For the first time in Israel:
Ben-Gurion University's Gilford Glazer School of Business and Management will open a program for NPO management

The Ben-Gurion University Senate gave the School of Business and Management its unanimous approval to open the Program for Non-Profit Management. The program, which has already been authorized by the Council for Higher Education, will open in the upcoming school year (2008/2009) and will be the first in Israel to grant a unique graduate degree in NPO management by a management school in Israel. In this it will join leading universities in the world which see in NPO management a field that is worthy of a special framework, such as exists for business administration and public administration.

The new program was made possible through the funding of major philanthropic foundations which support the Third Sector in Israel and recognize the importance of professional management for the third sector. The program constitutes an upgrade of the NPO management tracks which were opened in the 2004/5 school year and were offered by the Business Administration Department and the Public Policy Department. These tracks will continue to be available to students who are interested in

a degree in these departments. A new track will also be offered in the Department of Health Systems Administration.

Prof. Benjamin Gidron: "The decision to open a special study program dedicated to NPO management is based in our experience of the past four years. In this period we came to realize that there is an urgent need to improve the level of management in NPOs in Israel as well as a growing demand to study this kind of management.

The demand arises from two main sources: (1) from young people, mostly idealistic, who wish to contribute to society and wish to prepare properly within a program that will train them for this; (2) people in management positions in the third sector who are interested in expanding their skills and increasing their knowledge."

"In the development of this program it was important for us to emphasize two points: (1) managing an NPO is first and foremost management and as such the training for it should be undertaken within a framework that trains for management (of all kinds). This is important for the socialization of the students into

their future roles and it also creates a common interface with other fields of management and thus permits using the courses offered within those frameworks. (2) Managing a NPO is not the same as managing a business or a public agency. Not only are there unique fields of knowledge that NPO executives must be familiar with as well as unique skills they must master, but these organization are characterized by a value system that is unlike that of other systems and it must be instilled in the students as well. Our challenge is to develop a study program that will properly reflect all of these aspects."

In preparation for the opening of the program, three new faculty members will join the existing staff of lecturers - all of them experts in the third sector. During the school year an expert workshop featuring notable international scholars is planned. The program will offer scholarships to its students.

The School of Management is preparing to open the program in the next school year (2008/9). Those interested in further details are invited to see the upcoming announcements and/or make contact by email: malkar@som.bgu.ac.il.

DIRECTORS COLUMN

The Second Revolution of the Third Sector in Israel

Recently we learned that the government has decided to develop a general policy towards third sector organizations in Israel. This is the first time that the group of Not-for-Profit organizations termed "the third sector" or "the civil society" has come up for discussion in the government plenum. The government presented a proposal to formulate the relationship between the government and the Third Sector based on the recognition of the unique contribution of these organizations to society and with the purpose of enabling them to fulfill their potential.

During the past two decades we have witnessed a steady rise in the number of third sector organizations in Israel, in the scope of their activity, in their budgets and in the manpower they employ (salaried and volunteer). This growth reflects a rise in the importance of these organizations to society. Such growth in the size of the third sector is not unique to Israel and actually, it is occurring in various manners in almost every country in the world. In 1994 the global third sector researcher - Prof. Lester Salamon called it "the Associational Revolution". That was the first revolution.

In the 21st century civil associations have an important role in society. Beyond the well-known function of service provision, these organizations excel in initiating change and social innovation and introducing them into the public sphere (for example: children's rights, the environment, extreme sports for the disabled) and in representing the rights of marginalized groups that do not receive proper public attention, such as migrant workers, new immigrants, and residents of unrecognized Arab villages. They do this by recruiting the support and goodwill of human beings who contribute and volunteer.

As opposed to the period of top-down State planning, it is clear today that it is impossible to view the development of society and the economy without the active participation of civil society in these processes. For this to happen, a formal recognition of this new reality by the government was needed. Actually, in this decision the government recognizes the existence of a new player on the socio-economic playing field of the country and it is prepared to change the rules of the game in order to allow it to formally participate in this game. This is the second revolution of the third sector.

The policy directions which are proposed in the government's decision and in the accompanying documents are very promising and can definitely be treated as a refreshing innovation in the government's conception of the third sector - a conception that emphasizes their uniqueness and respects their independence.

This is a change compared to what was commonly accepted up till now, when some of the organizations were seen as doing the government's work (the organizations providing services funded by the government and also philanthropic foundations) and others were seen as obstructing the government's activities (the organizations for advocacy and social change).

The government's move towards determining a general policy vis-à-vis this group of organizations is highly important. The policy itself must help the organizations express themselves while removing unnecessary bureaucratic obstructions to their activities, and while developing tools for their engagement and cooperation with government. The need to change the widely-held public perception according to which these organizations exist in order to receive benefits and abuse their position is also addressed in the new policy: there is a detailed plan to develop a system that will guarantee the transparency of the activities of these organizations as well as that of the government's allocations to these organizations.

By adopting this policy, Israel joins a number of countries that have taken similar steps to recognize the unique contribution of the Third Sector and sort out their relationship with the state, including the UK, Canada, Germany, Ireland and others. After many years in which the third sector organizations worked in a hostile and mistrusting policy environment, the government's decision sends a new message that this situation is about to change. The new policy awaits the test of implementation. Its development is sure to face some serious obstacles; but the first, necessary step of beginning the process has been taken and due praise must be given.

