

# Newsletter

ISRAELI CENTER FOR THIRD SECTOR RESEARCH

GUILFORD GLAZER FACULTY OF BUSINESS AND MANAGEMENT

BEN-GURION UNIVERSITY OF THE NEGEV

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## Stagnation of the Israeli Third Sector?

Israeli Central Bureau of Statistics publishes data on the Expenditures and Revenues of Israeli Non-Profit Institutions 2006-2009

A few weeks ago the Israeli Central Bureau of Statistics (CBS) issued a report on the Expenditures and Revenues of Non-Profit Institutions 2006-2009, written by Ms. Nava Brenner and Ms. Osnat Hazan. The report presents data based on the findings from a survey done for 2006, with estimates regarding 2007-9.

The act of publishing the data is just as important as the content of the report. Over the years the government's policy towards the third sector was based on personal impressions, partial estimates, and populist stereotypes of the sector. In few cases data produced by ICTR's database was taken into account. continued on p. 8 ►

## Challenges in Research and Training in the Third Sector ICTR's 13th Annual Spring Conference marking Prof. Gidron's retirement

ICTR's Bar Mitzvah Conference, which also marked Prof. Gidron's retirement, was characterized by a sense of upcoming change, an entry to a new era, and heartwarming celebration of Prof. Gidron's achievements in founding and leading ICTR's first 13 years, and the challenges and changes expected in the Third Sector over the coming years.

The conference hosted three plenary sessions: The first, chaired by Dr. Varda Shiffer, President of Mandel Foundation in Israel, discussed "Research in the Third Sector – Research Challenges of a Phenomenon in Constant Motion". All three discussants

in this session spoke about conceptualization: Prof. Helmut Anheier, from Heidelberg University and Hertie school of Governance, spoke of the Changing Concepts of Philanthropy – The Rise of Social Investment., Prof. Margaret Harris from Aston University spoke (via VOIP), on the Nonprofit-Business Nexus and the Concept of Hybrid Organizations, Prof. Yossef (Yossi) Katan, from Tel-Aviv University spoke on "Privatization, the Contract Culture" and the Blurring of Boundaries Between the Third Sector and Public Sector"

The Second Session chaired by Dr. Nissan Limor from ICTR, discussed

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Prof. Gidron and Dr. Hagai Katz. Prof. Gidron was the keynote speaker in ICTR's Bar Mitzvah (13th) Conference, which also marked his retirement from the Ben-Gurion University and ICTR

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# Director's Column

Dr. Hagai Katz

## Democracy, Policymakers and the Autonomy of Civil Society

Our annual conference which marked the retirement of ICTR's founder and first director, Prof. Benjamin Gidron, from Ben-Gurion University, discussed the challenges facing the third sector and its researchers in Israel. A major challenge which did not come up during the conference, is a de-legitimization trend of the third sector and civil society, has been gaining considerable momentum in the past months.

Lately we have been witnessing the undermining, on the part of different actors in civil society and in the political field, of the right of protest and the freedom of civil society organizations and activists to actively pursue their mission. On the part of civil society one may note the public attack by 'Im Tirtzu' (If You Will it), a centrist extra-parliamentary movement, on the 'New Israel Fund' and organizations supported by the NIF, as well as the de-legitimization created by 'NGO monitor' against foreign foundations supporting peace and human rights organizations in Israel and the organizations they support.

On the Knesset and Government side, this trend comes in the form of a host of legislative bills presented to the Knesset. Two are especially disconcerting: a bill to disallow organizations to work in the framework of international judicial tribunals which include allegations of crimes of war by top government officials and IDF officers, and a bill to obligate detailed reporting of funding received from foreign governmental sources and the resulting public (black) listing of organizations which have received support from these entities.

The attempts to limit the freedom of civil society organizations are

not exclusive for organizations working in the field of the Arab-Israeli conflict. Lately the Histadrut, Israel's organization of trade unions, has objected to nonprofit organizations which are not trade unions actively warning firms that purchase the services of manpower agencies which violate workers rights, in accordance with a government sponsored bill that places responsibility for workers' rights on such firms.

