by local officials to the ability of the increased power possessed by the Project Renewal community. Increases in benefit distribution are made possible through this reconfiguration of power relationships, thus providing an incentive for increased citizen participation. Increased citizen participation results in further accommodation by local officials, frequently taking the form of cooptation of community leadership.

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(26) For a detailed explanation of the diagram see Appendix I.



## CHAPTER FOUR

### METHODOLOGY

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## METHODOLOGY

This research is different from the earlier studies of Project Renewal, since it examines all eighty-one neighborhoods rather than a sample.

Two instruments were used: 1. A questionnaire  
2. Evaluation of experts.

This research question dealt with two main variables, and therefore the research is divided into two main sectors:

- A. Evaluation of Involvement of Diaspora Jewry in Project Renewal.
- B. Evaluation of Residents' Participation in Project Renewal, from the quantitative and the qualitative aspects of participation. A comparison of the qualitative aspect versus the quantitative one is also examined.
- C. The final part examines the relationship between the two variables.

A. Evaluation of Involvement of Diaspora Jewry in Project Renewal

The report is based on:

- a) Data from the Jewish Agency Project Renewal Department files, United Israel Appeal (U.I.A.) office files and Keren Hayesod files.
- b) Interviews and meetings with the directors and workers of the offices mentioned above, as well as with community activists. Twenty-three active residents were interviewed in order to obtain their views.

In July, 1983, Elazar and King(1) examined 64 Diaspora communities and the level of their involvement in Project Renewal's neighborhoods. In order to compare the situation between 1981-82 to 1985, the 64 neighborhoods which were examined by Prof. Elazar were re-examined, based on the method he adopted (See Appendix II).

Prof. Elazar mentions six categories which describe Diaspora involvement in Project Renewal, and to measure them he developed a "simple descriptive index, assigning points to key components. The intensity of that involvement is not

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(1) Elazar, Daniel J. The Extent, Focus, and Impact of Diaspora Involvement in Project Renewal - Interim Report. (July, 1982).

measured and, of course, the quality of that involvement is not taken into account."(2) The higher sum of assigned points indicates higher involvement. Following are the six Components of Involvement used by Prof. Elazar, and the assigned points:

1. Budget - The attempt made by the twinned community to match fundraising capacity with the renewal needs of the neighborhood, as determined by a local steering community. "Thus, official confirmation of any twinning automatically indicates willingness on the part of the Diaspora to raise and transfer Project Renewal Funds for their Israeli partners."(3) "Since all the Diaspora communities have made commitments to Project Renewal, money is the minimum involvement requirement"(4) and was therefore assigned 1 point.

2. Visits by people from the twinned community to the neighborhood,

Five visits or less - 2 points

Six visits or more - 3 points

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(2) Ibid.; p. 22.

(3) Ibid.; p. 22.

(4) Ibid.; p. 25

3. Project Renewal Committee in the Diaspora, whose function is to make decisions on Project Renewal matters. "The existence of a Project Renewal committee is a function both of Federation organization capacity and of interest in Project Renewal." (5)

Existence of such committee reflects interest in the Project, not just its acceptance, and therefore was assigned 2.5 points.

4. Consultation - Representatives from the twinned Federation meet in the neighborhood with local steering committee members to discuss plans, programs and proposals. (6)

Assigned points - 3.

5. Volunteers from Diaspora community. Students and professionals who come to work in the neighborhood.

Assigned points - 4.

6. Community Representative - People appointed and budgeted by the twinned community, who communicate between the Diaspora community and the neighborhood.

Assigned points - 4. (7)

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(5) Ibid.; p. 23.

(6) Ibid.; p. 23.

(7) For detailed information concerning the components of involvement and the assigned points see Appendix II.

TABLE 2  
INDEXED COMPONENTS OF INVOLVEMENT(a)

Component of Involvement	Assigned Points
Money	
Five visits or less	1
Six visits or more	2
Project Renewal Committee in Diaspora Community	3
Consultations	2.5
Volunteers from Diaspora Community	3
Community representative	4
	4
	Maximum number of points 17.5

In the framework of this dissertation, the author wanted to:

- a) Examine the six categories to see whether they do indeed describe involvement.
- b) Assess the value of each category according to their influence and importance in determining Diaspora involvement.
- c) Include a way to get at the qualitative aspect of involvement in addition to the quantitative measurements.

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(a) Elazar and King, p. 25.

In order to do so, an evaluation scale (Appendix III) was given to twenty experts (people from the Jewish Agency, Keren Hayesod, U.I.A. and from various Universities, who are in close interaction with the Jewish communities abroad). Each of them was to assign each category a score ranging from 1 to 5 in order of importance. 1 - Not important, 5 - Very important. I met fifteen of these experts, and after determining the average scores of their evaluations, the following recommendations for revision of the rating scales were evident.

### Components of Partnership

#### 1. Honoring of financial commitment

There is agreement between all the experts that this component is one of the most important today, because it reflects the effort by the community after the novelty of Project Renewal's idea is worn off.

#### 2. Visits

Like Prof. Elazar, I also counted the number of visits in the neighborhood. I found that very often visits in the neighborhood were not arranged by the Jewish Agency or Keren Hayesod offices, but that visitors came directly to the neighborhood. To obtain the relevant information I conducted

meetings and interviews with community workers in the field, in addition to the information found in Project Renewal's offices.

Elazar divided the visits into two categories:

0-5 visits - 2 points

6 and more - 3 points.

Based upon the views of the panel of experts the following categories were used:

No. of visits (per year)	points
0	0
1-3	1
4-6	2
7-9	3
10+	4

### 3. Project Renewal Committee

Prof. Elazar claims that Diaspora committees reflect a greater interest than mere acceptance of Project Renewal commitment; it is a sign of effort and involvement, and therefore he assigned this component 2.5 points.

The experts used in this study accepted the importance of this component, and assigned it 3 points out of a



possible 5. Information concerning Project Renewal Committees in the Diaspora was obtained from the Heads of Departments in the Jewish Agency and Keren Hayesod, who are in charge of the contact with the twinned communities in the Diaspora. In cases of doubt I communicated directly with the twinned communities.

#### 4. Consultations

Referring to this component the experts are also in agreement with Prof. Elazar, and assigned 3 points as well. The experts attached a great deal of importance to Missions of the Diaspora community, for the purpose of planning the budget of the neighborhood with the officials of Project Renewal and residents.

#### 5. Diaspora Community Representatives

The experts scaled this component lower than the others, while in Prof. Elazar's study it was assigned 4 points, the highest possible. This component was assigned a value of 1 point.

#### 6. Volunteers from Diaspora Communities

Another difference between the two studies is the difference in the assigned points to this component. Prof. Elazar assigned it 4 points, the highest possible (similar

to community representatives). He divided the issue volunteers into two categories:

- a) Professionals (especially dentists)
- b) Students who work in the neighborhoods for different periods of time, ranging from one month to a year).

Both categories were assigned 4 points. The experts however, assigned this component only 2 points. After interviewing people at the Jewish Agency who are in charge of the issue of volunteers it became clear that this was a category of some complexity. Accordingly, based on the experience reported, this category was divided into three components.

- a) Professionals (especially dentists)
- b) College students who work more than a month in their twinned community. (Many volunteers arrive to neighborhoods through "Sherut La'am", a one year program for student volunteers in Israel, and have no connection to the Diaspora twinned community. Their work does not reflect involvement according to the twinning arrangement and therefore they were not included in the study).
- c) High school students who work in the neighborhood for more than a week (especially during the summer).

For the six components of involvement of the Diaspora communities Cronbach's Alpha Coefficient was  $\alpha = 0.53453$ , which signifies a moderate relationship between the components. (8) In order to examine if there was any change from 1981 to 1985 in Diaspora Involvement, and to find resemblance or differentiation between the two methods used, the Pearsons Product Moment Correlation is used. (9)

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- (8) Cronbach's Alpha is a test of homogeneity, based on the intercorrelation among items. For details see Harry G. Costis, Statistics for Business, (Columbia, Ohio: Charles E. Merril Publishing Company; 1972); pp. 422-446
- (9) The data was gathered in a form of questionnaire. See Appendix IV.

TABLE 3  
INDEX OF EXPERTS' VALUE

Component of Involvement	Elazar & King	Ayalon	Differences
<u>Honoring of</u>			
<u>Financial Commitment</u>	1	4	+3
<u>Visits</u>			
0 - 5	2		
6+	3		
0	-	0	
1 - 3	-	1	
4 - 6	-	2	
7 - 9	-	3	
10+	-	4	
<u>Project Renewal</u>			
<u>Committee</u>	2.5	3	+0.5
<u>Consultation</u>	3	3	-
<u>Community</u>			
<u>Representative</u>	4	1	-3
<u>Volunteers</u>			
Professional	4	2	-2
College Students	4	2	-2
High School	4		
Students		2	-2

Examination of Table 3 indicates an interesting finding concerning the experts' scale. The general tendency is to give more importance to the component of Honoring the Financial Commitment, compared to components based on personal contact (volunteers and Diaspora community representatives), while at the beginning of Project Renewal it was quite the opposite. The differences are due to the difference in time and in method.

To explore this unexpected finding neighborhood activist residents were interviewed. They agreed that the component of honoring the commitment is most important, because most of the projects which are concerned directly with their life (rebuilding houses, public buildings and different cultural programs, etc.) which are planned or at the beginning of realization can be stopped because of cuts in the budget. But they stress however, the importance of personal contact with the Diaspora community, expressed by volunteers and Diaspora community representatives, and aimed at increasing the involvement of the Diaspora community.

Each of the six components was divided into a scale ranging from 0 points (minimum) to 4 points (maximum) so that all the components are expressed on the same basis.

TABLE 4  
INDEX OF DIASPORA INVOLVEMENT

<u>Component of Involvement</u>	<u>Scale</u>	<u>Expert's Value</u>	<u>Assigned Points</u>
1. Honouring of commitment (Evaluation of fund-raising performance)	0 = very low 1 = low 2 = medium 3 = high 4 = very high x	4	0 -16
2. Visits	0 = 0 1 = 1 to 3 2 = 4 to 6 3 = 7 to 9 4 = 10 x	3	0 -12
3. Project Renewal Committee in the Diaspora	0 = No 4 = Yes x	3	0 -12
4. Consultation	No = 0 Yes = 4 x	3	0 -12
5. Representative	No = 0 Yes = 4 x	1	0 -4
6. Volunteers	0 = No 1 = High-School Volunteers 1 = College Volunteers 2 = Professional Volunteers x	2	0 -8

Total: 0 -64 (Maximum)

B. The Quantitative Aspect of Residents' Participation -  
Methodology

A questionnaire which includes all the components of participation was built, based on conversations with experienced personnel and academicians involved in Project Renewal.

A pilot study was conducted in order to examine the utility of the questionnaire, and the nature of the data which could be obtained. The questionnaire was administered to five Project Renewal directors in the neighborhoods, and a final questionnaire was built. (See Appendix V).

Data was gathered from the following sources:

1. Budget books (1985-86) of the 81 neighborhoods which were presented to the Inter-Ministerial Professional Committee (I.P.C.) in 1985.
2. Minutes of Local Steering Committees and Sub-committees which reflect the process of preparing and approving the budget of the neighborhood for the coming year (1985-86). The meetings were held in January, February and March 1985.
3. Minutes of the I.P.C. meetings to approve each neighborhood's budget (held in March-April 1985).
4. Data from the Housing Ministry files - Labor and Welfare Ministry files, Health Ministry files and Renewal Department in the Jewish Agency files.



5. Budget books of 1983-84, 1984-85 and minutes of Local Steering Committees at the same period in order to examine directions of increase or decrease in level of residents' participation.
6. Data from the Central Bureau of Statistics - Population, Demography and Health Division.
7. Meetings and phone calls to neighborhoods where data was not available or needed to be verified (about twenty-five neighborhoods).

In the framework of this study the following questions were examined:

- a) Do the "components of participation" used in this study indeed reflect residents' involvement?
- b) What is the relative value of each component?
- c) What is the rank order of the neighborhoods according to the level of residents' involvement in Project Renewal?

In order to do so, an evaluation scale was given (Appendix VI) to twenty experts (people from the Jewish Agency, U.I.A. and from various Universities, Directors of Project Renewal and community workers in the neighborhood and active residents in the neighborhood. Each one of them was to rank each variable on a scale ranging from 1 to 10 in order of importance in evaluating residents' participation. 1 - Not important, 10 - Very important. I met 19 of these experts, and analyzed their evaluation.



Each of the components of involvement was divided into a scale of data, ranged from 0 points to maximum 4 points, so that all of the components are expressed on the same basis.

## Description of the Questionnaire

The questionnaire includes three parts:

- A. General Information
- B. Components of Participation
- C. Evaluation of Some of the Components

### A. General Information

- 1. Type of settlement
- 2. Year of beginning Project Renewal
- 3. Number of residents in the neighborhood

#### A1. Type of Settlement

One of the factors which may influence participation is the difference between types of neighborhoods included in the Project. Liron and Spiro(10) differentiate four types of settlements:

- a. Large cities (Jerusalem, Tel Aviv and Haifa)

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(10) Ruth Liron and Dr. Shimon Spiro, Participation of Residents' Representatives in Project Renewal and Renewing Neighborhoods. The Pinchas Sapar Center of Development near Tel Aviv University. Tel Aviv, September 1984, page 7. (Liron and Spiro examined 25 neighborhoods from 1978 until March 1982).

- b. Metropolitan region (towns located near large cities, like Bat Yam, Holon, Ramat Gan, etc.)
- c. Provincial towns (towns located far from large cities, like Beersheva, Netanya, etc.)
- d. Development towns

There is a considerable importance in the location of each neighborhood, and especially in the differentiation between small cities (where the entire town is included in the project) and the neighborhoods in large cities.

Liron(11) speaks about "elbow room."

In large cities the elected officials are supposed to represent all the city. In a small settlement there is an overlap between the limits of the renewal area and the limits of the local authority, and the Local Steering Committee is seen very often as a threat to the political system.(12) In large cities there is need to decentralize the authority. Aiken and Alford claim that in large cities the bureaucratic machinery is used for decentralization of authority, and therefore the bureaucracy is more open to new ideas.(13)

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(11) Ibid.; p. 7.

(12) Ibid.; p. 8.

(13) Aiken, Michael and Alford R. "Community Structure and Innovation," American Sociological Review, Vol. 35, No. 4, of August 1970.

A2. Year of Beginning Project Renewal

In 1977 Israel's Prime Minister, Menachem Begin, declared the beginning of Project Renewal, but until 1979-80 almost nothing had been done in the neighborhoods. "It took three years to build the organizational framework of the project and to mobilize resources required for full-scale operation." (14)

The precise point of starting the Project is defined as the year when \$50,000 or more were invested in the neighborhood. (15)

Lawrence Suskind and Elliot M. claim that the process of participation of citizens has to pass through three stages - Paternalism, Conflict and Participation. (16) Neighborhoods were added to the program gradually, and since participation is the final stage in the process, the seniority in the Project may be thought of as an important factor capable of influencing participation.

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(14) The International Committee for the Evaluation of Project Renewal, Summary of Findings and Recommendations, June 1985, p. 22.

(15) Files from Housing Ministry, Department of Project Renewal.

(16) Suskind, Lawrence and Elliot M., Paternalism, Conflict and Coproduction, Plenum, 1983.

A3. Number of Residents in the Neighborhood

The data is taken from the Central Bureau of Statistics - Demographic Department, 1983. For most of the neighborhoods up-to-date data for 1985 was obtained from files and reports about the neighborhoods from the Ministry of Housing, Department of Renewal. Knowing the number of residents in the neighborhood is important when trying to measure the level of participation, so that a proportional percentage of active residents could be obtained.

B. Components of Participation Being Measured

1. Local Steering Committee

- a. Total number of members in Local Steering Committee
- b. Number of residents who are members in Local Steering Committee
- c. Resident-Chairman of Local Steering Committee
- d. Number of meetings of Local Steering Committees per year

2. Inter-Ministerial Professional Committee

- a. Number of residents appearing at meetings with Inter-ministerial Professional Committee

3. Sub-Committees

- a. Number of sub-committees
- b. Number of residents who are Chairmen of the sub-committees

- c. Number of members in sub-committees and percentages of residents
- d. Subjects of sub-committees
- 4. Non-professional Workers
  - a. Number of non-professional worker according to the percentage of jobs and their evaluation
- 5. Community Newspaper
- 6. Training Programs for Active Residents
- 7. School for Active Residents
  - a. Number of residents who graduated School for Active Residents
- 8. Elections
  - a. Elections for neighborhood committee and for the Local Steering Committee
- 9. Budget for Neighborhood Committee
- 10. Number of Residents Involved in the Project

B1. Local Steering Committee

The Local Steering Committee is the central body on the local level, which has the power to decide on the allocation of financial resources, according to the agreed upon

targets. The tasks of the Local Steering Committee were determined at the "Regulations for Local Steering Committees." (17)

The responsibilities and the authorities of the Local Steering Committee are as follows:

a) Discussion and affirmation of short-term renewal programs and long-term programs including budgets, schedule, determination of priorities and stages of performance, follow-up on the performances of workers, and coordination between the different services in the community.

b) Publishing different programs under discussion by the residents in order to encourage and promote the responsibility, initiative and activities of the residents.

c) Preparing the process of "phasing-out" from Project Renewal - according to the guidance of the Inter-Ministerial Professional Committee. The local steering committee is the only official body which represents the neighborhood before the I.M.P.C.

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(17) The "Regulations for Local Steering Committees" was published by the Housing Ministry, Department of Project Renewal in September 1984, and is based on the first set of Regulations that was published by Prof. Shimshoni in July 1981.



B1a. Members in the Local Steering Committee

The Local Steering Committee includes 22 members, according to the following proportion:

Chairman and substitute chairman - 2

Representatives of the local municipality - 3

Representatives of the Government Ministries(18) and the Jewish Agency - 6

Residents - 11

In other words, 50% of the members are expected to be residents from the neighborhood.

B1b. Number of Residents in the Local Steering Committee

According to the Regulations for Local Steering Committees 1984, 50% of the members are residents from the neighborhood. This is an improvement in the tendency to value residents' participation, since the 1981 set of rules determined that the number of residents is not to exceed 40% of the total number of members. In studies about industrial democracy and participation in planning it was argued that there is a positive correlation between the number of citizens participating and the degree of their influence. (19)

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(18) The Finance Ministry is not represented in the Local Steering Committee.

(19) Yin Robert K. "Correlates of Power in Citizen Organization" in Conserving America's Neighborhoods, Plenum, 1982.

Liron states that the lists of people found in minutes present in the Local Steering Committees are a better measure to reflect true participation than the formal membership in the Local Steering Committee as published. (20)

In order to examine the real number of residents who participate in Local Steering Committees, the minutes of the Local Steering Committee meetings in each neighborhood were reviewed. The meetings were held in December-March 1984-85 and were conducted in order to determine the 1985-86 budget. The average number of members present (Government and Jewish Agency) and the average number of residents in those meetings were noted.

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(20) Liron, p. 29.

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Average Percentage of Residents Participating in Meetings of the Local Steering Committees	Scale(21)
0 - 19.9	0
20 - 29.9	1
30 - 39.9	2
40 - 49.9	3
50 - 59.9	4

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B1c. Resident-Chairman of the Local Steering Committee

The functions of the Chairman of the Local Steering Committee are as follows:

1. Calling for meeting
2. Setting the agenda
3. Leading the process of the meeting and the discussions

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(21) All components of participation were arranged by the researcher into a scale ranging from 0 to 4, to assure uniformity.

4. Making sure the minutes are written, and approving the minutes by his signature (together with the neighborhood director of Project Renewal). (22)

In the regulations there is no determination of who should be the Chairman of the Local Steering Committee.

There are three types of Chairman:

1. The Mayor (in places where there are fewer than 40,000 inhabitants).
2. An official - (the deputy-mayor)
3. Resident - man or woman who resides in the neighborhood, elected or appointed by the residents and volunteers.

According to the Chairman's tasks, it is obvious that he has power and influence on the activities of the Local Steering Committee. When the Chairman is a resident, one would expect that the influence of the residents in the process of decision-making arises.

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(22) The Regulations for Local Steering Committee, Ibid.  
p. 11.

Type of Chairman	Scale(23)
Mayor	1
Official	1
Resident	4

B1d. Number of Meetings of the Local Steering Committee Per Year

The Local Steering Committee meets only when there is need to approve the budget for the coming year. Usually the meetings occur from December to March because in April the budget has to be submitted to the Inter-Ministerial Professional Committee. The discussions on the budget range from 1 to 7 meetings.

One of the factors which determine the ability of residents to influence during the meetings is the time-factor, and the way the time is used. In observations made by Liron sometimes pressure is created, either real or artificial, by the claim that the budget has to be submitted in a timely fashion to the Inter-ministerial Professional Committee.

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(23) For explanation of scale see footnote 21. If the chairman is resident the maximum points, 4, were given. Non-residents: 1 point.

The chairman usually demands approval of the principal subjects in the budget proposal, promising that discussion on details will follow. In some cases, the residents have learned how to use the time factor as well, knowing that without their approval budget proposals cannot be submitted to the Inter-Ministerial Committee. Thus, holding the budget hostage, they were able to press towards a serious discussion on the issues in which they were most interested. (24)

Therefore, if there are more meetings, the residents have more opportunities to express their attitudes and to exert influence.

Number of Meetings	Scale
0	0
1-2	1
3-4	2
5-6	3
6+	4

(24) Liron, p. 39.

B2. Inter-Ministerial Professional Committee (I.M.P.C.)

After approving the yearly budget (during December - March), the members of the Local Steering Committee go to Jerusalem for a meeting with the Inter-Ministerial Professional Committee.

The meetings for approving the local budget include the chairman of the Local Steering Committee and representatives of the Local Steering Committees (officials and residents).

The Inter-Ministerial Professional Committee has a great importance because of its authority to approve or deny the yearly budget and the different plans for achieving its goals. Therefore it is most important that residents be present at this session.

Number of Residents Attending the Meeting With the Inter-Ministerial Professional Committee	Scale
0	0
1-2	1
3-4	2
5-6	3
6+	4



### B3. Sub-Committees

Each neighborhood has sub-committees which deal with different subjects such as education, culture, housing, health, senior citizens, etc. The sub-committees are composed of residents and professional workers. In the sub-committees the professional aspects of each subject are discussed and the preferred ways of handling hardships are determined. The sub-committees are an expression of one of the main goals of Project-Renewal - Participation of residents, "integration and cooperation on a regular basis between the official and the non-official factors who act in the neighborhood."(25)

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(25) Regulations for Local Steering Committee, Appendix I, p. 2.

B3a. Number of Sub-Committees

In cases where the number of the sub-committees is large, there are more opportunities for residents' participation. The residents have different subjects to choose from according to neighborhoods.

Number of Sub-Committees	Scale
0	0
1-2	1
3-4	2
5-6	3
6+	4

B3b. Number of Residents who are Chairmen of the Sub-Committees

It is recommended that the chairman of each sub-committee should be a resident. (26) The chairman of the sub-committee is appointed by the chairman of the Local Steering Committee, and he must be a member of the Local Steering Committee. The Chairman's tasks are as follows:

1. Calling for meetings of the sub-committee.

(26) Ibid., p. 15

2. Preparing the Agenda of each meeting and responsibility for writing the minutes.
3. Leading the discussions in the sub-committee.
4. Representing the position of the sub-committee to the local steering committee.(27)

There are three types of chairman:

1. An official
2. An official and a resident
3. A resident.

According to the chairman's task it is obvious that he has some power and can influence the activities of the sub-committee. When the chairman is a resident, one would expect that the influence of the residents in the process of decision-making rises. Therefore, a resident-chairman was granted 4 points. A resident and an official who share the responsibility and the chair - 2 points.

Type of Chairman	Scale
An Official	0
A Resident and an Official	2
A Resident	4

(27) Ibid., Appendix I, p. 3

B3c. Number of Members in the Sub-Committee and Percentage of Residents

It is recommended that 50% of the members of the sub-committee should be residents. (28) The residents who are members of the sub-committee do not have to be members of the Local Steering Committee. The task of the sub-committee's members is to spread information about the sub-committee's discussions and decisions to other residents in the neighborhood and to the relevant professional workers. (29)

There is a great importance in knowing what the percentage is of residents in the sub-committee, but data was only available from twenty-six neighborhoods. Therefore this item was not used as a component of participation in the 13 components scale.

B4. Non-Professional Workers

The tasks of the non-professional workers include helping families to prepare the family budget, providing assistance to senior citizens, accompanying residents to the different agencies and guiding them in filling out questionnaires, etc.

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(28) Ibid., p. 16.

(29) Ibid.

The programmatic goals of the non-professional worker are as follows:

1. To establish contact with the community more easily.
2. To serve as a bridge between the professional worker and the community.
3. To serve as a role model for the other people in the community. (30)

In the framework of Project Renewal their task is also to organize apartment building committees, to organize large cultural programs for the neighborhood and to stay in close contact with the members of the sub-committee and active residents in the neighborhood. In most cases the community worker supervises and trains the non-professional worker. Due to the low salary, the non-professional workers in Project Renewal in Israel are mostly women.

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(30) G.A. Brager, "The Low-Income Non-Professional," in Community Action Against Poverty New York, New York, May 1964; pp. 164-166.

B4a. Number of Non-Professional Workers

The advantages in using non-professional workers are as follows:

1. They build good relationships and create faster confidence in them than the professional workers.
2. They serve day-to-day necessities of the client.
3. They have a friendly relationship with the client,
4. They see the clients more accurately than the professional workers, (31) and when the problems are better understood by the professionals, the service is better. (32)
5. The helper therapy principle: For a long time, there has been a tendency to use persons with certain problems to help others with similar problems (alcoholism, delinquency, etc.). Usually, the recipient of the help is the center of attention, but often one who gives the help also improves his own condition. When we give the helpers a rehabilitation task, it helps

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(31) Gertrude Goldberg, Non-Professional Helpers: The Visiting Homemakers, 1963, in Community Action Against Poverty, edited by Brager and Purcell, p. 77.