Benjamin Gidron

ICTR's 11th Spring Conference

The conference, held this year at the Ben-Gurion University Campus, convened experts, government officials and legislators for a discussion on desirable and needed regulative measures for the third sector.

The conference discussions centered on three regulative issues: government regulation of the third sector, self-regulation by the sector of its activities, and forms of public regulation which include aspects such as transparency and accountability. The conference was opened by Prof. Jimmy Weinblatt, Ben-Gurion University Rector, and by Prof. Benjamin Gidron, Director of ICTR.

Prof. Mark Sidel, Professor of Law and Faculty Scholar from the University of Iowa, President Elect of ISTR and a world renowned expert in comparative and international philanthropy and nonprofit law was the guest speaker at the 2008 conference, Prof. Sidel spoke extensively on the role of self-regulation as a preventive measure to be undertaken by third sector organizations as a means to preempt potential initiatives to increase government regulation. Prof. Sidel presented in his lecture an international comparison on the various self-regulative measures taken by third sector organizations worldwide. Respondents to the lecture were Prof. Gerald Steinberg from Bar-Ilan University and Adv. Yaron Keidar, the former Registrar of Nonprofit Societies in the Israeli Ministry of Justice.

In the following plenary, entitled "Is only government regulation applicable for nonprofit organizations?" a panel of speakers debated on different formats and patterns of government regulation. Session chair, Dr. Nissan Limor from ICTR discussed the reasons behind pressures for government supervision and regulation of the ts, as well as what may happen when the regulation of the Third Sector isn't compatible with the nature of the sector and its organizations. Dr. Limor discussed a concentric circles model of multilevel regulation, at the center of which is internal regulation, followed by

self regulation, then public regulation and accountability, and finally state regulation (through legislation). According to Dr. Limor, regulation must be a two-way street. On the one side it should be used as a deterrent, reprimanding, warning and enforcing authority, while on the other side it should be used as tool for encouraging and rewarding, providing incentives for transparency and accountability.

Prof. Yair Orgler from the Tel Avivi Univesity added the perspective of regulation and supervisory experience of the business sector in Israel to the discussion. He cited the following reasons that cause difficulties to adjust to a regulative regime: multiple supervisory authorities and lack of coordination among them, lack of clarity, insufficient of consideration of the cost effectiveness of regulative measures, frequent changes in regulation and legislation, and excessive red-tape. His recommendations to both the third and business sectors are to increase their intra-sectoral cooperation and trust, adopt measures of transparency, and work to implement self-regulative measures in the organizational level and in the sectoral level. Dr. Eli Brauner and Adv. Ophir Katz also contributed to the discussion, shedding light on the practices of self regulation and the tension between self-regulative measures and government regulation.

New projects and research

The Municipal Organization Mix. Mr. Yoel Balbachan, the director of the Israeli Third Sector database at ICTR, presented an online service developed at ICTR through which one can locate information on the composition of the third sector working in each local authority in Israel. The project is available on ICTR's Hebrew website.

Patterns of organization of the Ethiopan Community in Israel. Mr. Yoel Balbachan presented also findings from an analysis of Trends in registration of organizations and changes in patterns of activity of organizations established by the Israeli Ethiopian community or for this community.

Prof. Mark Sidel, ICTR 2008 conference guest speaker recieving the 2008 ICTR award for Innovation in Third Sector Research on behalf of ISTR

Satellite account for the Israeli Third Sector.

Dr. Hagai Katz, ICTR's Chief Research Officer and Ms. Nava Brenner from the Central Bureau of Statistics (CBS) presented initial findings from the satellite account of the Israeli third sector in the National Accounts for 2004. These data are the outcome of a cooperation between ICTR and the CBS to implement on an ongoing basis a satellite account for the third sector in the system of national accounts. The project is funded by the Meyerhoff Foundation from Baltimore, MD.

Honors and awards

The 2008 ICTR award for Innovation in Third Sector Research was awarded to the International Society for Third Sector Research (ISTR). Prof. Mark Sidel received the award on behalf of ISTR.

Mr. Noam Hofstetter from the Hebrew University was presented with the ICTR annual scholarship award for a doctoral candidate for a dissertation which promotes knowledge on the Third Sector in Israel, for this study inquiring "How values are expressed in the activity of civil rights organizations".

Growth amidst uncertainty - Changes in the Third Sector in 2007

New findings from the "Observation to the Third Sector" project

Dr. Hagai Katz, Chief Research Officer, ICTR
Hila Yogev, Researcher, ICTR

The "Observation" (Tazpit) project continues to follow Third Sector organizations in Israel. As may be recalled, "Tazpit" is not a typical academic study in which researchers from academia decide what the burning issues are and what needs to be studied. In "Tazpit" questions and issues for the observations are actually gathered from the organizations themselves in their interactions with the project team - they are questioned as to their main challenges and in what fields they would like to build their capacities.

In this long-term project we focus on the development of knowledge about the third sector, especially concerning the manner in which third sector organizations deal with the uncertainty of their task environment. The project has two main goals. One is the sharing of knowledge among the organizations participating in the project so that the organizations will have an opportunity to share successful practices with their peers. The second goal is the long term tracking of a group of third sector organizations, identifying the challenges they face and the ways in which they deal with them. In the months of March and April, with this second goal in mind, we asked the participating organizations to fill out a short online questionnaire which examined the changes in their activities, their funding, their task environment and so on.