While some may differ on the way civil society organizations such as 'Im Tirzu' or 'NGO Monitor' work, or the accuracy of their claims, those who comprehend the proper meaning of 'civil society' cannot dispute their actions. The strength of civil society lies in the diversity of its voices, the freedom of speech and protest it enables. Civil society is a "free space in which citizens gather to promote diverse issues, for the public good or for distinct values of importance to specific groups, a space in which diverse interest groups, organized or not, based on pluralism, mutual respect and freedom, work through dialog to peacefully resolve conflicts". As such, it must accommodate both the voices of the right and the left, employees and employers, the majority and minorities, local and foreign.

Nonetheless, there is a case for concern when sentiments of de-legitimization of civil society comes from Knesset Members and Government officials. The bills mentioned, portray an age-old pattern of attempts by the political system to narrow the activity scope of civil society. Dr. Nissan Limor, in his Ph.D. dissertation, described the legislation process of the Law of Amutot (Nonprofits) and the amendments in the legislation done

since, as a reaction of the political system to the strengthening of civil society and the endeavors to restrain and oversee civil society. Experience shows that as civil society strengthens, so do the efforts on the side of the government to restrict it. The Aridor Committee, which defined among its goals the need to encourage the third sector, concluded its deliberations with recommendations for additional regulation of third sector organizations, restricting the criteria for state support. In fact the committee regarded the third sector and the civil society as the executing appendage of the government for social service provision, and completely ignored its other functions, especially those of a watchdog and gate keeper.

The Aridor Committee's recommendations and the recent legislation proposals, portray a lack of understanding on the part of legislators and government officials of the essence of civil society and its importance as a part of the checks and balances of a democratic polity. Almost 200 years ago, in his book "Democracy in America", Alexis de Tocqueville stressed civil society's role in protecting the minorities from the tyranny of the majority. De Tocqueville stressed the importance of the freedom to incorporate and of pluralism, which characterize civil society, as a value in itself, one of the underlying values of democracy. The attempts to restrict the scope of activities or issues which the organizations address, or curtail their ability to fund such activities, is a serious blow to these principles. It also contains a danger for Israel in the future since the practice of constricting the activity scope ▶

## ▶ Director's column

of free incorporation and public protest is a slippery slope, one can only guess where it stops. Moreover, attention must be given to the importance of the autonomy of civil society actors. We have seen that involvement of the state in civil society organizations often diminishes their ability to bring about social change, to empower communities and provide avenues for public engagement. Our research during the Second Lebanon War clearly showed that civil society organizations are seriously wary of such risks.

These bills also reflect that the government and politicians view civil society in Israel first and foremost through a security prism. The Israeli response to the Gaza Flotilla is an example. Undoubtedly, Israel is under threat, but Israeli democracy is not as secure and established as it needs to be, either. One must differentiate between securing the state and

securing democracy, both must be done in tandem.

How does the inclination to de-legitimize civil society coexist with government policy towards civil society and the third sector, especially that which was expressed recently in the course of the roundtable discussions and the policy paper which preceded? Perhaps it was naïve to expect the Israeli government act like that of Sweden or Germany which understood that state support is vital not only for service organizations working on her behalf, but also for those who protest against government, against violations of human rights and social justice. But if the state and the Knesset do not support the role of civil society organizations in solidifying and strengthening Israeli democracy, let them not, in the least, interfere.

What can be done to entrench the concept of a pluralistic civil

society in Israeli public life and promote democracy? Firstly, we need to teach the Israeli public the value of democracy and civic engagement, in schools, in universities, and vis-à-vis the public at large (as well as its elected representatives). Secondly, the state should institutionalize support of civil society and the third sector (and by support I do not mean just financial support), including advocacy, social change and human rights organizations, through indirect support similar to the 1% fund in Hungary or Germany's public foundations. Thirdly, government, the Knesset and civil society must promote legislation which solidifies the commitment of the government and Knesset to democratic values such as the freedom of incorporation and social and economic rights, which are direly lacking in our law books.●

## The First Student Competition for Original Case Studies on Third Sector Organizations and Social Entrepreneurship

ICTR and the Program for Nonprofit Management, Guilford Glazer Faculty of Business and Management, in collaboration with Nova (Management and Academia for the Community) and Sheatufim, The Israel Center for Civil Society, are announcing the First Student Competition for original case studies on Third Sector Organizations and Social Entrepreneurship.