(32) Ibid., p. 196.

them to rehabilitate themselves because they get a better insight into their own problem. (33) Goldberg claims that for the non-professionals, it is usually hard to diagnose the problems of the clients because they lack the appropriate knowledge. (34) This argument may not be entirely accurate. They know the client and his problems better than the professional because they share the same environment and usually the same culture. But since they describe the client's problems in non-professional terms the impression stated by the author arises. A disadvantage that arises is that the helpers tend to forget their former values when they rehabilitate themselves and enter the middle-class category. (35)

One of the main and important issues in all the articles dealing with this subject is training the non-professionals. It is necessary not only to learn from them,

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- (33) C.F. Grosser, Class Orientation of the Indigenous Staff, Columbia University, 1965, in Community Action Against Poverty, Ibid. p. 208.
- (34) Gertrude Goldberg, Non-Professional Helpers, Ibid. p. 91.
- (35) Frank Reissman, The "Helper" Therapy Principle, April, 1965, p. 223.



but to teach them as well.(36) They must acquire theoretical knowledge. The helper himself must have good insight into his own problems and there must be professional supervision over his work.(37)

It was found that there are between 0 to 8 non-professional workers in these neighborhoods, most of them working part-time. In order to be able to measure this component and to know if it is really performing efficiently, the component was granted 1 point in case there are Non-Professional Workers in the neighborhood. This is multiplied by the evaluation of the Non-Professional Workers work by the Project Renewal office.

Non-Professional Worker	Evaluation	Scale
None = 0		0
	Planned=1(38)	1
	x Low =2	2
Yes = 1	Medium =3	3
	High =4	4

(36) Gertrude Goldberg, p. 196.

(37) Frank Reissman, p. 225 and Gertrude Goldberg, p. 197.

(38) Planned = The procedure will be in the next budget year.

B5. Community Newspaper

The delegate has to find ways to give the residents the information he obtains out of the framework of his different activities.(39) A community bulletin is one of the ways to do so, and to involve the residents in what is happening even when there is a tendency to stay passive. When residents get information about the different activities of Project Renewal in the neighborhood, they are motivated to participate in its process themselves. That is why a community newspaper was included as a key component of participation.

Liron found that a community bulletin is used by 44% of the residents' representatives to disseminate information from the Local Steering Committee to the residents, but only 10% of the representatives see in the community newspaper a means of obtaining ideas from the residents.(40)

The existence of a newspaper was granted 1 point. It was decided to multiply it by the evaluation of the neighborhoods' newspaper made by the Project Renewal neighborhood office, because not only the existence of community newspaper determines it but the way it realizes its function as well.

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(39) Pitkin, Hanna, The Concept of Representation, Berkeley University, California Press, 1968.

(40) Liron, p. 66.

Community Newspaper	Evaluation	Scale
None = 0		0
Yes = 1            x	Planned = 1	1
	Low = 2	2
	Medium = 3	3
	High = 4	4

#### 6. Training Programs for Active Residents

Besides The School for Active Residents, a component which will be discussed below, some neighborhoods also provide a budget for encouraging participation through weekend seminars, lectures, educational trips, seminars, etc. These activities are important because "In general, low-income representatives with little formal education frequently lacked familiarity with complex bureaucratic organizations to operate skillfully in pursuing their goals." (41)

Some neighborhoods have a budget for training but use it for other purposes. That is why this variable is

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(41) S. David Greenstone and Paul E. Peterson, *Race and Authority in Urban Politics, Community Participation, and the War on Poverty*. (N.Y.: The Russell Sage Foundation, 1982, p. 188.

multiplied by the evaluation of its performance as given by the Project Renewal's neighborhood office.

Training Programs	Evaluation	Scale
None = 0		0
	Planned = 1	1
Yes = 1	Low = 2	2
	Medium = 3	3
	High = 4	4

#### 7. School for Active Residents

In April 1980 the first School for Active Residents was founded and began its activities in Kiryat Gat. In July 1981 the State Board of Directors for Schools for Active Residents was founded, which follows the different activities of the Schools.

The objectives of Schools for Active Residents are as follows:

- a. Developing local leadership.
- b. Creating a reservoir of active residents.
- c. Providing tools for activating groups and people in the community.

- d. Crystallizing local groups which are to work for the benefit of the residents in the neighborhood, locate problems and solve different communal difficulties.
- e. Becoming part of the decision-making systems in the neighborhood such the as Local Steering Committees and Sub-Committees.(42)

B7a. Participation in School for Active Residents

One of the reasons often advanced for devaluing the participation of citizens in the process of decision-making (Edelson and Kolodner, 1968) is that they lack knowledge and education, so they are not able to participate actively in the complicated issues discussed in Local Steering Committees.(43) Those who are proponents of Resident Participation (Rosner, 1978, Cahn and Camper, 1968) claim

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- (42) Joseph Tropansky, School for Active Residents, Unpublished report, the Department of Project Renewal, the Jewish Agency, 1984.
  - (43) Edelson, Harold C. and Kolodner, F.K.: "Are the Poor Capable of Planning?" in Spiegel, H.B.C. (ed): Citizen Participation in Urban Development. Vol. 1, N.T.L., 1968.

that if the residents are equipped with the right resources such as information, consultations by experts and enough time to study these issues, their abilities for decision-making process would be the same as the experts.(44) We assume that as the residents' representatives have more resources to help them deal with the issues, and are able to articulate their point of view, they will have more influence on the Local Steering Committee level.(45)

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(44) Cahn, Edgar and Camper Jean: "Citizen Participation".  
Ibid, Vol. 2 Washington, N.T.L. 1968.

Rosner, Judge: "Matching Method to Purpose" in Langton S. (ed.): Citizen Participation in America, Lexington, 1978, pp. 109-122.

(45) Liron, p. 41.

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School for Active Residents	Scale
Never had nor planning 1st stage	0
Finished 1st stage, (46) planning under 1st stage	1
Finished 1st stage, planning 2nd stage	2
Finished 2nd stage	3
Finished 2nd stage, planning 3rd stage(47)	4

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#### 8. Elections

The democratic tradition acknowledges the ability and the need of every individual group and community to participate in the process of decision-making concerning their lives, and their environment and to work towards the welfare of the individual, the group and the community.

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(46) According to the Service of Community Work's policy, diplomas for graduating s. for A.R. are given only to students who were present at a minimum of 2/3 of the meetings.

(47) 1st Stage - Graduate a course in the school.  
 2nd Stage - Graduated an advanced course in the school.  
 3rd Stage - Graduated a long term academic level course



The process of community organization as a means for achieving societal and communal objectives includes electing adequate representation which will be accepted by the residents in the community, and will be recognized by the different organizations and services. (48)

B8a. Elections for Neighborhood Committee and for Local Steering Committee

In January 1983, the Regulations for Electing Neighborhood Committees was published by the Inter-Ministerial Professional Committee.

In October 1984 a new set of Regulations for Electing Neighborhood Committees was published. (49) The Regulations detail the different stages in the process of elections, starting from the appeal to residents. Active Residents are to turn to the Inter-Ministerial Professional Committee in the Housing Ministry to ask their help in organizing the elections and to act according to the Regulations. The first

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(48) Regulations for electing Neighborhood Committees in Project Renewal's neighborhood, Ministry of Housing and Department of Project Renewal, the Jewish Agency, October 1984.

(49) Ibid.

step is to bring a list of signatures of 2% of the residents who have the right to vote (this includes neighborhood residents ages eighteen and older. (50)

In small communities, the local authorities are likely to resist the process of elections because of their fear of politization, and their concern that the elected delegates may compete with the local officials for power.

Since there is no law in the State that makes these elections obligatory, there is no way of imposing them. The study identified two kinds of elections in the neighborhood:

1. According to the Regulations mentioned above.
2. According to local organization of active residents helped by the local community worker.

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(50) It was decided by Inter-ministerial Professional Committee that in small places of 500 families or fewer, the elections are general, personal and direct, equal and secret. In places of 500 families and more the elections are regional, personal, secret, proportional and equal.

Elections for Steering and Neighborhood Committee

Members

	Scale
No Elections	0
Elections planned (this year)	1
Elections took place according to Residents plan and operation	3
Elections took place according to Inter-Ministerial Professional Committee's Regulations	4

Four points were given to Elections drawn according to the Inter-Ministerial Professional Committee Regulations because they are operated in a democratic and organized way, supervised by a lawyer, and they promise more representative elections than those operated according to residents' plans and operation. The electing process of the Neighborhood Committee members in an organized way assures the probability of its continued and efficient operation.

B9. Budget for Neighborhood Committee

When the Neighborhood Committees have budgets for their activities, it demonstrates that they are given power to act

according to their own decisions, and it shows that they are trusted to act independently.

Since the target of Project Renewal is to enable the residents to administer the neighborhood affairs on their own after the Project is finished, a budget for the Neighborhood Committee is the first step in this direction.

Budget for Neighborhood Committee	Scale
None	0
\$100 - \$500	1
\$501 - \$1000	2
\$1001 - \$1500	3
\$1501 and up	4

10. Number of Active Residents Involved in the Project

The wider the circle of active residents the more they differ from each other and represent different segments of the community. With a widespread participation there is not only one power center but a full participation of the residents in the neighborhood.

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No. of Residents Involved in the Projects(51)	Scale
1-14	0
15-29	1
30-44	2
45-59	3
60+	4

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(51) The number of active residents in each neighborhood was estimated by the Project Renewal Neighborhood Office and published in the Budget books for the coming year, 1985-86.

### Experts' Value for Components of Participation

As mentioned before, the scale was given to twenty experts who were asked to assign weights to each component of participation on an evaluation scale ranging from 1 to 10 in order of importance. The experts are people who work in the field or in the administration of Project Renewal, Directors at the State level, District Supervisors, Local Directors, academicians from the universities and representatives of the Diaspora twinned communities. (52)

It should be noted that the experts' value usually ranged from 5 to 10, which means they saw each component as important in evaluating participation of residents. After receiving each experts' recommended weights for each component, an average value for each component of involvement was determined and the result was transformed to a relative scale ranging from 1 to 5.

In addition, the Cronbach's alpha coefficient for the 13 components of quantitative participation was  $\alpha = 0.63600$ , which signifies a moderately strong relationship between the components.

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(52) The Evaluation Scale was also given to the Residents from Neighborhood Committees and active residents. It is interesting that they all gave the maximum points (10) to all the components in the study. The decision was not to use their evaluation.

TABLE 5  
EXPERTS' VALUE FOR COMPONENTS OF PARTICIPATION

Components of Participation	Expert's Value
1. Community Newspaper	2.5
2. Budget for Neighborhood Committee (in \$)	2.6
3. The Chairman of Steering Committee	3.4
4. No. of Non-Professional Workers (Residents)	3.4
5. No. of Resident Participants in the Inter-Ministerial Professional Meeting	3.8
6. No. of Sub-Committee	3.8
7. Chairman of the Sub-Committee	3.8
8. No. of Meetings (Steering Com. Per Year)	3.9
9. Project Training for Active Residents	3.9
10. School for Active Residents	3.9
11. No. of Active Residents involved in the Project (Estimates of Project Renewal Neighborhood Office)	4.0
12. No. of Residents in the Steering Committee (Percentage)	4.1
13. Election for Steering and Neighborhood Committee Members	4.4



TABLE 6  
INDEX OF RESIDENTS' INVOLVEMENT

Component of Involvement	Scale(a)	Expert's Value	Range
1. The Chairman of Steering Committee	The Mayor -1 Official -1 Resident -4	x 3.4	3.4 - 13.6
2. No. of Residents in the Steering Comm. (Percentage)	0-19=0 19.1-30=1 30.1-40=2 40.1-49.9=3 50.0-60.0=4	x 4.1	0 - 16.4
3. No. of Meetings (Steering Com. per year)	0=0 1-2=1 3-4=2 5=3 6+=4	x 3.9	0 - 15.6
4. No. of Resident Participants in the Inter-Ministerial Professional Meeting	0=0 1-2=1 3-4=2 5=3 6+=4	x 3.8	0 - 15.2
5. No. of Sub-Committee	0=0 1-2=1 3-4=2 5-6=3 7+=4	x 3	0 - 12
6. Chairman of the Sub-Committee	Official=0 Official and Resident=2 Resident=4	x 3.8	0 - 15.2

(a) For explanation of the scale see footnote 21 this chapter.

Component of Involvement	Scale	Expert's Value	Range
7. No. of Non-Professional Workers (Residents)	None =0 Working =1 Low =2 Medium =3 High =4	x 3.4	0 - 13.6
8. Community Newspaper	None =0 Planned =1 Low =2 Medium =3 High =4	x 2.5	0 - 10
9. Project Training for Active Residents	None =0 Planned =1 Low =2 Medium =3 High =4	x 3.9	0 - 15.6
10. Budget for Neighborhood Committee (in \$)	0=0 100-500 =1 501-1000 =2 1001-1500 =3 1501 + =4	x 2.6	0 - 10.4
11. Election for Steering and Neighborhood Com. Members	xNo Election= xPlanned (This year)= xTook place according to the Residents' Plans and operations=3 xTook place according to Inter-Ministerial Professional =4	x 4.4	0 - 17.6

Component of Involvement	Scale	Expert's Value	Range
12. No. of Active Residents Involved in the Project (Estimates of P.R. Neighborhood Office)	1-10=1 11-20=2 31-50=3 51 + =4	x 4.0	0 - 16.0
13. School for Active Residents	x Never had nor Planning 1st Stage =0 x Finished 1st Stage, Planning Under 1st =1 Finished 1st Stage, Planning 2nd Stage=2 Finished 2nd Stage =3 x Finished 2nd Stage, Planning 3rd Stage =4	3.0	0 - 15.6
TOTAL: 3.4 - 186.8(b)			
(Minimum - Maximum)			

- (b) The range (3.4-186.8) was divided into 5 groups of quantitative participation. I. Very high participation, II. High participation, III. Medium participation, IV. Low participation, V. Very low participation.

## B2. The Qualitative Aspect of Residents' Participation

### Methodology

This section, examines the substantive content of the term "resident participation", and is based on evaluation of each neighborhood from three sources:

1. The Project Renewal neighborhood offices (E.N.O.), representing an internal evaluation.
2. Evaluations by members of the establishment/professionals involved in the communities on the regional and national level (E.P.I.), representing an external/internal evaluation.
3. The author's evaluations (E.C.H.), representing an external evaluation. (53)

#### 1. Project Renewal Neighborhood Office (E.N.O.):

In most neighborhoods, the neighborhood office was formally appointed, though in certain cases this was done on an informal basis. The neighborhood office generally comprises the project director, the director of the community center, the chairman of the steering committee,

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(53) E.N.O. - Evaluation by Neighborhood Office  
 E.P.I. - Evaluation by Professionals in Israel  
 E.C.H. - Evaluation by the Author

chairman of the neighborhood committee, and in some cases chairman of the sub-committees. Since these functionaries, as shown in the previous section, are not necessarily residents of the neighborhoods, there are quite a number of communities in which residents were not included in the Project Renewal neighborhood offices.

The Project Renewal neighborhood office is in effect the executive authority of neighborhood renewal, implementing decisions taken by the steering committee and sub-committees. In a number of communities, this body served as a substitute for the steering committee, which for various reasons did not convene. For example:

Given the difficulties of convening the steering committee, the neighborhood office was set up, composed of 3-4 members, not including residents, which would make decisions and follow up the implementation of programs.  
(Minutes - Gan Yavne, January 23, 1985)

The neighborhood office was assigned the primary function of planning the budget and activities for the coming year, and evaluating the work of the past year.

Aside from this evaluation conducted in every community, the neighborhood office in most communities also published a "change survey" in which they tried to sum up the five years of Project Renewal in the community, with significant attention given to resident participation. These evaluations were in some instances based on the use of

agreed upon codes. (All the budget and evaluation forms were prepared by the Joint Committee for Project Renewal in the Housing Ministry, and the local neighborhood office had only to fill in the pertinent information and figures.) Resident participation and the organization of house committees were rated from 1 - low evaluation, to 5 - high evaluation.

In other cases, the evaluation was verbal, which is defined numerically in the study as follows:

- 1 - very low involvement
- 2 - low involvement
- 3 - medium involvement
- 4 - high involvement
- 5 - very high involvement

For example: Minutes of the neighborhood office meeting to evaluate activities in the development town of Shlomi, February 28, 1985: "The Block Committee and neighborhood committee operate on a very low level, as in all resident involvement and activity." In this case the author assigned the neighborhood office's evaluation the value of 1 = very low involvement.

On the other hand, the change survey of Ir Ganim in Jerusalem notes the existence of "...two community workers, a neighborhood worker, house committees, high resident

organization and involvement; neighborhood elections, and nine sub-committees working intensively." This rated as 5 = very high involvement in the study.

The neighborhood office evaluations are of course internal, with all this implies. Appendix VI presents a list of the 84 neighborhoods and the rating given by the Project Renewal neighborhood offices.

## 2. Professional Evaluations (E.P.I.)

This group included two regional supervisors and two national-level directors, all professionals, who, in their professional capacity, are responsible for all the neighborhoods included in Project Renewal and have served in these positions since the inauguration of the Project.

Their evaluations were based on:

- a. Participation in meetings of steering committees in most neighborhoods.
- b. Participation in many meetings of neighborhood representatives with the joint committee responsible for the approval of budgets and programs.
- c. Direct contact with fieldworkers: project directors, chairmen of steering committees, active residents, etc.
- d. Current data and information received from the neighborhoods.



- e. Seminars and study days conducted in the neighborhoods or organized by them.

This group was asked to rate each neighborhood according to the qualitative level of resident involvement, taking into consideration all relevant variables, on the 1-5 scale presented above. The average score of the professionals for each neighborhood appears in Appendix VI.

### 3. External Evaluation (E.C.H.)

The external evaluation was based on an analysis of the following variables:

- a. Analysis of minutes of steering committee and sub-committee meetings (extent of resident participation in discussions, their contribution to the discussions, acceptance/non-acceptance of their proposals, attitude of professionals towards them, etc.).
- b. Analysis of the "change surveys" published by most Project Renewal communities, attempting to present a real picture of the changes which occurred in the community from the beginning of the project to the present (1984-1985).
- c. Evaluation of the thirteen variables examined in the quantitative section, in each neighborhood.

- d. Personal acquaintance with some of the communities (as newspaper editor, member of steering committee, community workers, etc. - about ten neighborhoods).
- e. Talks with local activists and professionals - about fifteen neighborhoods.
- f. Participation in a number of conferences conducted during the past year for neighborhood activists (about thirty neighborhoods).

Based on an analysis of the information thus obtained, the study rates each neighborhood from 1-5, as above. The final results appear in Appendix VI.

#### Composite Evaluation

On the basis of the three evaluations (Appendix VI) - E.N.O., E.P.I., and E.C.H. - the study combines the results into one list representing the qualitative involvement of the residents (Qual). The level of significance of these three evaluations, are examined using Pearson's R.

B3. The Qualitative Aspect Versus Quantitative Aspect  
Methodology

In this section there is comparison of the quantitative aspect of Residents' participation with the qualitative aspect, based on the results given in the next chapters. The relation between the two variables was examined according to Pearson's Correlation.

C. The Relationship Between the Two Variables - Methodology

This chapter (Chapter Seven - Summary) includes an examination of the relationship between the two variables.

1. Diaspora community involvement
2. Residents' Participation

The examination is based on Pearson's Correlation.

**CHAPTER FIVE**

**EVALUATION OF  
THE INVOLVEMENT OF  
DIASPORA JEWRY IN  
PROJECT RENEWAL**

**1984-1985**

**IN COMPARISON WITH 1981-1982**

## CHAPTER FIVE

EVALUATION OF THE INVOLVEMENT OF DIASPORA JEWRY IN  
PROJECT RENEWAL 1984-1985 IN COMPARISON WITH 1981-1982

A major variable examined in the study was the involvement of Diaspora Jews in Project Renewal. The hypothesis was that the higher the involvement of the Diaspora Jews in the Project - the higher the participation of residents in the neighborhood.

As discussed in the Methodology Chapter, the degree of involvement of the Diaspora Jews was studied according to the two methods:

- a. Professors Elazar and King's Method in order to compare the situation from 1981-1982 to 1984-1985, using the same criteria, the same components of involvement and their assigned points.
- b. Studying the level of involvement according to the following components:  
(Ayalon's Method)
  1. Honoring of financial commitment
  2. Visits in the neighborhood
  3. Project Renewal committees

4. Consultations
5. Diaspora Community Representatives
6. Volunteers from Diaspora Communities(1)

Comparison of the level of diaspora involvement from 1981-1982 to 1983-1984 (See Appendix VII)(2) indicates a tendency of higher level of involvement of the Diaspora communities in the neighborhoods in 1984-85 compared to 1981-82.

In eight Diaspora communities(3) there has been a very significant rise in the level of involvement, signified in the appointment of a Diaspora community representative in

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(1) See pp. 66-77 Methodology Chapter.

(2) Appendix VII - List of sixty-four neighborhoods and their twinned Diaspora communities and their level of involvement.

(3) Rishon LeZion, Sela, Nash, TN from 3.0 points to 13.5 points  
 Kiryat Ata-Mass. +9 from 6.5 points to 15.0 points  
 Bet Shean-Los Angeles from 5.5 points to 13.5 points  
 Kadima-Central New Jersey from 7.0 points to 13.5 points  
 Hatzor-California +6 from 4.0 points to 12.5 points  
 Tirat Hacarmel-Pittsburg from 5.5 points to 12.5 points  
 Beersheva, Schunat Gimel-KH from 3.0 points to 9.5 points  
 Tel Aviv-Yafo-W. Canada from 6.0 points to 11.0 points

the neighborhood and increased number of visits and volunteers. In some cases this advancement was caused because the linked Diaspora community was replaced by a more active one, e.g. Los Angeles replaced Nashville in Bet Shean. It is the second neighborhood with which Los Angeles is linked (the first is Musrara, Jerusalem), and there also they show very high involvement.

On the other hand, in four cases(4) there has been a significant decrease in the level of involvement due to changes in personnel in those communities. Officials who were very dedicated to the idea of Project Renewal had left their office, and were not replaced. In these cases there is a decrease in the number of visits, volunteers hardly come to the neighborhood and the office of Diaspora community representatives has been discontinued.

The other Diaspora communities have kept their former level of involvement, and the differences from 1981-82 to 1984-85 are expressed in minor increases in 1 or 2 points.

- 
- (4) Rehovot, Kiryat Moshe                      from 13.5 points to 8.0 points  
 New York +12 (xx)                              from 13.5 points to 7.0 points  
 Netivot-France                                from 13.5 points to 6.0 points  
 Ma'alot-Penn. +27 (xx)                      from 13.5 points to 6.5 points  
 Or Yehuda, Amidar-Milwau.



TABLE 7  
 DISTRIBUTION OF DIASPORA COMMUNITY INVOLVEMENT  
 IN PROJECT RENEWAL 1981-82 VERSUS 1984-85 (N of 64) (a)

	<u>1981-82</u>		<u>1984-85</u>		Difference	
	N	%	N	%	N	%
I Very High Involvement	4	6.25	11	17.18	7	10.83
II High Involvement	14	21.87	18	28.12	4	6.25
III Medium Involvement	23	35.93	18	28.12	5	7.81
IV Low Involvement	15	23.43	14	21.87	1	1.56
V Very Low Involvement	8	12.50	3	4.68	5	7.82
	N=64 100		N=64 100			

As expressed on the table above there has been a rise of 10.83% in the number of communities in category I, and 6.25 in category II (Very High Involvement or High Involvement), a drop of 7.81% in category III, 1.56 in category IV and of 7.82 in category V (Medium, Low and Very Low Involvement). In absolute numbers the rise has occurred in eleven communities.

- (a) In order to be able to compare findings with those of Elazar and King only the 64 neighborhoods they examined were re-examined. In contrast, Table 14 shows findings about the 75 Project Renewal neighborhoods which are twinned Diaspora communities according to the author's method.

TABLE 8  
 AVERAGE DIFFERENCE OF DIASPORA COMMUNITY INVOLVEMENT

	Total Points	N	Average	Max Points for each Community
1981-82	580.5	64	9.0	17.5
1984-85	722.5	64	11.2	17.5

The table above shows a general tendency for higher level of involvement of all the Diaspora communities from an average of 9.0 points to 11.2 points, namely a percentage increase of 12.6%.

In order to explain the reasons of this general tendency all the components will be examined.

1. Diaspora Community Representative

There has been a meaningful rise in the number of Diaspora communities which have appointed representatives in the neighborhoods. The Diaspora Community Representatives started their work in the early 1980s. The study of Elazar and King was conducted at this time, and stresses their importance as an indicator of Diaspora community involvement. The high number of points they assigned to this component caused the significant increase in total level of

involvement. However, as mentioned above, in discussing the criteria for involvement as expressed by the experts used in this study, there is a significant decrease in the evaluation of this role.

TABLE 9  
NUMBER OF DIASPORA COMMUNITY REPRESENTATIVES

	No. of Diaspora Representatives	No. of Diaspora Communities	Percentage of Maximum Possible Community Representative
1981-82	16	64	25
1984-85	41	63	65

There has been a rise of 40% of communities which have appointed community representatives. In absolute numbers twenty-five communities added representatives in the neighborhoods. (Most of them are employed on a part-time basis, and sometimes the representative works for several communities).

Out of the seventeen new neighborhoods which entered Project Renewal after 1982, 13 are linked, and 5 of them (38.4%) appointed a Diaspora community representative in the neighborhood.