The findings point to a considerable growth and expansion within the organizations. 85% of them added new programs and projects and only 23% ceased an existing project or program. The new projects are as varied as are the organizations participating in "Tazpit": from opening new kindergartens and schools, through various human services (such as self-defense workshops for the elderly or support programs for female cancer patients), to establishing coalitions and forums for the advancement of the rights of patients, Holocaust survivors or other marginalized populations. When organizations shut down a program or project it was in all but one case due to financial difficulties.

71% of the organizations experienced growth in the number of people receiving their services, while only 4% of the organizations reported that the number of their clients had been reduced. Over half (56%) of the organizations reported that they expanded their services to new target audiences which they did not serve before. As well, near half (46%) added new sites of activity, many in the periphery (Ofakim, Carmiel, Kiryat Gat) and the Arab sector (Gisr A-Zarka, Wadi Ara). Only a minority of the organizations (12%) reduced the number of their sites.

The advocacy activities of the "Tazpit" organizations also expanded. Almost two thirds (61%) of the organizations dealing with advocacy reported that they have increased their advocacy activities and not one of them reported a reduction. Especially prominent was expansion in attempts to influence policymakers (lobbying, participation in committees, etc.)

For most of the participating organizations, 2007 was a year of financial stability or growth. 60% remarked that their total budget grew and 25% testified that no significant change occurred in their organization's budget. Even so, for a quite a few organizations this was a year of financial uncertainty. One of every six organizations experienced reductions in its budget and one of every four organizations can be defined as facing financial instability (organizations which experienced reduction of income from more sources compared to the number of sources that added to their income).The project shows that the most stable in 2007 was funding from earned income: sales of services and membership fees. The sources of funding which were the least stable were local and central government and donations from abroad. These were also the sources of funding most frequently mentioned as declining.

Consequently, it is not surprising that the majority of organizations noted that in 2007 it was more difficult, in general, to raise funds and specifically more difficult to raise funds for their organizations' activities. Almost 60% of the organizations claimed that it was more difficult to meet the needs of their target audiences because of an increase in needs on the one hand and due to the difficulty in raising the necessary resources on the other. It must be noted that despite the difficulties, most of the directors of the organizations participating in the project managed to overcome this challenge successfully and in the end managed to increase their organizations' budgets for the year of 2007. Opinions were divided as to two of the challenges we listed: legitimacy and public recognition and influence on policy makers. While a significant portion of the organization claimed that it was easier to gain public approval or to influence policy in their specific field, others claimed that it was actually harder.

Accordingly, from our tracking of "Tazpit" organizations it appears that Israeli Third Sector organizations continue to expand and diversify their services and activities, despite the fact that many find themselves in a volatile environment and many are experiencing considerable financial uncertainty. The continued observation in the "Tazpit" project will help us examine if the trend of growth will continue or whether the global economic crisis of 2008, the devaluation of the dollar which hurt many of the organizations' income along with the rise in the price of fuel and commodities will affect the third sector as well.

Another 'observation' in the project is now planned, which will deal with the development and evaluation of programs. We are also contemplating on-line social networking which will offer the organizations a platform upon which they can consult with each other and with the research team at ICTR, exchange information, learn from the experience of their peers and consult on various issues.

In addition, the project continues to offer benefits to the participating organizations. The "Tazpit" organizations were offered free participation in a 12th of May workshop dedicated to writing the verbal report to the authorities required by the new regulations, given by attorney Eitan Zahor and presented by the The Israeli Civic Leadership Association (ICLA). We are currently acting to arrange further benefits for the participating organizations including additional workshops and professional training and benefits related to advertising the organizations activities. The "Tazpit" project invites additional organizations to join the project. Joining involves a face-to-face introductory interview of about an hour and a half and filling short on-line questionnaires two-three times a year.

Government Treatment of the Third Sector - Not a Moment Too Soon

New research data points to a continuing increase in the size of the third sector in Israel

Dr. Hagai Katz, Chief Research Officer, ICTR

In February of this year the Prime Minister's Office published a declaration of intent and a policy paper for clarifying the relationship between the third sector and the government. The declaration is an additional step in the process of bringing the state to treat the third sector in a serious and intelligent manner and to develop a comprehensive policy towards it, one that will take into account the sector's social and economic importance, its place in the system of service provision and the division of labor between it and the government, as well as the question of the quality and sustainability of the services it provides. Make no mistake, the government has not ignored the third sector organizations to this point. It has used them widely in the privatization of services, some government ministers mobilized Third Sector organizations' assistance from time to time in order to pressure other ministries (mainly the Finance Ministry) and so on. Yet, it was on a random basis, founded on short-term and near-sighted arrangements. Generally speaking, the government has regarded the third sector as its executive branch. This can be seen from the government pattern of financing the sector's organizations which focus on the provision of services that compliment or replace the shrinking state's welfare services. Other important functions of the third sector, such as developing social capital, strengthening democracy, representing groups that are excluded from the policy making process - these were not seen by the state as a function which it should encourage.

