From left to right: Prof. Yeheskel Hasenfeld, Prof. Benjamin Gidron, Prof. Jimmy Weinblatt, Dr. Hadara Bar-Mor and Prof. Ari Reichel at the ICTR’s Seventh Spring Conference.
מבחנ נוסע על המגזר השמיני
ארגוור גור, החשובים, הירושלים
כרמ-אברהם, רזיב מס, בולחי שמלות יברkeh
P.O.W'S PARENTS ORGANIZATION, JERUSALEM
KEREM-ABRAHAM, 16 AMOS STR. SHLOMO YABROV'S HOUSE
*1948-1949

 הברך
ל"ד רודא שפי
ך והוא בן עד ברכו הדקדוקורט שלח בใช้ שלוש
"הברךazar, והלכה מדעיה של כמנה
"הספורות בני דעותם של פורת".
_pkabalo@bgumail.bgu.ac.il

ברכות
دل"ד אליעזר ברנוא
עם איוו עבד צדוקא הדקדוקורט שלח בק: נ"ף ייחודתdamage מככית
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נוגה והשליית יראשא הנינגר עבד צדוקא
בניעלי לודע על הספורט המorgen.
Scholarship Award Ceremony (from left to right): Dr. Hadara Bar-Mor, Deby Babis.
The page contains text in Hebrew and Arabic, which appears to be a continuation of a previous section. The text is not legible due to the quality of the image.
מ怏ארוגיים בהתחום איביסטייה המנהינת

אפרת לוי

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Navigating the Media: 
A Practical Guide for Activists of Social-Change Organizations

Rolly Rosen, Ephraim Davidi and Marzuk Halabi

“Although social-change organizations generally wish to change the world, they frequently fail to extend their circle of supporters to beyond a few close friends. The ability to work professionally with the media can enhance an organization’s work potential. This guide was designed for this purpose.

The Guide discusses building a strategic plan for interfacing with the media, the spokesperson’s function, creating media-catching events, organizing press conferences, writing press announcements, and conducting radio, TV or press interviews.

This Guide provides a clear and practical outline of these and other issues affecting activists of third sector organizations in general, and social-change organizations in particular, that wish to make use of the media” (from the book’s back cover).

The Guide was published by Shatil Support and Counseling Services for Social Change Organizations, set up by the New Israel Fund in 1982. Shatil offers professional counseling services to social-change organizations working to further human and civil rights, social justice and pluralism in Israel. Within this framework, Shatil has published a series of guides dealing with issues such as: writing applications for grants, cooperation with businesses, project evaluation, lobbying, the NPO Law, and the like. For further information on Shatil publications, go to: www.shatil.org.il.

NEW PUBLICATION

The Report of the Israeli Third Sector Database, 2004

The report focuses on an analysis of the data on salary-paying third sector organizations and the regional distribution of third sector organizations in Israel.

For a copy of the report, please return the attached form.
The ICTR’s 7th Spring Conference  
Dead Sea, 17-18 March, 2004 

Maggi Levi

Researchers, directors of NPOs and foundations, directors in the public sector, students and major activists of the third sector in Israel, gathered for two days at the Caesar Hotel at the Dead Sea for the Center’s 7th Annual Spring Conference. The conference presented new research on the third sector in eight sessions, which focused on a number of areas, and four plenary sessions on major topics.

The plenary held on the first day of the conference focused on The Media and Civil Society. Participants in the plenary (Mr. Giora Rosen, Ms. Ruth Sinai, Ms. Rolly Rosen, Professor Yehiel Limor, and Ms. Haneen Zoabi) discussed the complex relationship between the media and third sector organizations, both from the perspective of the media and the organizations themselves.

In the first plenary on day two of the conference, Ms. Michal Bar delivered a presentation on the Recommendations of The Review Committee of Government.

Registration has opened for the Nonprofit Management

Specialization in the Department of Business Administration and the Department of Public Policy and Administration at Ben Gurion University of the Negev (under the auspices of the Rich Foundation)

The Nonprofit Management Specialization will be opening at Ben Gurion University’s Management School in the coming academic year (2004/2005). The specialization, which is financed by

