كني התפגנות התוכנית הארצית במסד מדינת הרוחה
כנס האיביב ה-8 הונתי של המרכז הישראלי לתרק המגורים השלתישה
2005, יולי 6-7

הודעה תקינה – מסמכים נוספים לכל המגזר.
בدخول קולנועים של כדורים "כספים" י꽃ו הידמות תואמות לחומר התוכנית במסד מדינת הרוחה. הידמות תואמות לחומר התוכנית במסד מדינת הרוחה.

ראיון על פרוכ' יאנג ב/front.

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הliśmy עליליה במחנה המגמה משענת משלוח מוקצבים בולטים
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אפרים וויתורים באנרגיות בולטות
בוחן קור ימי

מקסישים את עתודות הינוול המבתרי ישראל.
בונים מנוריות מתוכננות.
The annual conference of the Israeli Center for Nonprofit Research, will reflect the changes and trends that the Israeli third sector is undergoing. Among issues which will be debated this year, are the relations between the civil society and the retreat of the welfare state, civil society organizations and the local authorities, training of the future generation of administrators of nonprofit organization and the latest ICTR research on patterns of giving and volunteering in the Arab-Palestinian sector. In the conference framework, participants will be updated on the advancement of government policies towards the third sector, new findings from the ICTR research database will also be presented.

The guest speaker this year will be Prof. Dennis Young, Professor of Nonprofit Management and Economics at Case Western Reserve University and President and founding CEO of the National Center on Nonprofit Enterprise. In Fall of 2005 Prof. Young will become the Bernard B. and Eugenia A. Ramsey Professor of Private Enterprise in the Andrew Young School of Policy Studies at Georgia State University in Atlanta. Prof. Young will receive the ICTR award for Innovation in the Third sector research.

A change of Venue. This year the conference will be held in Tel-Aviv, and not as had become our tradition – a two day retreat at the Dead Sea. The reason for the change is to make the conference accessible for researchers from additional disciplines, who have not traditionally participated in the conference. We will therefore enjoy the view of the Mediterranean sea this year.

The twenty-seventh Dr. Arnulf M.Pins Memorial Lecture

Prof. Gidron was the invited lecturer for the twenty seventh Memorial Lecture in Honor of Dr. Pins. Prof. Gidron lectured on 'Who is afraid of performance measurements in Nonprofit Organizations?'. The memorial lecture is held each year at the Paul Baerwald School of Social Work and Social Welfare at the Hebrew University.
Director's Column

I'd like to draw our attention to a direction which does not often reach the headlines but is ever present in the background of third sector activities – the infrastructure of the sector – the support frameworks, the umbrella and professional organizations, coordinating entities, policies regarding the sector, information, knowledge and research, professional training and other vital frameworks, in which the sector functions. These can, if functioning appropriately encourage the development of organizations, their absence can hinder development.

The fast development in the sector during the past 15-20 years has emphasized the need, for such frameworks, especially because the supporting infrastructure has not developed at the same pace, as the organizations have.

This is the reason that in many countries, in recent years framework endeavors are taking place. In Israel too one can find signs of increasing activity in this direction, especially among foundations, whose leadership understand that investment in the infrastructure of the sector is crucial to its development as is the development of individual organization which compromise the sector.

On the one hand, the infrastructure is consolidated from many dimensions; each developing individually according to its own unregulated dynamics. On the other hand, one development leads to others. In this way for example the development of knowledge on the third sector, indirectly brought on the training of administrative staff and additional academic attention, as well as developments in policies.

ICTR's Researcher's Forum update

Maggie Levy

The ICTR's research Forum incorporates researchers from academic and research institutions in Israel. The forum's goal is to allow researchers to present their work to colleagues working in other fields of research and receive feedback. The January meeting was unique in the depth of the discussion held. Three researchers presented their work: Dr. Elias Zeidan, from ICTR, Dr. Varda Shiffer, Director of the Mandel Institute for Leadership in the Negev and Ms. Galit Yanai-Ventura from the Department of Behavioral Science, Ben Gurion University in the Negev.

