



## Celebrating the 10th Anniversary: ICTR's first international conference

### Are we moving towards a three-sector society?

The Israeli Center for Third Sector Research (ICTR) will host the first international Third Sector conference in Israel. Eight renowned researchers from England, US, Italy, South Africa and Switzerland will participate. Our keynote speaker will be Prof. Lester Salamon, one of the leading innovative researchers of the third sector in the world today. Prof.

#### Journal of Civil Society and the Third Sector in Israel



ICTR is proud to announce the publication of the first issue of Civil Society and the Third Sector in Israel. The first issue will be distributed at the conference. Those interested in receiving the first issue and will not attend the conference – may contact ICTR office to receive a copy.

Salamon is currently heading the Center for Civil Society Studies at Johns Hopkins University. His keynote speech will be on the Conference's main theme: "Are We moving towards a Three Sector Society?" where he will bring his rich insight based on projects he directed such as The Comparative Nonprofit Project, The UN Nonprofit Handbook Project and more. Prominent Israeli conference guests this year include Minister Isaac Herzog, Mr. Raanan Dinur, Director General of the Prime Minister's Office and Head of a task force which has recently published a working paper on the future relations between the three sectors in Israel, and MK Nadia Hilu a member of the Knesset lobby for third sector organizations.

The Conference will host five plenary sessions:

#### The Concept of (Voluntary) Association in the Traditions of the Three Monotheistic Religions

Chaired by **Dr. Paula Kabalo**, Ben-Gurion University, this session will focus on the concept of "voluntary associations" in the various traditions. **Prof. Giuliana Gemelli**, from the University of Bologna will speak on *The Role of Religious Organizations and the Practice of Giving in the Mediterranean Areas from a Long Term Perspective*. Two speakers will demonstrate how the voluntary associations worked in Palestine from the late 19th century to the beginning of the 20th century: **Dr. Mohamed Yazbak**, from Haifa University will speak on *Non-Governmental Societal Organizations in the Age of Reforms – Palestine, 1870-1914*, and **Prof. Margalit Shiloh**, from the Bar-Ilan University will speak about *Pre-modern Jewish Women's Associations as Agents of Change in Jerusalem 1860 – 1914*.

#### The New Forms of Philanthropy in the 21st Century

Chaired by **Dr. Ilana Silber** from Bar-Ilan University, the session will focus on philanthropy in the 21st Century. Participants will be **Prof. Dennis Young** from Georgia State University, who will speak about *The Market Transformation of Nonprofits and Philanthropy*; **Prof. Margaret Harris** from Aston University in the UK will speak on *The Changing Business Relationship with the Third Sector: Philanthropy, Investment or Exchange?* **Prof. Benjamin Gidron** from Ben-Gurion University of the Negev will speak on the *Globalization of Philanthropy, its old and new challenges*.

#### Civil Society and the Political Process

Chaired by **Dr. Varda Shiffer** from Ben-Gurion University of the Negev, the session will examine the delicate relationships between civil society and the political process.

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# ICTR's 10th Anniversary – An Opportunity to Assess our Achievements and Look to the Future

During the past few years we have been witnessing a growing trend on the part of grantmakers and decision makers to request evidence that goals nonprofit organizations set for themselves are being met. This is a very complex and much debated issue as the nature of success varies by the kind of evaluation performed, the time frame and the interpretations given to the results. Yet nonetheless, it is important that nonprofit organizations confront the issue of evaluation, if only because it leads the organization to ask fundamental questions on the relationship between its goals and the activities it uses to achieve them. This process of internal evaluation helps the organization re-confirm its own "DNA" or its 'modus operandi' in relation to its strategic framework. In this context the nonprofit literature differentiates between inputs, outputs and results. Only the latter can be counted as evidence in achieving the organization's goals.

Our 10th Anniversary allows us at ICTR to look back and review, not only our inputs and outputs, which is a relatively simple matter to do, but some of the results of our activities. No, we have not yet undertaken an in-depth analysis of this issue. But we can present ICTR's goals in the past ten years, and alongside present some corresponding developments in Israeli society, in the area of policy towards the third sector in particular. We can then develop some hypotheses regarding the relationships between the two. The following is a list of some of ICTR's goals:

- Developing the knowledge base on the Third Sector and related subjects in Israel and developing teaching on those.
- Promoting research on the Israeli Third Sector in all relevant institutions in Israel.
- Undertaking research and analyzing policy on third sector and civil society issues, and bringing this research to the public's attention.
- Establishing and developing databases to gather information and data on the Israeli third sector.

On each of those goals we had many activities (outputs): research, conferences, data collections and analysis, public committees and study programs, etc. One could then ask: What have these activities yielded? What have

they contributed? The following is a partial list of hypotheses regarding the relationships between ICTR activities and developments in Israeli society.

- What is the relationship between the basic studies on the Third Sector performed in the 1990's (Hopkins project) and the common use of the term "Third Sector", and similar terms in the press and in public discourse?
- What is the relationship between the studies on the scope and characteristics of the sector in Israel, and the new approach taken by decision makers to the sector and its organizations?
- What is the relationship between the frameworks we established (annual conference, researchers' forum, scholarships for doctoral candidates) and the growing interest of young researchers to develop research in this domain?
- To what extent did the 'Review Committee of Government Policy Towards the Third Sector in Israel' (2003) that we initiated serve as a catalyst to the similar activities (the Aridor Committee, 2005/6), and to what extent did our recommendations influence the development of specific areas of policy towards nonprofit organization (such as the 'round table' discussion forum at the Ministry of Welfare)?
- To what extent did our data collection via the Database, create an interest in the field for decision makers, researchers and the press?
- To what degree did ICTR activities in research trigger other higher education institutes to develop courses and programs on and about nonprofit issues?

From my biased vantage point, which is not based on scientific research, I would like to believe that we had a crucial contribution in every one of the points listed, and some others not mentioned. More specifically I believe that one could characterize our role as one of a catalyst. Maybe this is the major role of a university-based research center, which studies issues that are very much applicable in the real world: The researcher must not interfere in a direct manner but he/she has the power to press an imaginary button, which would start a chain of events in the 'real' world.