The competition will encourage the participation of students in the management of third sector organizations and promote students' social engagement, while at the same time promoting the quality of management in third sector organizations. The competition will create a repository of case studies that can be used both in training of managers in the third sector, and by acting directors of organizations. Test cases will be on organizational and managerial dilemmas and problems in third sector organizations.

The competition will be open to individual students or student teams, from all institutions for higher education in Israel. Cases submitted to

the competition will be judged by a professional academic committee with representatives from academia, the private sector and the third sector. Committee members will include: Prof. Benjamin Gidron, Founder of ICTR, Mr. Shlomo Dushi, Director of Sheatufim, CPA Nir Zichlinsky, President of the Board of Directors of Nova and Director of SRI Global.

Guidelines will be published, prior to the competition, which will take place in the 2010/11 academic year.

in collaboration:



המרכז הישראלי לחקר המגזר השלישי  
ISRAELI CENTER FOR THIRD SECTOR RESEARCH



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## ICTR's 13th Annual Spring Conference



Prof. Gidon browsing through a scrape book of newspaper clippings and documents documenting his tenure at BGU and ICTR, made by ICTR staff Jill Zimmerman and Maya Rotem

from right to left: Prof. Gidon, Prof. Ayala Malach Pines, Ms. Inbal Abu and Ms. Hila Yogev



Prof. Gidon and Dr. Nissan Limor



Family hugs



Prof. Rivka Carmi, President of the Ben-Gurion University at the Negev



Prof. Yosef (Yossi) Katan, Tel-Aviv University



Prof. Jimmy Weinblatt Rector of the Ben-Gurion University of the Negev

the Challenges Facing the Third Sector in the Next Decade and the Role of ICTR and the program for Nonprofit Management at BGU. Discussants included Ms. Ruth

Sinai, former Haaretz journalist who spoke about "The Third Sector in the Press, In the Past Decade", former Director of the Prime Minister's Office, Mr. Raanan Dinur, spoke

about the "The Position of the Third Sector in the Political Arena and the Welfare State", Mr. Sholomo Dushi, Director of Sheatufim, spoke on the "Leadership and Professionalization of the Third Sector".

The third session chaired by Prof. Yitzhak Galnoor from the Hebrew University, discussed "The Future of the Sector for the Next Decade and Generation" Prof. Benjamin Gidon, presented the main lecture of the conference on "Promoting Civil Society in Third Sector Organizations Through Participatory Management Patterns". the lecture was based on an article which will be published in the "European Management Journal". Discussants in this session were Dr. Rita Mano, from the University of Haifa and Prof. Arie Reichel, Dean of the Guilford Glazer Faculty of Business and Management at Ben-Gurion University of the Negev.

In his lecture Prof. Gidon observed that the existence alone of the Not For Profit Sector does not advance civil society, and that there is a need to establish and manage organizations through participatory practices in order to be able to advance civil society. Regarding the management of nonprofit organizations, Prof. Gidon stressed the importance of considering not only the terms of managing the organization but also the terms of contributing to civil society values.

Assuming that the development of Civil Society is indeed a role unique to the Third Sector, Prof. Gidon described five organizational sub-sets which could convey this: (a) **service delivery system**, that indicates the ideological message, the service and advocacy (b) **governance structure**, including diversity of stakeholders, management and board (c) **participants/employees**, issues relating to volunteers, wage rates and wage differences. (d) **financial resources**, referring to the multiplicity of resources and the importance of public funding ▶

## ▶ ICTR's 13th Annual Spring Conference



from right to left: Prof. Benjamin Gidron, Dr. Hagai Katz and Prof. Helmut Anheier



from right to left: Prof. Yosef (Yossi) Katan, Prof. Benjamin Gidron and Ms. Dalia Magnat

and donations from the board of directors. (e) **self evaluation/ measurement of outcomes** including decisions on type of evaluation, and transparency.