2. Visits

TABLE 10  
NUMBER OF VISITS IN THE NEIGHBORHOOD

	Total No. of Visits	No. of Diaspora Communities	Yearly Average of Visits Per Community
1981-82	575	64	8.98
1984-85	451	63	7.15

There is a 1.83% decrease in number of average yearly visits, between 1981-1982 and 1984-85. (5)

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(5) Visits per neighborhood 1981/2, 1984/5 - See Appendix VIII

3. Consultations

TABLE 11  
 NUMBER OF COMMUNITIES THAT SENT  
 REPRESENTATIVES FOR CONSULTATIONS

	No. of Consultations	No. of Diaspora Communities	Percentage
1981-82	39	64	60
1984-85	39	63	61.9

Out of the thirteen new communities, four have conducted consultations. The differences in number of communities that sent representatives was for consultations between 1981-1982 and 1984-1985 is insignificant.

4. Diaspora Committee

TABLE 12  
 NUMBER OF DIASPORA COMMUNITIES THAT HAVE COMMITTEES

	No. of Diaspora Committees	No. of Diaspora Communities	Percentage
1981-82	39	64	60.9
1984-85	44	63	69.8

The data indicates an increase of 8.9% of Diaspora committees who have a committee. In absolute numbers only five new communities have adopted the idea. Out of the thirteen linked new communities five have Diaspora Committees.

5. Community Volunteers

TABLE 13  
NUMBER OF COMMUNITY VOLUNTEERS

	N	No. of Communities with Volunteers	%
1984-85	63	24(a)	38.0
1981-82	64	11 Professional	

In 1984-85 professional, college and high school volunteers came to 24 neighborhoods from 63 communities.

(a) This number, twenty-four includes all the volunteers who came to the neighborhood (professionals, college students and high-school students.) Only in 38.0% of the total neighborhoods did volunteers come to the neighborhoods. This included, in most cases high school students, then college students and a few professionals.

In 1981-82 eleven communities sent professional volunteers (The Elazar and King study did not classify volunteer data by data concerning college and high school). This component was difficult to measure because volunteers sometimes arrived directly from the Diaspora community to their twinned neighborhood. In Keren Hayesod offices and in the Jewish Agency no data was available concerning these volunteers.

In Elazar and King's study volunteer data is limited to professional volunteers, thereby making it impossible to compare data with this study. In spite of the difference in numbers, an examination of data shows that only in Ashkelon and in Hatikva, Tel Aviv are there professional volunteers, indicating a decrease in this component as well. From discussions with officials in Project Renewal's offices and in Sherut L'am, it is understood that there has been a decrease in the number of high school and college volunteers as well.

According to The Index of Experts' Value, and The Index of Involvement (see Methodology Chapter), the Assigned Points were divided into five groups as appears in Table 14.



TABLE 14

## AYALON'S METHOD INDEX OF DIASPORA INVOLVEMENT (1984-1985)

List of 81 neighborhoods, divided into 5 groups: (a) I - very high involvement, II - high involvement, III - medium involvement, IV - low involvement, V- very low involvement.

Group I: Very High Involvement (51 to 64 points)

<u>Neighborhood</u>	<u>Diaspora Community</u>	<u>Index</u>
1. Ashkelon	Great Britain	64
2. Tel Aviv, Hatikva	NY City,	60
3. Afula	Connecticut(xx) (b)	58
4. Bucharim & Beit Israel, Jerusalem	South Africa	58
5. Musrara, Jerusalem	Los Angelos	58
6. Shmuel Hanavi, Jerusalem	Washington, D.C.	55
7. Herzliya, Neve Yisrael	Boston, MA	54
8. Tiberias, Shikun Dalet	St. Louis, MD+4(xx)	54
9. Herzliya, Shaviv	Boston, MA	52

Group II: High Involvement (39 to 50 points)

10. Beit Dagan	Toronto, Canada	50
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(a) The maximum assigned points, 64, were divided into 5 categories.

(b) (xx) - Cluster. The number indicates number of communities in the cluster.

11. Or Akiva	Miami, FL	48
12. Petah Tikva, Amishav	Chicago, IL+5(xx)	48
13. Ramat Gan, Ramat Hashikma	Philadelphia	48
14. Acco	Austin, Texas+7(xx)	46
15. Hatzor	Long Bch, CA+6(xx)	46
16. Petah Tikva, Yoseftal	Ann Arbor, MI+2(xx)	46
17. Beit Shean	Los Angeles, CA	45
18. Hod Hasharon	Palm Beach County, FL & South	45
19. Kiryat Ata, Amidar	Massachusetts+9(xx)	43
20. Hadera, Givat Olga	Minn, MN+3(xx)	43
21. Kadima	Central, NJ	43
22. Ramle	Detroit, Michigan New Orleans, LA	43
23. Kfar Saba	Orlando, FL+3(xx)	40
24. Kiryat Shmona	San Francisco, CA	40
25. Kiryat Malachi	San Diego, CA	40
26. Kiryat Gat	Baltimore, MD	40
27. Nahariya, Givat Katzenelson	Cincinnati, OH	39
28. Tirat Hacarmel	Pittsburg, PA	39
29. Yahud	Atlanta, GA+8(xx)	39
<u>Group III: Medium Involvement (26 to 38 points)</u>		
30. Rishon Lezion, Shikun Sela	Nashville, TN	37

31. Rosh Ha'ayin	Birmingham,	
	AL +12 (xx)	36
32. Lod, Ramat Eshkol	Chicago, IL	36
33. Tel Aviv, Neve Sharett	Cleveland, OH	36
34. Ashdod	Orange County,	
	CA +2 (xx)	35
35. Ir Ganim, Jerusalem	Baltimore, MD	35
36. Katamon Het-Tet, Jerusalem	KH-10, Zurich	
	Switzerland	35
37. Tel Aviv, Neve Golan	Australia & New	
	Zealand	35
38. Yerucham	Montreal, Canada	35
39. Beersheva, Shikun Gimel	Keren Hayesod Comm	34
40. Lod, South	Denver, CO	34
41. Safed	Delaware Valley	
	NJ +7 (xx)	34
42. Kiryat Ekron	OH +4 (xx)	33
43. Nazareth Illit, Shchunat	Asheville,	
Shalom	NC +34 (xx)	32
44. Holon Tel Giborim	Phila. PA	30
45. Neve Josef	England, NJ	29
46. Or Yehuda, Amidar	Milwaukee &	
	Madison, WI	29
47. Or Yehuda, "B"	Ontario & Atlantic	
	Providence, Canada	29

48. Neshet, Tel Hanan	San Francisco, CA	28
49. Ofakim	South Africa	28
50. Beit Shemesh	Indiana, IN+4(xx)	27
51. Rehovot, Kfar Gvirol	Toronto, Canada	27
52. Dimona, Shivat Haminim	Geneva, Switzer.	26
 <u>Group IV: Low Involvement (13 to 25 points)</u>		
53. Netanya, Dora	Bergen County, NJ	25
54. Shderot, Albax/Nir Am	Buffalo +2 (xx)	24
55. Rishon Lezion, Ramat Eliahu	Metro & No. NJ	25
56. Ma'alot	Allentown-PA+26(xx)	22
57. Tel Mond	Jacksonville, FL +5 (xx)	21
58. Eilat, Schuna Aleph	Keren Hayesod Fund	20
59. Tel Aviv, Yafo Dalet	Western Canada	19
60. Netanya, Gan Bracha (Sela)	Louisville & Lexington, KY	18
61. Shlomi	Zurich, Switzer.	17
62. Haifa	Louisiana & Arkansas +12 (xx)	17
63. Netivot	France	17
64. Ramat Hasharon, Morasha	Holland & Spain	16
65. Holon, Jesse Cohen	Columbus-OH +5(xx)	13
66. Kfar Yona	Vancouver, Canada	13
67. Ramat Gan, Amidar	New Jersey +3(xx)	13

Group V: Very Low Involvement (0 to 12 points)

68. Nes Ziona, Yad Eliezer	Nashville, TN	12
69. Yavne, Ramot Weizman	Antwerp, Belgium	12
70. Beersheva, Shikun Dalet	West Germany & Sweden	10
71. Rehovot, Kiryat Moshe	Albany, NY+12(xx)	10
72. Jerusalem Rehov Stern	Rhode Island	8
73. Tel Aviv, Neve Eliezer	Keren Hayesod Comm	3
74. Gan Yavne	Winnepeg, Canada +8(xx) (Just beginning the partnership)	
75. Yavne, Neot Shazar	Seattle, WA (no evaluation)	1

Unlinked(c)

- 76. Bnei Brak, Pardess Katz
- 77. Dimona, Ha'arava
- 78. Vadi Nisnass
- 79. Mevasseret Zion
- 80. Migdal Ha'emek
- 81. Rishon Lezion, Mizrach

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(c) Unlinked neighborhoods are those which have no Diaspora twinned community. Discussion on the level of residents' participation in these neighborhoods is to be found in Chapter Six.

TABLE 15  
 DISTRIBUTION OF DIASPORA COMMUNITY INVOLVEMENT  
 IN PROJECT RENEWAL 1984-1985

	No. of Communities	%
Very Low Involvement	14	18
Low Involvement	17	22
Middle	8	10
High Involvement	15	19
Very High Involvement	17	22
No Evaluation	7	9
	N = 78	100

Thirty-one communities, 40% of the total communities, are in the low and very low categories of involvement. Thirty-two communities, 41% of the total communities, are in the high and very high categories of involvement. Eight communities, 10% of the total communities, are in the middle category of involvement, and seven communities, 9% of the total communities were not evaluated.

TABLE 16  
INFLUENCE OF REPRESENTATIVE ON DIASPORA INVOLVEMENT

	High Involvement	Low Involvement	
	N (%)	N (%)	
Communities with representative	26 (55.3%)	21 (44.7%)	N=47 100%
Communities without representative	13 (43.3%)	17 (56.7%)	N=30 100%
	39 (50.5%)	38 (49.5%)	N=77

In Elazar and King's study the variable appointment of an on-site representative of the Diaspora community has a very high weight in determining involvement. They found a positive correlation between the variable of representative and number of visits. In contrast, this study examined the relationship between involvement of community residents and the appointment of community representatives and came up with a weaker relationship. There exists a weak positive correlation between the appointment of a representative and the overall level of involvement.



This result can be explained by the fact that the experts scaled the Diaspora community representatives component lower than the other components, while in Professor Elazar's study it was assigned 4 points, the highest possible. A chi square test also indicates the weak correlation between the two variables ( $P \leq 1.00$ ).

TABLE 17  
CORRELATION BETWEEN ELAZAR AND AYALON SCALES  
(1981-82 TO 1984-85)

	Ayalon 1984-85	Elazar 1984-85
1. Elazar 1981-82	.4002 (64) P<.001	.4276 (64) P<.001
2. Elazar 1984-85	.8292 (65) P<.001	

The data shows high correlation between Elazar 1984-85 and Ayalon 1984-85 ( $P \leq .001$ ). The data also indicates that there is a high correlation between Elazar 1981-1982 and Elazar 1984-1985 ( $P \leq .001$ ) and so is the correlation between Elazar 1981-1982 and Ayalon 1984-1985.

TABLE 18

## DIASPORA INVOLVEMENT IN PROJECT RENEWAL: (a)

## SUMMARY OF THE SIX VARIABLES:

CONSULTATIONS, REPRESENTATIVES, COMMITTEES IN DIASPORA,  
VISITS (AVERAGE), VOLUNTEER PROFESSIONALS, VOLUNTEER COLLEGE  
STUDENTS, VOLUNTEER HIGH SCHOOL STUDENTS

		Consultations		Representatives		Comm. in Diaspora		Visits	Volunteer		H.S.			
		N	%	N	%	N	%	(Average Per Year)	Profess.	College	N	%		
Elazar	1981-82	39	56.5	16	23.1	39	56.5	8.98	11	15.9	—	—		
	(N=69)													
Ayalon (Elazar Method)	1984-85	39	56.5	47	68.1	49	71	7.15	3	4.3	24	34.7	20	28.9
	(N=77)													
Ayalon	1984-85	43	55.8	47	61	51	66.2	7.15	3	3.09	25	32.4	20	25.9

(a) Quantitative indicator check - Diaspora Community involvement May 1984-April 1985. See Appendix IX.

Table 18 shows a general increase in the involvement of the Diaspora community, in respect to the five variables examined in 1981-1982 by Elazar and King and in 1984-1985. i.e. consultation, representaives, Diaspora communities average visit per year professional volunteer.

The conclusion is that in spite of the addition of the six twinned communities which shows there is still interest in Project Renewal, there has been a general drop in the level of on-site involvement of the Diaspora communities.

### Summary

In this part the first variable of the study was examined: The Level of Involvement of the Diaspora communities. The results were compared to the study conducted by Elazar and King at the beginning of Project Renewal.

The relations which were measured based on six components, show the new pattern in the connections between the Diaspora Communities and the neighborhood residents in the will of the Diaspora community to be more involved in the process of planning and operating the project in the neighborhood. There has been an increase of approximately 50% in the Diaspora Communities representatives. The number of communities which have Diaspora project committees which assemble on a regular basis, design and inspect programs operated in the neighborhood, increased by 15%. More than 30% of the Diaspora communities have volunteers who spend some time in the neighborhood. All these examples indicate the will of the communities to become involved not only in giving money but also in personally representing the interests of the neighborhood residents.

Attempts are made to involve the maximum number of people in Israel and in the Diaspora community in several professional aspects of the project, such as evaluating programs, reports, etc.

The increase in the components mentioned above reflects the fact that there is a direct channel of communication between the Diaspora community and the neighborhood, the first involved in the Project.

We now need to turn our attention to the question as to whether the level of the Diaspora communities involvement did indeed affect the quantity and the quality of residents' participation.

**CHAPTER SIX**

**PARTICIPATION OF RESIDENTS IN PROJECT RENEWAL  
NEIGHBORHOODS 1984-1985**

## CHAPTER SIX

PARTICIPATION OF RESIDENTS IN PROJECT RENEWAL  
NEIGHBORHOODS 1984-1985

The level of Residents' participation in this study is divided into two aspects: the quantitative aspect and the qualitative aspect of participation. (See Introduction Chapter p. 11; Methodology Chapter pp. 78-80 and 118-123.)

PART I: The Quantitative Aspect

PART II: The Qualitative Aspect.

PART III. The study compares quantitative aspect of residents' participation with the qualitative aspect. The comparison examines the relationship between the two aspects.



Part I: The Quantitative Aspect of Residents' Participation

TABLE 19  
DISTRIBUTION OF RESIDENTS' PARTICIPATION - QUANTITATIVE ASPECT (a)

	Level of Participation (Points)	N	%
1. High Participation	111.0 - 146.7	10	12.3
2. Medium Participation	76.8 - 110.9	35	43.2
3. Low Participation	40.1 - 76.7	32	39.5
4. Very Low Participation	3.4 - 40.0	4	4.9
		N = 81	100

$$\bar{x} = 81.37$$

The Frequency table shows that in none of the neighborhoods is there very high participation of residents, since no neighborhood had all the thirteen components of participation.

- (a) The 81 neighborhoods divided into five groups of quantitative participation. I. Very high participation, II. High participation, III. Medium participation, IV. Low participation, V. Very low participation. Criteria for the division into five groups see Table 6 pp. 115-117.

For the list of 81 neighborhoods and the level of participation in each one of them - see Appendix X.

Only ten neighborhoods achieved high participation scores, while most of them are to be found in the medium (43.2%) and low (39.5%) participation categories. In absolute numbers 67 neighborhoods out of 81 (82.7%) are located in the medium and low categories.

The mean score of residents' participation is 81.37 points, namely in the third category of medium participation, (76.8 - 110.9 points). It is important, however, to point out that the mean score is closer to the category of low participation (difference of 4.5 points).

B. The Components of Participation

B1. Local Steering Committee

B1a Members of the Local Steering Committee

The Local Steering Committee is supposed to include 22 members. The Local Steering Committee sessions on the average include 14 members and 8 visitors who are not participating residents. The minimum of members in the sessions were 10 and the maximum 36.

TABLE 20

DISTRIBUTION OF MEMBERS IN THE LOCAL STEERING  
COMMITTEE MEETING

No. of Members	N (No. of Neighborhoods)	%
10-21	52	65
22	7	9
23-36	22	26
	N = 81	100

In 65% of the neighborhoods the number of members in Local Steering Committees is lower than the demand in the regulations of Local Steering Committees. In 22 neighborhoods (26%) the number of members is higher.

B1b. No. of Residents Who are Members in Local Steering Committees

According to the Regulations for Local Steering Committees 11 residents are to be members in the Local Steering Committee. In other words, 50% of the members should be residents of the neighborhood.

TABLE 21  
 NUMBER OF RESIDENTS IN LOCAL STEERING COMMITTEE

No. of Residents in L.S.C.	N (No. of Neighborhoods)	%
3-10	70	86
11	5	6
12-16	6	8
	N = 81	100

Examining each neighborhood separately we found that the minimum number of residents in Local Steering Committees was 3 and the maximum 16 residents, an average of seven residents per neighborhood. The representation of 50% of residents was not achieved in 86% of the neighborhoods. Only in six neighborhoods are the residents overrepresented. What perhaps is more important is what is the proportion of the residents of the total number of members in the Local Steering Committee (Table 22).

TABLE 22  
 PROPORTION OF RESIDENTS IN LOCAL STEERING COMMITTEE

Percentage of Residents in L.S.C.	N	%
0 - 19.9	0	0
20 - 29.9	13	16
30 - 39.9	25	31
40 - 49.9	35	43
50 - 59.9	8	10
	N = 81	100

In only eight neighborhoods 8 out of 81, which is 9.8% of the total neighborhoods is the demand for 50% of the members to be residents, as appears in the Regulations, being realized.

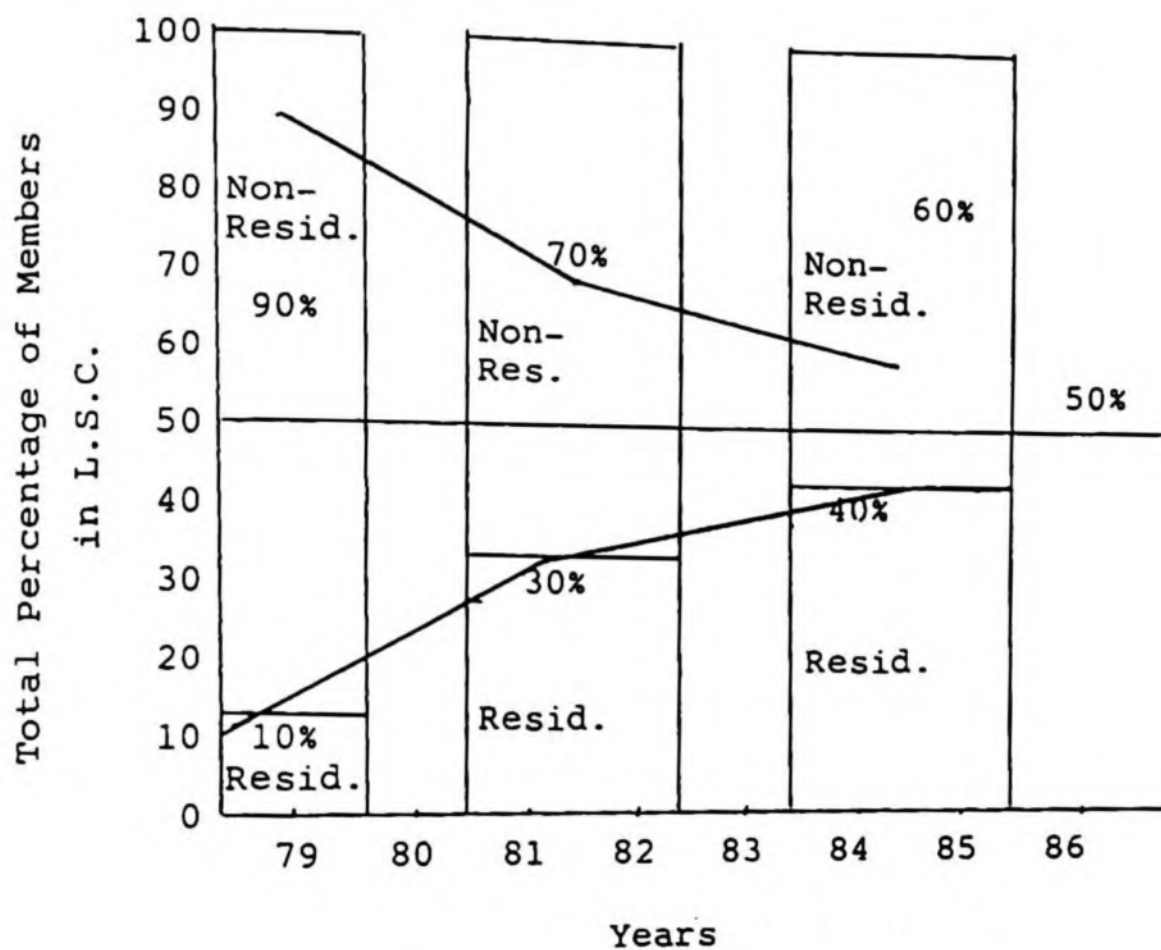


Figure 2. Average representation of residents and non-resident members in Local Steering Committees(a)

(a) The 1979-1982 data is based on Liron and Spiro, *Ibid.*  
The data 1984-1985 is based on this study.

TABLE 23  
 AVERAGE NUMBER OF MALE AND FEMALE RESIDENTS IN THE L.S.C.

Average Number	Males		Females	
	Neighborhoods (N)	%	Neighborhoods (N)	%
0	0	0.0	18	22.2
1-4	19	23.4	60	74.1
5-7	41	50.7	3	3.7
8-12	21	25.9	0	0.0
	81	100.0	81	100.0

$P \leq .001$

The percentage of female residents represented in Local Steering Committees is very low. The phenomenon of females as representatives of the residents in the neighborhood is not common, and their average representation is 1.6 per neighborhood, compared to 5.7 of the average of male representation per neighborhood. In the Sub-Committees females are more represented, but in more responsible and important tasks like the Local Steering Committee which have higher status they are less represented. It is important to note that in a few neighborhoods, like Hatikva in Tel Aviv,



the Chairman of the Local Steering Committee was a female. The Level of Significance of the correlation between the percentage of female and male residents represented in the L.S.C. is  $P \leq .001$ .

B1c The Chairman of the Local Steering Committee

TABLE 24

THE CHAIRMAN OF THE LOCAL STEERING COMMITTEE

Chairman of L.S.C.	No. of Neighborhoods	%
Resident	5	6.2
The Mayor	57	70.3
Official	19	23.5
	N = 81	100

In most cases the mayor is the chairman of the Local Steering Committee. In most cases when an official is the chairman, he is usually the deputy-mayor or the deputy head of the local council.

The five residents who serve as chairman of the Local Steering Committee are all from Jerusalem, and were involved in Project Renewal from the beginning. Based on the

residents' active participation in the neighborhoods of Katamon Het-Tet, Musrara and Shmuel Hanavi, the chairman of the Local Steering Committee is a resident.

B1d. No. of Meetings of Local Steering Committee

The number of meetings of the Local Steering Committee ranges from one to eight, all of them take place during three months, with a very practical aim - to approve the budget for the coming year. These are ad hoc meetings.

TABLE 25

NUMBER OF MEETINGS OF LOCAL STEERING COMMITTEE

No. of Meetings	N (No. of Neighborhoods)	%
1	4	5
2	17	21
3	27	33
4	19	23
5	8	10
6	4	5
7	1	1
8	1	1
$\bar{x}=3.3$	N = 81	100

In 63 neighborhoods out of 81 (77%) the L.S.C. met between 2 to 4 times in order to confirm the budget; 4 neighborhoods met only once a year. The other 14 neighborhoods met more than 4 times. The average number of L.S.C. meetings is 3.3 meetings per year.

B2 Inter-Ministerial Professional Committee

TABLE 26

NUMBER OF RESIDENTS PRESENT AT MEETINGS OF THE  
INTER-MINISTERIAL PROFESSIONAL COMMITTEE

No. of Residents	N (No. of Neighborhoods)	%
0	16	20
1-3	55	68
4-5	10	12
x=1.8	N = 81	100

The study indicates the importance of the Inter-Ministerial Professional Committee. The findings show that 16 neighborhoods did not have any residents' representation. The average number of residents is 1.8 out of 6-8 members of the L.S.C. and 3-6 members of the I.M.P.C.

In the higher echelon of The Project Renewal hierarchy, where the different plans that directly concern the residents' life are discussed, they are poorly represented.

B3. Sub-Committee

B3a. Number of Sub-Committees

TABLE 27  
NUMBER OF SUB-COMMITTEES

No. of Sub-Committees	N	%
0	2	2
1	3	4
2	1	1
3	7	9
4	14	17
5	29	36
6	19	23
7	6	7
N = 81		100

79% of the neighborhoods (62 out of 81) had from 4 to 6 sub-committees. Only 2 neighborhoods (2.5%) did not have any sub-committees. The average was 4.7 sub-committees per neighborhoods.

B3b. Chairmen of the Sub-Committee

TABLE 28  
CHAIRMAN OF THE SUB-COMMITTEE

Chairman of Sub-Committee	N	%
Resident	23	29.1
Official	50	63.3
Resident or Official	6	7.6
	N = 79	100.0

In the Regulations for the Local Steering Committee it states it is desirable that the chairmen of the sub-committees are to be residents. In fifty neighborhoods of seventy neighborhoods (63 %) the chairmen were officials.

B3c. Number of Members in Sub-Committees and Percentage of Residents

Data was available only from 24 neighborhoods, but represents the four types of settlements included in the project (Large cities, Metropolitan, Provincial and Development towns).