**What next?** Resting on our laurels is definitely not an option, especially now that the field is developing quickly in many directions; the need to develop knowledge is of utmost importance. Knowledge is essential in the macro level – knowledge that will support decision makers who are required today to build new mechanisms for the sector in light of its growing importance. But also at the micro level – knowledge that will help nonprofit managers administer their organization professionally (including evaluating results of activities and programs).

On the threshold of ICTR's second decade, we enter not only with hope and expectation for fruitful work but also with new and better means and a great team. Among the new 'means' that I would like to mention, is our new journal: Civil Society and the Third Sector in Israel which is being published concurrently to my writing these lines. The Journal's editor is Dr. Varda Shiffer. The Observation to the Third Sector Project headed by Dr. Hagai Katz which follows and observes the processes and the trends in nonprofit organizations; Ms. Yael Elon, ICTR's database manager who will be directing our new project entitled 'Organizations on the Net' – a GuideStar-like website, based on our own database, and our new executive officer Nava Weinstock, to whom we wish lots of luck on her new position.

Such growth and development is not possible without the cooperation of many organizations that are our partners – both in the past and very likely in the future. These include both our grantmakers, which trusted us and had confidence in us and thus enabled us to achieve our goals, as well as our other institutional partners with whom we share the great challenges of building the Third Sector infrastructure in Israel. Among the funding organizations that supported us in the past, some of whom continue to do so in the present, who merit special thanks are: The Mandel Foundation, The Kahanoff Foundation, Yad Hanadiv, Meyerhoff Foundation, Atlantic Philanthropies, the Sam Seba Foundation, P.E.F, the Sacta-Rashi Foundation, the Forum to Address Food Insecurity and Poverty In

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# The influence of the Israeli Center for Third Sector Research on third sector organizations in Israel

Prof. Dov Goldberger\*

The founding of the Israel Center for Third Sector Research at Ben-Gurion University a decade ago symbolized the beginning of a new era for third sector organizations in Israel. Often the importance and professionalism of a discipline is measured by the establishment of an academic body to study and analyze it. This is the case of the Israeli third sector and ICTR. With its establishment, ICTR has brought to the Israeli Third Sector much needed dimensions for reflection, research, and knowledge of and about the third sector.

I would like to take this opportunity to list some of the influencing factors : (a) putting the Israeli third sector on the global and local map; the introduction of international dimensions to the Israeli third sector, and the “export” of data on the Israeli third sector to the world through the Hopkins Project led by Professor Lester Solomon (b) The establishment of the “ICTR Database” which was since its establishment and still today, the only mechanism for gathering data, about size and activities from a host of resources, especially governmental ones (for example: taxation authorities, Registrar of Amutot, and the Central Bureau of Statistics) and processing it in the context of its different studies, facets and applications. (c) Analysis and tracking of trends and events that occur in the Israeli third sector, an important example is ICTR's report on the Israeli civil society during the second Lebanon war. (d) Establishment of committees - whose recommendations have far reaching influence on decision makers and of course on the third sector organizations, such as the Galnoor Committee (The Review Committee on the roles of the Third Sector in Israel and government policy towards it.) the committee could be said to be a catalyst for the establishment of the Aridor committee, which examined the relations between the Israeli government and the third sector.

Voluntary associations have very old historical roots, and the debate over where 'civil society's' place in society began in the 18th century when John Locke made the distinction between “government” and “society”. Another social scientist, **Georg Wilhelm Friedrich Hegel** was in fact the first to determine that

civil society is to be found between family and state. In Israel one may list a great number of voluntary associations that have in practice formed the infrastructure for the establishment of the current state institutions. Some of them, like WIZO, Hadassah and others are still active today.

About a decade ago changes began taking place in the role of civil society organizations, due to changes in government policies towards their activity. These changes were caused by government policies which continually withdrew from the traditional socialist worldview, in which the state was responsible for the welfare of its citizens - and transformed (and continues to transform) into a government which aims to act as a supervisory and monetary, policymaking authority, a government that provides only partial primary social services. This change in policy practically forced nonprofit organizations which until then had provided supplementary secondary welfare services to extend their services and serve as primary service providers. This shift in roles has put much managerial pressure on the nonprofit organization which have now to compete for allocations, become provider of mass services, and observe new levels of public and governmental scrutiny.

A brief survey of the Center's publications reflects the centrality and importance and effect on almost all areas of activity of the nonprofit organizations: donating and volunteering trends of the public and of the Arab - Palestinian society in Israel, the functions of the sector, policies of the government and the local authority towards the third sector, the social responsibility of businesses, the wage structure of organizations, structural characteristics and perspectives of public administration, government allocations, etc.

With the establishment of the specialization in management of nonprofit organizations in Ben Gurion University, in 2005, an additional resource became available for the ever growing need of creating a professional third sector. The Center has added a new function - the acquisition of professional and applied

knowledge, and the ensuing influence on the next generation of decision makers and on directors of nonprofit organizations, in addition to its research functions. The Center serves as a partner to all decision makers whether they are in the third sector organizations or whether they are in the government and legislature (Knesset). Its findings serve as working tools of the first degree, and its insights mould policies. The Center is characterized by applied and cognitive dynamics, and we, as directors and spinners of policy eagerly wait to see the continuation of this prolific activity.

The voice of the Israeli third sector, has been mainly sounded in the course of the last decade by the Israeli Center for Third Sector Research, and therefore we should thank the heads of the Ben Gurion University and especially the head of the Center, Professor Benny Girdon-who foresaw the development of the (third) sector and has devotedly worked on analyzing and publishing its characteristics, as we eagerly await the Center's next decade.