The importance of the third sector, particularly in meeting the needs of the citizens in emergency situations, became clear during the Second Lebanon War, when the state failed to deal with the distress of the home front. It seems that the terror of that summer served to hasten the government's completion of these procedures which were initiated in the Galnoor Committee, which was itself established as a result of an initiative of the Israeli Center for Third Sector Research. The committee handed the government a paper with recommendations for forming a policy towards the sector. Coming five years after the Galnoor Committee and one year and a half after the Second Lebanon War, the government's initiative has arrived not one moment too soon.

The government's initiative reflects a growing recognition of the increase in the size and importance of the third sector in Israel. This importance is great not only for its social and political functions but even as a simple

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Activities of The Israeli Center for Third Sector Research for the advancement of government policy following the government declaration of intent to establish relationships between the sectors in Israel

Government policy towards the third sector is a major field of research, observation and discussion for the Israeli Center for Third Sector Research since its inception. The Center conducted and initiated the publication of Israeli studies and international comparative studies concerning this subject from its very beginnings. The Center founded an expert committee and organized conferences which discussed this subject at length and in doing so it served to hasten and enable the discussion between the state and the third sector throughout the years.

The activities of the Center surrounding the examination of the government's policy towards the third sector began with the conclusion of the Hopkins Project (1999), an international comparative study which gave, for the first time, a clear, if initial picture, of the extent of activity of the third sector in Israel, the part of the government in the funding of the organizations and trends of development in a comparative, international perspective. In February 2000 conference day was held on the subject of policy towards the third sector in Israel.

The conference was conducted under the auspices of then Minister of Internal Security, Prof. Shlomo Ben-Ami. In his speech Prof. Ben-Ami emphasized the need to reexamine the government's policy towards the third sector. During the conference, data concerning the third sector and its roles was shown and the study about policy towards the third sector, conducted by Mr. Motti Telias, Prof. Yossi Katan and Prof. Benny Gidron was also presented. In the discussion facilitated by Prof. Galnoor various issues were raised concerning policy matters and a debate was held over the proposals for change. The main issue raised in the discussions dealt with the desired character of the government policy towards the third sector.

At the end of the conference it was decided to continue the process of examining the policy through the establishment of an expert committee.

The idea to establish a committee for the purpose of examining the roles of the third sector and the policy towards it in Israel was formed in view of a full set of circumstances:

a. parallel processes occurring abroad (the "Deakin Committee" in Britain and similar committees in Canada, Ireland and Germany) where, in most cases, the initiative for the establishment of the committees and the process of examination came from representative organizations of the third sector and governmental initiatives.

b. A significant growth in the scope and the functions of the third sector as expressed in the Hopkins Report and other studies which began to be published following the establishment of the Center and with it the introduction of consistent gathering of data.

c. The change in the scope and function of the third sector in Israel were not accompanied by a parallel process on the part of the government, which caused great dissatisfaction among those involved with respect to the relationship between the sector and the government and particularly, the lack of a clear policy that would formalize the relationship between the sectors and especially concerning the results of this situation, namely an excess of loopholes in the allocation and decision making processes and arrangements, approaches and policies that varied from one ministry to another.

d. A feeling of mutual distrust: in this period the legal status of non-profit organizations was abused for political purposes, an issue which caused the organizations of the third sector to be portrayed in a negative light

and raised caused resentment and mutual distrust which led government officials to express disappointment with the sector's organizations, especially with relation to its accountability.

The Committee for the Examination of the Role of the Third Sector in Israel and the Policy towards it.[1] (the Galnoor Committee)

The goals of the committee as agreed upon at its commencement was not to recommend a centralized policy towards the organizations of the third sector or to create a mechanism of control and supervision but rather to propose fundamental, comprehensive and specific adjustments which would enable the organizations of the third sector to operate within a framework of rules that are transparent and clear.

The work process of the committee encompassed two stages. In the first stage the committee dedicated its discussions to specific issues related to policy towards the third sector and invited guests to serve as "expert witnesses". In the second stage, the committee concentrated on examining the existing situation, arriving at conclusions and forming recommendations. The committee's work was accompanied by a study about the policy aimed at the third sector in eight countries around the world which helped the members to receive an international comparative perspective. The committee received the impression that the existing policy in this field is a product of historical development, created in part for specific organizations or groups by one governmental authority without validity in other authorities, parts of which were outdated and conflicting with other parts of the policy.

Recommendations*

The commitees' main recommendation was to immediately begin the process of

forming a policy towards the third sector. A policy that would include governmental recognition of the unique contribution of the third sector organizations to Israel's economy and society. This recognition will be based on acknowledgement of the different modes of operation utilized by the government sector, the business sector and the third sector, on the importance of the mutual relationships for the purpose of achieving common social and economic goals and on the government's willingness to declare that the organizations of the third sector posses unique properties and characteristics which must be preserved and nurtured. The committee believes that this policy should include a declaration by the government of its intention to formalize the mutual relationships between the governmental authorities and the third sector on the basis of a declared policy, clear, transparent and consistent - a policy that will not in any way harm the independence of the third sector organizations.

Additional recommendations

a. formalization of the relationship between the government and the third sector organizations, relationships that are not based upon special legislation.

b. formalization of the relationship will be accomplished by a declarative document which will be called "The Manifesto of the Social Organizations". The purpose of the manifesto is to create a document that will outline the relationship between the third sector and the government for the benefit of the whole of Israeli society.