TABLE 29  
AVERAGE NUMBER OF MEMBERS IN SUB-COMMITTEES  
AND PERCENTAGE OF RESIDENTS

Sub-Committee	Average No. of Members	Average No. of Residents	% of Res.
Early Childhood			
Education	14	4	28.5
Formal Education	16	5	31.2
Non-formal Education	13	5	38.4
Community & Welfare			
Welfare	14	4	28.5
Physical	12	5	41.6
Youth	13	3	23.0
Employment	15	5	33.3
Other	12	4	33.3
Total Average	x = 13.6	x = 4.3	x = 31.6

The data is taken from the minutes of the Sub-Committee meetings and it reflects the actual participation of residents average of 4.3 to sub-committee (31.6%). The sub-committees are supposed to consist mostly of residents. However, the official and professional workers are the majority. They are the ones who have authority and influence on the sub-committees' decisions, especially when we include data concerning the chairman of the sub-committees.

TABLE 30  
 PERCENTAGE OF RESIDENTS MEMBERS IN SUB-COMMITTEE

% of Residents Out of Total Members in Sub-Committee	N (No. of Neighborhoods)	% of Neighborhoods
0- 9	0	0
10-19	1	4
20-29	6	24
30-39	6	24
40-49	8	32
50+	4	16
	N = 25	100

As seen in the table above, only in four neighborhoods(1) do the residents' representative members in sub-committee get representation on 50% or more from the total number of members in the sub-committee, as demanded in the Regulations. The average of resident participation in sub-committee is 38.8% which is even lower than the average percentage of residents in the Local Steering Committee.

(1) (For details see Appendix XI - Percentage of Residents - Members in Sub-Committee.)



B3d. Subjects of Sub-Committees

TABLE 31  
SUBJECTS OF SUB-COMMITTEES (a)

Subjects	N	%
Formal Education	72	89
Community & Welfare	70	86
Early Childhood Education	65	75
Youth	51	63
Physical	44	54
Other (Senior Citizen, Health, etc.)	42	52
Non-formal Education	25	31
Employment	18	22

Almost all the neighborhoods have a Formal Education, Community & Welfare and Early Childhood Education sub-committees. Employment Sub-Committees are to be found only in 18 neighborhoods. Today, this function is considered a most important one because of the need to cope with the

(a) For a detailed description of the different Sub-Committees see Appendix XII pp. 1 to 9.

problem of unemployment which is widespread in Israel which primarily affects the residents of distressed neighborhoods and development towns.

To sum up, the percentage of residents in sub-committees is 38.8%. This percentage reflects the decrease in the motivation of the residents to participate, and the will of the official system to work as quickly as possible and to avoid delays caused by too many committees.

It seems that the bureaucrats tend to prefer the involvement of their peers to residents' advice. The Chairman of the Education Sub-Committee (an official) in Haifa, speaking about the work of sub-committees says:

This participation (of residents) is not always accepted, especially when we are dealing with professional issues. But their participation did give a real push to the educational progress in the neighborhood. (Neve-David minutes, 24.3.85)

The Deputy Mayor in Beersheva states, "I am satisfied by the fact that the director of the Welfare and Education department agreed to accept a residents' representative in the process of decision-making in the educational program." (Shikun Dalet minutes, 5.2.85).

B4. Non-Professional Workers (N.P.W.)

TABLE 32  
 NUMBER OF NON-PROFESSIONAL WORKERS (RESIDENTS)

Number of N.P.W.	Neighborhoods	%
0	13	16
1	9	11
2	20	25
3	19	23
4	12	16
5	4	5
6	2	2
7	1	1
8	1	1
$\bar{x} = 2.4$	$N = 81$	100

As we see in Table 32, thirteen neighborhoods (16%) do not have non-professional workers. The other 68 neighborhoods have a minimum of one non-professional worker and a maximum of eight.

TABLE 33  
 PERCENTAGE OF JOBS (N.P.W.)

Percentage of Jobs	Neighborhoods	%
25 (part-time)	0	0
50 (part-time)	64	94.1
75 (part-time)	4	5.9
100 full-time	0	0
	N = 68	100

The largest number of Non-Professional Workers in a neighborhood is four, an average of 2.4 Non-Professional Workers per neighborhood. None of the non-professionals work full-time and most of them, (94%) work half-time. If we compare their number to the population in the neighborhood, the proportion is 5,352 residents(2) per equivalent full-time non-professional position. Thirteen neighborhoods do not have any Non-Professional Workers.

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(2) Details about population in Project Renewal neighborhoods see pp. 190-193.

TABLE 34  
 EVALUATION OF NON-PROFESSIONAL WORKERS' PERFORMANCE BY THE  
 NEIGHBORHOOD PROJECT RENEWAL OFFICES  
 (Taken from the Budget Books)

Evaluation(a)	N	%
High	23	33.8
Medium	35	51.4
Low	7	10.2
New Workers (No Eval.)	3	4.6
<b>Total</b>	<b>N = 68</b>	<b>100</b>

In general there is a positive evaluation for the N.P.W. work - 85% of them are rated "high" or medium by projection directors. Their work is hard, and since they are given their instructions by the community worker, the community-worker's ability and the training he gives are very important to their success. It often happens that the failure of the community worker is their failure as well. As put by the Jewish Agency's representative: "The success of

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(a) See Methodology Chapter p. 100

the community worker and the N.P.W. define the level of the residents' participation as well." (From L.S.C. in Mevasseret Zion, Feb. 1985 minutes.)

In a L.S.C. session in Yerucham the idea was that

The residents are not active enough, and even the L.S.C. sessions are hardly attended by them. The reason is that the Community Worker has left his office and there are no N.P.W. in Yerucham.

(from January 1985 minutes)

This paragraph clearly shows the positive contribution of the N.P.W. to the community. In addition to the Non-Professional Worker, other residents work in the Project Renewal framework, especially in the community centers, but the character of the N.P.W. work directly concerns community organization and activation, and therefore is critical in attaining the goal of participation.

#### B5. Community Newspaper

One of the means of communicating with the residents and supplying them with information, in order to involve them with Project Renewal's programs, is a local newspaper. Forty-two neighborhoods have a local newspaper. This data refers only to 1985-86, because some neighborhoods had a community newspaper in the past but no longer have one.

TABLE 35  
COMMUNITY NEWSPAPER

Newspaper	N	%
Yes	42	53.8
No	33	42.3
Planned	3	3.8
	N = 78	100

Whether the local newspaper performs its task depends on the way it works.

TABLE 36  
EVALUATION OF THE LOCAL NEWSPAPER(a)

	N	%
Low	8	19
Medium	21	50
High	13	31
	N = 42	100

In most of the neighborhoods the evaluation of the local newspaper is low-medium (69%). They do have a budget for the local newspaper, but the goal is to publish a newspaper without being concerned with its content. From the local newspapers examined, there is no correlation between the budget and the quality of the newspaper. Usually residents do not produce essays, and the information given is only what the officials want the residents to know. It does not reflect the residents' feelings, and information about things they can change and the way to perform changes. Even the task of disseminating information on Project Renewal's programs was not fulfilled.

- (a) Evaluated by the Project Renewal Neighborhood Offices - taken from the budget books. They used criteria such as number of residents who participated in preparing the newspaper and number of publications per year.



In Katamon Het-Tet although there is a local newspaper, 40% of the residents claimed they got information about Project Renewal from conversations with neighbors, 10% from the national means of communication (radio, T.V., newspapers); 21% were connected to Project Renewal workers, and 25% did not have any information. Sixty-three percent did not receive the newspaper. (3)

B6. Training Programs for Active Residents

The training programs concentrate on weekend seminars, lectures, enrichment programs etc. Forty-two neighborhoods have training programs for active residents, and budgets for such programs.

TABLE 37

TRAINING PROGRAMS FOR ACTIVE RESIDENTS

	N	%
Yes	42	52
No	39	48

N = 81

(3) Aziz, Samuel, Ev. Report Katamon Het-Tet, p. 39.

The budget is usually used for weekend seminars and trips for the active residents, and are seen more as a bonus for the volunteering activists than as training. Sometimes the active residents think it is their right to get such bonuses, since they work without pay at the cost of their free time.

In Acco the residents' representatives asked for a leisure weekend for the active residents. When the Jewish Agency's representatives did not approve their request they announced, "We would have left the meeting right now, but we are not doing so because of the presence of the Mayor."

(Acco, 26.2.85)

The Chairman of the Community Sub-Committee (an official) in Hod Hasharon requested a budget for pens and calendars, because the residents volunteered when they received benefits. (Hod Hasharon, 22.1.85).

The budget for the Training Program is distributed from a minimum of \$200 in two neighborhoods to a maximum of \$6,000 in one neighborhood for an average of \$1184.11 per neighborhood.

TABLE 38  
DISTRIBUTION OF BUDGET FOR ACTIVISTS' TRAINING

USA \$	N	%
Up to \$500	6	14.2
500-1000	9	21.4
1001-2500	10	23.8
2501-5000	15	35.8
5001-6000	2	4.8
x = 1184.11	N = 42	100

B7. School for Active Residents

Unlike the Residents' training programs the School for Active Residents is a formal institution which operates in most of the neighborhoods. Its importance lies in the fact that the active residents participated in its programs. The residents participated in the program despite the fact that the program was for a long period of time and in some cases took place outside the neighborhood, usually in the universities. The level of the courses was high, and gave legitimation and status to those who participated and passed the courses.

TABLE 39  
 DISTRIBUTION OF NEIGHBORHOOD BY STATUS  
 OF SCHOOL FOR ACTIVE RESIDENTS

	N	%
1. Finished 1st stage	29	36
2. Finished 2nd stage	3	4
3. Finished 1st stage; planning another course, 1st stage	17	21
4. Finished 1st stage; planning 2nd stage	5	6
5. Finished 2nd stage; planning 3rd stage	3	4
6. Planning 1st stage	19	23
7. Never had school, nor planning one	7	5
(a)	N = 81	100

As of July 1985 81 Schools for Active Residents were founded, with 1871 residents graduating from seventy schools. (4)

(a) Explanation for this stage is found on page 101, footnote 44.

(4) Joseph Tropansky, School for Active Residents - 1984

In the neighborhoods where the 1st stage was finished (N=54) an average of 21 residents graduated, (minimum 5 - maximum 65). In 4 neighborhoods 19 residents on average graduated 2nd stage.

The characteristics of the residents who attended the schools are as follows:

90% Sephardic Jews

age - 36 to 55

education: 21% elementary school

59.7% secondary school(5)

67% employed in low status positions

93% are active residents(6)

Fifteen neighborhoods were evaluated on active residents who graduated the schools, their level of activity in the Local Steering Committee, their participation in the sub-committees and the Neighborhood Committee, and their general contribution to the neighborhood.

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- (5) Miryam Shapira Krauss, A Survey about Schools for Active Residents. The Research Center for Municipal and Village Settlements, Rehovot, June 1983 (The survey was conducted in regard to 24 schools for Active Residents.
- (6) The above survey does not detail the level of education of the remaining 20%, nor the status of the employment positions of the of the remaining 33%.

TABLE 40  
EVALUATION OF THE SCHOOLS' GRADUATES

Evaluation	N	%
Low	1	7
Medium	3	20
High	11	73
	15	100

Table 40 shows that 73% of the evaluated neighborhoods received a high evaluation on the school graduates. Since they were evaluated by the Project Renewal Neighborhood Office it seems they are appreciated in the neighborhood as people who perform their work for the community efficiently.

8. Elections

The reasons why democratic elections are important are detailed in the first part of this study (see chapter two page 107). This component of participation is rated the highest of all components by the experts. The data shows that the percentage of neighborhoods which adopted this procedure is not very high, (37%)

TABLE 41  
ELECTIONS

Type of Elections	N	%
According to Regulations	16	20
According to local plans	14	17
Elections planned	8	10
Never had nor plan elections	43	53
	N = 81	100

In some places, especially in Development towns, the Mayor objects to the elections because he claims that he is the one who represents the residents. As stated by the Mayor of Ofakim, Chairman of the Local Steering Committee,

There is a basic difference between renewal in large cities and renewal in Development Towns. The public officials in Development towns represent the will of the residents much more than public officials in large cities represent the residents of the neighborhoods.  
(Minutes of L.S.C. 2.1.85)

In Kiryat Ata the officials claimed that the Project promoted residents' organizations and the election of a militant committee that at the beginning hindered the operations of the different programs.(7) The type of election was sometimes changed according to the specific conditions of the area in order to achieve optimal representation of the different sub-areas included in the Project.

Kiryat Gat is an example of this approach. In 1984 in personal, secret and general elections residents' representatives were elected to the neighborhood committee and to the Local Steering Committee. Not all the sub-areas in the Development Town were represented. The process did not promote the goal of residents' participation in all places where elections took place.

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(7) Changes survey - Project Renewal Neighborhood Office, 1984.



In Nesher-Tel Chanan for example the neighborhood committee was elected in July 1983 by a democratic process and 40% of the residents voted. The community work for preparing the elections was not done as needed, and as a result people who needed personal, social or professional rehabilitation were elected. Most of them lacked formal education, and therefore could not cope with the decision-making process, the planning and inspecting of the work done in the neighborhood. The minutes indicated that if there was no change the goal of residents' participation would not be achieved. (Nesher-Tel Chann, January 1985 minutes).

Another example is Sela, Netanya:

Most of the residents are not active nor interested. They don't complain. In spite of the democratic elections there are political tensions which affect the Local Steering Committee and the sub-committee strains.

(Sela - January 10, 1985 Minutes)

In other places, however, the elections caused a positive change. In Hod Hasharon for example, the Chairman of the Local Steering Committee says:

For a long time since the transit camps the heads of large families had control over the residents, and only after the elections did they start to give their place to young people from the neighborhood.

(Minutes from 22.1.85)

TABLE 42  
THE PERCENTAGE OF VOTERS

Percentage of Voters	(N) Number of Neighborhoods	Percentage of Total Neighborhood
20	6	23.0
25	4	15.3
30	5	19.2
35	2	7.6
40	5	19.2
45	1	3.8
75	1	3.8
90	2	7.6
$\bar{x} = 36.1$	$N = 26$	

Even when the election process is carried out properly, the elected committees do not always achieve recognition by the residents in spite of the fact that the elected committees believe that they represent the residents.

In Katamon Tet (Jerusalem) for example, 15 members of the neighborhood committee who were elected in democratic regional elections, claimed that they represented the whole

neighborhood, not just interest groups. In a survey two-thirds of the residents claimed they knew about the neighborhood committee, 17% were satisfied with its performance, 39% were not satisfied and 44% had no opinion on the matter. Seventy-five percent felt they didn't have any influence about what happened in the neighborhood and 41% believed the leaders in the neighborhood committee cared about the feelings and ideas of the residents. The survey shows that there is a problem of communication and confidence between the neighborhood committee members and the neighborhood residents. (8)

B9. Budget for the Neighborhood Committee (9)

The experts gave this component only 2.3 out of 5 points, the lowest possible. This is probably due to the harsh experience in some neighborhoods concerning how money is spent. In one case the police had to interfere because it was claimed that the Chairman of the Neighborhood Committee used the budget for his own personal affairs or for matters upon which he decided on his own, independently of the committee. Until now, nothing has been proven.

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(8) Aziz, Samuel, p. 32.

(9) Neighborhood committees members are usually those who are members in the Local Steering Committee.

The budget for the neighborhood committee can have great importance since it enables the committee to perform and carry out its decisions without the approval of the Local Steering Committee and the sub-committees.

Only 22 neighborhoods (27%) have a budget for the neighborhood committee.

TABLE 43  
BUDGET FOR NEIGHBORHOOD COMMITTEE (IN US \$)

Amount of Money	N	Percentage
200-1000	5	22.7
1001-2000	9	40.9
2001-3500	3	13.6
5000-8900	5	22.7
x = \$1761	N = 22	100

Out of 22 neighborhoods the minimum per neighborhood was \$200 per year (N=2) and the maximum \$8900 (N=1).

By the end of 1984, the Jewish Agency, representing Diaspora communities, had spent about U.S. \$175 million on Project Renewal. (10)

(10) Evaluation Committee 1985, p. 4.

B10. Number of Active Residents Involved in the Project

The figures in the following table are based upon the evaluation of each Project Renewal neighborhood office.

TABLE 44  
NUMBER OF ACTIVE RESIDENTS INVOLVED IN THE PROJECT

Number of Active Residents (a)	Number of Neighborhoods (b)	Percentage (c)	Total of Active Residents (d)
15	3	4	45
20	4	5	80
25	6	7	150
30	11	14	330
35	2	2	70
40	9	11	360
45	3	4	135

- (a) Actual number of active residents in the neighborhood.
- (b) Number of neighborhoods which have the Actual Number of active residents which appears in column a.
- (c) Percentage of neighborhoods with the same number of active residents.
- (d) Total of active residents in all the Project Renewal neighborhoods (column a x column c).

Number of Active Residents (a)	Number of Neighborhoods (b)	Percentage (c)	Total of Active Residents (d)
50	15	19	750
55	2	2	110
60	2	2	120
65	2	2	130
75	3	4	225
80	4	5	320
85	1	1	85
90	2	2	180
95	1	1	95
100	3	4	300
110	1	1	110
120	2	2	240
125	1	1	125
150	2	2	300
200	1	1	200

On average there are 58 active residents per neighborhood, with a range from 15 to 300 active residents.

In cases where directors of Project Renewal Neighborhood offices indicated 100 or more active residents,

there is a question about the accuracy of this estimation since they included people who participated in trips, weekends, etc. and failed to understand the idea of Resident Participation. "Active Residents" involved in the Project are defined as residents who act on a voluntary basis for the benefit of the neighborhood and participate in the different committee sessions, etc.

Most of the neighborhoods (71%) have 15 to 50 active residents (53 neighborhoods). In 22% of the neighborhoods there are 55 to 100 active residents (20 neighborhoods). In 7% of the neighborhoods there are 110 to 300 active residents (7 neighborhoods).

The average population in each neighborhood is 6423 residents, and an average of 1690 families per neighborhood. A total of 4760 active residents represents 3.2% of the families living in Project neighborhoods. This is a very small percentage, especially if the true average is lower than the stated 58 active residents per neighborhood. It is a small percentage since one of the main goals of the Project is residents' participation. (11)

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(11) Quantitative indicator check Participation of Residents  
- May 1984-April 1985. See Appendix XIII.

## A. General Information

A1a. Type of Settlement

TABLE 45  
 FREQUENCY DISTRIBUTION OF TYPE OF SETTLEMENT

	No. of Neighborhoods	%
1. Large cities	14	18
2. Metropolitan	26	32
3. Provincial town	18	22
4. Development town	23	28
	N = 81	100

The largest percent of renewed neighborhoods are in Metropolitan (32%) and Development towns (28%). Neighborhoods in large cities are 14 (17%) - 6 in Jerusalem, 5 in Tel Aviv and 3 in Haifa. The remainder, eighteen neighborhoods are in Provincial towns.



#### A4. Number of Residents

The goal of the project was the social and physical rehabilitation of 160 distressed neighborhoods, throughout the country. By the end of 1982, 83 neighborhoods with a total population of 600,000 were included in the program. (12)

This research includes data for 81 neighborhoods, since the other two neighborhoods (Bnei Brak and Migdal in Ashkelon) are connected to another neighborhood in the city and are considered as one unit with these neighborhoods.

The population in the renewed neighborhoods is 520,279, which is 15.5% of the total Jewish population in Israel. (13)  
The program includes about 144,521 families. (14)

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(12) The International Committee for the Evaluation of Project Renewal, Summary of Findings and Recommendations, June 1985, p. 1.

(13) Population and Household Census 1983. Total population in Israel 4,037,620 out of them 3,349,997 Jewish population, which are 1,026,590 families. Published by the Central Bureau of Statistics, The Finance Ministry, Israel.

(14) According to the Central Bureau of Statistics the average family in the renewed neighborhoods is 3.8 (the national average is 3.2 per household. (Published by the Finance Ministry, Israel.)

According to the Central Bureau of Statistics 45,000 senior citizens, (65 years and older), which are 8.5% of the total population in the renewed neighborhoods, resided in these neighborhoods during 1983.

The average population in each neighborhood included in Project Renewal is 6,423 residents. The smallest population is in Sela-Rishon LeZion - 674 residents, and the biggest one is Shimshon-Ashkelon - 23,425 residents. Since this neighborhood is a component in a unit composed of three neighborhoods (Migdal, Bet Zion and Ramat Eshkol), the total population in the neighborhoods-unit (which is considered as one neighborhood) is 33,637.

TABLE 46  
AVERAGE POPULATION IN PROJECT RENEWAL IN LARGE CITIES  
AND DEVELOPMENT TOWNS (a)

		No. of N Residents	Average per neigh- borhood	Total (Jew- ish)	P.R. Res. % of tot. pop.	% of tot. pop.	
		(b)	(c)	(d)	(e)	(f)	(g)
Large	Jerusalem	6	34,398	5,733	306,300	9.1	11.2
Cities	Tel Aviv	5	36,945	7,389	317,800	9.4	11.6
	Haifa	3	14,325	4,775	210,000	6.2	6.8
				(5,968)			
Dev. towns	Dev. towns(h)	23	248,886	10,821	353,367	10.5	74.2
All neighborhoods		81	520,279	6,423	3,349,997	15.5	100.0

- (a) Data is taken from the yearly book of statistics 1983, published by the Statistics Bureau.
- (b) N = No. of neighborhoods included in Project Renewal.
- (c) Number of residents in all N Project Renewal neighborhoods included in the area.
- (d) Average number of residents per neighborhoods who live in the area.
- (e) Total Jewish population in the area.
- (f) Percentage of Project Renewal residents out of the total Jewish population in the area.
- (g) Percentage of Project Renewal residents in the area out of the total population included in Project Renewal (520,279).
- (h) Development towns - In some places all the Development Town is considered one neighborhood (like Beit Shean with 12,449 residents or Shlomi with 2,300 residents). In other places one or two neighborhoods from the Development Town are included in the Project Yeelim-Eilat, (3,400 residents) or Shivat-Hamimim (3,024 residents) and Arava (4,391) - both in Dimona.

The average population per neighborhood in Development Towns is 33% higher than the average population in all 81 neighborhoods. Their percentage in the Project is 74.2% compared to the rate of 10.5% of the total population in Israel. Only 4 Development Towns are not included in Project Renewal - Arad, Mizpe-Ramon, Carmiel, and Yokneam. (15)

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(15) See Appendix XIV - List of Development Towns in Israel and their populations.

TABLE 47  
 THE LEVEL OF RESIDENTS' PARTICIPATION IN DIFFERENT TYPES OF  
 SETTLEMENT - QUANTITATIVE ASPECT

Type of Settlement/ Residents' Participation	Neighborhood in Large Cities		Metropolitan		Provincial Town		Development Town		Total	
	N	%	N	%	N	%	N	%	N	%
High Participation	4	21.5	4	14.8	0	-	2	7.4	10	12.3
Medium Participation	7	50	13	48.2	5	38.5	10	37	35	43.2
Low Participation	3	21.5	9	33.3	8	61.5	12	44.4	32	39.5
Very Low Part.	0	-	1	3.7	0	-	3	11.2	4	4.9
N	14	100	27	100	13	100	27	100	81	100

Examination of the findings in Table 47 shows that residents of neighborhoods in large cities and in Metropolitan towns, participate more than residents in Development towns or in Provincial towns. (16) The

(16) The proportion indicates that 71.5% of the large cities and 63% of Metropolitan towns are characterized by high and medium participation, while only 38.5% of Provincial towns and 44.4% of Development towns are characterized by high and medium participation.

findings support the hypotheses raised in the Methodological part namely, that due to the character of the Development towns (small places, where the mayor sees himself as the citizens' representative and is not eager to share his powers), the level of participation is lower than in large cities or metropolitan towns, where the authorities are decentralized thus enabling a higher level of residents' participation.

A2. Year of Beginning of Project Renewal

TABLE 48  
YEAR OF BEGINNING OF PROJECT RENEWAL

Year	N (No. of Neighborhoods)	%
1979-80	37	46
1980-81	30	37
1981-82	9	11
1982-83	5	6
N = 81		100

The data shows that 67 neighborhoods entered the Project in the years 1979-1981. Since then only 14 neighborhoods entered Project Renewal. The goal of Project Renewal, as declared by the former Prime Minister, Menachem

Begin, was to renew 160 neighborhoods. It is hard to believe that in the near future 79 neighborhoods will be added, although the Jewish Agency Assembly, which convened in Jerusalem in June 1985, decided to promote the extension of Project Renewal to include an additional 43 neighborhoods, if twinned Diaspora communities are found.(17)

Towards the coming year 1987, in 83% of the total neighborhoods the Project will be finished. This variable is a central one because until now no programs are planned (except in Jerusalem) to replace Project Renewal. In almost all the minutes the residents express their fear of the situation in the neighborhood after the project is finished.(18)

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(17) Socio-Economic Profile of Neighborhoods Proposed for Inclusion in Project Renewal, Jewish Agency for Israel, Renewal Dept. Planning Unit, Jerusalem, October 1985. p. 5.

(18) They are afraid budgets won't be allocated for educational and physical programs. Once the twinned communities won't participate in the budget, programs on behalf of the community will be finished, because of the economical situation of the Israeli Government. The representatives of the Finance Ministry strengthen these feelings declaring there will be no possibility to continue financing alone the programs.

TABLE 49  
 LEVEL OF RESIDENTS' PARTICIPATION  
 VERSUS THE YEAR OF THE PROJECT  
 A QUANTITATIVE ASPECT

Year of the Project/ Level of Participation	1979-80		1980-81		1981-82		1982-83		Total	
	N	%	N	%	N	%	N	%	N	%
High Participation	4	10.8	5	16.5	1	11.2	0	-	10	12.3
Medium Participation	17	45.9	13	42.9	2	22.2	3	60	35	43.2
Low Participation	14	37.8	12	39.6	4	44.4	2	40	32	39.5
Very Low Part.	2	5.4	0	-	2	22.2	0	-	4	5.0
	N	37 100	30		9 100		5 100		81 100	
	%	45.7	37.0		11.1		6.2		100	

According to this table there is no relationship between the length of the project and the level of participation.