## ICTR's Decennial International Conference

*"Are We Moving Towards a Three-Sector Society?"*

**March 14<sup>th</sup>-15<sup>th</sup>, 2007**

**The Dead Sea, Israel**

For registration information  
please contact

**ictr@bgu.ac.il**

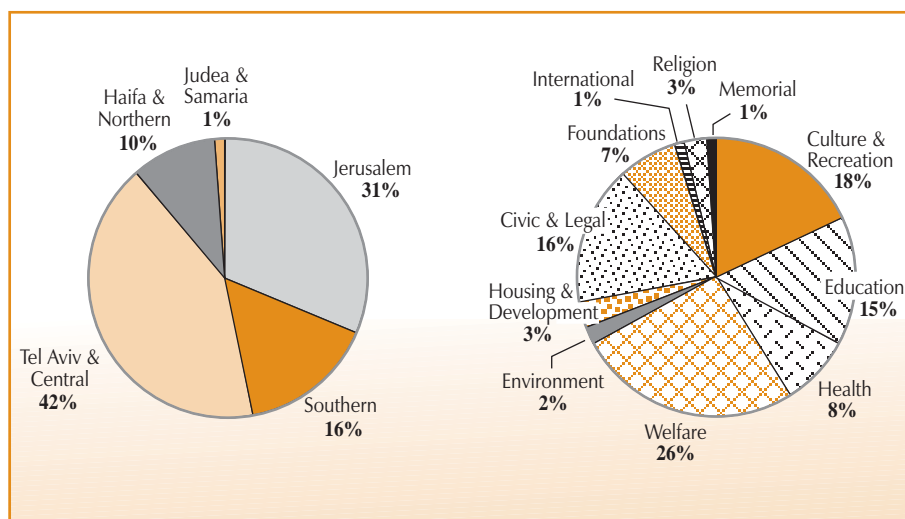
\* Chairman, Israeli Civic Leadership Association (ICLA, formerly Voluntary & Nonprofit Sector-VNPS) and President of the Center for Academic Studies, Or Yehuda

# Initial findings from the “Observation to the Third Sector” project

## The challenge: Expanding and improving services; The difficulty: Raising funds

The Observation to the Third Sector project has completed its first stage, in which we conducted preliminary interviews with 95 of the organizations that have joined us so far. Joining the project were organizations that are involved in many fields from across the country, including advocacy organizations, service providers and foundations; Arab, Jewish, and bi-national organizations; religious organizations, women’s organizations, and international organizations. The charts in Figure 1 show the diversity of those organizations that have joined the project.

Figure 1. Distribution of observed organizations



These days we are analyzing the interviews with two aims in mind: Firstly, to provide a baseline of information on each organization, in order to have data to compare to with findings of future observations, so that we can track changes and trends in the functioning of the organizations and in their working environment. The second aim is to learn from the organizations what the “hot” issues are that concern them, and to thus establish on what topics the observations should be.

The analysis of the interviews is still underway, and yet we may already draw some conclusions as to some of the challenges that these organizations face most frequently, as

**Dr Hagai Katz and Hila Yogev**

well as to those areas in which the organizations wish to increase their organizational capacity.

### The main challenge - goal attainment

Third Sector organizations are occupied first and foremost with carrying out their missions - attaining the goals of the organization. These are those aims that are related to providing services to various populations, or in exerting influence over policy and public opinion. In the interviews we asked the organizations’ directors with whom we spoke to list the main challenges that they believe their organizations

will face over the next three years. Figure 2 lists and classifies the challenges that were raised by the interviewees. The interviews reflect a desire to constantly improve the services that the organizations provide, as well as an admission that this is a significant challenge for them, to the extent that some of these organizations are interested in assistance to better confront it. The director of an Ultra- Orthodox educational organization commented that “many of the services that used to be regarded as unique have become standard, and in order to be effective we need, all the time, to upgrade the services that we provide”. Similar things were said by directors of other organizations.

The director of an organization that works with Bedouin children and women in the Negev pointed out that the primary challenge is “...an improvement and expansion of the service: expanding existing services and adding new ones.” These concerns articulate an expectation that the future demand for these services will be more diversified, more specific, and they estimate that this trend will confront the organizations with new challenges which will call for new ways of coping.

However, the organizations are not solely concerned with the need to offer more services. They are also worried about the growing need amongst their target populations, and the consequent increased demand for the services that they are already offering. A female director of a health-related aid organization anticipates a growth in the numbers of referrals to her organization, and estimates that the greatest challenge that the organization will be faced with in the coming years will be the expansion of their capacity to respond to the increased demand- they will have to “reach (the target) of 4,000 incoming calls per year to the hotline”. Other organizations have estimated that they will have to “increase the number of service recipients, and in general to expand” or to aim toward “geographic expansion, to respond to the needs of other target communities”.

An additional challenge that was noted in regards to achieving the goal of the organizations is related to the control of service quality. Many organizations characterized the main challenge as the need to assess the efficiency and the quality of the programs that they run. The related challenges mentioned our interlocutors had to do with all the stages of the provision of services. A few organizations portrayed as a challenge the difficulty in assessing needs- the director of an organization that deals with Holocaust survivors pointed in this regard to the “identification of the evolving needs of the

\* Dr. Hagai Katz, Chief Research Officer, ICTR, and Dept. of Business Administration  
\* Hila Yogev, ICTR, and Dept. of Public Policy and Administration

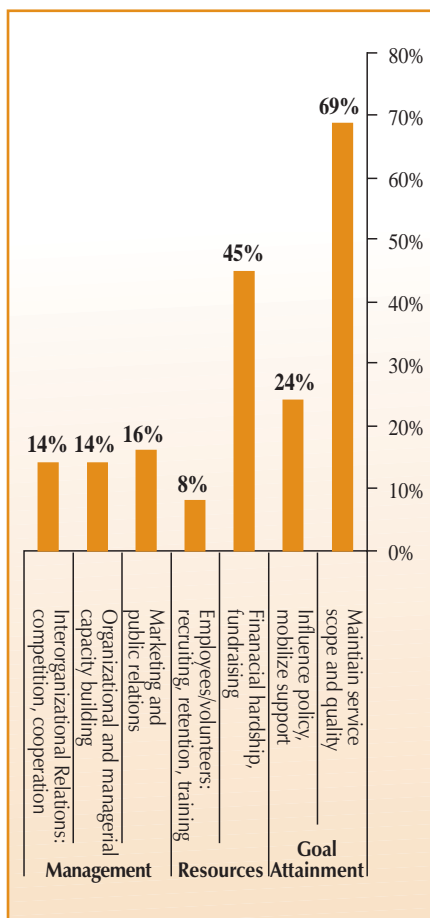


survivors". Others portrayed the challenge as the need to "scrutinize the efficiency of the program" in an organization that is involved in the education and welfare of children in distress, the director commented that "ensuring that most of those children who have been discarded by the educational establishment receive a service" is a real challenge for them. It appears then that organizations are concerned with the challenges of both identifying the needs for their services and of assessing the outcomes of their work.