The manifesto will be founded on understandings and agreements which will form a voluntary guiding framework for the government's policy towards the third sector.

The manifesto will detail the commitments of the government and the third sector to the general public.

(The basic principles which will serve as a foundation for "The Manifesto of the Social Organizations" in Israel are detailed in the report.)

In June 2003 the report of the policy committees was handed to the President of the State of Israel in a ceremony which concluded three years of intensive labor on the part of the 17 members of the Galnoor Committee.

The Galnoor Committee and the Government's Decision: a comparative examination

While the Galnoor Report was written by professionals and experts from the third sector field after examination and comparative study of the inter-sectorial relationships in various countries around the world, the government's decision was written five years after the Galnoor report by a designated team assigned by the Director General of the Prime Minister's Office with a similar point of view: recognition of the organizations of the third sector as an influential and significant factor, towards which the state must form a proper attitude differing from the one currently existing.

The point of departure for the Galnoor Report was the need for a coherent government policy towards the third sector which would allow the organizations to exist, strengthen and operate within a formal, clear and transparent framework: " The government's declaration that it intends to formalize the mutual relationship on the basis of a declared, coherent, transparent and consistent policy"… "not a centralized policy or a mechanism of control and supervision that would choke creativity but to propose fundamental, comprehensive or specific adjustments in existing policy without harming the principles of pluralism or the independence of the third sector organizations. The intention is to strengthen them and allow then to operate within a framework of game rules that are transparent and clear and known beforehand."

The government's declaration reaffirms the Galnoor Report on the issue of a lack of a comprehensive governmental policy regulating the relationship between the sectors: " a comprehensive, consistent, coherent governmental policy which would serve to clarify the areas of responsibility of different sectors, the relationship between them formulate and promote the public interest in a civil society that is active, professional and transparent - such a policy has not been created to this day." It also recognizes the importance of the work done by the expert committees headed by Prof. Galnoor and the Aridor Committee (in which the Israeli Center for Third Sector Research also played a significant role): " its formation by the Prime Minister's Office was based, among other things, upon the conclusions of expert committees which discussed this issue in recent years, foremost of which are the government committee headed by Mr. Yoram Aridor and the public committee headed by Prof. Yithak Galnoor."

The government's acknowledgement of the third sector as a factor having a unique and significant contribution appears in the committee's work several times[2] and is widely expressed in the government's declaration of intent as to its understanding of the importance of the third sector as a significant factor in Israeli society and the importance of supporting the organizations. Concerning the future relationship between the two sectors, the declaration states intentions whose implementation are not clear enough: "aims for the existence of a responsible and independent civil society… and will act to incorporate them also in the previous processes of determining policy with discretion and in various ways."

In relation to its attitude towards the business sector and philanthropy the government expresses appreciation and respect to this sector and to giving, and it declares that it will act to encourage these activities. In this issue too, concerning the involvement of the business sector in the activities of the third sector, the committee determined the outlines[2] which were adopted in the government's decision:

(1) The Israeli Government appreciates and respects the willingness of the business community to contribute from its resources to purposes which are not strictly economic. The government calls upon business men and private companies to continue and operate from a point of view of social responsibility and recognition of the importance of the community and society

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and for its part, the government will encourage such activities.

(2) The Israeli Government sees the need for creating a basis for a continued discourse between the sectors for strengthening the cooperative relationship and deepening the exchange of knowledge between them in a manner that will promote social welfare while preserving the independence of the partners without impinging on the overall responsibility of the state as sovereign. As part of its duty, the government will continue to uphold its responsibility relating to supervision, control and regulation."

Government Objectives

At the root of the government decision are three main objectives: (1) tightening cooperation and establishing the relationship between the three entities (2) involvement of the civil society's organizations in policy decisions and service provision and (3) empowerment, professionalization, supervision and transparency of the sector's activities.

The first and third goals essentially incorporate most of the issues which the Galnoor Committee concentrated upon, but not so the second item which deals with involvement of the civil society's organizations in service provision. Prolonged discussions were held on this matter, essentially pitting the concept of an active democracy and an involved civil society against a concept of economic efficiency, contractor relationships and privatization (provision of services). Accordingly, by no means did the committee's recommendation include the issue of service provision.

(1)Tightening cooperation and establishing the relationship between the three entities. Similar to other parts of the decision this item too has a sweeping declaration of intent,

acknowledgement, esteem and a non-committal vision to "create a discourse", "establish round tables" "...informal forum for consultation on various subjects…" " in which the process of writing the manifesto of relationships between the sectors in Israel will be undertaken". Establishing relationships and cooperation between the sectors comes up in the Galnoor report in the recommendations, wherever they relate to government policy (" the committee believes that the process of forming a policy towards the third sector must begin immediately"… while detailing its components. [2]As to the manifest ("the purpose of the manifest is to create a document that will outline the relationship between the third sector and the government… while detailing the main principles"[3]) and in other items.

(2) Involvement of the civil society's organizations in policy decisions and service provision

In this item too, the intentions of the government may be discerned: "expanding the field of consultation before making decisions concerning policy. In this context, the importance of the organizations working for social change (the advocacy organizations) is pronounced.", "deepening the awareness and discourse between the government and the organizations… ways to increase their integration…to include other criteria in government tenders".