TABLE 50  
 FREQUENCY OF THE 13 QUANTITATIVE COMPONENTS  
 OF INVOLVEMENT IN THE 81 NEIGHBORHOODS (a)

Components of Participation	N (No. (of Neigh) (a)	% (b)	Min. (c)	Max. (d)	Std. Dev.	Mean
1. Chairman of Steering Committee	5-resident	6.1	-	-	-	-
2. % of Residents in Steering Committee	8 over 50%	10	3	16	9.5%	40.5%
3. No. of Meetings (L.S.C. per year)	58 over 2 meet.	71.6	1	7	1.6	3.3
4. No. of Resident Participation in I.M.P.	40 over 1 resi.	49.3	0	6	1.4	1.8
5. No. of Sub-committees	68 over 4 s.c.	83.9	0	7	1.5	4.7
6. Chairman of the sub-committee	23 residents(e)	28	-	-	-	-
7. No. of Non-Professional Workers (res.)	68 employ NPW	83.9	0	7	1.6	2.2
8. Community Newspaper	42 have newsp.	52	-	-	-	-
9. Project Training for Active Residents	42 have train. prog.	52	-	-	-	-
10. Budget for Neighborhood Committee	22 have budget	27	\$200	\$8,900	\$1650	\$1,733
11. Election for Steering and Neighborhood Committee Members	30 had election	37	-	-	-	-
12. No. of Active Residents Involved in the Project  (Estimates of PR neigh. office)	28 over 50 active residents	34	15	300	43	58
13. School for Active Residents	55 had school for act. res.	68	-	-	-	-

N = 81

- (a) Number of neighborhoods with "positive" findings.  
 (b) Percentage of neighborhoods with "positive" findings out of 81.  
 (c) Minimum = Number of neighborhoods with maximum of the component.  
 (d) Maximum = Number of neighborhoods with maximum of the component.  
 (e) Not including 6 neighborhoods where some chairmen are residents and some are non-resident.

### Summary and Conclusions

Table 50 presents the summary of the 13 components of quantitative participation of residents.

On the basis of the 13 components a scale of quantitative participation has been established. The average level of actual resident participation is between low to medium in the quantitative scale of participation. In spite of the fact that there are guiding rules and regulations, aimed to ensure the place and part of the residents in the Project, none of the 81 neighborhoods achieved a very high level of involvement.

It seems safe to say that Project Renewal has helped advance the cause of participation. Some residents have gained a sense of influence, and officials have become more accepting of the idea of participation. Not enough has been done, however, to assure continued progress in this area once Project Renewal is being "phased out." (19)

In spite of the fact that this study examined each of the components, quantitatively, each component also reflects the qualitative side of participation - elections in the neighborhood, a resident-chairman, percentage of residents in the Local Steering Committee, budget for neighborhood committee.

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(19) International Evaluation, 1985, p. 17

In the following chapter (The Qualitative Aspect of Participation) these elements are included in determining the level of resident involvement in each neighborhood.

In February 1985, an active resident in Kfar Saba asked, "How was the budget allocated?" and the chairman of the Local Steering Committee (a mayor) answered, "The directors of the different departments got orders to discuss the different issues, to assign priorities and to propose the budget allocation." While it is more convenient to work with a small group of active residents and make decisions without the long tedious process of Sub-Committees, but these processes are an integral and central part of Project Renewal. Without them, the Project cannot be considered a success.

If the Project were to phase out of the neighborhoods without a strong system based on strong resident participation, we suggest that project achievements would not continue and the dependency would increase.

Recently, some signs of "burn-out" appeared in the work of the local steering committees. Participation tended to decline, especially among Government committee representatives. This may be a result of fatigue as well as reduced discretion available to local committees given that a growing share of available resources was committed by previous decisions. This raises some doubts as to whether

neighborhood based planning structures are likely to continue once the massive influx of project funds ceases, unless they take on new responsibilities for the allocation of resources. (20)

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(20) Ibid., p. 18.

Part II: The Qualitative Aspect of Residents' Participation

Introduction

Upon the conclusion of five years of Project Renewal in the development town of Kiryat Shomona, the evaluation report stated:

A large number of house committees have been established, but, in most cases, their continued functioning is dependent upon the support of professionals.... While there is a large turnover among activists... a small number of veterans have acquired a strong position both among the residents and with the establishment. The various institutions have developed an awareness of the need for resident participation in decisions and planning, and of the need to take into consideration the residents' desires. Despite this, the residents have encountered considerable difficulties in their efforts at active participation, giving rise to feelings of disappointment and frustration. The residents have suitable representation on the steering committee and the sub-committee, but the professionals retain decisive weight in decision-making, and the residents ultimately accept their positions (of the professionals). (Project Renewal Evaluation Report 1985 - Kiryat Shmona).

Elsewhere, in central Israel, at a meeting convened to approve the budget for 1985-86, the representative of the Jewish Agency said: "The residents should only present their needs. The translation into professional terms and their implementation must remain in the hands of the professionals." (Yad Eliezer, Nes Ziona, Minutes of meeting, February 24, 1985).

As noted with regard to the quantitative aspect of resident participation, the data indicates a rise in the number of participants in neighborhood steering committees from 1978 to 1985. The question remains: Is this participation real? And does the presence of the residents on the various committees, in neighborhood elections, in training programs for active residents, on the neighborhood newspaper, etc., constitute a true expression of the residents' ability to decide for themselves, and of the readiness of the establishment to accept their views?

In reading Max Weber one can infer that participation is a relinquishment of power in this case on the part of the establishment in favor of the residents.(21) While resident participation on committees, on the local newspaper, in neighborhood events, etc. does not necessarily signify a relinquishment of power, their participation in decision-making and assumption of responsibility for their own future are indeed indicative of a sharing of power and of partnership.

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(21) Gerth and Mills (editors) From Max Weber; Essays in Sociology. New York, New York; Oxford University Press 1972, pp. 196-198.

TABLE 51  
 EVALUATION OF PROJECT RENEWAL NEIGHBORHOOD OFFICE (E.N.O.)  
 EVALUATION OF PROFESSIONALS (E.P.I.)  
 AND THE AUTHOR'S EVALUATION (E.C.H.)  
 (PEARSON R)

	Evaluation of Project Renewal Neighborhood Office (E.N.O.)	Author's Evaluation (E.C.H.)
Evaluation of Professionals (E.P.I.)	.7314	.7628
	P<.001	P<.001
Author's Evaluation (E.C.H.)	.6228 (81)	
	P<.001	
The Cronbach Alpha =	0.87756	

The level of significance of the correlation between the three evaluations is  $P < .001$ . The strongest correlation in ratings was between the E.C.H. evaluation and the professional evaluation (E.P.I.), followed by the professional evaluation (E.P.I.) and the neighborhood office evaluation (E.N.O.), with the lowest correlation



between the neighborhood office evaluation (E.N.O.) and (E.C.H.) evaluation. Nevertheless, the correlation in all instances is  $p < .001$

Also examined was the correlations between the three evaluations according to the Cronbach Alpha, with a reliability analysis for scale CH2(22) (average evaluation) = 0.87756, indicating a very strong inter-item correlation between them, with CH2 representing the qualitative evaluation rating.(23)

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- (22) CH2 = The average evaluation of each of the eighty-one neighborhoods. Average evaluation of the three evaluations (E.N.O., E.P.I., E.C.H.) see Methodology Chapter.
- (23) List of 81 neighborhoods, scaled in five categories - Index of Residents Qualitative (CH2) - See in Appendix XV.



TABLE 52  
 DISTRIBUTION OF RESIDENTS' PARTICIPATION  
 EVALUATION - QUALITATIVE

(Based on the three evaluators: E.N.O., E.P.I., E.C.H.)

Level of Residents' Participation Evaluation	Evaluation of Project Renewal Neighborhood Office (E.N.O.)		Evaluation of Professionals (E.P.I.)		Author's Evaluation (E.C.H.)	
	N	%	N	%	N	%
V. High(5)	3	3.7	5	6.1	2	2.4
High(4)	25	30.8	15	18.5	16	19.7
Medium(3)	33	40.7	24	29.6	31	38.2
Low(2)	15	18.5	27	33.3	27	33.3
V. Low(1)	5	6.1	10	12.3	5	6.1
TOTAL	81	100	81	100	81	100
MEAN(a)		3.07		2.72		2.79
STD. DEV.		.9458		1.0956		.9181

(a) The mean refers to the level of participation (1-very low to 5-very high participation) in each of the three evaluations.

E.N.O.  $x = 3.07$   
 E.P.I.  $x = 2.72$   
 E.C.H.  $x = 2.79$

As explained in the Methodology Chapter (see page 123), out of the three evaluations (external - ECH, external/internal - EPI and internal - ENO), one evaluation was made, the average of the three evaluations (Qual). Average resident participation is 2.86, which on the scale of 1-5 represents medium involvement.

TABLE 53  
EVALUATION OF QUALITATIVE PARTICIPATION

	N	%
V. High (5)	6	7.4
High (4)	26	32.0
Medium (3)	30	37.0
Low (2)	18	22.2
V. Low (1)	1	1.2
	81	100

As we see in Table 53, presenting the qualitative evaluation of resident participation, six neighborhoods (7.4%) belong to the category of very high involvement, all of which, except for Ye'elim in Eilat, are located in major cities of suburbs, thus indicating, the higher level of involvement in cities as opposed to the smaller development towns.

### Summary and Conclusion

At the conference of Project Renewal directors from all over the country upon the conclusion of five to seven years of the Project's entry into each community, one of the central figures in Project Renewal on the national level said:

There has been a substantive change in resident participation and involvement since the Project began six years ago, but as regards the quality of such participation, I believe we have in some way failed. What have we done to inform the residents? The residents are helpless in the face of the bureaucratic system we set up.... We are still only at the beginning of the era of resident participation.(24)

These very strong words expressed the thoughts of many of those attending the conference, and in effect sums up this part of my study. Although we have advanced one step in improving the quality of resident participation, this is only the beginning. The idea of resident participation in the various committees, in neighborhood activities and in neighborhood elections has long been accepted by the

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(24) Moti Winter, The Director of Community Workers Department in an Assembly of Project Renewal Directors, Bet Dagan, 1985.

establishment as an integral part of Project Renewal. We believe real resident participation and involvement must include:

- a) Sharing in the entire process, from planning to implementation.
- b) Involvement in the evaluation of implementation.
- c) Full partnership in responsibility for the project.

According to an unofficial consensus, this is the stage which must now be launched. In fact however because of the formal conclusion of the project, there has been a regression - both, as indicated, in the quantitative aspect, as well as in the qualitative aspect of the project. This calls for much more willingness on the part of members of the establishment to involve the residents in Project Renewal.

Part III: Residents' Participation - Quantitative Aspect  
Versus Qualitative Aspect

The comparison is aimed at finding the relationship between the two aspects, the correlation and at reaching conclusions.

Quantitative aspect of Participation  
 Qualitative aspect of Participation

TABLE 54

LEVEL OF PARTICIPATION:

QUALITATIVE VERSUS QUANTITATIVE ASPECTS

	Qualitative Aspect		Quantitative Aspect	
	No. of Neighborhoods		No. of Neighborhoods	
	(N)	(%)	(N)	(%)
Very high	6	7.4	0	0
High	26	32.0	10	12.3
Medium	30	37.0	35	43.2
Low	18	22.2	32	39.5
Very low	1	1.2	4	4.9
	n = 81		n = 81	
	r = .6609		p = ≤ .001	

As can be seen, the relationship between the two aspects is high -  $p \leq .001$ .

A brief examination in Table 54 shows that the qualitative index given to the neighborhoods based on evaluations, is higher than the quantitative index. In the category of "Very High Participation" there are 6 neighborhoods in the qualitative index, while in the quantitative there is none, and in the lower scale in the category of "Very Low Participation" there are 4 neighborhoods in the quantitative index and only one in the qualitative index.

The average of the qualitative index is higher than the average of the quantitative index: 2.96 (qualitative) compared to 2.22 (quantitative).

Both averages fall on the category of "medium participation" (Category III), but the quantitative one ( $x = 2.22$ ) is closer to the category of "Low Participation", while the qualitative average ( $x = 2.96$ ) is closer to the category of "High Participation."

What are the reasons for this difference? The evaluations of residents' participation, aimed to measure the neighborhoods on a qualitative index of participation were subjective, while the quantitative aspect of participation was examined on objective parameters.

In 45 cases the qualitative grade is higher than the quantitative grade (in most cases the difference is 1 point). In 30 cases the grades are equal, and only in 6 cases are the quantitative grade was higher than the qualitative one. In these cases the difference is one point). (25)

TABLE 55

THE RELATION BETWEEN QUANTITATIVE INDEX TO QUALITATIVE INDEX

Number of Neighborhoods	
45	QUAL > QUAN
30	QUAL = QUAN
6	QUAN > QUAL
N = 81	

(25) See Appendix XV for the Index of Residents' Qualitative and Quantitative Participation.

Comparing the 13 variables which determined the quantitative scale in the neighborhoods where the grades of Quan. and Qual. differed, indicates that these variables subjectively make for an impression of high residents' participation.

For example: In Eilat (Schuna Aleph)

QUAN = 3 (Medium Participation)

QUAL = 5 (Very High Participation)

In this neighborhood there is a small but active group of residents, who were elected in Democratic elections. They do not have a local newspaper, or project training for active residents. The meetings of the steering committee are few in number. They do have a large group of non-professional workers, democratic elections, a small group of active residents, and therefore the qualitative evaluation they achieved was higher than the quantitative scale.

On the other hand, in Hatzor, Lod South and Amidar-Ramat Gan, the quantitative grade is higher than the qualitative grade (QUAN < QUAL). Examination of the 13 parameters shows that the active residents were not elected in a democratic process.

In the Evaluation Report Katamon Het-Tet 1985 (p. 28) residents were asked to answer the following question:  
Did Project Renewal achieve its goal in involving residents



in the process of decision-making regarding projects and policies of the neighborhood?

34% of the residents said it did.

26% of the residents said it did not.

40% of the residents didn't comment.

Seventy-five percent of the residents claimed they have no influence on things that happen in the neighborhood.(26) Based on interviews with residents from different neighborhoods around the country this appears to be the case in most neighborhoods. Residents claim that the level of their involvement is going down, and as the Project is coming to its end, the resources and the motivation of both residents and the official workers are going down.

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(26) Aziz, Samuel, p. 32.

## CHAPTER SEVEN

### SUMMARY

- \* Diaspora Community Involvement
- \* Residents' Participation
- \* The Relations Between Diaspora Community Involvement and Residents' Participation
- \* Conclusions and Recommendations

## CHAPTER SEVEN

## SUMMARY

This chapter addresses the question raised at the beginning of the dissertation - What is the relation between:

A. Diaspora Community Involvement

B. Residents' Participation.

The hypothesis was that the higher the Diaspora Community Involvement, the higher the residents' participation.

THE DIASPORA JEWS Influence → THE GOVERNMENT/SENIOR OFFICIALS  
 AND THE JEWISH AGENCY who direct → THE LOCAL OFFICIALS FOR  
to encourage → PARTICIPATION OF THE COMMUNITY

The study also presents a view of each of the 81 neighborhoods included in Project Renewal and Residents' Participation, a major goal of Project Renewal.

### Diaspora Community Involvement

Shelly Schreter from The Israel-Diaspora Institute and Dr. Avi Gottled examined the impact of Project Renewal on Israel-Diaspora relations. They indicate that two features of Project Renewal are often singled out as being distinctive:

1. Personalization - For both sides the Project Renewal relationship is personal and specific, and thus more intense and compelling. Diaspora Jews become involved and come to identify with a particular neighbourhood, its residents and its problems. Their fund-raising and investment of time become focused more on these specifics and perhaps somewhat less on Israel in general. Israelis become involved and learn to recognize a specific group of Jews from a particular Diaspora community, and interact with them and other visitors from that same community over a period of years.

2. Partnership - Project Renewal has led groups of Diaspora Jews and Israeli neighbourhood residents to work actively together - on steering committees, in budgetary consultations, in dealing with various bureaucracies, in volunteer situations - toward the advancement of the neighbourhood. This has added a new dimension to Israel-Diaspora relations, in harmony with the factor of personalization, i.e. active partnership in the work of community rehabilitation.(1)

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(1) The Impact of Project Renewal on Israel-Diaspora Relations - The Israel-Diaspora Institute, Tel Aviv University, Ramat Aviv, January 1985 (Not yet Published).

The present study confirms their findings. In addition to these features, the study shows another feature which could be called "Political Influence", a feature which indicated a new phase in the relations between the neighborhood residents and Diaspora Jewry. The "Political Influence" is a kind of coalition which adds significantly to the neighborhood residents authority, control and power in their negotiations with the bureaucratic system in Israel.

The Diaspora community involvement did not generate a paternalism and dependence among Project Renewal participants. On the contrary, the Diaspora communities cooperated with the local leadership in their confrontations with the Israeli bureaucracy. The Diaspora representatives' involvement, usually resulted in a more involving process of planning and budget allocation.

### Residents' Participation

In 1962 Michael Harrington, a member of the Socialist Party in the United States published a book entitled, "The Other America". The book describes the situation of the poor in a rich area. Six years later, answering Dr. Martin Luther King who was active in leading a struggle to better the life circumstances of the poor, Prof. Harrington wondered if "the times when a white man could lead activities connected to Blacks has not passed." Dr. King's answer was "But Michael, we didn't even know that we were poor before you told us."(2)

However, Dr. King's remarks reflects the feeling of many residents and of some officials at the beginning of Project Renewal. Residents' participation enables the residents in poor neighborhoods and in Development Towns to take part in the activities which influence their future.

'To develop...the influence and responsibility of neighborhood residents for their own and the neighborhoods condition.' In line with this goal, one of the main operating principles of the Project was that 'renewal should be accomplished with and by rather than for the residents. Residents should be involved in planning and implementation.' Thus, resident participation can be seen as both a goal to be achieved by the Project, and a constraint imposed on it.(3)

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- (2) Taken from an interview with Prof. Michael Harrington by David Taversky, Migvan 85-87, July 1984.
- (3) International Committee for Project Renewal Evaluation, 1983, p. 32.

A small group of active residents do act, volunteer, gather in committees, and enhance communication between organizations and bureaucratic and political establishment. The groups represent the residents on the Boards and committees administering Project Renewal. This small group of local leadership exists in most neighborhoods, and it explains the higher average of the qualitative aspect of participation. Most of the residents however, do not view residents' participation as a key objective. The connection between the general resident and the neighborhood's activists is very weak. (4)

In the survey that was done in one of the Project Renewal neighborhoods this question was asked: Did the Project achieve the goal of involving residents in the process of decision-making about the Project's policy? Thirty-four percent of the residents answered yes, 26% answered it failed and 40% did not express their opinion. One-third of the officials claimed success, 1/3 failure and 1/3 partial success. One of the establishment representatives who claimed the Project failed to achieve its goal of resident involvement, said that there was a small group of active residents who took over the Local

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(4) See also International Committee for Project Renewal Evaluation, 1985, p. 13.



Steering Committee and made it difficult for other residents to participate. Some professional workers blamed the Governmental offices for not investing enough in community work. Others claimed the situation was unique to those neighborhoods, in which a small interested group took over. (5)

The results of studies indicated that the lack of resident participation is not a unique case. Residents repeatedly expressed their feelings in regard to the active residents, using expressions such as "politics", "power-games", "proteksia" (6). For example, the chairman of the L.S.C., said that

The power struggles between local familial groups take the form of political powers which result in indifference, uninterest, (of the other residents) and lack of willingness to participate and shape the neighborhood's fate.

(Herzlia, minutes from 2/3/85)

A conclusion drawn from this study is that more community work is needed to widen the circle of active residents. It should be noted that the official workers felt more comfortable working with an intimate small group of residents.

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(5) Aziz, Samuel, p. 29.

(6) A Hebrew word which connotes favoritism and influence.



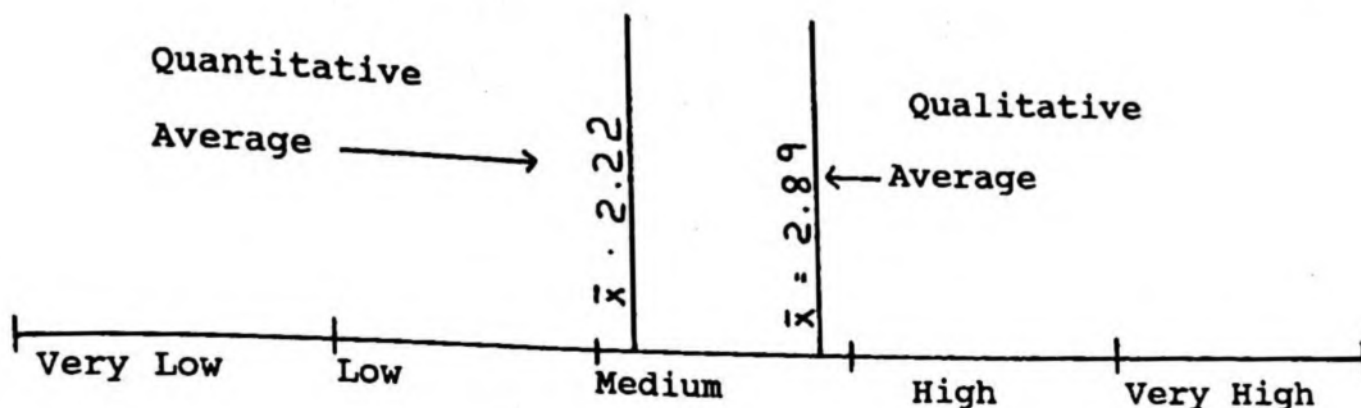
The results indicate a gap between the reality of community life and the instructions of the Inter-Ministerial Professional Committee offices, instructions which are aimed to impose residents' participation. In only a few cases the residents asserted their rights. For example, in Jessi Cohen - Holon, the residents used the help of an outside lawyer to insist on organizing seven sub-committees, in which the chairmen had to be a resident, to insist on a monthly report from each sub-committee, to publish a local newspaper run by the residents and to organize a committee composed of members and officials which will report on different programs and their performance. They stated that the chairman and the members are to be elected by the residents. The letter was read in the Local Steering Committee session (minutes from March 1985) to the chairman (the Mayor of Holon).

The establishment's role is to see that the central goal of the Project is achieved through the creation of overreaching regulations. The role of professional workers is to see that the regulations are acted out. The issue of Residents' Participation is controversial, an issue on which opinions differ. Some claim there has been success in achieving the goal. Others claim the opposite. The study indicates that Project Renewal is in the middle of the process. The average of both aspects of the quantitative and

qualitative participation neighborhood is a medium level on the scale of participation. The qualitative medium tended towards high level of participation, while the quantitative tended towards lower level of participation.(7)

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(7) This refers to medium involvement in the Comparison Index of Diaspora Involvement.



Signs of withdrawal are however beginning to appear related in part to the impending conclusion of the Project and the decline of motivation of the staff members, who lose patience as result of the lengthy decisional processes necessitated by the residents' involvement. (8)

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- (8) Moti Winter, the Director of Community Workers' Department, claims that an essential change has occurred, but as the Project prolongs, there are signs of impatience of the participation issue and that the residents are becoming more and more powerless dealing with the bureaucratic system. (In an assembly of Project Renewal's Directors Beit-Dagan, 1985.)

The Relations Between Diaspora Community  
Involvement to Residents' Participation

TABLE 56

PEARSONS CORRELATION OF RESIDENTS' PARTICIPATION  
(QUANTITATIVE/QUALITATIVE) AND THE INVOLVEMENT  
OF THE TWINNED DIASPORA COMMUNITY

	Level of Residents' Participation - Quantitative Aspect	Level of Residents' Participation - Qualitative Aspect
Level of Residents' Participation - Qualitative Aspect	.6406 (81)	-
	P=.001	
Level of Diaspora Community Involvement (Ayalon 1985)	.1291 (81)	.1918 (81)
	P=.125	P=.043

The Pearsons Correlation between the Diaspora communities' involvement to the level of residents' participation is positive, but significant in regards to the qualitative aspect only  $p \leq 0.125$ .

The result lends some support to the conclusion of Prof. Elazar's survey that claimed that the Diaspora leadership tends to be involved in the policy of Project Renewal, and frequently supports the neighborhood's leaders and the local Project Renewal's workers in confrontations between them to the governmental offices.(9) According to this research, the same is true in confrontations on the local level, as for example, between the community center and the municipality, as well as between workers in the community center. (In Rechov Stern, Jerusalem, the Diaspora Community of Rhode Island helped to avoid firing of workers who resided in the neighborhood).