### Relatively few of the organizations perform program evaluation

In light of this recognition of the importance of assessing the quality and efficiency of the programs, it is surprising to discover that relatively few of the organizations perform structured and methodical programs evaluations. Less than half the organizations have any kind of evaluation of the organization's activities, and of these many are informal or based on vague impressions.

Figure 2. Main challenges listed by participating organizations



In an organization that deals with people with disabilities the director said that "the fact that the disabled person goes to one of our social workers, and wants to sit with him, is enough" by way of evaluation. In another organization, one that promotes Jewish- Arab coexistence, the director pointed out that following the responses to their work on the ground and in the political arena are all the evaluation that they do.

### The challenges of resource mobilization

It is a well-known fact that third sector organizations frequently find themselves short of resources, and the pursuit after monetary sources is a permanent feature that constantly accompanies the organizations work. If so, it is no wonder to discover that financial aspects make up the second most common challenges. Some of the organizations have related to the difficulty of an organization to simply survive. The director of an organization in the culture and recreation area pointed out that maintaining a balanced budget was a serious challenge, and he "hopes that we will continue to keep their operational budget balanced, so that we will be able to receive a loan to pay off our deficit." Other organizations pointed out as a matter of fact that the main challenge of the organization for the coming years was to "exist" or to "mainly survive". In addition to this we asked the organizations in what field they would be interested in receiving assistance for strengthening organizational capacities. Out of 60 organizations that pointed to the need for any sort of assistance, 33 requested assistance in fundraising. Most of them related to fundraising in a very general manner, and some felt that they needed assistance in building contacts with foundations or with patrons from the business sector, or in developing a strategy for raising funds, such as planning events and setting up a "friends of" organization.

### Effective Management

Other challenges that were listed pertain to effective management. Among the challenges mentioned one finds marketing of the organization and its services amongst a diverse group of stakeholders - from potential clients, through members of the community and ending with politicians and policy makers. One organization mentioned in this regard "expanding awareness, knowledge and recognition of the professional community and the general public in Israel and around the world" of the organization's activities. Some were less ambitious and were happy to obtain recognition at the local level - one

aspired to achieve "participation from more settlements in the region" which are not actively engaged in the organization's programs, while others commented that they were interested in gaining recognition on the national level.

Organizations listed improvement in management skills and in organizational development as significant challenges. The organizations related to most of these problems in a very general way and speculated that they would have to deal with the "difficulties of dealing with financial aspects" or with the need to "define functions ... to develop strategies that suit the changing reality". In a more detailed response one director mentioned that the challenge that his organization faces is "strengthening the bond between headquarters and the various branches".

Finally, respondents alluded to the challenges of inter-organizational ties, with other third sector organizations and public agencies, including local authorities, as well as with businesses. With regard to the business sector they mentioned challenges of creating co-operation with businesses, for instance in identifying businesses to "adopt" them, and also in dealing with increased competition with businesses - "competition with business firms which aspire to provide similar services"

### Next observations

In accordance with the challenges and needs specified by the organizations, we decided that the next observations we will deal with problems of program development and evaluation, and with the issue of fundraising. The intention is to check which strategies are adopted by the various organizations, which ones are more effective, and then to share this knowledge with all the participating organizations. This knowledge will enable organizations not only to test themselves in relation to their colleagues, but will also help them decide which of the strategies that are implemented by their counterparts will suit their own needs. The benefit to these organizations may be added to the benefit they have already gained from participating in the project- a significant portion of the directors of the participating organizations have pointed out to us during the first meeting that their very participation in the interview has caused them to think about and to assess their own organizations in a way that they would not generally do, and that the interview

itself helped them to better understand their organizations.

During the next month we will present the organizations with the first observation questionnaire, which will be delivered to them via the internet, and which will deal with fundraising strategies.

Organizations that are interested in joining the observation project are invited to get into contact with the Center.



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## Director's Column

Israel, JDC-IL's ELKA and our newest partner and funder - Sheatufim. One of our challenges for the next decade will be to add new funders and partners to our activities.

I'd like to take this opportunity to thank our partners in the nonprofit sector and government: Sheatufim, ICLA (formerly the Voluntary and Nonprofit Sector), The Justice Ministry – especially the Registrar of Amutot, the Department of Nonprofit Organizations at the Tax Authority, the office of the General Accountant, the National Accounts Department at the Central Bureau of Statistics and the Mandel Center for Leadership in the Negev. Here too our challenge will lay in widening our network and adding additional partners.

Finally, one cannot look forwards without mentioning a relatively new program that serves as a constant reminder that we must continue to make progress and to "re-invent ourselves" – these are our students at the 'Nonprofit Management Specialization' an 'agent provocateur' in our system, which keeps us on our toes. It allows us, the teaching staff who are also researchers at ICTR, to confront not only theoretical models but face actual concrete tangible dilemmas coming from the field (many of our students work in nonprofit organizations). Our students' research contributes to both us and them; some have decided to write their theses, others to opt for a PhD. Some dividends...