**Ben Gurion University faculty, colleagues, family and former students attended a cocktail**

### honoring the Prof. Gidron's retirement.

This year's conference ended in an emotional note, with many well wishers, including former and current students, colleagues from the academia, in Israel and from abroad, colleagues from

nonprofit organizations, faculty members and Prof. Gidron family, attended cocktail party packed with surprises. Addressing the participants in between hugs, reminiscence and plans for the future, were Ben Gurion University President Prof. Rivka Carmi and Rector Prof. Jimmy Weinblatt on behalf of the University, Prof. Gidron's family described their memories of how living with the Third Sector at home was for them, former students Inbal Abu and Hila Yogev shot and documented a film of 20 former students and colleagues. Dr. Hagai Katz, spoke on behalf of ICTR and himself and presented Prof. Gidron with a sentimental album with newspaper clippings and documents portraying his tenure at the University and ICTR. ●

## New publication

### 'The Club' by Martha Ramon

Martha Ramon was among the founders of Enosh - Mental Health Association, and established the first club for the mentally ill in Israel, SHATIL, and the Israeli Center for Self Help. In her book, Martha combines the personal tragedy of her mentally ill son, who committed suicide due to his illness, and her activities as a pioneer and entrepreneur in the field of self help groups in Israel.

The book describes Martha's life experience as an entrepreneur, leader and manager, her insights, and the organizational and intellectual capabilities which helped her build the infrastructure for the Self Help Movement in Israel, which supported many groups of people with mutual medical/social problems. Thanks to her work, self help groups became a thriving social movement during the 70's and 80's in Israel. The self help groups of the 1970-80's were similar in many ways to today's social entrepreneurship. They were the first step in a process that led to organizations who worked to advance the rights of their members. Among the most prominent is Enosh, which Martha founded.

Prof. Gidron in the epilogue to the book: "From an historical point of view it is important to note that the groups provided not only mutual and emotional support. Their organizational principle was that people suffering from a specific condition and their immediate families could help themselves; the self organizing of people suffering from the same problems, which have a common denominator

and therefore mutual interests, could improve their circumstances. This lead to change not only in the lives of the groups' members, but also had effects beyond the boundaries of the group – in social perceptions and attitudes in public policy and in allocation of public funding."

Indeed a substantial number of the self help groups established in the 70's and 80's became organizations and some of their founders became heads of organizations that campaigned to put their mission on the public agenda and fight for their members' and stakeholders rights and interests. Enosh too, began as a self help group for mutual support and has since evolved into a prominent organization. Enosh today, beyond supporting mutual support forums, manages a complex service system for its clients including clubs, housing, vocational employment and guardianship.

'The Club' is available in most book stores in Israel. Publication language: Hebrew. Published by Carmel Publishing, 2009. Martha Ramon can be contacted at martha64@bezeqint.net



# Support of Social Entrepreneurship in Israel

Social entrepreneurship, the individual's quest to realize innovative ideas that will serve the community, is not a new phenomenon, and its outcomes – organizations and social movements, are an active, meaningful influential and vibrant sector of society. In recent years the entrepreneurship process, and not only the resulting service or organization, has been gaining increasing attention. This comes simultaneously with the increasing blurring of boundaries between the third sector and the private sector.

In the no-man's land between the sectors one can find young people (social entrepreneurship is often attributed to young people) who want to establish entities with both social and business characteristics, i.e., businesses that produce income but are aimed at promoting the greater public good; young people who wish to examine the feasibility of new ideas, and later set up nonprofit organizations; and young people who wish to promote new means of social change. Around the world emerged organizations which support social entrepreneurship provide the entrepreneurs with a venue to undertake the preliminary steps towards sustainable fundraising. One reason for this global trend is the funding structure of the third sector, which requires the establishment of properly funded and legally registered entities.

In this article we will examine four frameworks promoting social entrepreneurship operating in Israel: (1) The Hub-TLV, a branch of an international organization, which serves as a meeting place that provides office services and community support for entrepreneurs. (2) Presentence, an American-Jewish enterprise with a branch in Jerusalem, and plans for additional branches.