Continued on page F

The ICTR Award for Innovation in Third Sector Research 2004. From left to right: Prof. Benjamin Gidron, Prof. Avishay Braverman, Prof. Yeheskel Hasenfeld.
Toward the end of our annual conference, which in my opinion was one of the most successful so far, I was approached separately by two people, who were participating in our conference for the first time. They “complained” that the conference did not include papers in the psychological discipline and about cultural issues, respectively. I suggested that they consider these “shortcomings” a personal challenge, which they would undertake to rectify by the next conference. It is a fact that most papers at our conferences focus on the welfare arena (in the broad sense of the term) and come from the more “traditional” disciplines dealing with the Third Sector such as social work, sociology, political science, and economics. Two years ago, however, we accepted a paper that focused on the third sector from a historical angle. Last year we held a plenary session dealing with history, and this year one of the sessions included three fascinating presentations on historical research of the third sector. I think that we can state with some confidence that the historical discipline has become an integral feature of our conferences and, even more importantly, has created a new specialty: historical research of the third sector. To prove the point, conferences on the history of Israel now include presentations on the third sector. There are other disciplines, apart from the psychology that would broaden our understanding of the third sector, such as philosophy and literature for example. To those of you who enjoy challenges, here is an opportunity to make sure these perspectives are represented at the next conference. The same is true about substantive fields of practice: I do not recollect conference presentations on leisure organizations, or memorial and religious organizations. Needless to say, rectification of these omissions would substantially enhance our understanding of the third sector.

While on the subject of the conference, I must confess that the conference’s academic success and reputation have not resulted in a significant rise in the number of participants. For some years now, the number of participants – including those who attend only part of the conference – has stood at around a steady 120-150. No doubt the conference’s location at the Dead Sea, far from the country’s center, acts as a deterrent factor. However, right from the start, ICTR chose the Dead Sea as the ideal location for its conferences, for that very reason. We felt that its distance and seclusion would help create a “community” of Third Sector researchers and practitioners. We believe this goal has been achieved, and that now is the time to start thinking of how to expand our circle of participants. We therefore asked the participants to state their preferences regarding the future location of the conference. Since we did not receive many replies, I would like to use this column to ask our readers to choose between the Dead Sea and a more central location for next year’s conference. Prospective participants are also welcome to give their opinion.

The following were remarks made at the conference’s inaugural dinner.

Organization theory teaches us that organizations (and, perhaps marriages, too!) that survive the first seven years without breaking up – have a chance of enduring. I am happy to state that ICTR has passed that test. Organization theory also teaches us that periods of growth are usually followed by periods of decline. I am happy to state that in our case, this has not been the case as yet. On the contrary, there is every indication that ICTR continues to thrive, and has made several important breakthroughs that have helped enhance its prestige. I can state with some satisfaction that our work is being appreciated not only in our immediate environment, but in the wider circles of our endeavor, too.

One major breakthrough occurred in the field of funding: The “Mandel Foundation” has agreed to fund ICTR’s infrastructure. It is our hope that the Foundation’s interest in ICTR will enable us to develop in new directions.

The second breakthrough is the fact that for the first time this year, several institutions have been asking us, at their own initiative, to study specific issues in fields of our expertise. This year we received three such requests, two of which are currently in advanced planning stages. One request was turned down, because we felt we lacked sufficient expertise in the field. That, however, is a healthy problem.

Other developments this year have been:

(1) The introduction of new NPO management programs, not only at our university but also at Tel Aviv University, the Herzliya Interdisciplinary Center, the Ashkelon Academic College, and the Herzliya Interdisciplinary Center, the Herzliya Interdisciplinary Center, the Ashkelon Academic College, and the Herzliya Interdisciplinary Center, the Herzliya Interdisciplinary Center. The main conceptual question the planners of these programs must address is: What are the specific features of NPO management, and how does it differ from management of public or business organizations? The answers to these questions will enable us not only to develop teaching models, but also to raise many research topics.

(2) The publication of the new journal by The Association of Third Sector and Civil Society Researchers in Israel. The fact that this Conference Folder contained the announcement and table of contents of the first issue of The Journal of the

Continued on page G
This session presented the main recommendations of the Report on the Ministry of Social Affairs’ policy toward the third sector. The report was compiled by a special interdivisional team, after the Ministry’s new director-general assumed office. The recommendations, while reaffirming the Ministry’s status and role as a public institution, are positive and encouraging toward the third sector. The report suggests a number of ways for promoting ministry-sector relations, such as granting third sector organizations greater participation in policy-making decisions, giving them greater access to information, offering them first-choice in tenders, and judiciously using funds to encourage the development of the sector in areas vital to the Ministry.

Mr. Reuven Darvazi, director of Tkumat Arie – the Association for the Development of Social and Welfare Services, and Mr. Shimon Siani, director of Yedidim responded to the report. Both speakers welcomed the Ministry’s initiative, and considered the report’s recommendations an important step forward, but expressed doubts concerning implementation of the recommendations, on the basis of past experience in other areas.