**Benjamin Gidron**



## ICTR wishes to thank the following foundations for their support, faith and confidence in the Center

The Kahanoff Foundation  
The Ford Foundation  
The Mandel Foundation  
The Samuel Sebba Charitable Trust  
Joseph and Harvey Meyerhoff Family  
Charitable Funds  
P.E.F. Israel Endowment Funds  
Atlantic Philanthropies  
ELKA, Jewish Distribution Committee,  
Israel Office  
Sheatufim  
Anonymous Foundation

"10th anniversary of a relatively new organization is a moment to savor and celebrate with pride. Dear Benny, you have every reason to be proud of the accomplishments of ICTR in its short life. You and your colleagues deserve our heartfelt congratulations and best wishes. The ICTR and the Third Sector organizations have a pivotal role to play in reducing tensions in the region and promoting peace resolutions of disputes. Keep up the good work"

**Russy D. Sumariwalla**  
Founder-President  
Global Philanthropy & Nonprofits

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## Are we heading towards a three-sector society?

Participants are **Prof. Yehezkel Hasenfeld** from UCLA who will speak on *The Welfare State, the Non-Profit Sector and the Politics of Care*. **Prof. Adam Habib** from Durban University will speak on *The South African Social Movements in Comparative Perspective* and **Prof. Itzhak Galnoor** from the Hebrew University will speak on *Lessons Learned in Israel from the Roles of Civil Society in the Political Arena*.

### The Third Sector during Times of Humanitarian Crisis and War

Chaired by **Dr. Gila Menachem** from Tel Aviv University, this session will discuss the roles of civil society during times of crisis. Presenters are **Dr. Hugo Slim**, Centre for Humanitarian Dialogue in Geneva who will speak on *International NGO Response to War and Disaster*; **John Telford**, from the Tsunami Evaluation Coalition (TEC), who will speak on *The NGO Response in Humanitarian Crisis*, and **Dr. Hagai Katz**, from Ben-Gurion

University of the Negev, who will speak on the Israeli experience in his lecture on *Developing a Model of Inter-Sector Cooperation in Humanitarian Crises: Lessons from the Second Lebanon War*.

### A decade of tradition

As in every ICTR conference, this meeting of researchers provides an opportunity to learn about new research, meet young and veteran researchers and get updated on the latest data and trends on the Israeli third sector from the ICTR database. Chaired by Dr. Hagai Katz, the closing session will focus on 10 and 20 year trends in the Third Sector, presented by Ms. Yael Elon, Database Manager, as well as data on the latest Giving and Volunteering survey that will be released at the Conference presented by Esther Levinson, researcher at the Center.

As in every past conference ICTR will hold a gala dinner in which a research scholarship will be awarded to a doctoral candidate for outstanding work.

The conference will be held at Hotel Daniel, Dead Sea, March 14th-15th, 2007 (see full program on page K).

# New challenges for managing nonprofit organizations

Benjamin Gidron

In Mike Hudson's book **Managing at the Leading Edge** that has recently been received by the Center's library, the author presents six new challenges for managing nonprofit organizations. The book stresses the need to professionalize management in the third sector. He claims that 20–30 years ago these organizations were run by amateurs- people who believed in the goals of the organization and wanted to help it; they did not necessarily have management skills. In practice, in Israel this situation prevails in many of the organizations. Hudson claims that today it is important that these organizations be managed by professional people who are knowledgeable about the unique characteristics of third sector organizations and who are skilled in managing them. Managers who do not simply imitate the management styles of business or public organizations. He adds that third sector organizations have experienced major changes and in the future will undergo even greater changes, since the governments have increasingly become interested in transferring functions to these organizations, and because some of the large capital that has accumulated amongst the rich has found its way to the social arena. He adds that there are new demands made of the third sector organizations - both in relation to reporting on results that they achieve and also in the reporting on the management of activities and budgets. Likewise we expect them to be able to build an organizational infrastructure that will last for a long time.

All of these developments direct the author to focus on six specific challenges to third sector organizations, which he regards as central, and with which directors will have to grapple in the coming years.

1. **Building capacities of the organization:** the need to invest in people, in systems and infrastructures in order to strengthen the organizational capacities to advance issues and to attain results. We are not speaking about setting up bureaucracies but in systematically building the organization so that it succeeds in its mission and will achieve results.
2. **Emphasis on Performance:** Organizations need to develop a deep understanding as to what are their criteria for successfully implementing their activities, how this is measured and how they bring about expected results. Simply reporting on activities is not good enough.

3. **Creating Strategic Alliances.** Organizations need to operate in close cooperation with other third sector and business organizations. Working alone is not an option- it is possible to learn a lot and to achieve more from a working relationship with others, and it is wrong to miss this opportunity.
4. **The need to Recognize New Funding Opportunities.** Organizations must recognize the very diverse funding options that exist today and to understand the fundraising activities so that they will be able to make differential use of the kinds of financing in the different circumstances.
5. **Developing leadership.** The organization's management needs to enlist supporters around the vision of the organization, to set up special teams, and to invest in future leadership to increase motivation for the organization's goals.
6. **Strengthening Governance.** Members of the organization's board and directors need to develop a clear understanding as to the division of labor between them, to understand the management of the organization in regards to the functions of governance and to implement continuous monitoring over the performance of the organization, and the functioning of the board.

The book details the challenges and how third sector organizations should prepare for them. It goes without saying that in the opinion of the author only directors who are knowledgeable, skilled and professional will be able to meet challenges.

Like other countries, ours has also placed the issue of professionalizing management on the agenda of civil society. At Ben Gurion University we have dealt with the subject by developing a specialization in management of nonprofit organizations as part of the Masters' degree in the School of Management, which is offered both in the Department of Business Administration and the Department of Public Policy and Administration. The structure reflects the conception that there is more than one path to develop a career in management of third sector organizations. The program at BGU allows those who study there to choose their basic **orientation** for the specialization and on this base they build their own curriculum. Alongside theoretical aspects and ethical principles that emphasize the uniqueness of third sector organizations, the curriculum focuses on the new levels of knowledge and skill that are required for managing a nonprofit organization, such as marketing and communications in a competitive environment, the use of resources, measuring the results etc.