Dr. Zeidan spoke about his research Volunteering, Giving and Attitudes Regarding NGOs In the Palestinian Arab Society in Israel, A Different Perspective. The research aims to provide an overview on volunteering and giving within the Palestinian Arab society in Israel during the years 2001-2002 and to verify attitudes of volunteers toward the organizations they supported (for more on Dr. Zeidan's research see New Research).

Dr. Varda Shiffer presented findings from research done in the framework of her doctoral dissertation The civil society and redistribution of power and authority among governing bodies the research analyses the influence of civil society activities (via organizations for change) on the division of authority, which is determined in terms of participation. The findings show that civil society organizations have in fact increased the circles of participation in decision making, created new power hubs, included groups which previously have not participated and influenced the structure of coalitions. However, these achievements were not constant, and after two to three years the participation circles diminished, although they have not gone back to their original state.

In the process of building frameworks that will guide the sector in the future, it is important to maintain its uniqueness as dynamic and independent change and innovation maker of society.

Our annual conference will be held in Tel-Aviv this year in order to allow for a wider range of attendance. We are doing this with a heavy heart, the Dead Sea conferences have become a tradition, among other reasons – due to the venue, but we are not abandoning the Dead Sea for the long term, even if we will not hold the conference there every year, in the near future we are contemplating holding an international conference, which will surely be held there.

Looking forward to seeing you on the 6-7 of April, at the conference.

Benjamin Gidron, Director ICTR

Ms. Galit Yanai Ventura presented findings from her master's thesis on the Decline in motivation - factors involved in volunteer dropout. Her work included the research of emotional factors, situations and conditions which cause volunteers to drop out. Findings conclude that stopping to volunteer is not an outcome of decline in motivation but that of the saturation of the motivation brought by achievement. Dropping out of a volunteering program can occasionally be the output not of lack of will, but inability to continue, an undefined goal at the beginning of the process, exhaustion due to overly intensive work, deficient emotional management, incorrect understanding of the volunteering concept by the organization.

The Forum holds two meeting a year at Ben Gurion University. Researchers interested in joining are invited to call the ICTR office for additional information.
As the recipient of ARNOVA's Distinguished Achievement and Leadership award in Nonprofit and Voluntary Action Research could you share with us what you think the biggest challenges facing nonprofits today are?

I’m very honored to have received ARNOVA’s highest award, and humbled by it. The award certainly doesn’t mean I have all the answers! As to your question, it’s hard to generalize because the issues are different from country to country, and the sector is so diverse within countries. Certainly the nonprofit sectors in the U.S. and Israel are very diverse. But I think it’s fair to say that nonprofits increasingly face issues of economic sustainability, credibility and trust, across the board. And these issues are obviously interconnected.

The economic issues stem from pressures in government to reduce commitments to human services, the arts and other fields where nonprofits are active, and the corresponding intensification of competition for limited philanthropic funding. Increasingly nonprofits have turned towards the marketplace in order to support themselves to a greater degree through earned income ventures and fee revenues. While these trends have encouraged much creative activity, generating additional efficiency. At the same time, nonprofits demonstrate their effectiveness and worthy stewards of this largesse by making their case and showing honorable behavior and evidence of trust in nonprofits can no longer be blithely assumed. In today’s world, nonprofits need to prove themselves with accomplishments, and not be able to sustain themselves. Trust in nonprofits need to be systematic in making their case and showing that they make good use of the resources entrusted to them.

The challenges now are intensified by the magnitude of the issues recently faced by nonprofit organizations. For example, people have opened up their pocketbooks for victims of the tsunami disaster in the Indian Ocean, much as they did after September 11th in the United States. Nonprofits need to show that they are worthy stewards of this largesse by demonstrating their effectiveness and efficiency. At the same time, nonprofits need to be systematic in making their case and showing that they make good use of the resources entrusted to them.