Presentence provides a number of entrepreneurship programs, starting from office space and community support, but also providing lectures, counseling and workshops for selected entrepreneurs, whom the organization chooses to support based on a selection process. The organizations have a lecture program which is open to the public. (3) Israel Venture Network (IVN), the only organization which has developed its own social entrepreneurship program, which provides several selected entrepreneurs with living expenses and mentoring among other support. IVN is currently launching its revised version of the program. (4) Ashoka, one of the best known social entrepreneurship organizations in the world. Ashoka began to work in Israel two years ago.

The four organizations generally reflect two different models for supporting social entrepreneurs. One approach is to create a space where the entrepreneur can generate a support network by himself. The second approach is based on actively training and providing financial and/or managerial-organizational assistance to help the entrepreneur develop his idea into a sustainable project.

The question of what is the most effective model, remains at this time unanswerable, both because the models have only been working for a relatively short time and because no research of these frameworks has been done yet. What one can say at this stage is that each of the models and the frameworks that apply them offers advantages and disadvantages depending on the individual entrepreneur's preferences. Those that want tighter support will prefer IVN's model, while those who are more concerned about their autonomy would prefer the Hub-TLV. The

entrepreneur must also decide what is his level of commitment to his idea, and whether he is willing to enlist in competitive process where the supporting organization 'chooses' to invest in him, or not. The need to research all four types of organizations is an important first step for every social entrepreneur looking for a supportive framework.

The Hub - TLV, currently celebrating its first year of establishment, is the local branch of an international organization, which works in twelve cities around the world to create a space where people can promote social and environmental change, through centers which contain office space, a diverse entrepreneurial community, a social network and provide professional support that increases the initiative's chances to succeed. A quick examination of the examples presented by The Hub - TLV, shows clearly that the entrepreneurs come from diverse disciplines: "an architect working on a community planning system, a business coach that focuses on social projects, a career consulting firm for young people, an Internet entrepreneur developing a platform for connecting neighbors, the director of a global association of 'Jewish saloons', a developer of educational programs for sustainability establishing an association for 'happiness as a way of life'".

Ashoka, the veteran of the entrepreneurial support organizations, was established in 1981 in the USA. Ashoka acts on the belief that every person in the world is a change maker, with an ability to respond quickly and effectively to changes in society, where everyone has the freedom and security and a supportive social network to cope with social problems and lead change. At the ▶

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basis of their mission is the belief in synergy between the individual, the initiative, and the changes he seeks to lead. Ashoka is a global organization with a large number of entrepreneurship programs, among them: locating and supporting social entrepreneurs through the Ashoka Fellowship (to date 2000 entrepreneurs from 70 countries were selected), the 'Change Generators' program (Changemakers), online competitions on bringing change, and building the first open community of social entrepreneurship. The organization also runs the program - Law for All, which works with entrepreneurs and partners to legally protect entrepreneurs, creating a legal culture that enables access to justice for all. Ashoka also runs a youth entrepreneurship program (Youth Venture), encouraging entrepreneurship among youth. Selection of entrepreneurs in Ashoka is based on examination of the idea, its level of creativity, entrepreneurial quality and social impact, as well as the ethical aspects of enterprise. Ashoka

wishes to find entrepreneurs who can put processes in motion, create a new domain or modify an existing social pattern. Ashoka's success metrics are not only quantitative but also focus on the broad and long-term impact of the project in various areas such as in government policy. Ashoka is supported financially by business entrepreneurs (45%), foundations (25%), donations from private individuals and firms (30%). The Ashoka Israel branch opened two years ago, headed by Dr. Nir Tsuk (who also taught a course on Social Entrepreneurship in the Program for Nonprofit Management at BGU).