## Assessment of the Nonprofit Management Specialization at the School of Management, Ben-Gurion University of the Negev

**The Nonprofit Management Specialization has been supported from its inception by the Rich Foundation. The Specialization is at its third year, and we have commissioned Prof. Katan to assess the program. His assessment deals with a number of aspects regarding the establishment of the Specialization, the goals of its founders, its academic level, etc. The assessment will be used as a basis for future planning and developing the Specialization. Below is a short abstract from the summary and the recommendations of the assessment:**

“The curriculum for the Masters' Degree in the Nonprofit Management Specialization has

proved, during its first years of existence, to be of high academic quality, and it calls for further development and expansion. Ben-Gurion University would be wise to ensure its continued existence and further development in the future.”

Prof. Katan's recommendations call for a growth in the number of permanent teaching staff, growth of the student body, developing an appropriate framework for this course of study within the the School of Management, developing non-degree courses for managers and workers at nonprofit organizations, and providing a solution for the students' personal difficulties.



# Researching the Source

## Service, Defense and Social Pressure "La'asireinu" Prisoners Welfare Society

Paula Kabalo

*Sabbath, portion Vayeshev, 23 Kislev, 5708 (6.12.1947) is hereby declared a Sabbath for enlistment and voluntary work in Jerusalem for the La'asireinu Association for the aid of the prisoner, the detainee, and his family. Words of explanation on the aims of the association will be given before the reading of the Torah, and donations and pledges will be contributed to La'asireinu.*

The above notice was published by the chief rabbinate of Palestine which was then headed by Yitzhak Isaac Halevy Herzog, and Ben Zion Meir Chai Uziel. The notice called on all the inhabitants of the land to take part in the day of solidarity with the suffering of hundreds of detainees and prisoners held in the country and in detention camps in "blazing Kenya... to be a source of aid and comfort for the forlorn families and to strengthen them in their grief and suffering until a time when G-d in His mercy will release them from confinement as a prisoner in the jails of those who sit in darkness".

This notice and the letter that accompanied it was part of a general public campaign that

was initiated by the La'asireinu Association that was acting under the auspices of the general council (Vaad-Leumi) of the Jewish Community of Palestine, but which operated independently and which subsisted from monies from donations and from membership fees. It was headed by Simcha Even Zohar, a member of the Histadrut Executive Committee (the General Federation of Laborers in the Land of Israel). Even Zohar, used his position and contacts to harness a long list of Histadrut institutions, municipal authorities, and private people who identified with these circles, to assist in the activities of the association and to ensure its continued existence.

The association was established in January, 1947 in view of the deteriorating relations with the British mandatory government, which resulted in a significantly steep rise in the number of detainees and prisoners. The primary aim of the association was "to worry about the rights of the detainee and prisoner, to fight against the infliction of physical punishments and to be especially concerned with the younger prisoners. There was also an aim to find the necessary means required for their defence and for the improvement of their living conditions, and to take care of them after their release". The association opened branches across the country and wanted to unite the majority of Jewish community in Eretz Israel under its wings.

### An historical look into the origin of the Israeli third sector

As the research of the third sector deepens and expands, so does the need to illuminate its historic roots, as an understanding that things do not happen by chance or accident but have evolved and consolidated over hundreds and thousands of years of human history. This is also the basis of the decision to add an historic feature to the newsletter providing an additional view point of Israeli third sector research.

Third sector researchers and Israeli historians, occasionally stumble upon certificates and stories which describe organizations and civil entrepreneurs which belong in the framework to what we today call the third sector. Many of the stories will one day become part of extensive research, few will be exposed, but those that will, tell the story of the Israeli third sector- its roots and origins, dilemmas, and sources of inspiration. We welcome our readers' participation in the column by sending certificates, stories and even personal memories which we shall do our best to include in this column.

Please communicate directly with  
Dr. Paula Kabalo at:  
[pkabalo@bgu.ac.il](mailto:pkabalo@bgu.ac.il)

However also in this case, as in many others, the mission was not that simple. Since the founders were members of Mapai (the Labor party, the leading party in the pre state institutions) and the Histadrut, they obviously raised the suspicions of the other organizations, especially those associated with the Revisionist Zionist Alliance the political body that was in opposition to Mapai and to the coalition that it formed in the National Institutions. They formed a "competing" body which called itself "The Committee for Assisting the families of the Jewish Detainees" and aggressively claimed that the appearance of "the broad base" of La'asireinu was deceitful. They argued that the association did not include representatives from the whole spectrum of the political rainbow, and they were especially annoyed at the fact that it was excluding precisely their political denomination, which many of the detainees belonged to. They were referring to the members of Etzel - National Military Organization (Irgun) and Lehi - Fighters for the Freedom of Israel, the right wing armed underground who were incarcerated by the British.

\* Dr. Paula Kabalo, the Ben Gurion Institute for the study of Israel and Zionism, Ben Gurion University





This criticism was apparently well received. At the beginning of September, 1947 an agreement of cooperation was signed between the National Committee, the Civic Circles, associated with the political center, "The Committee for Assisting the families of the Jewish Detainees" and **La'asireinu**. The cosignatories agreed that any treatment of prisoners and detainees and their respective families would be concentrated in the hands of the united organization of **La'asireinu** which would include the provision of material and spiritual aid to the detainees, medical assistance, books and newspapers, legal help, assistance to those who have been released and treatment of juvenile delinquents. This cooperative agreement proved to be a success and the association became especially vital in light of the outbreak of war at the end of 1947.

When the war broke out, **La'asireinu** became the only body to deal with the prisoners and detainees, at a time in which the municipal authorities and the national institutions dedicated everything to the war effort. The outbreak of war demanded increased activity on the part of **La'asireinu** because the British government began to withdraw from its treatment of prisoners and detainees, but at the same time it continued to detain people without taking responsibility for providing for their basic needs - medical treatment and minimal provision of food. The association was faced with a unique problem when it came to the detainees held at the Latrun prison - which was not under Jewish control, as there was a similar problem with detainees in Kenya, where no one knew what their fate would be when the Mandatory term ended. In addition, there was a need to transfer prisoners from jails that were in dangerous areas in Haifa and Acre, to jails that were in areas under Jewish control.