Nonprofit organizations have never invested in building unique Management practices and are pressured to use business models do you think this was a mistake? And do business management models always apply?

I don’t think this was a mistake. Indeed, I think nonprofits have made good use of knowledge from the business sector and need to continue to do so. However, it is very important to understand that practices from business cannot universally be adopted without modification to nonprofit organizations. Accounting requirements are different, sources of income are different, and personnel motivations are different, and the bottom line - what constitutes success - is different. What nonprofits need to do is develop their own models, based on sound economic and business principles. For example, nonprofits need to understand the basic economic concepts with which to design policies to price their services. But the particular pricing strategies they utilize will be largely distinct from those engaged in by profit-making businesses because they must reflect both mission-related and financial impacts. The same argument can be made for accounting principles, marketing principles, strategic planning principles, and so on.

Continued on next page
In Israel, we face today a blurring of what were in the past 3 Distinctive sectors of society; government private and nonprofit. Increasingly these intertwine. Is this a wide spread global phenomenon? and if so, what is the source of this development?

Yes, this seems to be a global phenomenon, more advanced in some countries than others. However, it may be exaggerated to the degree that we idealize the past. In the U.S., for example, the sectors were never completely separate, and I suspect the same is true in other countries to some extent. Certainly in Israel there has been a long standing relationship between nonprofits and government.

The reasons for this blurring are complex, and reflect developments in all three sectors. Governments have been reinventing themselves and to a degree dismantling their welfare state programs, in order to make more efficient use of public resources. They have done this in part through privatization and outsourcing, often relying on nonprofit organizations to carry out service delivery previously undertaken directly by government. Businesses too have changed their perspectives on the nonprofit sector. Where once businesses saw nonprofits as charities occasionally worthy of assistance or, on the small business level, as unwelcome competitors in some areas of service, businesses now understand that nonprofits can contribute in important, strategic ways to their own profitability. For example, collaborations between businesses and nonprofits now help corporations market their products, increase the morale and productivity of their employees, and improve their public relations.

For their part, nonprofits have begun to take advantage of new opportunities open to them for enhancing their resource base and addressing their missions in new ways. As I noted, this comes with a price but it is probably the inevitable result of larger changes in the economy and the political environment.

The Nonprofit Management specialization in the school of management at the Ben Gurion University is the first time, in Israel, that business oriented management practices are taught. How do you foresee this changing the management conduct and performance of NPO's in Israel?

I think this program is very exciting and promising. I have enjoyed teaching my class in social entrepreneurship and management of nonprofit organizations at Ben Gurion and have been impressed with the quality of the students in the program. I think these students will bring a new level of rigor to the management practices of nonprofits in Israel and they will do so with an real understanding of what makes nonprofits different from for-profit businesses. Hopefully, this will mean that nonprofits will become more business-like without losing sight of their social missions. Indeed I think that's the right way for nonprofits to become more effective in carrying out their roles in society.
At the first meeting of the 3rd assembly which was held in January 1931 a resolution calling for the establishment of a social service department was passed. Although the resolution was barely acknowledged and was overshadowed by intense historical events which took place in this era, the resolution marks the beginning of professional social work in Israel and raises several question: what impacted the timing of the resolution? What was the intent of those who voted for it? What were the long and short term consequences?

Charities and welfare organization existed in the Jewish community in Palestine long before 1931. At the end of the 19th century, when Palestine was under Turkish rule, almost each Jewish settlement had a mutual aid committee and a burial society. These organizations continued functioning after the British conquered Palestine in 1917, but the problems which the population faced, had changed. The First World War has severely hurt the economic situation of the Jewish community. Poverty, unemployment hunger and diseases overtook the country, the number of orphans increased dramatically. Following the immigration in the 1920's an economic slump to place in 1923 and again in 1926 when the economy virtually crashed. The number of unemployed tripled in three months. In 1927 35% of he Jewish population was unemployed.