Basically, the government adopted the approach of the Galnoor Committee: "organizations concerned with social change constitute a key component of promoting the civil society …the committee recommends developing mechanisms of consultation with the third sector organizations by way of legislative processes and policy changes relevant to the populations and the interests they represent…"[3]. As previously noted, the Galnoor

Committee did not refer to the provision of services.

(3) Empowerment, professionalization, supervision and transparency of the sector's activities

In this clause the government details its main areas of activity: (a) tax relief, (b) cancellation of employer's tax, (c) raising the maximum amount of a donation, (d) creating a new legal standing for the foundations.

The Galnoor Committee took note of these items as well and determined in its recommendations that the culture of giving in Israel should be encouraged[2].by establishing a legal body for the foundations: " the lack of significant economic incentives for the activities of the independent foundations is proof that the government does not appreciate this contribution enough. In order to encourage the development of foundations the committee recommends instituting a new term "Philanthropic Foundation"[3], and cancellation of the employer's tax: "the committee is of the opinion that the current tax discriminates against the organizations of the third sector compared to business organizations and it recommends its immediate cancellation."[4]

It is perhaps noteworthy that in most cases the governmental declarations in all three areas are not backed up by significant changes nor by changes of any kind. It is unclear, for instance, in what way the involvement of the organizations in policy decisions will be manifested and what instruments will be established for this purpose.

Summary
The overall policy, the initiative to develop such a policy and the specific policy proposed, originate in the Galnoor Report. The government's declaration and the Galnoor Report are similar in the formulation of many items, of which

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economic calculation. From new data, the fruit of a joint study of the Israeli Center for Third Sector Research and the Central Bureau of Statistics, it appears that in 2004 the total economic activity of the third sector approached 80 billion NS.

The study is a natural sequel to the research conducted in Israel by the Center in the framework of the Hopkins Project and its recent effort - the handbook for conducting a satellite account for the third sector as part of the system of national accounts, developed by the Hopkins Project staff and the U.N Statistics Department. Israel participated in the Hopkins Project and it even was one of the countries that participated in the development stages of the new handbook. The Center's initiative, together with assistance from the Meyerhoff Family Foundation in Baltimore, moved the Central Bureau of Statistics to implement the satellite account in Israel with the most recent data available for such an account - the data from 2004. Of course, this is not supposed to be a one-time adventure and the plan is to continue the cooperation between the Center and the Bureau and to conduct the account once every two-three years at the least.

The data, which was presented for the first time in the 11th spring conference of the Center, shows a significant and continuing increase in the scope of the third sector in Israel when one examines its economic indicators. The share of third sector organizations in the sum total of private and public expenditure in the economy grew from 12.5% in the year 1991 to 16.6% in the year 2004. In 2004 the third sector employed 365,000 men and women which comprised 17.5% of total salaried workers in the economy, a proportion much higher than the 10.5% found in 1991.

The significance of these numbers is made clear when put in a wider context - the total number of workers in the industry and manufacturing sectors in 2004 was about 386 thousand. And there is more - even when one examines employment in more conservative terms, the scope of the third sector is constantly growing. While in the year 1991 the extent of salaried employment in the sector was equal to about 128 thousand full-time positions, in 1997 it reached approximately 206 thousand full time positions and in 2004 we are talking about more than 268 thousand full-time positions.

Indeed, the state's recognition of the third sector is commendable. Yet, the government's declarations must be met with caution. Experience shows that the government's attitude towards the sector is limited and limiting. An example is the Aridor Committee whose goals included encouragement of the third sector and strengthening the ties between it and the government, but whose recommendations incorporated only bureaucratic measures, some of which are potentially detrimental to the sustainability of existing third sector organizations, even those that actually replace government in the provision of social services. According to the government's plan, the intention to include the sector's organizations in the process of thinking about and developing the policy in the framework of roundtables is an important step. However, the proceedings must be strictly on an equal basis and the discussion should not be reduced once again to rules and regulations, but rather it should deal with the essence: what should be privatized and what shouldn't? What is the division of responsibility in the privatized services? How can the government support other functions of the third sector as a watchdog of democracy and the public sector's integrity, even when those in power may will not always like it? These are the questions that must be discussed even before the technical and administrative aspects of the relationship between the government and the third sector

a small part only was presented here. But they must be viewed differently. While the report prepared by experts does not obligate but rather recommends and outlines, the government declaration paves the way for a systematic change and it constitutes an obligation (although, many times, lacking commitment) of the government to change its attitude towards the third sector. Compared to similar processes in other countries one can count the deficiencies in the declaration, especially in the area of commitment to execution and clarifications as to the means of execution such as the involvement of the organizations in policy decisions, the tools they will have at their disposal, the allocation of resources and structural changes in the government.

