 vows הביאו השואה, והמשימה של המרכז הישראלי להזון שלושה.

יום ראשון, 21 במרץ 2002

8:30-10:30

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11:30-13:30

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13:30-15:30

סקירה של התפקיד של גורמים פלמונות בידודיות

15:30-17:30

סקירה של התפקיד של גורמים פלמונות בידודיות

יום שני, 22 במרץ 2002

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סקירה של התפקיד של גורמים פלמונות בידודיות

The Governance of Third Sector Organizations: What, Why and How?

Prof. Margaret Harris, Aston Business School, Aston University, UK.

14:00-16:00

The Governance of Third Sector Organizations: What, Why and How?

16:30-18:00

The Governance of Third Sector Organizations: What, Why and How?
سور מנהל המרכז

מקיר צ'ורן

הנהלה Código של הארגון הישראלי ישראלי

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מאבקת השכר במשא ומתן של אחوات שותה

いくנין הוחיתת למשא ומתן בישראל, להכרה המוחלטת, בשיתוף ובתרומה, שיתוף

במשא ומתן לשלל בחיבות שאיבי בורא

מעאמות במשא ומתן של אחوات שותה קמה, שלא חדשיות בממשור, אך בהחלט

נוגע לאנושיות והשכ脲ים במשא מתן

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המגזר השלישית בישראל וה�ידינת הנצחת צודקת

בעדות העדהrudית תפוקיה

ככ vô, בעשת אמצע 2000, יזם המגזר השלישית/Image צוזה את המקצוע התת- containerView הנכון. לא ניתן לשדר מהו התוכן התוכני של העדויות שנערכוungeons הערוך בודאי את הנוסחה שלהן, אך רק למטרות של הבנת ההקשר, הק졌다, ברוחה של השליחות, הפרטיות, החכמה, החכמה והלימוד, העדויות של המגזר השלישית, הביאה להמחשה של מידע וודא. עדות סיפורה של גל עוגנות העדויות והнима ביצועים סכמתיים מתנהל ברגלしさ ובגבה מתנגアナית.

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ON LINE ELECTRONIC FORUMS ON THE THIRD SECTOR

Rinat Ben Noon

A number of online discussion groups on Third Sector issues can be found on the Internet. ISTR-L and ARNOVA-L are two important researchers’ forums, one from Canada and the other from the US. Associations’ field workers as well as scholars, some of international reputation, take part in these forums. This combination creates fascinating debates that raise practical questions that develop into theoretical discussions potentially significant to those interested in the Third Sector. Beside discussions these forums are an everlasting source of general and specific information. Researchers from all over the world ask about courses, or data they need for their work.

An example of an issue that provoked an interesting discussion lately was the extent of privatization of nonprofit organizations. The progression of the debate is an example for the way the participants, of different backgrounds, build an interesting and important discussion, while enriching their general knowledge.

A few weeks ago harsh criticism was directed towards the respected and celebrated (nonprofit organization) Harvard University; the academic institution was criticized for the meager salaries it pays its cleaning staff. The criticism focused on the “moral” right of the university to teach moral principles while behaving in such a manner that might in this context be considered immoral, and on the other hand raised the question whether commitment to high academic level allows it to grant its employees high

salaries. The debate, starting as criticism of a specific nonprofit institution, developed into a theoretical more expanded question—does the public have the right to criticize a nonprofit organization? Or, in other words, is a nonprofit organization considered private or public? The intense debate consistently followed US laws and regulations, as most participants were Americans. The main emphasis of the discussion was whether the organization were public, in which case the public has the right to criticize it, or whether it were private, whereas then the way it runs its business is its own concern. The American constitution allows any kind of association and protects it. Does this mean these are private associations in which the state has no right to interfere? The debate mostly concentrated on service provision organizations funded either by the state or from donations, consequently, some of the participants felt that being beneficiaries of taxpayers’ money, the public has a right to criticize them. One of the participants, from Canada, explained that for an association to register in Canada it has to prove its social goals that prove its social-public character. But what about those organizations that do not enjoy public funds? One participant told that his list of associations includes about 2,000 with “love” in their title. Are these public too? His friend answered—“any association with social goals is public as it addresses the public.”