Most interesting result is the lack of knowledge and awareness of some of the Diaspora leaders that they have the power to influence and change the policies, the planning process and the performance of Project Renewal itself. When they realized their ability (after conversations with community workers and active residents in the neighborhoods) they were more likely to exercise their power on behalf of

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(9) The International Evaluation Committee, 1982, p. 21.

the residents. There are many examples in which the Diaspora twinned community presented the official partners of Project Renewal with an ultimatum and coerced the acceptance of their views.(10)

As an illustration, one of the chairman of the Local Steering Committee in Jerusalem said that,

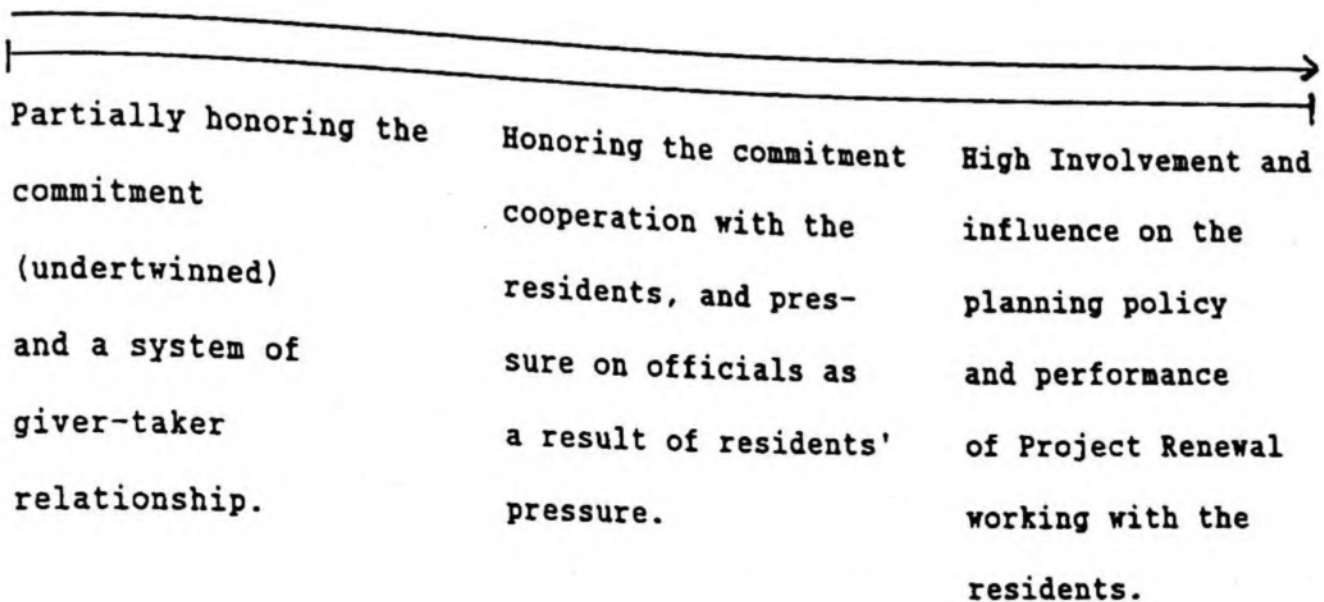
It is a community (Switzerland) which did not dictate things but participated in the work, performed its obligations, the Diaspora community representative was informed and always knew how to work-out things.(11)

In other cases, Diaspora communities which are not aware of their power, because of lack of knowledge, information or involvement in the neighborhood - were unable to influence Project Renewal's activities except in honoring their monetary commitment.

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(10) For example: The Chairman and member of the Project Renewal's board in Los Angeles met the Minister of Housing and tried to convince him the residents of the Mousrara neighborhood were just in their demand to expand their apartments. Representatives of the New York community met with Israeli leaders and demanded building an art center in Hatikva. There are many other examples of the kind.

(11) Aziz, Samuel, Evaluation Report Katamon Het-Tet, p. 38.



The chart describes the procedure of passing from an indifferent involvement to active involvement of Diaspora communities in Project Renewal. The main obstacle in achieving the target of high involvement is the low number of activists on both sides (the Diaspora and residents).

In The Evaluation Report on Katamon Het-Tet, the relationship between the twinned community and the neighborhood was examined. Forty percent of the professionals in the neighborhood claimed that strong relations with the twinned community were achieved, while 79% of the residents did not recognize their neighborhood's



twinned Diaspora community, even though they were aware of the fact that:

there is a Jewish community which contributes money in order to finance Project Renewal. One of the residents, a member of the Local Steering Committee, defines it as "A relationship between giver and taker." (12)

The relationship between small groups of activists from both sides characterize most of the neighborhoods included in Project Renewal. Nowadays an effort is made to strengthen the relations, so there will be more than casual visits. Efforts are made to widen the cycle of activists abroad and to encourage them to contribute time and knowledge in behalf of their twinned neighborhood, not in behalf of Project Renewal in general. In the neighborhood joint actions are done, such as hosting volunteers and youngsters for extended periods, etc.

Today, when the period of financing programs in most neighborhoods is almost over, both sides are eager to continue the relationship, and to find new ways of cooperation between them. e.g. phasing-out for five extra years, mutual projects, etc. Neighborhoods which are not twinned, like Yeelim in Eilat, are more concerned about when the project is finished, because there is no guaranteed support after Project Renewal leaves the neighborhood. (Eilat, Yeelim, minutes from 2/3/85).

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(12) Ibid., p. 38.



### Conclusions and Recommendations

Six years have passed since the declaration on Project Renewal's goals. The main goal was to reach a stage of independence when the project was concluded. Today we are only half-way there. A few cases reflect success in Residents' Participation. In Ramat Hasharon (Morasha), for example, three representatives of the neighborhood were elected to the local municipality, and others hold key positions in the municipality.(13) Two community center's directors, Project Renewal director and thirty workers in Project Renewal's system are residents.

In planning for the termination of the Project it was decided to establish neighborhood councils, which will represent the residents and insure that the achievements will remain; to work towards maintaining the different programs to attempt to maintain good relationships between the neighborhoods and the twinned Diaspora communities. (An Evaluation of Project Renewal - Five Years After, Ramat Hasharon, 1985).

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(13) For a detailed article which discusses entrance of active residents to local politics, see Dr. David Dery, Hebrew University of Jerusalem, "Evaluation and Termination in the Policy Cycle." Policy Science 1984 vol. no. 4, pp. 13-26.

This kind of success would be a tremendous achievement. Unfortunately it characterizes only three to five neighborhoods out of 81 in which the Project is already finished, which means we are far from achieving the Project's goals. 1986 is the year for very important decisions: Is the Project to continue or to be terminated?

As the Prime Minister's advisor on Social Affairs in 1986, I recommended that Mr. Shimon Peres assemble the ministers responsible for Project Renewal in order to decide on its future. On March 27, 1986 the social ministers were gathered with the head of the Jewish Agency in the Prime Minister's office. The decision was to continue the Project as a national task for another three years. Since the goals of the Project today have changed, as a result of the changes in the Israeli society (unemployment, the need for stimulating high tech industry, etc.) there is a need to focus in the next years on the following issues.

The next stages of Project Renewal must look ahead toward the year 2000. The orientation that will guide the work that Renewal must accomplish should focus on the economic well-being of those residents living in the first grouping of Renewal neighborhoods as well as those who will become involved through Renewal programs in the future. (Clearly, the new neighborhoods will also need programs of physical rehabilitation as well but on a smaller scale).

The backbone of the strategy that will make residents' economic well-being possible is technological training. Without this type of training there will remain an unbridgeable gap in the country between those who will have the skills to be productively involved in the labor market and economic marketplace and those who will not.

One of the true accomplishments of Project Renewal has been the link that has developed between Diaspora Jewry and the residents of Renewal neighborhoods. This link has expressed itself in many ways including a vast sum of money which has been invested in a variety of programs that have improved the quality of life.

Toward the future one must look to the possibility that Diaspora Jewry will continue to contribute to Project Renewal by supplying the "hard-ware" necessary for technological advancement - the buildings, computers, etc. that will house the programs through which training will take place. The various governmental agencies will be able to supply services ("soft-ware") that would supplement these efforts.

Other goals and targets are: training residents towards personal and social independence, developing local leadership which will direct the local services in the

neighborhood and further decentralizing the bureaucratic and political system in Israel, making it more accountable to local communities.

In order to achieve these goals, a strong coalition between the Diaspora Communities and the neighborhood residents must continue in the personalized and intimate ways charted by Project Renewal.

## APPENDIX I

## RELATIONSHIP BETWEEN THE VARIABLES INVESTIGATED

- A. Diaspora Jews' Pressure - The leaders of the twinned communities access to key persons in the country (Prime Minister, Ministers, Mayors, Officials, etc.). They are considered as people who have knowledge and the power, therefore they are influential.
- B. Goals of Increased Participation of the Community
- To include residents' representatives in all committees, not just in the less important ones. (1)
  - To achieve participation at all levels: in the decision-making process, planning and operation.
  - Community workers and para-professional workers are to be employed to help organize the residents.

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(1) "The Nation may be ready to press on - to return a measure of power to the people, in this instance poor people. Americans must be ready to turn increasingly to low-income persons and recipients to provide them with real opportunity to participate in decisions that affect them deeply. But low-income persons and recipients will never be decision-makers unless they become members of boards, where decisions are made and where they can have the most impact (at least within the system)."

O'Donnell, Edward J. and Reid, Otto M. "Public Welfare Boards and Advisory Committees," in Social Administration, the Management of the Social Services, edited by Slavin, Simon. (New York, New York: 1978); p. 147.

- To include some budgetary control with the action committees.
- To give the residents' representatives a key role in the committees.
- To provide leadership seminars for youth and adults.
- To conduct meetings for lectures on various self-help topics.
- To foster participation of residents in the process of performing the work in the neighborhood (building, housing repairs, etc.)
- To encourage volunteer activities by actively seeking participants for the different committees. It is not enough to make such positions passively available. (2)
- To conduct regular meetings to keep the residents informed.

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(2) O'Donnell, Edward J. and Reid, Otto M. "Public Welfare Boards and Advisory Committees," in Social Administration, The Management of the Social Services, edited by Slavin, Simon. (New York, New York: 1978); p. 148.

- To provide specific information and training for each committee, so that they could understand the terms used by the professionals in the committee.
- To ensure effective communication in the committees by using a vocabulary and concepts understood by all participants.



## APPENDIX II

## ELAZAR AND KING - INDEX METHOD

The index ranges from 1 (minimum involvement) to 17.5 (maximum involvement). In arriving at a total, count either five visits or less or six visits or more.

The assignment of different values to the components of involvement used in the profile was based on our assessment of the relative importance of each item. For example, money, as vital as it is in the Project Renewal framework, was assigned only one point. Since all the Diaspora communities have made commitments to Project Renewal, money is the minimum involvement requirement.

Our division between sporadic contact (five visits or less) and continuous contact (six or more visits) is somewhat arbitrary. However, six or more visits means an average of at least one visit every two months. This, we felt, reflects a minimum measure of continuous contact. Visits, it should be noted, are one way of maintaining contact at a visible level. Hence, two and three points respectively.

A value of 2.5 points for a Project Renewal committee in the Diaspora community reflects a greater interest than mere acceptance of the Project Renewal commitment; it is a sign of effort and involvement.

Consultations heighten commitment, broaden contact to include local and central actors, and tend toward a continuous level of involvement. Generally, a Federation engages in one consultation per year in Israel - 3 points.

Volunteers and communicators are the two most important commitments in terms of continuous involvement potential. They reflect efforts to maintain a continuous on-site presence. On this account, these components were assigned a value of 4 points.



## APPENDIX III

EXPERTS' VALUE DATA - COMPONENTS OF PARTICIPATION  
(LIST OF EXPERT)

In the framework of a study I am conducting on "Residents' Participation in Project Renewal," I would like to ask you, as an expert, to evaluate the level of importance of each of the following categories (on a scale of 1-10).

Not important in evaluating residents' Participation - 1  
Very important in evaluating Residents' Participation - 10

COMPONENTS OF  
PARTICIPATION

EXPERT VALUE DATA

NAMES	a	b	c	d	e	f	g	h	i	j	k	l	m	n	o	p	q	r	s
1	8	2	3	10	8	7	7	6	7	10	10	8	8	10	2	3	2	4	9
2	8	6	5	9	8	9	5	9	10	8	10	7	8	9	8	8	9	7	9
3	8	8	8	6	7	8	9	9	8	10	10	7	8	5	4	7	10	7	5
4	8	8	7	8	9	10	8	10	10	6	10	9	8	6	9	10	10	10	9
5	10	10	9	6	10	10	9	10	9	10	8	7	8	10	5	7	9	7	6
6	10	10	6	7	10	7	9	10	10	10	7	10	2	10	5	4	10	10	10
7	7	7	7	8	7	8	9	10	9	9	8	10	8	8	9	4	8	6	8
8	10	10	7	6	10	10	8	10	10	7	1	2	8	8	4	9	5	1	5
9	7	7	7	9	8	8	9	9	9	8	8	9	8	7	8	3	7	6	8
10	6	8	5	10	4	5	3	5	10	8	5	1	2	7	4	6	5	5	7
11	10	10	8	10	10	6	4	10	10	10	10	10	8	7	7	10	8	10	9
12	9	10	9	9	10	6	5	9	10	10	9	9	10	7	8	9	8	10	8
13	10	9	8	5	9	5	9	10	9	8	10	8	8	9	4	8	6	7	7

APPENDIX III  
(Continuation)

Components of Participation

1. The Chairman of Steering Committee
2. No. of Residents in the Steering Committee (Percentage)
3. No. of meetings (Steering Committee per year)
4. No. of Resident Participants in the Inter-Minsterial Professional meeting
5. No. of sub-committees
6. Chairman of the sub-committee
7. No. of non-professional workers (resident)
8. Community Newspaper
9. Project training for Active Residents
10. Budget for Neighborhood Committee (in \$)
11. Election for Steering and Neighborhood Committee members
12. No. of Active Residents involved in the Project (activities of P.R. Neighborhood office)
13. School for Active Residents

APENDIX III  
(Continuation)

LIST OF EXPERTS

a	Iris	Jewish Agency
b	Ellen	Jewish Agency
c	Nava	Housing Ministry
d	Tuvia	Design Department
e	Rafi	Jewish Agency
f	Nina	Jewish Agency
g	Rami	Design Department
h	Levi	University
i	David	Director of Neighborhood Project Renewal
j	Gil	Director of Neighborhood Project Renewal
k	Aziz	Director of Neighborhood Project Renewal
l	Ami	Director of Neighborhood Project Renewal
m	Eitan	Director of Neighborhood Project Renewal
n	Shimon	University
o	Yitzchak	Ministry of Education
p	Yosi	University
q	Mati	Department of Labor and Health
r	Dani	Director of Community Center
s	Eddie	Director of Community Workers

## APPENDIX IV

## DIASPORA COMMUNITY INVOLVEMENT - QUESTIONNAIRE

No. of neighborhood		
No. of line	1	2
		1
		3
Sponsoring organization		
1. UJA		
2. KH		
		4
Individual or cluster Examined by Elazar	5	6
1. Yes		
2. No		
		7
No. of visits	8	9
Project Renewal Committee in Diaspora		
1. Yes		
2. No		
3. Yes		
		10
Community no coordination ----(Empty)		
		11
Volunteer Professionals		
1. Yes		
2. No		
		12
Volunteer college students		
1. Yes		
2. No		
		13
Volunteer High School (Summer)		
1. Yes		
2. No		
		14

Consultation

1. Yes
2. No

---

13

Representative

1. Yes
2. No

---

16

Long Range Cost (1980-85) (in \$100,000)

Pledges as of 1.31.85 (in \$100,000)

---

17 18 19

Income as 1.31.85 (in \$100,000)

---

20 21 22

Expenditures as of 1.31.85 (in \$100,000)

---

23 24 25

Evaluation of fundraising performance

---

26 27 28

---

29

- 0 = very low  
 1 = low  
 2 = medium  
 3 = high  
 4 = very high  
 5 = no comm.  
 No evaluation

Status of neighborhood

1. New neighborhood
2. Old neighborhood
3. Changed twinning
4. Unlinked

---

30 31

APPENDIX V

RESIDENTS' PARTICIPATION - QUESTIONNAIRE

Neighborhood \_\_\_\_\_ No. \_\_\_\_\_

\*Empty

31    33    34

\*Type of Settlement

35

1. Neighborhood in a large city
2. Metropolitan
3. Provincial town
4. Development

\*Year of Beginning of the Project

35

1. 76/77
2. 77/78
3. 78/79
4. 79/80
5. 80/81
6. 81/82
7. 82/83

\*Year when the Project ends

37

1. 85/86
2. 86/87
3. 88/89
4. 89/90

\*Number of Residents

33 39 40 41 42

\*The Chairman of the Steering Committee

43

1. The Mayor
2. Resident
3. Official

\*Number of Participants in Steering Committee (average)

44 45

\*Number of residents in the S.C.

46 47

\*No. of meetings per year

48

\*Empty

	<u>49</u>
*No. of Male Residents in S.C.	<u>50 51</u>
*No. of Women Residents in S.C.	<u>52 53</u>
*No. of Residents in the Joint Institute Committee	<u>54</u>
*No. of Sub-committees	<u>55</u>
*Chairman of Sub-Committee	<u>56</u>

1. Resident
2. Official
3. Resident and Official

\*Subject of Sub-Committees

57 58 59 60 61 62 63 64

1. Early Childhood  
Education 1. Yes 2. No
2. Formal Education  
1. Yes 2. No
3. Non-formal  
Education 1. Yes 2. No
4. Welfare  
Community 1. Yes 2. No
5. Physical 1. Yes 2. No
6. Youth 1. Yes 2. No
7. Employment 1. Yes 2. No
8. Other 1. Yes 2. No

\*No. of Participants in each  
sub-committee (average)

Early Childhood education	<u>65 66</u>
Formal education	<u>67 68</u>
Non-formal education	<u>69 70</u>
Welfare & Community	<u>71 72</u>
Physical	<u>73 74</u>
Youth	<u>75 76</u>
Employment	<u>77 78</u>
Other	<u>79 80</u>
*No. of neighborhood	<u>1 2</u>
*No. of Line	<u>2</u> 3

Neighborhood (cont'd.)	
*No. of Residents in Sub-Committees	
1. Early Childhood Education	<u>4 5</u>
2. Formal Education	<u>6 7</u>
3. Non-formal education	<u>8 9</u>
4. Welfare & Community	<u>10 11</u>
5. Physical	<u>12 13</u>
6. Youth	<u>14 15</u>
7. Employment	<u>16 17</u>
8. Other	<u>18 19</u>
*No. of Non-Professional Workers (Residents)	20
*Percentage of Jobs	<u>21 22</u>

\*Evaluation of non-Professional  
Workers (Residents)

	<u>23</u>
1. Low	
2. Medium	
3. High	
4. Didn't start working	

\*(Empty)

	<u>24</u>
*Community Newspaper	
	<u>25</u>

1. Yes
2. No
3. Planned

\*Evaluation of community  
Newspaper

	<u>26</u>
1. Low	
2. Medium	
3. High	

\*Project of training for  
Active Residents

(lectures, seminars etc.)

	<u>27</u>
1. Yes	
2. No	
3. Planned	



\*Evaluation of the Active Residents (lectures, seminars etc.)

23

1. Low
2. Medium
3. High

\*Budget for Active Residents training

29 30 31 32

\*Budget-for neighborhood Committee

33 34 35 36

\*Elections for Steering Committee members

37

1. Took place according to Joint-Institute Committee plans and operations.
2. At the beginning of organizing elections
3. Took place according to the residents' plans or organization.
4. No election.

\*Percentage of Voters

38 39

\*No. of residents involved in the Project (according to estimates made by Project Renewal Neighborhood office).

40 41 42

\*General evaluation of Residents' Participation (made by P.R. neighborhood office).

43

1. Very low
2. Low
3. Reasonable
4. High
5. Very high
6. No estimate

\*General evaluation of Residents' Participation (made by local inspectors)

44

1. Very low
2. Low
3. Reasonable
4. High
5. Very high
6. No estimate

\*General evaluation of Residents' Participation made by Chaim Ayalon (based on Budget Process Memos and Conversations with activists and officials in the neighborhood).

---

 45

1. Very low
2. Low
3. Reasonable
4. High
5. Very high

\*Average evaluation of Residents' Participation

---

 46

\*Empty

---

 47

\*School for Active Residents

---

 48

1. Finished 1st stage
2. Finished 2nd stage
3. Finished 1st stage; planning another course, 1st stage.
4. Finished 1st stage; planning 2nd stage.
5. Finished 2nd stage; planning 3rd stage.
6. Planning 1st stage.
7. Never had school nor planning one.

\*No. of residents who graduated 1st stage Active Residents' School.

---

 49 50

\*No. of residents who graduated 2nd stage Active Residents' School.

---

 51 52

\*Evaluation of the Active Residents' School.

---

 53

2. Medium
3. High
4. No estimate

## APPENDIX VI

## EXPERTS' EVALUATION SHEET - RESIDENTS' PARTICIPATION

Name-----

Position-----

In the framework of a study I am conducting on "Residents' Participation in Project Renewal," I would like to ask you, as an expert, to evaluate the level of importance of each of the following categories (on a scale of 1-10).

Not important in evaluating Residents' Participation - 1  
 Very important in evaluating Residents's Participation - 10

1. High percentage of residents participating in the local Steering Committee-----1,2,3,...10
2. High level of residents' participation in the sub-committees-----1,2,3,...10
3. Chairman of the local Steering Committee is a resident-----1,2,3,...10
4. Chairmen of the sub-committees are residents-----1,2,3,...10
5. Frequency of meetings of the sub-committee-----1,2,3,...10
6. Budget for independent activities of the neighborhood committee-----1,2,3,...10
7. Democratic elections for committee members-----1,2,3,...10
8. Employment of residents in Project Renewal-----1,2,3,...10
9. Lectures, meetings, local newspaper - Communication with the residents-----1,2,3,...10
10. Frequency of attending and participating in the committees-----1,2,3,...10

## APPENDIX VII

## COMPARISON INDEX OF DIASPORA INVOLVEMENT

Lists of 64 Project Renewal neighborhoods and their twinned Diaspora communities divided into 5 groups: (a) Very high involvement, High involvement, Medium involvement, Low involvement, Very low involvement.

I. Very High Involvement (14.6 - 17.5 points)

Neighborhood	Diaspora Community	Index 1984-85	Index 1981-82
1. Afula	Connecticut+13(xx)	17.5	13.5
2. Ashkelon	Great Britain	17.5	17.5
3. Jerusalem- Bukharim	South Africa	17.5	13.5
4. Jerusalem- Musrara	Los Angeles	17.5	17.5
5. Jerusalem- Shmuel Hanavi	Washington D.C.	17.5	13.5
6. Or Akiva	Miami	17.5	13.5
7. Petah Tikva- Amishav	Chicago+5(xx)	17.5	9.5
8. Ramat Gan- Ramat Hashikma	Philadelphia	17.5	13.5
9. Tel Aviv- Hatikva	New York City	17.5	17.5
10. Kiryat Shemona	San Francisco	16.5	7.0
11. Kiryat Ata	Massachusetts+9(xx)	15	6.5

II. High Involvement (11.6 - 14.5 points)

12. Bet Shean	Los Angeles	13.5	5.5
13. Hod Hasharon	South Broward County (Florida)	13.5	9.5
14. Jerusalem- Ir Ganim	Baltimore	13.5	13.5
15. Jerusalem- Katamon	Zurich	13.5	13.5
16. Kadima	Central New Jersey	13.5	7.0
17. Petah Tikva- Yoseftal	Houston+2(xx)	13.5	9.5
18. Rishon Lezion- Sela	Nashville, TN	13.5	3.0
19. Tel Aviv- Neve Golan	Australia, New Zealand	13.5	16.5

(a) The maximum assigned points 17.5 divided into 5 categories

Neighborhood	Diaspora Community	Index 1984-85	Index 1981-82
20. Tel Aviv- Neve Sharet			
21. Tiberias	Cleveland Oh.	13.5	9.5
22. Yahud	St. Louis+4(xx)	13.5	8.5
23. Yerucham	Atlanta, GA+8(xx)	12.5	9
24. Ashdod-Aleph & Bet	Montreal	13.5	10
	Orange County, CA		
25. Bet Dagan	+2(xx)	12.5	9
26. Hadera- Givat Olga	Toronto	12.5	13.5
27. Hatzor	Minnesota +3(xx)	12.5	13.5
28. Kiryat Malachi	California +6(xx)	12.5	4
29. Tirat Hacarmel	San Diego	12.5	9.5
	Pittsburg	12.5	5.5

### III. Medium Involvement (8.6 - 11.5)

30. Rosh HaAyin	Birmingham, AL	11.0	9.5
	+12(xx)	11.0	9.5
31. Safed	Monmouth County, NJ.		
	+7(xx)	11.0	13.5
32. Tel Aviv- Yafo Dalet	Western Canada	11.0	6.0
33. Bet Shemesh	Indiana +4(xx)	10.0	3.0
34. Sderot	Buffalo +2(xx)	10.0	9.5
35. Beersheva - Shechunat Gimmel	K.H.	9.5	3.0
36. Dimona	Geneva	9.5	3.0
37. Haifa-Neve Yosef	Englewood, NJ.	9.5	5.5
38. Herzliya- Neve Yisrael	Boston	9.5	6.5
39. Herzliya-Shaviv	Boston	9.5	5.5
40. Kfar Saba	Orlando, Fl +3(xx)	9.5	5.0
41. Kiryat Ekron	Ohio +4(xx)	9.5	8.5
42. Lod	Denver	9.5	9.5
43. Nahariya-Givat. Katznelson	Cincinnati	9.5	9.5
44. Ofakim	South Africa	9.5	5.5
45. Ramle	Detroit; New Orleans	9.5	9.5
46. Acco-Acco East	Oklahoma City, TX		
	+7(xx)	8.5	9.5
47. Nesher-Tel Hanan	San Francisco	8.5	10.5

IV. Low Involvement (5.6 - 8.5)

		Index 1984-85	Index 1981-82
48. Haifa-Neve David	Louisiana,		
	Arkansas +11(xx)	8.0	9.5
49. Holon-Jesse Cohen	Ohio, +5(xx)	8.0	10.5
50. Jerusalem-Stern St.	Providence, R.I.	8.0	8.0
51. Ramat Gan-Amidar	New Jersey +3(xx)	8.0	8.5
52. Ramat Hasharon	Holland and Spain	8.0	8.5
53. Rehovot-Kiryat Moshe	N.Y. +12(xx)	8.0	13.5
54. Rishon Lezion- Ramat Eliyahu	N.J.	8.0	9.5
55. Netanya-Sela	Louisville- Lexington, KY	7.0	5.5
56. Netivot	France	7.0	13.5
57. Tel Aviv, Neve Eliezer	K.H.	7.0	6.5
58. Tel Mond	Florida +5(xx)	7.0	4.0
59. Netanya-Dora	Bergen County, N.J.	6.5	9.5
60. Or Yehuda-Amidar	Milwaukee	6.5	13.5
61. Ma'alot	Pennsylvania +27(xx)	6.0	13.5

V. Very Low Involvement (2.6 - 5.5)

62. Deer Sheva - Shechunat Dalat	Germany & Sweden	3.0	5.5
63. Bnei Brak- Pardess Katz	New Jersey (a)	3.0	3.0
64. Yavne	Antwerp	3.0	6.0

---

(a) New Jersey is out and the neighborhood is now unlinked.