The speakers proposed a number of strategies for overcoming this obstacle, all of which aimed at ensuring the commitment of the permanent professional cadres to the process. The two main strategies proposed were: (1) enlisting the support of Ministry staff (comptrollers, legal advisors, data processing units) and (2) enlisting the support of the staff of other relevant ministries, particularly the Finance and Justice Ministries. The above notwithstanding, the speakers emphasized the need for ongoing political support of the process for its successful implementation.

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"Are the strictures imposed by the legislature on the media sufficient, or should citizens, as individuals or as part of social organizations, have a say in the media debate, in order to safeguard the basic values of a just and democratic civil society?" This question was raised by Giora Rosen, Ombudsman of the Second Television and Radio Authority, in a panel discussion on the subject “Media and Civil Society.” “The public media is a democratic space, and for it to remain so, it must offer all citizens the opportunity of influencing it, and representing their interests within it,” stated Rosen.

Participants in the panel discussion discussed the complex relationship between the media and third sector organizations, both as perceived by the media and by the organizations themselves. Sinai complained that she frequently received requests to publish “the good works” of organizations that had no idea of standard work rules in the field, such as the criteria determining the news-worthiness of an item. Professor Limor endorsed the request for greater specialization in the media field by third sector organizations. Rosen and Zoabi, on the other hand, argued that the problem was not only the lack of professional know-how on the part of the organizations, but also the nature of media work itself, which tends to work within the consensus, strengthening existing positions (including preconceptions) while finding it extremely hard to deliver messages of social change.

Giora Rosen, moderator of the debate, argued that “there are three sides to the media triangle (main TV channels, the press, and radio). The first represents the government, the second the TV stations, and the third, the citizen. While the first two sides are strong and are not too concerned by the users’ interests. The third side, representing the citizen, the spectator, the audience, as well as the journalist, editor, and anchorman, is weak in comparison.” In light of the above, said Rosen, “perhaps the time has come for social organizations to identify a vital intervention space in the media, since the lack of such a space has created a problem for which society is already paying a price.” This question was further debated between the panelists and the audience.
On 13 May, the last of the British officials left the old city of Jerusalem and on 15 May, the Jordanian Legion attacked the Jewish population. Fierce battles ensued, at the end of which (28 May) the Jewish Quarter surrendered and various civilians were taken in prison. All in all, the Kingdom of Transjordan held 800 Jews prisoners during the 1948 war – over half of which were civilians.

In a comprehensive study of these POWs in the Israeli War of Independence, Daniel Nadav points out that the State’s leaders were so engrossed in the conduct of the war that they only began dealing with the issue of the POWs at the end of the war, when negotiations began to free the prisoners. Nadav stresses the role of the Red Cross Liaison Unit that was set up immediately after the establishment of the State in relieving the leaders of the new state from the burden of caring for the prisoners’ welfare.

Historical documents from the Israeli state archive show however a larger variety of POW’s organizations. One of them is the POW’s Parents Organization Jerusalem that focused its efforts to assist and represent the POWs incarcerated in the Mafraq camp in Transjordan. The organization’s first delegation met with the Prime Minister, who was also Minister of Defense, already in early August 1948. Testimony of that meeting appears both in Ben Gurion’s diary and in a letter sent by David Zvi Pinkus of the Mizrachi, a leader of the Yishuv Defense Committee in the Independence War and a member of the provisional State Council, to Ben Gurion, summarizing the meeting. This testimony as well as other letters and memoranda, show that the Parents’ Organization, did not limit its efforts to the field of traditional philanthropic activities such as collecting funds and equipment for the prisoners, but also perceived itself as an advocacy organization representing the interests and needs of the prisoners before officials (the local leadership and international actors), and created public pressure in an effort to expedite negotiations for the civilians’ release.

The organization operated on several planes:
- Keeping the channels of communication with the prisoners open, via letters, parcels, and the Red Cross representatives.
- Lobbying for improvement of the prisoners’ living conditions and demanding basic nutritional arrangements
- Sending basic equipment – such as mattresses and blankets (which were financed by donations or from their own purse).
- Applying for permission to send over a rabbi to the camp to offer the prisoners spiritual comfort (many of the prisoners belonged to the ultra-orthodox community of Jerusalem).
- Demanding regular updates on the progress in the negotiations

In order to alert world public opinion to the problem and to ensure proper treatment of the prisoners, the parents asked for permission to visit Israeli POW camps in which Arabs were being held. They proposed bringing the Arab prisoners gifts and publicizing the visit in the international press “in order to pressure the Arab authorities into treating their Jewish prisoners fairly.” The first prisoners were released in early February 1949 and by 3 March all prisoners of the Mafraq camp were released in five batches. The day after their release, negotiations between Israel and Jordan were officially opened in Rhodes.