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1 Committee members: Chairman - Yithak Galnoor, Ariela Ofir, Arie Arnon, Michal Bar, Yoram Gabai, Benjamin Gidron, Bassel Ghattas, Sara Silberstein-Hipsh, Ophir Katz, Rachel Liel, Nissan Limor, Walid Mulla, Amir Machul, Avi Armoni, Joseph Katan, Varda Shiffer and Emmanuel Sharon

2 The Committee for the Examination of the Roles of the Third Sector in Israel and the Policy toward it - final report (Gal-Nur Report), June, 2003, The Israeli Center for Third Sector Research , p.6 items a., c. p.8 item. c. p. 17, i. 26

3 Ibid. p. 17, item 26.

4 Ibid. p.6. "recommendations concerning the government policy"

5 "Ibid. p.7 "The Manifesto"

6 Ibid. p.18, item 31b

7 Ibid. p. 11, item 9

8 'Ibid. p. 16, item 25a

9 Ibid. p.13, item 13

∗ The committee made 8 recommendations

The Ethiopan Community as reflected in the Third Sector

Trends in registration of organizations and changes in patterns of activity

Joel Balbachan, ICTR database manager

Analysis of the organizational activity of the Ethiopian community in Israel provides researchers with a unique point of view which reflects the changes occurring in the life of the community. We present here a unique analysis of the community from a point of view of patterns of association. This analysis covers the period from the mass Aliya (immigration) of Ethiopian Jews into Israel in Operation Moses in 1984, up to the year of 2006. It accurately reflects the changes occurring in the community throughout these years: from organizing predominantly in the spheres of culture and religion in the first years, to later establishing organizations focused mainly in absorption and acclimatization and, most recently, the emergence of organizations aimed at reducing inequality, through education and advocacy.

At the end of 2006 the Ethiopian community numbered 110,000 people, 69% of whom were born in Ethiopia and 31% born in Israel. A significant portion of the immigrants came in Operation Moses in 1984 and Operation Solomon in 1994. Most of the population resides in 72 towns, mostly in relatively poor neighborhoods and cities in the center of the country.

The Ethiopan Ethnic Community and the Third Sector

According to data from the Registrar of Associations, by the beginning of 2007, the number of registered third sector organizations of Ethiopians or organizations whose main purpose* was assistance to members of the Ethiopian community reached 268. The percent of active organizations within the organizations of the Ethiopian community was 66.5% as compared to 60% of all the organizations in the database.**

Trends in registration of organizations

According to the data there was a significant rise in the rate of registration in the 1990's compared to the 1980's although from 1992 there is a relative stability in the number of organizations registering each year, except for two waves in which a hike in the number of new organizations established by members of the Ethiopian community occurred: the first occurred in the middle of the 1990's after Operation Solomon and the second towards the end of the 1990's, one year and a half after the first blood destruction scandal and ensuing protest (it was found out that health authorities would destroy blood donations by Ethiopian Jews, assuming many would be infected with HIV).

Spheres of activity

Apparently, the Ethiopian community's organized civil society changed it modus operandi three times during the years, according to the changing needs of the community: At first it was mostly a civil society that wishes to safeguard and preserve the community's distinctness by means of local organizations dealing with cultural and religious matters in the Eighties and early Nineties. In the Nineties its pattern of organization reflects a an attempt to assimilate into the Israeli society, as reflected in the establishment of organizations trying to deal with the difficulties of absorption and acclimatization in a new country. Finally, in view of the fact that acclimatization is not enough to achieve equal treatment in Israeli society, there is a move in the first year of the new millennium to activities that aim to reduce inequality - education and advocacy.

"The Rush to the Center"

Another trend that arises from the database is that in recent years there has been a rush to the center of associations of the Ethiopian community, both the geographical center and the political center. Although only a minute minority of the community resides in Tel-Aviv and Jerusalem, in the years 2002-2006 one can see a rise in the number of organizations registering in these cities out of the sum total of organizations established by the community.

This phenomenon alludes to the fact that the leaders and social entrepreneurs of the Ethiopian community understand the significance of proximity to policy makers and the importance of moving out of the periphery and into the center.

In summary, one can see how the story of third sector organizations, as expressed in the database, represent and reflect the story of the Ethiopian community since it arrived in the country and up to 2006. The Rate of registration reflects responsiveness to changes in the community's circumstances - a rise in needs following the waves of immigration, political-community arousal following feelings of discrimination and exclusion. The character of the organizations reflects changes in the outlook and preferences of the community - a move from seclusion to integration, from conformity to dissent, a move from peaceful adaptation to protest, a change in the target audience - from the community's own people to policy makers.

* The present analysis does not include organizations that operate programs for members of the Ethiopian community as part of an overall strategy to reduce gaps but rather organizations that deal exclusively with members of the Ethiopian community.

** Data are based on the database of The Israeli Center for Third Sector Research.
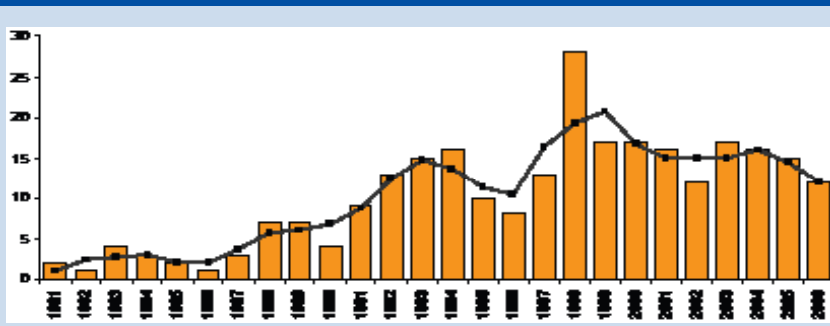
העדה האתיופית בראי המגזר השלישי

מגמות ברישום ארגונים ושינויים בדפוסי הפעילות

יואל בלבצ'ן, מנהל מסד הנתונים, המרכז הישראלי לחקר המגזר השלישי

ניתוח פעילות ארגונית של קהילה בישראל: מגמות ברישום ארגונים חדשים, שינויים באיזורי ותחומי הפעילות, מקנה בידי חוקרים זווית ראיה ייחודית המשקפת את התמורות החלות בחיי אותה הקהילה. ניתוח מאפייני ההתארגנות של הקהילה האתיופית הוא הניתוח הראשון של קהילה מנקודת מבט של דפוסי התאגדות.