## APPENDIX VIII

## DIASPORA VISITS TO PROJECT RENEWAL COMMUNITIES

Local Neighborhood Authority	No. of visits		Local Neighborhood Authority	No. of visits	
	'81/82	'84/5		'81/82	'84/5
Acco	7	5	Ma'alot	10	5
Afula	16	12	Nahariya	9	7
Ashdod	8	3	Upper Nazereth	0	13
Ashkelon	56	10	Netanya-Dora	8	7
Beersheva Dalet	2	4	Netanya-Sela	5	6
Beersheva Gimmel	2	3	Nesher-Tel Hanan	6	0
Bet Dagan	6	5	Netivot	11	2
Bet Shean	3	7	Ofakim	2	0
Bet Shemesh	3	4	Or Akiva	11	11
Bnei Brak-Pardess Katz	4	-	Or Yehuda-Amidar	7	7
Dimona-Shivat HaMinim	1	4	Petah Tikva-Amishav	23	6
Eilat	2	-	Petah Tikva-Yoseftal	9	13
Givat Olga	8	3	Ramle	10	8
Haifa-Neve David	13	7	Ramat Gan-Amidar	3	7
Haifa-Neve Yosef	2	1	Ramat Gan-		
Hatzor	8	5	Ramat HaShikma	12	6
Herzlia-Shaviv/ Yad HaTisha	2	11	Ramat HaSharon	3	10
Hod HaSharon	8	8	Rishon Lezion-		
Holon-Jesse Cohen	10	7	Ramat Eliyahu	21	16
Jerusalem-Bukharim	10	10	Rishon Lezion-Sela	2	1
Jerusalem-Ir Ganim	9	3	Rosh HaAyin	11	15
Jerusalem-			Safed	16	19
Katamon Het/Tet	6	5	Sderot	10	5
Jerusalem-Musrara	19	10	Tel Aviv-HaTikva	37	25
Jerusalem-Stern St.	6	6	Tel Aviv-Neve Eliezer	2	3
Jerusalem- Shmuel HaNavi	12	7	Tel Aviv-Neve Golan	3	3
Kadima	6	8	Tel Aviv-		
Kfar Saba	3	18	Neve Sharett	8	5
Kiryat Ata	17	18	Tel Aviv-Yafo Dalet	4	1
Kiryat Ekron	4	8	Tel Mond	7	7
Kiryat Malachi	6	4	Tiberias	12	10
Kiryat Shemona	9	4	Tirat HaCarmet	4	3
Lod	7	6	Yahud	9	8
			Yavne-		
			Ramat Weizmann	4	2
			Yerucham	4	2

Total 1981-82: 575  
Total. 1984-85: 451

## APPENDIX IX

## QUANTITATIVE INDICATOR CHECK

NEIGHBORHOOD	DIASPORA COMMUNITY	Pr. Ren. Committee (1)	Representative (1)	Diaspora Consultation (1)	VOLUNTEERS			Honoring the Commitments (3)	Visits (2)
					Professionals (2)	College Students (2)	High Schools (2)		
1. Acco	Austin, Texas + 7	x		x				4	5
2. Ashkelon	Great Britain	x	x	x	3	16	12	4	54
3. Afula	K.H. Community	x	x	x		2		4	12
4. Ashdod	Orange County, CA+2	x	x	x			10	1	3
5. Beit Dagan	Toronto, Canada	x	x	x				4	5
6. Beit Shean	Los Angeles	x	x	x				2	7
7. Beit Shemesh	Indianapolis, IN.+4			x		1		3	2

1. x Indicates "Yes"

2. In numbers

3. Honoring the commitment (money, evaluation and fundraising performance)

0 = Very low

1 = Low

2 = Medium

3 = High

4 = Very high

5 = No Eval.



NEIGHBORHOOD	DIASPORA COMMUNITY	Pr. Ren. Committee (1)	Representative (1)	Diaspora Consultation (1)	VOLUNTEERS			Honoring the Commitments (3)	Visits (2)
					Professionals (2)	College Students (2)	High Schools (2)		
8. Beersheva, Shikun Gimel	K.H. Community,	x	x					3	4
9. Beersheva, Shikun Dalet	W. Germany and Sweden							1	4
10. Bnei Brak, Pardess Katz	Unlinked								
11. Dimona, Shivat Haminim	Geneva, Switzerland	x	x					1	4
12. Dimona, Ha'arava	Unlinked								
13. Eilat, Schuna Aleph	Keren Hayesod Fund							4	2
14. Gan Yavne	Winnipeg, Canada +8							0	1
15. Hadera, Givat Olga	Minneapolis, MN+3	x		x		4		4	3
16. Haifa, Neve David	Louisiana, Arkansas + 12		x					1	7
17. Haifa, Neve Yosef	England, N.J.	x	x					3	1
18. Haifa, Wadi Nisnass	Unlinked							3	5
19. Hatzor	Long Beach, CA +5	x	x	x					
20. Herzliya, Neve Yisrael	Boston, MA	x		x			20	4	11
21. Herzliya, Shaviv	Boston, MA	x		x				4	11

NEIGHBORHOOD	DIASPORA COMMUNITY	Pr. Ren. Committee (1)	Representative (1)	Diaspora Consultation. (1)	VOLUNTEERS			Honoring the Commitments (3)	Visits (2)
					Professionals (2)	College Students (2)	High Schools (2)		
22. Hod Hasharon	Palm Beach County, Fl. & South	x	x	x				2	8
23. Holon, Jesse Cohen	Columbus, OH +5		x				15	0	7
24. Holon, Tel Giborim	Philadelphia, PA	x						3	4
25. Jerusalem, Bucharim and Beit Israel	South Africa								
26. Jerusalem, Ir Ganim	Baltimore, MD	x	x	x	1			4	10
27. Jerusalem, Katamon Het, Tet	(K.H.) Zurich, Switzerland	x	x		1			4	3
28. Jerusalem, Musrara	Los Angeles	x	x	x	2			4	10
29. Jerusalem, Shmuel Hanavi	Washington D.C.	x	x	x	1			4	7
30. Jerusalem, Rh. Stern	Rhode Island				1			0	6
31. Kadima	Central N.J.	x	x	x			5	1	8
32. Kfar Saba	Orlando, Fl + 3	x		x				1	17
33. Kfar Yona	Vancouver, Canada	x						0	7
34. Kiryat Ata, Amidar	Massachusetts + 9		x	x	6		5	3	18

NEIGHBORHOOD	DIASPORA COMMUNITY	Pr. Ren. Committee (1)	Representative (1)	Diaspora Consultation. (1)	VOLUNTEERS			Honoring the Commitments (3)	Visits (2)
					Professionals (2)	College Students (2)	High Schools (2)		
35. Kiryat Ekron	Adron, OH + 4	x		x				0	8
36. Kiryat Gat	Baltimore, MD,	x	x	x				4	5
37. Kiryat Malachi	San Diego, CA	x	x	x			10	4	4
38. Kiryat Shmona	San Francisco, CA	x	x	x		2		1	4
39. Lod, South	Denver, Co.	x		x				1	6
40. Lod, Ramat Eshkol	Chicago, Il.	x	x	x				2	0
41. Ma'alot.	Allentown, PA + 26	x		x				1	5
42. Mevasseret Zion	Unfinked								
43. Migdal Ha'Emek	Unlinked								
44. Mahariya, Givat Katznelson	Cincinnati, OH	x		x			10	1	7
45. Nazareth Illit, Shchunat Shalom	Asheville, NC + 34		x	x				1	13
46. Neshet, Tel Hanan	San Francisco, CA	x	x	x				1	0

NEIGHBORHOOD	DIASPORA COMMUNITY	Pr. Ren. Committee (1)	Representative (1)	Diaspora Consultation. (1)	VOLUNTEERS			Honoring the Commitments (3)	Visits (2)
					Professionals (2)	College Students (2)	High Schools (2)		
47. Ness Ziona, Yad Eliezer	Nashville, T.N.							3	0
48. Netanya, Dora	Bergen County, N.J.	x						1	7
49. Netanya, Gan Bracha (Sela)	Louisville, KY Lexington			x	1	5		0	6
50. Netivot	France		x					9	2
51. Ofakim	South Africa	x	x					3	0
52. Or Akiva	Miami, Fl.	x	x	x	1	10		1	11
53. Or Yehuda, Amidar	Milwaukee, WI, Madison	x						2	7
54. Or Yehuda, "B"	Ontario and Atlantic	x	x					3	3
55. Petah Tikva, Amishav	Chicago, Il + 5	x	x	x	4			3	6
56. Petah Tikva, Yoseftal	Ann Arbor, MI + 2	x	x	x		15		1	13
57. Ramat Gan, Amidar	New Jersey + 3		x					0	7
58. Ramat Gan, Ramat Hashikma	Philadelphia	x	x	x	5			3	6
59. Ramat Hasharon, Morasha	Holland and Spain		x					2	10

NEIGHBORHOOD	DIASPORA COMMUNITY	Pr. Ren. Committee (1)	Representative (1)	Diaspora Consultation. (1)	VOLUNTEERS			Honoring the Commitments (3)	Visits (2)
					Professionals (2)	College Students (2)	High Schools (2)		
60. Ramle	Detroit, MI. New Orleans, LA.	x		x			20	2	8
61. Rehovot, Kiryat Moshe	Albany, N.Y. + 12	-				1	10	0	6
62. Rehovot, Kfar Gvirol	Toronto, Canada	x		x		2		5	1
63. Rishon Lezion, Ramat Eliahu	Metro & Northern N.J.	x				2	10	2	16
64. Rishon Lezion, Shikun Sela	Nashville, TN	x	x					4	2
65. Rishon Lezion, Mizrach	Unlinked							2	15
66. Rosh Ha'ayin	Birmingham, AL + 12		x	x					
67. Safed	Delaware Valley, NJ + 7		x	x			10	1	19
68. Shderot	Buffalo + 2		x	x			29	0	5
69. Shlomi	Zurich, Switzerland		x	x				5	3
70. Tel Aviv, Hatikva	N.Y. City, K.H. Community	x	x	x	2	3		4	10

NEIGHBORHOOD	DIASPORA COMMUNITY	Pr. Ren. Committee (1)	Representative (1)	Diaspora Consultation. (1)	VOLUNTEERS			Honoring the Commitments (3)	Visits (2)
					Professionals (2)	College Students (2)	High Schools (2)		
71. Tel Aviv, Neve Eliezer	K.H. Community					1	0	3	
72. Tel Aviv, Neve Golan	Australia & New Zealand					1	4	1	
73. Tel Aviv, Neve Sharett	Cleveland, OH	x	x			2	3	5	
74. Tel Aviv, Yafo Dalet	Western Canada					2	3	1	
75. Tel Mond	Jacksonville, Fl. + 5		x				0	7	
76. Tiberias, Shikun Dalet	St. Louis, MD + 4	x	x	x			10	3	
77. Tiral Hacarmel	Pittsburg, PA	x	x	x			7	3	
78. Yahud	Atlanta, GA + 8						10	0	
79. Yavne, Ramot Weizman	Antwerp, Belgium	x	x	x				2	
80. Yavne, Neot Shazar	Seattle, WA							0	
81. Yerucham	Montreal, Canada	x	x				4	2	

## APPENDIX X

## INDEX OF RESIDENTS QUANTITATIVE PARTICIPATION

List of 81 Neighborhoods, divided into five groups of quantitative participation. I. Very high participation, II. High participation, III. Medium participation, IV. Low participation, V. Very low participation.

Group I: Very high participation (146.8 - 183. points)(b)

None of the neighborhoods fell into this category.

Group II: High participation (111.0 - 146.7 points)

Neighborhood	Diaspora Community	Quantitative Index
1. Tel Aviv, Hatikva	NY City, KH Community	142.60
2. Jerusalem, Musrara	Los Angeles	141.00
3. Jerusalem, Katamon	(KH) Zurich,	
Het-Tet	Switzerland	138.50
4. Neshar, Tel Hanan	San Francisco, CA	134.20

(a) The maximum assigned points, 183.4 were divided into 5 categories.

(b) See Chapter 3 Pp. 109 for a discussion of quantitative index.

(xx) Cluster. The number indicates number of communities in the cluster.

5. Kiryat Ata, Amidar	Massachusetts +9(xx)	129.10
6. Lod, South	Denver, Col.	124.80
7. Holon, Jesse Cohen	Columbus, OH +5(xx)	120.50
8. Jerusalem, Ir Ganim	Baltimore, MD	112.80
9. Ramat Gan, Amidar	New Jersey +3 (xx)	112.20
10. Kiryat Gat, Rovah Haneviim	Baltimore, MD	111.80

Group III: Medium Participation (76.8 - 110.9 points)

Neighborhood	Diaspora Community	Quantitative Index
11. Petah Tikva, Yoseftal	Ann Arbor, MI +2(xx)	109.80
12. Bnei Brak, Pardess Katz	Unlinked	107.90
13. Petah Tikva, Amishav	Chicago, IL +5(xx)	107.20
14. Beit Shemesh	Indianapolis, IN+4(xx)	107.00
15. Jerusalem Shmuel Hanavi	Washington, D.C.	106.30
16. Tel Aviv, Neve Golan	Australia & New Zealand	105.70
17. Hatzor	Long Beach, CA +6(xx)	104.80
18. Ramat Hasharon, Morasha	Holland & Spain	103.50
19. Tel Aviv, Neve Sharett	Cleveland, OH	103.00



20. Rosh Ha'ayin		
21. Kiryat Malachi	Birmingham, AL +12(xx)	102.70
22. Jerusalem, Rehov Stern	San Diego, CA	102.70
23. Tel Aviv	Rhode Island	99.40
Yafo Dalet		
24. Netanya, Dora	Western Canada	98.90
25. Rishon LeZion, Ramat Eliahu	Bergen Country, NJ	98.70
26. Hod Hasharon	Metro & North. NJ	98.50
27. Nahariya, Givat Katznelson	Palm Beach Co, FL & So.	97.30
28. Ashdod	Cincinnati, OH	93.90
29. Tel Aviv, Neve Eliezer	Orange Co, CA +2 (xx)	92.80
30. Kadima	Keren Hayesod Comm	92.20
31. Tel Mond	Central NJ	91.60
32. Or Yehuda, Amidar	Jacksonville, FL +5(xx)	91.40
33. Or Yehuda, "B"	Milwaukee, WI, Madison	90.80
34. Kiryat Shmona	Ontario & Atlantic	90.80
35. Netivot	San Francisco, CA	88.50
36. Mevasseret Zion	France	87.80
37. Rishon LeZion, Mizrach	Unlinked	84.70
38. Safed	Unlinked	82.00
	Delaware Valley, NJ+7(xx)	81.80

39. Eilat Schuna Aleph	Keren Hayesod Fund	80.70
40. Holon, Tel Giborim	Philadelphia, PA	79.90
41. Nes Ziona, Yad Eliezer	Nashville, TN	79.80
42. Tirat Hacarmel	Pittsburg, PA	79.60
43. Shderot	Buffalo +2 (xx)	79.50
44. Netanya, Gan Bracha (Sela)	Louisville, KY Lexington	79.10
45. Haifa, Neve David	Louisiana, Arkansas+12 (xx)	77.10

Group IV: Low Participation (40.1 - 76.7 points)

Neighborhood	Diaspora Community	Quantitative Index
46. Kfar Saba	Orlando, FL +3 (xx)	75.30
47. Dimona, Ha'arava	Unlinked	74.50
48. Ramat Gan, Ramat Hashikma	Philadelphia	72.90
49. Haifa, Wadi Nisnass	Unlinked	72.40
50. Lod, Ramat Eshkol	Chicago, IL	72.20
51. Rehovot, Kfar Gvirol	Toronto, Canada	72.00
52. Rehovot, Kiryat Moshe	Albany, NY +12 (xx)	71.80
53. Ramle	Detroit, MI	70.60
	New Orleans, LA	70.00
54. Haifa, Neve Yosef	England, NJ	

55. Hadera, Givat Olga		264
56. Dimona, Shivat Haminim	Minneapolis, MN +3 (xx)	68.60
57. Yahud	Geneva, Switzerland	66.20
58. Tiberias, Shikun Dalet	Atlanta, GA +8 (xx)	66.20
59. Herzliya, Neve Yisrael	St. Louis, MO +4 (xx)	65.70
60. Jerusalem, Bucharim and Beit Israel	Boston, MA	65.50
61. Beersheva, Shikun Dalet	South Africa	64.80
62. Ashkelon	W. Germany and Sweden	62.50
63. Ma'alot	Great Britain	61.90
64. Yavne, Neot Shazar	Allentown, PA +26 (xx)	61.90
65. Beersheva, Shikun Gimel	Seattle, WA	60.30
66. Beit Dagan	KH Community	59.70
67. Afula	Toronto, Canada	58.60
68. Herzliya, Shaviv	NY City & KH Community (Just Beginning the partnership) Boston, MA	57.90 56.80
69. Yavne, Ramot Weizman	Antwerp, Belgium	55.90
70. Beit Shean	Los Angeles	55.40
71. Nazareth Ilit, Shchunat Shalom	Asheville, NC +34	54.10

72. Migdal Ha'Emek		265
73. Or Akiva	Unlinked	53.60
74. Kiryat Edron	Miami, FL	52.90
75. Gan Yavne	OH +4 (xx)	52.50
	Winnipeg, Canada +8 (xx)	
	(Just beginning partnership)	52.30
76. Acco	Austin, TX +7 (xx)	50.90
77. Ofakim	South Africa	43.40

Group V: Very Low Participation: (3.4 - 40.0 points)

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Neighborhood	Diaspora Community	Quantitative Index
78. Rishon LeZion, Shikun Sela	Nashville, TN	37.10
79. Shlomi	Zurich, Switzerland	37.00
80. Yerucham	Montreal, Canada	30.20
81. Kfar Yona	Vancouver, Canada	27.40

APPENDIX XI

PERCENTAGE OF RESIDENT-MEMBERS IN SUB-COMMITTEE

Percentage of Residents	N (No. of Nei.)	% of Residents(N)	Cum %
17.50	1		
19.64	1	4.0	4.0
20.98	1	4.0	8.0
23.90	2	8.0	16.0
28.57	1	4.0	20.0
29.70	1	4.0	24.0
30.00	1	4.0	28.0
30.89	1	4.0	32.0
30.95	1	4.0	36.0
31.07	1	4.0	40.0
33.88	1	4.0	44.0
39.05	1	4.0	48.0
42.57	1	4.0	52.0
43.21	1	4.0	56.0
43.73	1	4.0	60.0
44.82	1	4.0	64.0
45.45	1	4.0	68.0
47.98	1	4.0	72.0
48.57	1	4.0	76.0
49.05	1	4.0	80.0
50.00	1	4.0	84.0
62.86	1	4.0	88.0
66.27	1	4.0	92.0
70.00	1	4.0	96.0
	1	4.0	100.0

N=25

100

## APPENDIX XII

## DESCRIPTION OF THE DIFFERENT SUB-COMMITTEES

1. Early Childhood

The improvement of education was considered by residents and policy makers to be one of the main goals of Project Renewal. A major part of resources were devoted directly or indirectly to this goal. These include programs subsumed under the heading of formal education (e.g. computer-aided instruction, tutorials) or informal education (e.g. extended school days, art and music classes). Furthermore, most of the early childhood programs (e.g. "Hippy") were designed to enhance the cognitive skills of children and render them better prepared for schooling.(1)

The popular programs are:

- a. HIPPY Home Instruction Program for Pre-school Youngsters.
- b. Hataf - Home Activities for Toddlers and their Families.
- c. Toy Libraries for Parents.
- d. Kedma - Parents-Teachers Discussion Groups.
- e. Parents - Instruction Groups.
- f. Labor Preparation Groups.
- g. Enrichment Instruction.

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(1) The International Committee for Evaluation of Project Renewal, 1985, p. 9.

- h. Family Home Environment Centers (as applies to children up to six years of age).
- i. Baby-sitting centers.
- j. Cognitive Kindergarten.
- k. Mother and Child Clinics

## 2. Formal Education

In recent years we have witnessed the proliferation of educational enrichment and tutorial projects and of programs directed at children's general intellectual development. These include programs that use computers, both diagnostically and for training - as well as programs in the physical and Social Sciences.

- a. TOAM - the Hebrew acronym for Practive and Diagnosis through Computers.
- b. NILI - Individualized Learning Experiment.
- c. Programs for talented children directed by the different universities.
- d. YULA - Extended Study Day.
- e. YOCHAI - Extended School Day. (Primary Education).
- f. Tutorial Projects.
- g. Learning Centers.
- h. Reference Libraries in Schools.
- i. Supplementary Services (psychologists, doctors, social workers, for schools).

- j. Supplementary Education Colleges.
- k. Tutorials

### 3. Non-Formal Education

- a. Street Corner Groups.
- b. Youth/Girls in Distress.
- c. Summer Camps.
- d. Classes - music, painting, dancing, etc.
- e. Community Clubs.
- f. Cultural Centers.
- g. Activity Groups.
- h. Various Events.
- i. Neighborhood Libraries.
- j. Community Center Activities.

### 4. Community and Welfare

Most of the programs in this section are aimed for local leadership development and programs for the large community.

- a. Tehila - An Educational Program for the Adult Learner.
- b. Community activation (elections, seminars, volunteering programs, schools for Active Residents, local newspaper, etc.).
- c. Activities and clubs (gymnastics, sewing, housewives' clubs).



- d. Cultural activities (trips, parties, concerts, theatre plays, etc.).
- e. Student apartments.
- f. Adult Guidance Centers.
- g. Advancement for women.

### 5. Youth

Programs aimed for youngsters aged 16-18 and in some cases 18+. Programs aimed for high school students - Youth organizations, trips, volunteering programs, training counselors, cultural programs. Programs aimed for Youth at risk - street gang groups, Youth and Girls in Distress, employment preparation, preparation for the army, etc.

### 6. Employment

Work groups. Vocational training course, Communication with Training Centers and Factories.

In the late 1970s Israel enjoyed full employment. Project Renewal was not concerned with problems of unemployment as such. The project was, however, expected to help improve the location of residents in the labor market by upgrading their skills, and to offer employment opportunities to women and youth. These objectives were to be achieved through the provision of training, placement and day-care services. The resources devoted to this area were quite small.

At the turn of the decade the employment situation became unstable, and residents of renewal areas felt the impact of economic crises. Project Renewal responded with additional programs for manpower training and the appointment of local "Manpower Development Officers." These local responses need to become part of a comprehensive national program.(2)

In some neighborhoods a coordinator is employed, whose task is to carry out the Sub-Committee decisions and to offer programs aimed to reduce the unemployment level in the neighborhood. The main issue he usually deals with is finding jobs for unemployed people (and there are other organizations to perform this task). Since the employment opportunities are rare, the expectations are not fulfilled and many are disappointed with the Sub-Committee activities. I think it should concentrate on taking care of the unemployed person and family, lowering stresses, activating him in the community and on training programs.

In Katamon Het-Tet(3) for example, in order to solve the unemployment problem, Project Renewal and the Welfare and Labor Ministry founded a local center aimed to train and develop manpower. In addition a neighborhood factory for children's clothing was established. Professional Workers

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(2) The International Committee for the Evaluation of Project Renewal 1985, p. 10.

(3) Aziz, Samuel, Evaluation Report Katamon Het-Tet after five years of Renewal, 1979-1985, Jerusalem, September 1985, p. 23.

(47%) indicated that Project Renewal fulfilled its goal in establishing new opportunities for residents. In contradiction to the positive evaluation of professionals, most of the residents were not at all aware of the progress, and only 4% of them claimed Project Renewal had achieved its goal in minimizing unemployment and helping them to find a job.

### 7. Physical

The plight of families living in "sub-standard" housing was the main initial motivation for Project Renewal. The project can boast some accomplishments in this field. By the end of 1984 over 10,000 families had received loans for home enlargement and over 36,000 homes were affected by exterior renovations. In smaller numbers residents were also helped with interior renovations, or with subsidies for the purchase of rented apartments. In almost all renewal neighborhoods, some investment was made in the improvement of the physical infrastructure, e.g. roads, sidewalks, sewage, public gardens, etc.

Project Renewal made the option of enlargements more readily available to residents of distressed neighborhoods by a) providing readily available credit, only partly indexed, and including a significant hidden subsidy; b) assistance in the designing of enlargement, often providing ingenious solutions to architectural problems that which had previously been considered insurmountable; c) organizing residents for coordinated and joint planning and execution of enlargements; and d) removing legal, bureaucratic and political obstacles.(4)

The main subjects the Sub-Committee deals with are renovation of apartment building entrances, expanding apartments, gardening, building youth clubs and community centers, fixing sign-posts, keeping the neighborhood clean, etc.