The History Corner, a permanent feature of ICTR’s newsletter, aims at shedding light on the third sector in Israel from a historical perspective. In each newsletter we shall present a document that recounts a historical initiative or organization. Readers of the newsletter as well as the public in general are invited to send in articles or historical documents for inclusion in the newsletter. Please send your contributions to: Paula Kabalo, at: pkabalo@bgumail.bgu.ac.il
The presentation of awards by the Israeli Center for Third Sector Research, which took place this spring for the seventh year running, is designed to promote and develop knowledge about the sector by supporting students from institutions of higher education who are writing theses on the third sector in Israel. This year, there was a rise in the number of applicants for the award, pointing to greater interest in the field among graduate students from various disciplines and institutions, as well as a rise in the number of students writing graduate theses on these topics. ICTR is happy to announce that Deby Babis of the Hebrew University was the recipient of the award, and would like to congratulate her and wish her success in her future endeavors.

Her doctoral dissertation, “The Association of Latin American Immigrants – The Dynamics of a Immigrants’ Voluntary Organization,” focuses on the establishment, existence and decline of voluntary immigrant organizations and their role in integrating immigrants into their new countries. Voluntary immigrant organizations have been on the scene for a while. In Israel, there are 26 such associations, classified by country of origin, that deal with immigrant absorption and with the preservation of the cultural heritage of a variety of ethnic communities.

This study focuses on the Association of Latin American Immigrants (OLEI). This study of OLEI is interesting as a study of an organization operating in a country with a large immigrant population, and as an organization that caters to immigrants who have integrated into most sectors and areas of Israeli life. The main question addressed by this study is: How and to what extent does OLEI help the integration of Latin-American immigrants into Israeli society, and to what extent, if at all, does it contribute to their segregation.
Registration has opened for the Nonprofit Management

A special grant from the Rich Foundation, is being offered simultaneously to MBA students in the Department of Business Administration, and to MPA students in the Department of Public Policy and Administration.

Economic, social and political developments over the last two decades have led to a growth in third sector activity in Israel, as in other countries, and to a noticeable increase in the number and scope of third sector organizations activity. These activities elicit considerable public interest, since the organizations behind them are instrumental in providing a wide range of services in various fields (welfare, culture, the environment, etc.) and in developing civil society. The management of these organizations requires a firm ethical and professional commitment, as well as mastery of a variety of skills specific to this field, such as working with volunteers and donors, and creating balances between various actors, both in the public and private domains, that interface with these organizations.

The innovative Nonprofit Management Specialization at Ben Gurion University aims at developing the future leadership of third sector organizations in Israel.

The specialization will provide students with the basic knowledge required for managing third sector organizations, as well as teach them the skills and values that are an integral feature of this kind of activity. The specialization comprises a number of theoretical and applied courses (both required and elective), as well as a practicum. The theoretical courses shall deal with social, political economic, legal and historical aspects of the third sector, and related phenomena, such as social entrepreneurship and business social responsibility. The applied courses shall deal with the practical management aspects of third sector organizations such as raising funds and working with volunteers, marketing in the third sector, working with a board of directors, and the like. The practicum, which will last a year, will provide students with practical experience in the field, and will enable them to familiarize themselves with the management of third sector organizations.

The two-year Nonprofit Management Specialization will be taught by lecturers and specialists from Israel and abroad who see the third sector as their area of practice and research. Students accepted for the specialization will have access to ICTR’s library at Ben Gurion University, which has a wealth of material on the third sector and civil society in Israel and the world. They shall, likewise, have access to the “Israeli Third Sector Database.” In order to accommodate working students, the specialization’s courses will be taught on specific days.

For the approaching inaugural year, the Nonprofit Management Specialization is interested in recruiting a number of students of the highest caliber, who demonstrate leadership qualities and are committed to the ethical and professional management of third sector organizations.

The specialization shall be offered as part of the MBA and MPA programs of the Department of Business Administration and Department of Public Administration respectively. Those interested in enrolling in the specialization must first be admitted to the Department of Business Administration or the Department of Public Policy and Administration at BGU’s Management School. As part of the registration process, candidates are required to fill out a “Questionnaire for Admission to the Nonprofit Management Specialization.” Candidates will be selected on the basis of this “questionnaire.”