The association acted as an organization for the provision of services, and at the same time they were active in the field of advocacy. In the field of providing services, the association allocated monthly payments to families of prisoners as well as allocating financial assistance to released prisoners. They worried about medical treatment for the prisoners and for the allocation of food to the jails as well as the delivery of parcels from family members.

Working through the advocacy channels, members of the association worried about establishing intensive contacts with the

Mandate Government authorities and with the Red Cross in order to receive information on the condition of the detainees who were exiled in Kenya. The association also kept in close contact with the parents of the prisoners and detainees. The parents would usually report to the representatives of the association any special problems encountered by their sons, from problems of malnutrition to problems related with prayer conditions or the desecration of the Sabbath. The association also organized "parents' demonstrations". The demonstrators held public meetings in Tel Aviv and Haifa and the participants marched in the streets of the cities. When the prisoners held in Kenya declared a hunger strike, they were joined by some of their parents and relatives, who also declared a hunger strike for twenty four hours. These actions received coverage on the front pages of the daily newspapers, alongside headlines to do with the war.

"This is not an obligatory tax, and we cannot obligate you to pay it or to impose a fine for non-payment" so was the written response to the reservations of the "cotton" workers union to join up as members of the organization that represented the right wing opposition organizations (The Committee for Assisting the families of the Jewish Detainees") "but it is also not a duty to be a Zionist, it is not a duty to pay tax to the Jewish National Fund, to the enlistment fund, etc. There is no obligation to build layer upon layer, brick upon brick stubbornly and with great effort, with hardship, and with the remnant of strength of the Hebrew state in the Land of Israel...."

So what exactly was **La'asireinu**? Just another "tax" that the Jewish community in Palestine took upon itself to pay within the framework of their "civil duties"? An initiative that came from the grassroots, from parents and other interested parties? It was both of these. It contained the complex integration of local initiatives with support from the Jewish national establishment, between volunteerism and social pressure - all of this characterized the pre-State Jewish "third sector" during the Mandate period, and some of these features exist to this very day.

**The association's archive is located at the State Archives in Jerusalem.**



## Civil Society and the Third Sector in Israel

### CALL FOR PAPERS

We hereby invite researchers and practitioners to submit articles on subjects related to the Israeli Third Sector.

Researchers from sociology, social work, political science, business administration, history and other disciplines are invited to participate and submit articles for publication. The Board of Editors is seeking articles that illuminate important facets of society and contribute to promote discussion and understanding of the civil society and the third sector in Israel.

The journal will be in Hebrew. In order to preserve its academic quality, the articles will be refereed and peer-reviewed.

#### Submission Instructions:

Articles should be sent by regular mail in 3 printed copies, in Hebrew. On a separate sheet of paper please add the abstract in Hebrew and English. Please write the author's name, academic degree, telephone, address, email and phone number. Articles should be sent to the following address:

Ms. Miri Yaacobi  
Israeli Center for Third Sector  
Research, Ben-Gurion University  
P. O. Box 653 Beer Sheva 84150  
Israel  
Telephone: (972) 8 6472323  
Facsimile: (972) 8 6477607

# Between a rock and a hard place - Israeli civil society during the Second Lebanon War

Dr Hagai Katz

These days a report has been published that summarizes ICTR's research of the response of Israeli civil society during the month-long Second Lebanon War. The report summarizes the findings of a study that was undertaken during the war, and which also serves as the basis for further research that is currently being planned, which will test the medium and long term implications of the war for these organizations, including those that engaged in activities with residents of the north, as well as those that didn't.

The report presents the findings of a survey that tested the public's response during the period of the war as well as information on the work done by Third Sector organizations that acted in response to the events during the period of the war. The latter information was received through interviews with 38 senior personnel from 37 civil society organizations in the following select fields of activity: food security organizations, organizations providing services to populations with special needs (e.g. disabled persons), foundations, advocacy, informal education and community centers. Also were interviewed leaders from Third Sector organizations and city hall in a medium sized city in the center of Israel, where a population of evacuees found shelter. The research focused on three issues: (1) the functioning of the organizations during the crisis period, especially the extent to which their work changed form from their peacetime routine; (2) an assessment of the functioning of the various actors assisting northern residents during the emergency period; and (3) attitudes regarding the role of the third sector vis-à-vis government during humanitarian crises.

There isn't enough space to list all the findings here, so we will suffice with a brief outline of major findings. Those interested in the detailed findings can find it in the full report. The findings show that the organizations introduced far reaching changes in their

deployment and activities during the crisis, including tailoring their activities to the new circumstances, expanding the scope of activities, and adjusting their field of activities and their place of activities to the changing circumstances. The change in activities included a substantial expansion in the workforce, including willingness of salaried employees to work longer hours as well as a substantial increase in the number of volunteers, in the scope of volunteering, and in the dedication and commitment of these volunteers. Additionally, the activities of the organizations were characterized by increased inter-agency cooperation, often characterized by strengthening pre-existing collaborations as well as establishing new cooperative ventures. Collaborations were mostly based on previous acquaintances, and were mostly with foundations and with other third sector organizations. The expansion of operations was immediate, and was put into place even before funds to finance it were raised. Special fundraising to pay for the expanded services followed only later, the main sources being foundations and private donors from Israel and from abroad, whereas government was generally not mentioned as a relevant source of income.

When assessing their operations the organizations claimed that though they were able to assist many, it was impossible for them to make it on their own. Nonetheless, most of them speculated that the war period primarily had a positive influence on the organizations, and many of them have sought to preserve the changes they introduced in their activities during this, especially inter-organizational collaborations. Their experience was that third sector organizations functioned in an optimal fashion and performed the functions that government should have performed. They demonstrated flexibility, devotion and fast response, whereas the national and local government failed to demonstrate responsibility to the public's well being, disappeared from the scene, and took a long time to respond and prepare themselves for action.