These forums are free: there is no obligation to take part in the discussion, just “attending” is enough.

Rinat Ben Noon, The Israeli Center for Third Sector Research
Upcoming Conference of the International Society for Third Sector Research (ISTR) in South Africa

The Fifth Conference of the International Society for Third Sector Research (ISTR) will take place in Cape Town, South Africa, July 7-10, 2002.

The conference is centered on the theme: “Transforming Civil Society, Citizenship and Governance: The Third Sector in an Era of Global (Dis)Order”. The main thesis of the conference focuses on the inter-relationship between civil society and citizens and the established regimes in the world. It is rather interesting to note that the main topic of the conference was decided upon long before the tragedy of September 11 in the US, yet its relevance was doubly strengthened thereafter.

The conference will address a variety of issues related to globalization and the influence of civil society on its development. The exporting of welfare services to third sector organizations on one hand, and the new local and international modes of cooperation created to cope with the political plans for global order on the other, these pose a research challenge, which the conference wishes to address. The last decade witnessed an increasing international transfer of knowledge, skills and behavior patterns following the development of the hi-tech industry and the international agreements to facilitate the transfer of capital and labor. These changes bear international impacts on civil society that consequently became global. International communication networks created by national civil societies changed third sector and in turn influenced the residency and governance nature of their countries. Naturally the collapse of national governments and the aid civil society offered citizens in times of need are part of this phenomenon.

The conference will examine questions related to these phenomena: i.e., what is the influence of the new forces that leave their mark on international civil society? How effective and influential is foreign technological aid on post-socialist societies? What are their political and socioeconomic goals? What are their implications on residents’ concern and how do they define local citizenship? Do they challenge classical state governance regimes forms? Do they create the potential for a multi- or inter-national regime? Does an international civil society threaten the state in its classical framework?

That raises once again the issue of religion and faith and their role in the newly reconstruction of the residents’ private world. Religion and faith and their reflection on third sector organizations played a major role in the aftermath of the September 11th trauma. Their influences on the private lives of citizens are currently studied and their primary findings will be presented in the conference.

These scholarly issues will be discussed within the frameworks of the following sub-issues: advocacy and social change, new trends in volunteering, empirical research on social change, cooperation of inter-state civil societies, social entrepreneurship, commercialization of third sector – problem or solution, redesigning state governance – the relationship between the three sectors, the role of civil society in conflict situations. Such issues are of great interest to a vast variety of researchers and practitioners engaged in different aspects of civil society and the Third Sector.

The First Lady of Brazil who also serves as the director of an organization to fight poverty will give the Keynote Address of the conference. She will speak on the role of the Third Sector in solving current global problems.

At this Conference, ISTR will celebrate its Tenth Anniversary. The Society, founded by a group of researchers, including Prof. Benjamin Gidron, left during that decade a major mark on the study of the international aspects of civil society and the Third Sector. During the conference a Five-Year Plan for the Society’s development will be introduced. The expectation is for 400 participants to take part in the 4 days of deliberations.
The Committee for the Examination of the Roles of Third Sector in Israel and the Policy towards it

Michal Bar

ICTR established in 2000 a committee of experts to examine the roles of the Third Sector and the policy towards it. The committee, chaired by Prof. Izhak Gal-Noor, includes 16 members, with expertise on Third Sector issues. During the past 18 months the committee has met to discuss various aspects related to the policy towards the Third Sector in Israel, among them: economic issues on direct and indirect funding of the sector, supervision and monitoring, relations between third and the business sectors, etc.

The committee has concluded the hearing stage and began its summation of the findings and recommendations. These will be presented in a conclusive report next summer.