The specialization’s curriculum is advised by an Advisory Board composed of businessmen, academics, and senior managers of third sector organizations. For details and information, please phone: 08-6472323 or fax: 08-6477607. Questions may be addressed to: malkar@som.bgu.ac.il.

Congratulations to Dr. Varda Shiffer on her completion of her Doctoral dissertation entitled: “Civil Society and Redistribution of Power and Authority among Governmental Bodies”.

Congratulations to Dr. Eliezer Brauner on his completion of his Doctoral dissertation entitled: “Behavioural, Structural and Environmental Characteristics of Non-Profit Organizations in Israel that abuse their Favoured Position”.

Director’s Column

Association of Third Sector and Civil Society Researchers in Israel gave us all a good feeling. The publication of a professional journal is an important step toward recognition of our field of research, and serves to broaden and deepen it. I would like to recognize the Chair of the Association’s interim committee, Dr. Hadara Bar-Mor, and its members Dr. Esther Iecovitz, Dr. Rita Mano-Negrin, Eitan Tsachor, Nissan Limor, and Debbie Haski-Leventhal for the good work they have done so far. ICTR will do all it can to help this important organization in the future, too.

Professor Benjamin Gidron
Director
In recent years, many organizations have emerged in Israel with the aim of feeding people and families suffering from food insecurity. These include associations, NPOs, and private initiatives as well as local authorities that have taken it upon themselves to help provide their citizens with food. Over the last three years, there have been several studies of organizations operating in this field. These studies shed light on the proliferation of such organizations, their patterns of operation, their geographic distribution, their motives, and the like. The large number of such organizations and the expansion of their scope of activity is a reflection of the difficult economic times we live in, in which families do not have enough to eat.

The Forum to Address Food Insecurity and Poverty in Israel, which comprises a range of philanthropic organizations, initiated the project for mapping organizations dealing with food insecurity. The Forum sees its function as promoting policy and projects to solve the problem of poverty and food insecurity.

The first phase of the study shall comprise a comprehensive study, that will map the phenomenon of organizations dealing with food insecurity in the country. In the second stage, a sample of the NPOs studied, representing different patterns of operation, will be studied in depth.

The research, which is being conducted under the auspices of the Israeli Center for Third Sector Research, has been made possible thanks to the Forum to Address Food Insecurity and Poverty in Israel, which initiated the research and raised funds for it. The research is headed by Ms. Esther Levinson, and supervised by Professor Benjamin Gidron. Representatives of the Ministry of Education and Social Affairs, the Brookdale Institute, BIU’s Sociology and Anthropology Departments, Matan–Your Way of Giving, and naturally, the Forum to Address Food Insecurity and Poverty in Israel, are members of the project’s steering committee.

The survey has the following goals:
1. Typology of organizations and work methods, identification of obstacles, opportunities, strengths and weaknesses.
2. Creation of an easily accessible database to serve as a tool for planning the organizations’ activities.
3. Streamlining the organizations’ work in order to more effectively meet the needs of deprived populations.
4. Studying the organizations’ needs.
5. Helping to create a network of food distribution organizations that would form a coalition aimed at solving the problem of food insecurity, enhance the efficiency of, and accessibility to, food, further awareness of the problem of food insecurity and develop suitable programs and policy in this field.

The research, which is being conducted under the auspices of the Israeli Center for Third Sector Research, has been made possible thanks to the Forum to Address Food Insecurity and Poverty in Israel, which initiated the research and raised funds for it. The research is headed by Ms. Esther Levinson, and supervised by Professor Benjamin Gidron. Representatives of the Ministry of Education and Social Affairs, the Brookdale Institute, BIU’s Sociology and Anthropology Departments, Matan–Your Way of Giving, and naturally, the Forum to Address Food Insecurity and Poverty in Israel, are members of the project’s steering committee.

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In this session, the association’s chair, Dr. Hadara Bar-Mor, announced the official establishment of the Association of Third Sector and Civil Society Researchers, and its registration under the name The Association of Third Sector Researchers (R.A.).

All members of the public dealing with any aspect of third sector research are invited to join the association. The registration fee is: NIS 150 payable to The Association of Third Sector Researchers.

Our email address is: hadara@netanya.ac.il.

The Association of Third Sector Researchers is about to put out a journal edited by Dr. Rita Mano-Nagrin. The first issue will focus on NPO management and organization. All articles published in the journal will be submitted to an academic referee to ensure they pass muster for inclusion in a scholarly journal of this caliber.

The Association also plans to hold symposia on topics relating to the activity of third sector organizations in order to further research into this topic.

We shall be happy to receive applications for registration as well as proposals for academic articles.