Nonetheless, the organizations think that it is the government's responsibility to provide services to the population at times of emergency, even if they do agree that the third sector organizations should take part in the effort because of their structural advantages. Moreover, the importance of third sector organizations in offering solutions at times of crisis requires including them also in the planning process.

We learn that organizations struggled with a dilemma between 'coming to the rescue' on the one hand and avoiding any activity on the other in order to exert pressure on the government to take responsibility towards the general public. This dilemma arose especially in light of criticism towards the third sector that their activities in general and especially their mobilization during the war acts as a disincentive for the government to fulfill its obligations and to render assistance to citizens who have been exposed to the bombings of Hezbollah. The interviewees themselves recognize that they are in a quandary and that their activities effectively replaced those of the government, and in effect allowed local and national government to dodge their obligations, knowing that there will always be someone to take their place. At the same time, it is clear also that the organizations are not prepared to stand idly by in the face of distress, and not responding is not a real option for them, especially because they believe that if they waited for the government to act, they would be waiting in vain. The organizations felt that they were placed between a rock and a hard place, between the impulse to assist the public and the need to force the government to fulfill its social obligations. In a situation like this with which the organizations have had to grapple at the beginning of the war the choice has been between being calculating and being humane. It appears that in accordance with the humanistic values that characterize third sector organizations, the organizations chose to be humane first, and to settle accounts with the government at a later date.



Dr. Hagai Katz, Chief Research Officer, ICTR, and Dept. of Business Administration



# ICTR's Decennial International Conference

March 14-15, 2007, Hotel Daniel (formerly Golden Tulip), Dead Sea, Israel

## Program "Are We Moving towards a Three-Sector Society?" Program

### Wednesday, March 14, 2007

**10:30-11:00**

Registration

**11:00-12:30**

Third Sector Research in Israel – Parallel Sessions (in Hebrew)

**12:30-13:30** Light Lunch

**13:30-15:30**

**The Concept of (Voluntary) Association in the Traditions of the Three Monotheistic Religions**

Chair: **Dr. Paula Kabalo**, Ben-Gurion University of the Negev

Presenters:

**Prof. Giuliana Gemelli**, University of Bologna  
*The Role of Religious Organizations and the Practice of Giving in the Mediterranean Areas from a Long Term Perspective*

**Dr. Mohamed Yazbak**, Haifa University  
*Non-Governmental Societal Organizations in the Age of Reforms: Palestine 1870-1914*

**Prof. Margalit Shiloh**, Bar-Ilan University  
*Pre-modern Jewish Women's Associations as Agents of Change, Jerusalem 1860 – 1918*

**15:30-16:00** Coffee Break

**16:00-18:00**

**The New Forms of Philanthropy in the 21st Century: Their Meaning For the Third Sector**

Chair:

**Dr. Ilana Silber**, Bar-Ilan University

Presenters:

**Prof. Dennis Young**, Georgia State University  
*The Market Transformation of Nonprofits and Philanthropy*

**Prof. Margaret Harris**, Aston University, UK  
*The Changing Business Relationship with the Third Sector: Philanthropy, Investment or Exchange?*

**Prof. Benjamin Gidron**, Ben-Gurion University of the Negev  
*The Globalization of Philanthropy: Some Old and New Challenges*

Discussant:

Minister **Isaac Herzog**

**20:00**

Anniversary Dinner in Kibbutz Ein-Gedi  
Transportation to Kibbutz Ein-Gedi leaving from the Hotel at 19:30  
Warm clothing recommended

Greetings:

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

Minister **Isaac Herzog**  
Scholarship award to Ph.D. student

### Thursday, March 15, 2007

**08:00 –09:00** Breakfast

**09:00-10:30**

Chair:

**Mr. Nissan Limor**, Ben-Gurion University of the Negev

Keynote Speaker:

**Prof. Lester Salamon**, Johns Hopkins University  
*Are We Moving towards a Three-Sector Society?*

Guest Speaker:

**Mr. Raanan Dinur**, Director General PM Office  
*Public, Business and the Third Sector: Establishing and developing new inter-relationships*

**10:30-11:00** Coffee Break

**11:00-13:00**

**Civil Society and the Political Process**

Chair:

**Dr. Varda Shiffer**, Ben-Gurion University of the Negev

Presenters:

**Prof. Yehezkel Hasenfeld**, UCLA  
*The Welfare State, the Non-Profit Sector and the Politics of Care*

**Prof. Adam Habib**, Durban University  
*Speaking to Global Debates with a National Lens: South African Social Movements in Comparative Perspective*

**Prof. Itzhak Galnoor**, Hebrew University  
*The Roles of Civil Society in the Political Arena: Lessons from Israel*

Discussant: **KM Nadia Hilou**

**13:00-14:00** Lunch

Greetings:

**Prof. Rivka Carmi**  
President, Ben-Gurion University of the Negev  
**Award for Innovation in Third Sector Research**

**14:00-16:00**

**The Third Sector during Times of Humanitarian Emergency and War**

Chair:

**Dr. Gila Menachem**, Tel-Aviv University

Presenters:

**Dr. Hugo Slim**, Centre for Humanitarian Dialogue, Geneva  
*Post-colonial Dilemmas: International NGO Response to War and Disaster*

**John Telford**, Team Leader, Tsunami Evaluation Coalition (TEC)  
*NGO Response in Humanitarian Crises*

**Dr. Hagai Katz**, Ben-Gurion University of the Negev  
*Developing a Model of Inter-Sector Cooperation in Humanitarian Crises: Lessons from the Second Lebanon War*

**16:00-16:30** Coffee Break

**16:30-17:30**

**Trends in the Israeli Third Sector over the Past Decade: New Findings** (in Hebrew)

Chair:

**Dr. Hagai Katz**, Ben-Gurion University of the Negev

Presenters:

**Esther Levinson**, Ben-Gurion University of the Negev  
*Patterns of Giving and Volunteering in Israel 2006: Findings from recent research*

**Yael Elon**, Ben-Gurion University of the Negev  
*Trends in the Israeli Third Sector in the past two decades – Findings from ICTR's Database*

Lectures in English will be simultaneously translated to Hebrew