The committee's recommendations will focus on 10 main issues:

| 1. A proclaimed, clear and consistent policy toward third sector. Is there a need for a clear-cut comprehensive policy toward third sector in Israel? What should the limitations of governmental involvement in the sector be, and what should the characteristics of that state policy be? Is there a need for a separate policy toward each of the different types of third sector organizations? |
| 4. Supervision and monitoring of third sector organizations. The changes needed in the supervision and monitoring policy toward Third Sector, How can the different supervisory systems improve their efficiency without harming Third Sector organizations? |
| 8. Social change organizations. Is there a need for a separate policy towards social change organizations? If so, what should it be? |
| 2. Economic policy: Decreasing dependence of third sector on government sources. The main question in this context is whether and how feasible is the development of a more economically independent third sector and what means should be used to facilitate the transfer of available resources to fund activities of the sector's organizations? |
| 5. Promoting foundations and philanthropy. Should the state, being interested in strengthening civil society, also promote foundations and philanthropy as a means to support and encourage civil society, and if so, how? |
| 9. Third sector organizations in the Arab population in Israel. Arab Third Sector organizations constitute only 4.8% of the total third sector in Israel. Is there a need for a policy to encourage the establishment and activity of Third Sector organizations among the Arab population in Israel? What are the changes required in the current policy toward Arab organizations? |
| 3. The policy of funding and contractual relations between government and third sector. What are the changes needed in the policy of funding and contractual relations between government and Third Sector organizations? How can transparency be enhanced in setting criteria and making decisions regarding distribution of funds? |
| 6. The involvement of the business sector in activities of the Third Sector: Is there a need for a governmental policy directed to promote the involvement of the business sector in the activities of third sector? What are the changes needed in the current policy and what additional means should be employed to encourage business to contribute to the community through Third Sector organizations? |
| 10. The relations between political parties and third sector organizations. Is it appropriate to use associations as indirect pipelines to fund party activities and what lines should be drawn between party activities and associational ones? |

Michal Bar, Falul Bauwald School of Social Work, Hebrew University.

Part of the committee's recommendations will be presented for the first time during ICTR Annual Spring Conference, in a special session to include a discussion on the report and its recommendations.
Salary Structure in Nonprofit Organizations

A Joint Symposium by ICTR and the Department of Economics at Ben-Gurion University of the Negev

Eliot Naxen

The issue of salary in nonprofit organizations in Israel has been on the public agenda in Israel for a long time. The study on this issue by Yoram Gabbay and Eldad Brik, initiated by ICTR and the Maurice Falk Institute for Economic Research at Hebrew University is the first of its kind in Israel. The study illuminates the characteristics of third sector in Israel and provides researchers and decision makers with an important database for policy formulation in this domain.

The symposium was jointly conducted by ICTR and the Department of Economics at Ben-Gurion University of the Negev. Prof. Benny Gdiron opened the symposium noting the importance of the research and its contribution to public discourse on the Third Sector in Israel, as well as to determine policies pertaining to salary in it. Prof. Gdiron introduced Dr. Daniel Gotlib, who has joined BGU Department of Economics this year, and works there on Third Sector issues. He also directs ICTR's database and is assisted in this task by Ms. Rani Ben-Nun.

The symposium was opened by a lecture by Dr. Gotlib, who delivered a lecture about “The Third Sector in an economic perspective”.

Yoram Gabbay and Eldad Brik followed with the lecture on their research findings regarding “The Salary Structure in Nonprofit Sector in Israel”. Presenting their study Gabbay and Brik explained the factors that influence wages in the market in general as well as in nonprofit organizations, comparing those in different sectors of the market i.e., governmental, private employers and monopolies.

The research focused on the examination of wages in NPOs in Israel, comparing averages in main areas of activity. The main findings, as presented in the conference, show that the average salary in the nonprofit sector closely resembles to its counterpart in the public sector in similar branches (i.e., health, welfare and education). In contrast, the gaps between salaries of senior managers and those of average and lower level employees correspond to those found in the business sector.

The examination of wages according to areas of activity showed significant gaps between the different areas. Gaps were found both at the average wages as well as at the high managers’ ones. Wage gaps between women and men were also found to differ between areas of activity and varied significantly from high to low. As to labor costs, the researchers discovered that nonprofit organizations resemble the public one in this context (they also apply institutional arrangements of social benefits similar to those found in the public sector). The research findings show that salaries in nonprofit organizations are 20% lower than the average market ones, including the business sector.