Israel Venture Network (IVN), in cooperation with New Israel Fund launched, in 2001 an Israeli social entrepreneurship program. The program was headed by Isabel Maxwell, an IVN board member. The program was revised during the past year and is now called IVN Social Venture. Recently IVN published a call for entrepreneurs and are facing a new round of the program. IVN is seeking entrepreneurs who are not at the initial stage of their venture. IVN too seeks entrepreneurs with a social vision, a commitment to generating social change, which have already established a project with good potential for causing meaningful social change. Selected entrepreneurs are offered a full support package that includes strategic and operational mentoring, capacity building and financial support - all for a limited period. The purpose of the support is to significantly move the project forward leading it to stability and sustainability, and the realization of its mission and purpose, namely to bring about social change. IVN's focus areas are economic development of disadvantaged populations, bridging the educational gaps

that exist between center and periphery, conservation of natural resources, and the promotion of an environmentally friendly public agenda. IVN ideal candidate is an established venture, either a nonprofit or a social business, with at least two years of previous work and a turnover of at least half a million NIS.

Presentence is an American Jewish organization, with a branch in Jerusalem, which seeks to upgrade the 'operating system of the Jewish people' through three stages: (1) Community: The organization creates a community of entrepreneurs, to motivate creative thinking processes among young Jews, through the distribution of a printed magazine and creating an online dialog. (2) Creativity: Presentence provides entrepreneurs with a platform, or hub that includes an inspiration-inducing workspace, workshops and lectures. The organization also runs workshops for organizations such as round tables for Jewish Federation entrepreneurs. (3) Breakthrough: this is done through training of entrepreneurs and turning them into ground-breakers.

Since 2007 Presentence social entrepreneurs have launched 42 projects, the Entrepreneurs School trained 450 Jewish professionals to upgrade their organizations' commitment to innovation. The organization plans to expand into other cities in the U.S., Europe and Israel.

For more on these projects, follow these links:

<http://www.the-hub.co.il/>

<http://www.ashoka.org/israel>

[http://www.israelventurenetwork.org/lhe/afaq/c14209/182137.php#question\\_183296](http://www.israelventurenetwork.org/lhe/afaq/c14209/182137.php#question_183296)

<http://www.presentence.org/hebrew>

### ICTR is delighted to congratulate

**Dr. Varda Shiffer**

upon her appointment to President of the Mandel Foundation in Israel



Dr. Shiffer is an esteemed colleague and valued friend of ICTR since its establishment

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## Stagnation of the Israeli third sector?

ICTR's database, which consisted of data gathered from various government departments, was developed despite many hindrances and inconsistent cooperation from government. Nonetheless, the data that the databases yielded were used by government as the basis for both criticism and support of the sector over the years. Following ICTR's cooperation with the CBS, particularly the collaborative work on the Third Sector satellite account in the system of national accounts for 2004, for which ICTR solicited a research grant from the

Meyerhoff Foundation in the U.S., CBS began to regularly produce and publish accounts for the third sector. Thanks to this work, and hopefully by the summer with the launching of GuideStar Israel, it will be possible to analyze economic trends and activities of the third sector in Israel, and its part in the economy.

The CBS data show that the effect of the global economic crisis on the third sector in Israel in 2008-2009 (according to these estimates) was less than expected. The sector's share in national GDP has remained stable for the past

three years; in 2009 there has been a slight decrease of 0.1% to 5.9% of GDP (45,045 million NIS). This stability is explained mainly by the dominant role of government funding of the sector (53.5%). The composition of the third sector's income has not changed significantly in the years 2006-2009, and the data even show a small increase in donations in 2009. The expenditure on wages is about 50% of the total budget; this can be concluded from the sector's revenue figures (for 2006) which stood on the 83,727 million NIS, with wage costs about 38,757 ▶

### Course on Recruitment and Management of Volunteers hosted Director of the Leir Institute for Volunteer Management at Yad Sarah

The Program for Nonprofit Management, Guilford Glazer Faculty of Business and Management routinely hosts prominent Third Sector, government and business speakers.

During the course the students learn and practice writing a strategic volunteer program for an organization. The Program for Nonprofit Management believes that volunteers are an essential part of nonprofit organizations, and well managed volunteers are a huge asset to the organization in which they volunteer. During the course the students learn how to define the volunteers' roles in the organization, as well as preservation and retention of volunteers.