This Sub-Committee exists in all neighborhoods, but only in 44 of them does it operate as a committee, maybe because its tasks are performed by the Physical Renewal Director, employed by the local municipality. In these cases the decisions are made by the Local Municipality.

The achievements of Project Renewal in the area of housing resulted in a transformed appearance of some neighborhoods, leading the changes in self-image and in attitudes towards the neighborhood. Surveys show increased satisfaction with housing especially, but not exclusively, among those residents who benefitted directly from the programs of home enlargement and renovations. The improvement of housing has also reinforced motivation for participation in local affairs.(5)

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(4) The International Committee, June 1985, p. 7.

(5) Ibid., p. 8.

In 1977, in a convention about Project Renewal at Machon Neeman in Haifa, I raised to then Deputy Prime-Minister, Prof. Yigael Yadin, who was responsible for the Project, my hope that the money invested in the neighborhood is to stay in the hands of the residents and not pass to the hands of outside contractors. After the convention, I organized work groups in Musrara (unemployed youngsters with a criminal background, from the neighborhood) who started rebuilding works in the neighborhood. Many youngsters in other neighborhoods in Jerusalem were organized as well into working groups, the competition was hard and the residents expressed dissatisfaction with their work. I think that if the working groups were accompanied and trained by professionals, these problems could be avoided. Today some of these youngsters have prospered, and work as contractors in Project Renewal and in other projects in the city. The fact that some people have been rehabilitated is an achievement. Three working groups are still active today, all in Jerusalem; in Ir Ganim (fourteen people, some of them do rebuilding works and some gardening), Katamon (four people) and Shmuel Hanavi. (6)

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(6) Gotleib, Avi and Yosi Gal, Working Groups in Project Renewal, Tel Aviv University, 1984, p. 19.

### 8. Other

In most of the neighborhoods the "other" Sub-Committees refer to the Elderly Sub-Committee and the Health Sub-Committee. All health programs, except those specifically designed for early childhood and elementary school children, including: family planning, nutrition, dental health, health guidance, preventive medicine, transportation, senior citizens' clubs, trips, cultural events, etc.

APPENDIX XIII

QUANTITATIVE INDICATOR CHECK  
PARTICIPATION OF RESIDENTS - MAY 1984-APRIL 1985

NEIGHBOR	DIASPORA COMM.	(1) Chairman of S.C. (Resident)	(2) Resident in S.C.	(3) Meeting of S.C.	(3) Resident in I.H.P. meeting	(3) No. of Sub-Committees	(1) Chairman of S.C. (Resident)	(3) Non-Professional workers	(1) Community Newspaper	(1) Training for Active Resident	(1) Budget for Neighbourhood community	(1) Election	(2) Resident involvement	(1) School of Activity
1. Acco	Austin, Texas +7(xxx)		10	2	3	5		5					50	x
2. Ashkelon	Great Britain		12	1	2	5		9	x				50	x
3. Afula	K.H. Community		6	3	1	5		3	x				45	x
4. Ashdod	Orange County, CA+2(xx)		10	1	2	3		3		x	x	x	120	x
5. Beit Dagan	Toronto, Canada		07	3	1	5		0			x		150	
6. Beit Shean	Los Angeles		06	4	1	3		4	x				20	
7. Beit Shemesh	Indianapolis, IN.+4(xx)		05	6	1	6		2	x	x	x	x	40	x

(1) x = Yes

(2) In numbers (average)

(3) In numbers



· QUANTITATIVE INDICATOR CHECK

PARTICIPATION OF RESIDENTS - MAY 1984 - APRIL 1985

NEIGHBOR	DIASPORA COMM.	(1) Chairman of S.C. (Resident)	(2) Resident in S.C.	(3) Meeting of S.C.	(3) Resident in I.M.P.C. meeting	(3) No. of Sub-Committees	(1) Chairman of S.C. (Resident)	(3) Non-Professional workers	(1) Community Newspaper	(1) Training for Active Residents	(1) Budget for Neighbourhood community	(1) Election	(2) Resident involvement	(1) School of Activity
8. Beersheva, Shikun Gimel	K.H. Community		7	3		3		6					50	x
9. Beersheva, Shikun Dalet	W. Germany and Sweden		6	2	1	5		1					25	x
10. Bnei Brak, Pardess Katz	Unlinked		8	2	6	5		9		x	x		300	x
11. Dimona, Shivat Haminim	Geneva, Switzerland		7	2	1	5		2	x				30	x
12. Dimona, Ha'arava	Unlinked		7	1	1	6		2	x			x	100	x
13. Eilat, Schuna Aleph	Keren Hayesod Fund		6	3	2	7		1		x	x		50	x
14. Gan Yavne	Winnipeg, Canada +8(xx)		7	2		6		2	x				25	
(1) x = Yes (2) In number (average) (3) In numbers														



QUANTITATIVE INDICATOR CHECK

PARTICIPATION OF RESIDENTS - MAY 1984 - APRIL 1985

NEIGHBOR	DIASPORA COMM.	(1) Chairman of S.C. (Resident)	(2) Resident in S.C.	(3) Meeting of S.C.	(3) Resident in I.M.P.S. meeting	(3) No. of Sub-Committees	(1) Chairman of S.C. (Resident)	(3) Non-Professional workers	(1) Community Newspaper	(1) Training for Active Resident	(1) Budget for Neighbourhood community	(1) Election	(2) Resident involvement	(1) School of Activity
15. Hadera, Givat Olga	Minneapolis, MN+3(xx)		7	3	1	5		5			X		30	X
16. Haifa, Neve David	Louisiana, Arkansas +12(xx)		6	4	3	3		3	X				50	X
17. Haifa, Neve Yosef	England, N.J.		4	6	1	3		3	X				15	X
18. Haifa, Wadi Nisnass	Unlinked		5	5		4		0	X				50	X
19. Hatzor	Long Beach, CA +5(xx)		8	6		5	X	3	X	X			80	X
20. Herzliya, Neve Yisrael	Boston, MA		7	3	3			1		X			50	X
21. Herzliya, Shaviv	Boston, MA		5	3	1	3		0		X			50	X

- (1) x= Yes
- (2) In numbers(average)
- (3) In numbers

QUANTITATIVE INDICATOR CHECK

PARTICIPATION OF RESIDENTS - MAY 1984 - APRIL 1985

NEIGHBOR	DIASPORA COMM.	(1) Chairman of S.C. (Resident)	(2) Resident in S.C.	(3) Meeting of S.C.	(3) Resident in I.M.P. meeting	(3) No. of Sub-Committees	(1) Chairman of S.C. (Resident)	(3) Non-Professional workers	(1) Community Newspaper	(1) Training for Active Reside	(1) Budget for Neighbourhood community	(1) Election	(2) Resident involvement	(1) School of Activity
22. Hod Hasharon	Palm Beach County, Fl. & South		5	3	6	3		0	x		x	x	50	x
23. Holon, Jesse Cohen	Columbus, OH +5(xx)		5	6	4	5		2	x	x	x	x	250	x
24. Holon, Tel Giborim	Philadelphia, PA		5	4	2	5		2				x	100	x
25. Jerusalem, Bucharim and Beit Israel	South Africa	x	8	2	3	5	x	3				x	20	
26. Jerusalem, Ir Ganim	Baltimore, MD	x	7	3	4	3	x	1	x			x	150	
27. Jerusalem, Katamon Het, Te	(K.H.) Zurich, Switzerland	x	6	5	2	6	x	2		x	x	x	150	
28. Jerusalem, Musrara	Los Angeles	x	9	4	2	7	x	2	x		x	x	150	x

- (1) x = Yes  
 (2) In numbers (average)  
 (3) In numbers

QUANTITATIVE INDICATOR CHECK

PARTICIPATION OF RESIDENTS - MAY 1984 - APRIL 1985

NEIGHBOR	DIASPORA COMM.	Chairman of S.C. (Resident)	Resident in S.C.	Meeting of S.C.	Resident in I.M.P. meeting	No. of Sub-Committees	Chairman of S.C. (Resident)	Non-Professional workers	Community Newspaper	Training for Active Resident	Budget for Neighbourhood community	Election	Resident involvement	School of Activity
		(1)	(2)	(3)	(3)	(3)	(1)	(3)	(1)	(1)	(1)	(1)	(2)	(1)
29. Jerusalem, Shmuel Hanavi	Washington D.C.	X	4	4	2	6	X	5	X			X	20	
30. Jerusalem, Rh. Stern	Rhode Island	X	7	4	3	5	X	2	X	X		X	50	
31. Kadima	Central N.J.		9	4	1	6	✓	1		X			70	X
32. Kfar Saba	Orlando, Fl + 3(xx)		7	3	1	6		0	X	X			20	
33. Kfar Yona	Vancouver, Canada		4	4		5		5	X	X	X	X	50	X
34. Kiryat Ata, Amidar	Massachusetts + 9(xx)		7	3	1	6	X	5	X				30	
35. Kiryat Ekron	Adron, OH + 4 (xx)		3	3		6		3	X					

- (1) = Yes
- (2) In numbers (average)
- (3) In numbers

QUANTITATIVE INDICATOR CHECK  
PARTICIPATION OF RESIDENTS - MAY 1984 - APRIL 1985

NEIGHBOR	DIASPORA COMM.	(1) Chairman of S.C. (Resident)	(2) Resident in S.C.	(3) Meeting of S.C.	(3) Resident in I.M.P. meeting	(3) No. of Sub-Committees	(1) Chairman of S.C. (Resident)	(3) Non-Professional workers	(1) Community Newspaper	(1) Training for Active Residents	(1) Budget for Neighbourhood community	(1) Election	(2) Resident involvement	(1) School of Activity
36. Kiryat Gat	Baltimore, MD		8	4	3	5		6	x	x	x	x	60	x
37. Kiryat Malachi	San Diego, CA		5	3	3	3		2	x	x	x	x	35	x
38. Kiryat Shmona	San Francisco, CA		6	5	2	6		4	x	x	x	x	80	x
39. Lod, South	Denver, Co.		6	5	1	5		3	x	x	x	x	70	x
40. Lod, Ramat Eshkol	Chicago, Ill.		10	4	1	5		0	x	x	x	x	50	x
41. Ma'alot	Allentown, PA +26(xx)		6	2	1	4		2	x		x		20	x
42. Mevasseret Zion	Unlinked		3	6	1	4								

- (1) x=Yes
- (2) In numbers (average)
- (3) In numbers

QUANTITATIVE INDICATOR CHECK

PARTICIPATION OF RESIDENTS - MAY 1984 - APRIL 1985

NEIGHBOR	DIASPORA COMM.	(1) Chairman of S.C. (Resident)	(2) Resident in S.C.	(3) Meeting of S.C.	(3) Resident in I.M.P. meeting	(3) No. of Sub-Committees	(1) Chairman of S.C. (Resident)	(3) Non-Professional workers	(1) Community Newspaper	(1) Training for Active Resident	(1) Budget for Neighbourhood community	(1) Election	(2) Resident Involvement	(1) School of Activity
43. Migdal Ha'Emek	Unlinked		5	4	1	1	x	0			x		30	
44. Nahariya, Givat Katzenelson	Cincinnati, OH		9	5	2	4		2			x	x	70	
45. Nazareth Illit, Shchunat Shalom	Asheville, NC +34		9	3	3	3		3					35	x
46. Neshar, Tel Hanan	San Francisco, CA		7	6	3	7	x	1	x		x		100	x
47. Ness Ziona, Yad Eliezer	Nashville, T.N.		6	3	3	6	x	2	x				30	x
48. Netanya, Dora	Bergen County, N.J.		6	4	2	5	x	2	x		x		30	x
49. Netanya, Gan Bracha (Seid)	Louisville, KY, Lexington		4	1		5	x	0	x		x		20	x

- (1) x= Yes  
 (2) In numbers (average)  
 (3) In numbers

QUANTITATIVE INDICATOR CHECK

PARTICIPATION OF RESIDENTS - MAY 1984 - APRIL 1985

NEIGHBOR	DIASPORA COMM.	(1) Chairman of S.C. (Resident)	(2) Resident in S.C.	(3) Meeting of S.C.	(3) Resident in I.M.P. meeting	(3) No. of Sub-Committees	(1) Chairman of S.C. (Resident)	(3) Non-Professional workers	(1) Community Newspaper	(1) Training for Active Resident	(1) Budget for Neighbourhood community	(1) Election	(2) Resident involvement	(1) School of Activity
50. Netivot	France		10	4		5	x	4	x	x	x	x	45	x
51. Ofakim	South Africa		4	3		4		4			x		30	
52. Or Akiva	Miami, Fl.		3	1	2	1		4				x	20	x
53. Or Yehuda, Amidar	Milwaukee, WI, Madison		4	4	1	6		4		x	x	x	50	x
54. Or Yehuda, "B"	Ontario and Antlantic		3	4	1	6		4		x	x	x	50	x
55. Petah Tikva, Amishav	Chicago, Il +5(xx)		7	1	2	7	x	3		x	x	x	75	x
56. Petah Tikva, Yoseftal	Ann Arbor, MI +2(xx)		6	4	1	6		2	x	x		x	65	x

- (1) x = Yes  
 (2) In numbers (average)  
 (3) In numbers

QUANTITATIVE INDICATOR CHECK

PARTICIPATION OF RESIDENTS - MAY 1984 - APRIL 1985

NEIGHBOR	DIASPORA COMM.	(1) Chairman of S.C. (Resident)	(2) Resident in S.C.	(3) Meeting of S.C.	(3) Resident in I.M.P. meeting	(3) No. of Sub-Committees	(1) Chairman of S.C. (Resident)	(3) Non-Professional workers	(1) Community Newspaper	(1) Training for Active Resident	(1) Budget for Neighbourhood community	(1) Election	(2) Resident involvement	(1) School of Activity
57. Ramat Gan, Amidar	New Jersey +3 (xx)		8	1	3	5	x	1	x	x	x	x	40	x
58. Ramat Gan, Ramat Hashikma	Philadelphia		5	1	2	5	x	4	x				30	x
59. Ramat Hasharon, Morasha	Holland and Spain		9	3	4	5	x	3		x	x	x	75	x
60. Ramle	Detroit, MI. New Orleans, LA		8	4	3	6		2			x		45	x
61. Rehovot, Kiryat Moshe	Albany, N.Y. +12(xx)		5	3	1	5		3	x			x	20	x
62. Rehovot, Kfar Gvirol	Toronto, Canada		10	4	3	4		1		x	x		30	x
63. Rishon Lezion, Ramat Eljahu	Metro & Northern N.J.		9	4	2	6	✓	3	x	x	x	30		x

- (1) x + Yes
- (2) In numbers (average)
- (3) In numbers

QUANTITATIVE INDICATOR CHECK

PARTICIPATION OF RESIDENTS - MAY 1984 - APRIL 1985

NEIGHBOR	DIASPORA COMM.	(1) Chairman of S.C. (Resident)	(2) Resident in S.C.	(3) Meeting of S.C.	(3) Resident in I.M.P.C. meeting	(3) No. of Sub-Committees	(1) Chairman of S.C. (Resident)	(3) Non-Professional workers	(1) Community Newspaper	(1) Training for Active Resident	(1) Budget for Neighbourhood community	(1) Election	(2) Resident involvement	(1) School of Activity
54. Rishon Lezion, Shikun Sela	Nashville, TN	4	4	1	5	3	✓	0	X	X	X	X	20	X
55. Rishon Lezion, Mizrach	Unlinked	10	11	2	5	6	X	3	X	X	X	X	50	X
66. Rosh Ha'ayin	Birmingham, AL +12(xx)	6	6	2	7	8	X	2	X	X	X	X	200	X
67. Safed	Delaware Valley, NJ +7(xx)	4	4	3	4	3	✓	3	X	X	X	X	100	X
68. Shderot	Buffalo +2(xx)	5	4	4	3	5	X	0	X	X	X	X	15	X
69. Shlomi	Zurich, Switzerland	16	5	1	3	4	X	4	X	X	X	X	150	X
70. Tel Aviv, Hatikva	N.Y. City, K.H. Community			3	3	7	X		X	X	X	X		X

(1) X + Yes  
 (2) In numbers (average)  
 (3) In numbers



QUANTITATIVE INDICATOR CHECK  
PARTICIPATION OF RESIDENTS - MAY 1984 - APRIL 1985

NEIGHBOR	DIASPORA COMM.	(1) Chairman of S.C. (Resident)	(2) Resident in S.C.	(3) Meeting of S.C.	(3) Resident in I.M.P. meeting	(3) No. of Sub-Committees	(1) Chairman of S.C. (Resident)	(3) Non-Professional workers	(1) Community Newspaper	(1) Training for Active Residents	(1) Budget for Neighbourhood community	(1) Election	(2) Resident involvement	(1) School of Activity
71. Tel Aviv, Neve Eliezer	K.H. Community	(1)	5	5	4	6	X	2		X			25	X
72. Tel Aviv, Neve Golan	Australia & New Zealand		9	3	1	5	X	4	X	X	X		40	X
73. Tel Aviv, Neve Shareit	Cleveland, OH		8	2	1	6	X	4	X	X	X		40	X
74. Tel Aviv, Yafo Dale	Western Canada		8	3	4	5	✓	1	X	X	X		40	X
75. Tel Mond	Jacksonville, FL. +5 (xx)		7	2	6	6		9		X	X		25	
76. Tibertas, Shikun Dale	St. Louis, MD +4 (xx)		15		1	2		3		X	X		100	X
77. Tirat Hacarmel	Pittsburg, PA													

- (1) = Yes
- (2) In numbers (average)
- (3) In numbers

QUANTITATIVE INDICATOR CHECK

PARTICIPATION OF RESIDENTS - MAY 1984 - APRIL 1985

NEIGHBOR	DIASPORA COMM.	(1) Chairman of S.C. (Resident)	(2) Resident in S.C.	(3) Meeting of S.C.	(3) Resident in I.M.P. meeting	(3) No. of Sub-Committees	(1) Chairman of S.C. (Resident)	(3) Non-Professional workers	(1) Community Newspaper	(1) Training for Active Resided	(1) Budget for Neighbourhood Community	(1) Election	(2) Resident involvement	(1) School of Activity
78. Yahud	Atlanta, GA +B (xx)		13	2	1	6		4					10	
79. Yavne, Ramot Weizman	Antwerp, Belgium		9	2	1	4		3		X			25	
80. Yavne, Neot Shazar	Seattle, WA		4	1	3	4	X	0		X			30	
81. Yerucham	Montreal, Canada		4	1	0	2		0					10	X

(1) = Yes

(2) In numbers (average)

(3) In numbers

## APPENDIX XIV

## LIST OF DEVELOPMENT TOWNS IN ISRAEL AND THEIR POPULATIONS (x)

1. Eilat	18,914	14. Ma'alot	7,516
2. Ofakim	12,646	15. Mizpe Ramon	2,865 (Jewish and Arab)
3. Birya	374(xx)	16. Nazareth Illit	21,248
4. Beit Shean	12,856	17. Netivot	8,107
5. Beit Shemesh	12,916	18. Acco	28,630
6. Dimona	26,026	19. Afula	21,277
7. Hatzor	6,206	20. Arad	12,280 (xx)
8. Tiberias	27,986	21. Safed	15,430
9. Yavne	13,913	22. Kiryat Gat	25,367
10. Yoknam	5,048(xx)	23. Kiryat Malachi	12,153
11. Yerucham	6,220	24. Kiryat Shmona	15,210
12. Carmiel	15,445	25. Shderot	9,014
13. Migdal Ha'Emek	13,420	26. Shlomi	2,300
		TOTAL	<u>353,367</u>

(x) Published by Ministry of Housing - Program for Development Towns. July 1983.

(xx) Not included in Project Renewal.

## APPENDIX XV

## INDEX OF RESIDENTS' QUALITATIVE AND QUANTITATIVE PARTICIPATION

List of 81 neighborhoods, scaled in five categories  
(5 - very high, 4 - high, 3 - medium, 2 - low, 1 - very low)

Neighborhood	Diaspora Community	Quant. Index	Qualt. Index
1. Acco	Austin, TX+7(xxx)	2	4
2. Ashkelon	Gt. Britain	2	4
3. Afula	KH Comm.	2	3
4. Ashdod	Orange County CA +2 (xx)	3	3
5. Beit Dagan	Toronto, Canada	2	3
6. Beit Shean	Los Angelos, CA	2	2
7. Beit Shemesh	Indianapolis Indiana+4(xx)	3	3
8. Beersheva, Shikun Gimel	KH Comm.	2	3
9. Beersheva, Shikun Dalet	W. Germany & Sweden	2	4
10. Bnei Brak, Pardess Katz	Unlinked	3	3
11. Dimona, Shivat Haminim	Geneva, Switzer.	2	2
12. Dimona, Ha'arava	Unlinked	2	4

Neighborhood	Diaspora Community	Quant. Index	Qual Index
13. Eilat, Schuna Aleph	Keren Hayesod Fund	3	5
14. Gan Yavne	Winnipeg, Canada +8(xx) Just beginning partner.	2	1
15. Hadera, Givat Olga	Minneapolis, MN+3(xx)	2	4
16. Haifa, Neve David	Louisiana, & Arkansas +12 (xx)	3	3
17. Haifa, Neve Yosef	England, & NJ	2	2
18. Haifa, Wadi Nisnass	Unlinked	2	3
19. Hatzor	Long Beach, CA+5(xx)	3	2
20. Herzliya, Neve Yisrael	Boston, MA	2	2
21. Herzliya Shaviv	Boston, MA	2	3
22. Hod Hasharon	Palm Beach, County FL & South	3	4
23. Holon, Jesse Cohen	Columbus, OH+5(xx)	4	5
24. Holon, Tel Giborim	Phil., PA	3	3
25. Jerusalem, Bucharim & Beit Yisrael	South Africa	2	2
26. Jerusalem, Ir Ganim	Baltimore, MD	4	4

Neighborhood	Diaspora Community	Quant. Index	Qualt Index
27. Jerusalem, Katamon Het-Tet	KH, Zurich, Switz	4	5
28. Jerusalem, Musrara	Los Angeles, CA	4	5
29. Jerusalem, Shumuel Hanavi	Washington, D.C.	3	4
30. Jerusalem Rehov Stern	Rhode Island	3	3
31. Kadima	Central, NJ	3	3
32. Kfar Saba	Orlando, FL+3(xx)	2	3
33. Kfar Yona	Vancouver, Canada	1	2
34. Kiryat Ata, Amidar	MA +9 (xx)	4	4
35. Kiryat Ekron	Akron, OH+4(xx)	2	3
36. Kiryat Gat	Baltimore, MD	4	4
37. Kiryat Malachi	San Diego, CA	3	4
38. Kiryat Shmona	San Francisco, CA	3	3
39. Lod, South	Denver, CO	4	4
40. Lod, Ramat Eshkol	Chicago, IL	2	2
41. Ma'alot	Allentown, PA+26(xx)	2	2
42. Mevasseret Zion	Unlinked	3	2
43. Migdal Ha'emek	Unlinked	2	2

Neighborhood	Diaspora Community	Quant. Index	Qualt. Index
44. Nahariya, Givat Katznelson	Cincinnati, OH	2	4
45. Nazeret Ilit Schunat Shalom	Asheville, NC +34	2	3
46. Neshet, Tel Hanan	San Francisco, CA	4	4
47. Nes Ziona Yad Eliezer	Nashville, TN	3	4
48. Netanya, Dora	Bergen Co, NJ	3	3
49. Netanya, Gan Bracha (Sela)	Louisville & Lexington, KY	3	3
50. Netivot	France	3	3
51. Ofakim	South Africa	1	3
52. Or Akiva	Miami, FL	2	3
53. Or Yehuda, Amidar	Milwaukee & Madison, WI	3	3
54. Or Yehuda, B	Ontario & Atlantic	3	3
55. Petah Tikva, Amishav	Chicago, Il +5(xx)	3	3
56. Petah Tikva, Yoseftal	Ann Arbor, MI +2(xx)	3	4
57. Ramat Gan, Amidar	New Jersey +3(xx)	4	3
58. Ramat Gan, Ramat Hashikma	Philadelphia, PA	2	2
59. Ramat Hasharon, Morasha	Holland & Spain	3	5

Neighborhood	Diaspora Community	Quant. Index	Qualt. Index
60. Ramle	Detroit, MI & New Orleans, LA	2	3
61. Rehovot, Kiryat Moshe	Albany, NY +12(xx)	2	3
62. Rehovot, Kfar Givrol	Toronto, Canada	2	4
63. Rishon LeZion Ramat Eliahu	Metro & No. NJ	3	4
64. Rishon LeZion Shikun Sela	Nashville, TN	1	2
65. Rishon LeZion Mizrach	Unlinked	3	3
66. Rosh Ha'ayin	Birmingham, AL +12 (xx)	3	4
67. Safed	Delaware Valley & NJ +7(xx)	3	4
68. Shderot	Buffalo +2(xx)	3	4
69. Shlomi	Zurich, Switz.	1	2
70. Tel Aviv, Hatikva	New York City & KH Comm.	4	5
71. Tel Aviv, Neve Eliezer	KH Comm.	3	2
72. Tel Aviv, Neve Golan	Australia & New Zealand	3	4
73. Tel Aviv, Neve Sharett	Cleveland, Ohio	3	4
74. Tel Aviv, Yafo Dalet	W. Canada	3	3



Neighborhood	Diaspora Community	Quant. Index	Qualt. Index
75. Tel Mond	Jacksonville, FL +5 (xx)	3	4
76. Tiberias, Shikun Dalet	St. Louis, MO +4 (xx)	2	2
77. Tirat Hacarmel	Pittsburg, PA	3	4
78. Yahud	Atlanta, GA+8(xx)	2	3
79. Yavne, Ramot Weizman	Antwerp, Belgium	2	2
80. Yavne, Neot Shazar	Seattle, WA	2	2
81. Yerucham	Montreal, Canada	1	2

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