The second session of the symposium featured a discussion on the meaning of the research findings. Prof. Jimmy Weinblatt from the Department of Economics at BGU opened the session. Prof. Weinblatt expressed his satisfaction with this initial cooperation between the Department of Economics and the Center and his hope that it signifies the beginning of fruitful research collaboration. The other participants in this session were: Dr. Yael Edelman from the Department of Economics at the Tel-Aviv-Jaffa Academic College, Mr. Nissan Limor, chair-person of the Committee on Standards of the Nonprofit and Voluntary Sector and Mr. Yuval Rachevsky, from the Ministry of Finance.

Eliot Naxen, Graduate School of Library, Archives and Information Studies- Hebrew University

Boards of Directors in Third Sector Organizations in Israel

Esther Iecovitz

A new study, recently completed, examined structural, organizational and functional aspects of boards of directors in third sector organizations. This study, a first of its kind in Israel, included 161 service provision and advocacy organizations in different areas. The data collection process entailed difficulties resulting from the reluctance by many organization officials to be interviewed for this study.

The research findings focused on the characteristics of third sector boards of directors in Israel, in their structural as well as functional contexts. These were compared with the structural characteristics of the organizations that they govern.

This study raised a number of issues worthy of further studies, i.e., the extent to which development processes of the board are intervened within those of the organization as a whole; the impact of the internal and external organizational environment on the formulation of the management's functions; the forces that restrain and those that promote democracy by encouraging representation of population groups served by the organizations, etc.

The conclusion of the study identifies several weak points in the current situation that call for a change in legislation and the managerial processes of these organizations. For example, should publicly funded organizations be required to include representatives of their clients' population in their board of directors? Is there a need for a more specific definition in the Law of Associations regarding the roles of boards pertaining to the activity areas of the organization and its volume of activity? Is there a need to legislate the CEO's functions in the associations in order to define a better clear-cut distinction between the board and the executive level? Findings point at the need in developing training and enrichment programs to members of boards of directors. The efficient and effective functioning of boards to realize the organization’s vision and to promote its goals, might be related to the knowledge and expertise of the board in fulfilling its role properly and the awareness of its members of their personal and collective obligations and responsibility.

Esther Iecovitz, Social Work Dept., Ben-Gurion University of the Negev
Director's Column

We are standing again at the eve of ICTR’s Annual Conference - the fifth. The conference, by now a tradition, attracts a growing number of participants every year, who as they claim, are looking forward to it with a lot of enthusiasm. This year, more than in previous years, we have been approached by an increasing number of researchers who expressed their wish not just to attend the conference but also to present their papers. This is a most important development that proves the long way Third Sector research in Israel has come, and indicates the forming of a research infrastructure of this area.

We, at ICTR are all very happy of course to be part of this development. Accordingly, we feel it is time to take another step forward and establish an Israeli (Interdisciplinary) Association of Researchers on the Third Sector and Civil Society. Such associations already exist in many countries in the world and have a major role in promoting research in them. There is no reason for us not to follow suit. We plan to devote the necessary time to this issue during our Annual Conference, hoping the Israeli researchers will rise to the challenge. In addition to organizing conferences and symposia and encouraging research and teaching, we believe such an association should set a goal to publish a professional journal that could serve as a forum for Israeli research, and promote the legitimizing of our sphere of activity and its much-needed recognition.

Five years is a certain milestone in the life of an organization, and we thought the time has come to summarize what has already been done and what we should look for in the future. The booklet “ICTR: The First Five Years” constitutes such a summary. All those who took part in ICTR’s activities in the past five years have all the reasons to be proud of the results. The Annual Conferences, the symposia, the publications, the Policy Committee and its activities (see separate articles on those), as well as our other plans and activities, all point at the fact that ICTR is enjoying a successful time. In this short period, ICTR has succeeded in gaining an important position in both the academic and the public worlds, and its activities are earning national as well as international respect and prestige. These are not opinions or ideas of ICTR’s director but rather those of its evaluator, Dr. Elizabeth Boris, who was appointed to this role by the center’s supporting foundation (see separate announcement).