The British mandate governing at the time did little to better the situation, and did not offer any support to the unemployed, the Zionist Histadrut was limited in its powers to assist due to a dramatic drop in donation. Charities and self-help organizations tried but could not supply the demand. For the first time rioting for food took place, thousands left the country.

The Workers union, and women's organizations tried to respond to the crisis but weren't able to provide solutions to the mounting of needs for support. One of the leaders of welfare, Helena Thon wrote: "Despite all the efforts invested in these welfare services, and despite the great amount of work that is being done it is most discouraging that in no area do we have sufficient resources to solve the problems facing us"

Since the major women's organizations recognized their limitations, they demanded that the National Council will take responsibility for welfare services as it have previously done on Health and Education. Their demands ignored, they set up a separate list of candidates for the 1931 elections to the Representative Assembly. Their single agenda – the establishment of a social welfare department. Although only one delegate was elected, out of 71 members, their tactic worked.

The biggest party at the time was the Labor Party which opposed any charitable activity based on ideology. The members believed in charity fosters dependence, they believed work was the solution. But they were also realistic. They recognized the women's agenda as a threat of a kind, and added to their political platform a call for the establishment of a social welfare department. On the basis of this decision the welfare department was eventually established.

Despite the latter, we do not have a complete answer to the question of the timing of establishment, because the civil groups and the right wing parties did not realize the importance of the issue and knew very well of the shortage in resources to supply existing services, on the other hand' representatives of the left wing that represented the Kibbutz and the farming communities principally opposed such services of charity and welfare.

Another interest, was the desire to maintain the involvement of Henrietta Szold in the National Assemble, Szold, at the time was the head of Haddassah, the Labor party hoped to gain her support and sympathy and the backing of Haddassah at the Zionist Congress in 1931. It is it also not possible to ignore Ben Gurion's desire to see the National Council take upon itself as many government responsibilities as possible. The goals of the department were vague and remained that way for a long time. In 1939 in an official document the department is called to convince local communities to organized welfare committees to help carry out social welfare work.

The principle of 'local autonomy' was adopted by Szold and her colleagues on the basis of American and German theories of social work. The City of Haifa was the first to acknowledge Szold's call, and established

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Volunteering, Giving and Attitudes Regarding NGOs In the Arab-Palestinian Society in Israel: A Different Perspective

Dr. Elias Zeidan*

The research gave an overview on volunteering and giving within Arab-Palestinian Society in Israel during the years 2001-02 and studies attitudes of volunteers toward the organizations they support. While the first research used the Johns Hopkins methodologies allowing for an international comparison, for this research new classifications were developed, which are culturally and politically sensitive to the Arab-Palestinian society in Israel. This methodology reflects more effectively the patterns of giving and volunteering of the society. The main difference in this approach is that it recognizes family based reciprocity and mutual help among the extended-nuclear family and friends. The research therefore considered help provided to family members and friends to be part of the total philanthropic behavior, an approach that international researchers have begun to adopt in recent years.

The research differentiated between direct volunteering and giving in three circles: relatives, friends, and strangers, as well as formal contributions to organizations and to political parties.

Setting the grounds

a consulting committee for social welfare. But the city’s administrator did not see fit to hire a professional social worker, because they claimed any person with a warm heart could do the job. Only after Szold’s interference – she threatened to freeze financial support – they acquiesced. The National Committee has also taken the funding upon itself.

The department for social welfare became, with the establishment of the State of Israel the Welfare Ministry, the department’s staff was moved en masse to the new ministry, most remained in their current positions. The ministry did not change the guiding principles which were embedded by the department for 16 years.

The research shows that most adults in the Arab-Palestinian society volunteer, and that most households donated. Three out of every four adults volunteered and three out of every four households made donations. This differs greatly from the situation in 1997 (the year of the first research), when only a small percent of adults volunteered.

Direct volunteer work was done mainly at family occasions such as weddings and during times of mourning. Formal volunteering was done mainly in form of planning and running projects for political parties, and offering technical help to organizations.

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