ניתוח מגמות ההתאגדות מכסה את התקופה שבין מבצע משה בשנת 1984 לשנת 2006 ומשקף נאמנה את השינויים שחלו בעדה בשנים אלו: מהתארגנות בתחום התרבות והדת, לקליטה והתאקלמות ולאחרונה התארגנות לצרכי הקטנת אי-השוויון, חינוך וסינגור.

בסוף שנת 2006 מנתה העדה האתיופית בישראל כ-110,000 נפשות, מתוכם 69% הינם ילידי אתיופיה ו-31% הם ילידי הארץ. אחוז ניכר מקרב העולים הגיעו במבצע משה ב-1984 ובמבצע שלמה ב-1994. רוב האוכלוסייה מתגוררת ב-72 ישובים, בעיקר בשכונות מצוקה בערי המרכז.

העדה האתיופית והמגזר השלישי

על פי נתוני רשם התאגידים, עד תחילת 2007 נרשמו בישראל 268 ארגוני מגזר שלישי של יוצאי אתיופיה בישראל או ארגונים שמטרתם העיקרית* היא טיפול בבני העדה.

אחוז הארגונים הפעילים מקרב הארגונים של העדה האתיופית עמד על 66.5% לעומת 60% מקרב כלל ארגוני המסד**

מגמות ברישום ארגונים

מהנתונים עולה כי חל גידול ניכר בקצב הרישום בשנות ה-90 בהשוואה לשנות ה-80. עם זאת, משנת 1992 ישנה יציבות יחסית במספר הארגונים שנרשמים בכל שנה מלבד שני גלים שבהם חלה 'קפיצה' במספר הארגונים החדשים שמוקמים על-ידי בני העדה: האחת באמצע שנות ה-90 לאחר **מבצע שלמה**, והשנייה לקראת סוף שנות ה-90, כשנה וחצי לאחר **פרשת השמדת הדם** הראשונה.

תחומי הפעילות

דומה שפעילות החברה האזרחית של העדה האתיופית שינתה את אופן פעילותה שלוש

המרכז הפוליטי. למרות שמיעוטו מבוטל מבני העדה מתגוררים בת"א ובירושלים, הרי שבשנים 2006-2002 רואים עליה בשיעור של מספר הארגונים שנרשמו בערים אלו מקרב כלל הארגונים החדשים שהקימו בני העדה בשנים אלה.

תופעה זו מרמזת על הבנה של המנהיגים והיזמים החברתיים בקרב בני העדה את משמעות הקרבה לקובעי המדיניות ואת חשיבות היציאה מהשכונות.

לסיכום ניתן לראות כיצד סיפורם של ארגוני המגזר השלישי כפי שהם באים לידי ביטוי במסד הנתונים מציגים ומשקפים את סיפורה של הקהילה האתיופית מאז הגיעה ארצה ועד לסוף שנת 2006:

קצב הרישום - משקף תגובתיות לשינויים בנסיבות החיים של העדה - גידול בצרכים בעקבות גל עלייה, התעוררות פוליטית-קהילתית בעקבות תחושות של קיפוח והדרה.

אופי הארגונים - משקף שינויים בתפישות ובהעדפות של העדה - מעבר מהסתגרות להשתלבות, מהתכנסות למחאה, מעבר מהסתגלות שקטה למחאה, שינוי קהל המטרה - מבני העדה עצמם לקובעי המדיניות.

פעמים במהלך השנים וזאת בהתאם לצרכי הקהילה המשתנים: מחברה אזרחית שרוצה לשמור ולשמר את הנבדלות של בני הקהילה באמצעות ארגונים מקומיים שעוסקים בתחומי התרבות והדת בשנות ה-80 ותחילת שנות ה-90, לחברה אזרחית שמנסה להתמודד עם קשיי קליטה והתאקלמות במדינה החדשה בשנות ה-90 ובסופו של דבר, לאור העובדה כי התאקלמות אינה מספקת להשגת יחס שוויוני בחברה הישראלית, ישנו מעבר לפעולות שמטרתן היא הקטנת אי-השוויון - חינוך וסינגור.

שינויים במטרות ארגוני העדה האתיופית

החינוך כללי להתמודדות עם חוסר השיוויון ← התמודדות עם בעיות 'יומיומיות' של הקליטה בישראל ← שמירה על הזהות הקבוצתית במדינה חדשה

"הנהירה למרכז"

מגמה נוספת שעולה ממסד הנתונים היא שהתארגנויות של הקהילה האתיופית מאופיינות בנהירה אל המרכז, הן המרכז הגיאוגרפי והן