The last symposium on “The Salary Structure in the Third Sector” that took place in Tel Aviv in January, could serve as an example of ICTR’s modus operandi and its significance. Findings of a study of utmost public importance were presented for the first time during the symposium, on an issue never studied in Israel before. The study and its findings earned immediate headlines in the media and will hopefully encourage policy makers to take measures otherwise ignored. This correlation between the knowledge on the Sector and the policy exercised towards it is one of our main point of interest, and during our five years of activity, especially the last two years, we have reaped the fruit of our labor.

Our ability to act the way we did and develop our plans was made possible by the generous grant by Atlantic Philanthropies during the past five years. We are deeply indebted to the Foundation and its board for this grant. Yet, according to the conditions of the grant, the current academic year (2001/02) is the last of the Foundation’s support. The continuation of ICTR’s existence beyond this year depends now on the ability of Ben Gurion University to find alternative funding sources to support it. The current difficult situation of the Israeli economy in general and the higher education in particular poses major challenges for Ben Gurion University and ICTR’s Steering Committee in their efforts to find a solution to this predicament. In addition, the difficult situation this year of third sector organizations and the tendency by foundations to support them before supporting those researching them completes the picture of the difficulties ahead. It is noteworthy that despite our preliminary achievements (or because of them), actually our work has just begun. At the moment, following the recommendations by Dr. Boris, we are working on a comprehensive research plan for the next five years; we have as yet not addressed the issue of academic teaching and training programs for nonprofit organizations’ managers which are all still in the pipeline until the future of the center is cleared.

Sharing this information with our readers is important to us, as their support and criticism throughout the years played an important role in shaping ICTR and its plans.

Benjamin Gidron, Director
### Conference

**Keynote Speaker**

*Prof. Margaret Harris*

Prof. Margaret Harris from the Aston Business School in Aston University in Birmingham will deliver the keynote address at ICTR’s upcoming conference. She entitled her address “The Governance of Third Sector Organizations: What, Why and How?” focusing it in part on the roles of boards of Third Sector organizations. The address will undoubtedly serve a conceptual introduction to the presentation of findings of the recently completed study on Nonprofit Organizations boards in Israel.

In the Aston Business School, Prof. Harris serves as Professor of Voluntary Sector Organizations, Head of the Public Services Management Research Centre, and Chair of the Centre for Voluntary Action Research. Her research interests include organization and management of voluntary and nonprofit sector and its policy context, the governance of voluntary organizations and the management of faith-based organizations on all of which she published extensively.

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Atlantic Philanthropies, the foundation that funded ICTR during the past five years has commissioned Dr. Elizabeth Boris, Director, Center on Nonprofits and Philanthropy at the Urban Institute in Washington, DC to conduct a formal evaluation of ICTR at the conclusion of its funding period.

The evaluation, based on interviews with researchers, policy-makers, practitioners and students both at BGU and elsewhere and a review of written material, resulted in an impressive document that reviews and assesses ICTR’s work in the first five years since its inception and outlines new directions for its development. Dr. Boris critically reviews ICTR research profile, its programs in advancing Third Sector research in Israel, its development of the Third Sector Database and its policy work.

In her conclusions she writes: “ICTR has had four years of significant achievements. It has created the first database on the third sector and used it to do the first comprehensive description of third sector organizations in Israel. It has conducted research, convened researchers, nurtured young scholars and initiated a thorough analysis of Israeli policies toward third sector organizations. ICTR is respected within the University, by researchers from other institutions, by nonprofit leaders, and by foundations. It has generated excitement about its work and started a dialogue that has the potential to affect scholarship, third sector organizations and public policy toward them”.

“Everyone interviewed credited ICTR with putting the third sector on the map in Israel through its research. Scholarly interest is growing, as is the interest of policy-makers and leaders of organizations.”

“ICTR has gone a long way toward meeting its goals and having an impact. It’s future, however, is not secure. The University seems willing to provide some, but not all of the necessary resources. It would be a terrible loss for Israel if ICTR ceased to play its catalytic role in the development of knowledge about the Israeli third sector.”