One of the guest speakers in the course on volunteer management was Ms. Sigal Friedman-Gamlieli, who heads the Leir Institute for Volunteer Management.

Ms. Friedman-Gamlieli lectured on the different methods of ending a volunteer's role in the organization, a move which requires sensitivity to human needs on the one hand, but at the same time is necessary in order to prevent possible harm to the organization due to a dysfunctional volunteer. The course is taught by Mr. Uzi Sasson, who is completing his doctoral studies at The Ph.D. Program in Administration and Leadership Studies at Indiana University of Pennsylvania.



Ms. Sigal Friedman-Gamlieli and Mr. Uzi Sasson



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million NIS. In 2008 the sector employee count was 369,000 jobs, an increase of 16,000 jobs since 2007

However, despite its importance, one must take into account that the CBS report data for 2007-2009 is based on estimates. In order to examine the state of the sector following the economic crisis, as we have attempted in research and data produced by ICTR over the past 2 years, it is vital to conduct a survey such as was carried out in 2004 and 2006. In the past 2 years, a change in Registrar of Amutot data sharing policy caused by the Ministry of Justices contract to establish a Guidestar Database, bars ICTR and other research organizations from receiving updated data on the sector. Since the CBS too uses ICTR's database for developing the sampling frame for its surveys,

the exclusivity given to Guidestar on data is paradoxically hurting not only the right for freedom of information and equality, but also

the ability of the government to produce information which will aid its own work in forming policies, allocating funds and regulating. ●

### Employment and revenue data

In 2008 the Israeli third sector employed 369,000 individuals, which accounted for 13.3% of the total employment in Israel. The total revenue for 2009 was 98,236 million NIS.

### Revenue sources in 2009

Government funding - 53.5% (52,516 million NIS)  
 Sale of services - 29% (28,496 million NIS)  
 Donations - 16.1% (15,800 million NIS)  
 Revenue from interest and assets - 1.4% (1,424 million NIS)  
 Expenditure - 43.2% (42,190

million NIS) of sector's expenses are earmarked for payment of wages. 45.7% (44,619 million NIS) are for general procurement.

What field spends most on wages (cumulative data, 2006 figures)?

Education and research is leading with 74% of expenditure earmarked for wages, followed by welfare associations with 52% and Environment organizations with 48%

Expenditures and Revenues of Non-Profit Institutions 2006-2009. Central Bureau of Statistics, published, May, 2010 available in Hebrew only.

## Social Enterprise in a Comparative Perspective: A Mini-Conference at UCLA to compare US and Israeli Realities

The 2008 economic crisis accentuated the need to find creative solutions to fund nonprofit organizations and other social programs. One of the avenues explored are social enterprises. While defined differently in various countries they always combine commercial enterprise with social purpose. They generally have the following characteristics: Aim of serving specific group of people or community; Production of goods or services for the market; autonomous from the state (although may receive state funding); Exposed to market; assume economic risk.

As a distinct form of a nonprofit organization they present several substantive and methodological

issues. Because they operate in two different fields – service and business – which may conflict with each other, they must find ways to balance between their competing demands. They must develop an internal hybrid structure that can accommodate to the requirements of the two fields. Thus, they are particularly susceptible to goal displacement. What forms social enterprises take and what strategies social they develop to respond to these pressures are major theoretical and empirical challenges. In addition, they present methodological issues in defining their boundaries and in collecting the data on their activities in both fields.

The need to develop knowledge on social enterprises, both in the US and

Israel, brought about a collaborative research project between ICTR at BGU and the School of Public Affairs at UCLA to study the phenomenon in both countries. The study, funded by the Sol Leshin Fund, produced two research reports and will be discussed, along with other papers in a special mini-conference at UCLA in late October 2010. In addition to the two principal researchers – Prof. Hasenfeld from UCLA and Prof. Gidron from BGU, participants will include some of the most important thinkers on these issues today, such as: Prof. Dennis Young, Georgia State University, Prof. Helmut Anheier, Heidelberg University, Prof. Steve Smith, Prof. Frumkin, Prof. Joe Galaskiewicz and more.