

Jewish and Israeli Aid NGOs: Mapping Activities and Assessing Needs

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1. To produce academic research into the Jewish world and Israel's engagement with international development
2. To convene conferences and seminars bringing together academics, NGO's and policy makers to explore issues addressed in the research

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Executive Summary:

Main Findings of the Report

This study is based on two separate surveys of Jewish¹ and Israeli humanitarian aid and development assistance non-governmental organizations (NGOs)² undertaken by the Hartog School of Government and Policy at Tel Aviv University. The purpose of the study was to map the present activities of the NGOs, to assess needs and determine NGO interest in expansion of collaboration between Jewish and Israeli NGOs.

The study found that:

- Israeli and Jewish organizations are active in a diverse range of fields and geographic areas. They are equally divided between humanitarian aid and development assistance NGOs, with no particular geographic focus of activities.
- Israeli NGOs are far more likely than Jewish NGOs to exclusively finance activities for non-Jewish beneficiaries. Most Jewish NGOs have at least some programs which benefit Jewish communities either locally or abroad.
- The study did not find evidence of geographic clustering of Jewish/Israeli NGOs activity. In other words, the presence of one Jewish/Israeli NGO in a particular geographic region does not greatly increase the likelihood that other NGOs will establish a base of activities there.
- All respondent NGOs have identity/image objectives as well as aiming to contribute to development. These objectives include, *inter alia*, aims such as improving the image of Jews and Israelis in the world, developing strategic partnerships with non-Jewish organizations, or engaging otherwise unaffiliated Jews.
- A full 2/3 of surveyed organizations do at least part of their work through volunteers. This is in part due to resource constraints and in part due to the identity goals of many NGOs. There is some tension between the goal of using large numbers of

1 In this study the term “Jewish NGOs” refers to NGOs based outside of Israel that define themselves as Jewish.

2 This paper makes the distinction between humanitarian aid and development assistance. Humanitarian aid, for the purpose of this paper, is defined as assistance geared to meeting immediate needs, generally in response to man-made or natural disasters. For example, food aid, provision of medical services and refugee relief. Development assistance is defined as interventions intended to enhance the capacity of beneficiaries to meet their own needs in the future and to achieve development goals such as economic growth, poverty reduction and social welfare. In general, humanitarian assistance is short-term and development assistance is longer-term, although there are exceptions to this.

volunteers as a way of engaging Jews in development and ensuring that volunteers are only placed where they are able to make a positive contribution. This tension is exacerbated where volunteer programs receive financing from Jewish sources that are primarily interested in the Jewish identity/engagement benefits of volunteerism.

- The largest challenge faced today by all respondent NGOs is that of financing.
- The majority of NGOs are funded primarily by private donations. Some NGOs get funding from Jewish foundations for individual projects. However, the Pears Foundation, which sees international development as a core part of its mandate, is the only Jewish foundation which provides significant financing for more than one of the international aid NGOs surveyed here. Other contributing Jewish NGOs generally do so in order to advance Jewish identity or image-related aims. Greater engagement of Jewish foundations may, in the future, help develop commitment to financing Jewish NGOs active in the developing world.
- Few of the respondent organizations today get substantial financing from development-related sources such as UN organizations or bilateral donors such as CIDA or DFID. In general, this is due to lack of awareness of available financing or capacity to apply for funds. Building capacity of NGOs in this field may help them expand their financing base and increase work quality.
- There is strong support amongst respondent NGOs for continued or increased cooperation amongst Jewish and Israeli NGOs. Most respondents to the surveys noted their desire to have dialogue on common problems/issues/challenges, joint capacity building activities, collaboration on project implementation and greater information exchange on each other's activities. A smaller, yet not insubstantial, number of respondents expressed interest in collaboration on fundraising.
- Notwithstanding the strong support for collaboration, several respondents expressed caution about joint projects or fundraising. Caution was rooted in the perception that NGOs are in competition for funds from a very limited pool of donors.
- Given potential competitive tensions, any collaborative structure to be established between organizations should endeavour to focus on areas where cooperation brings clear mutual benefits to organizations, like joint capacity building, dialogue on common problems or collective lobbying activities.

- Almost all NGOs actively partner with beneficiary NGOs in the field. Next to these partnerships, the most prevalent form of collaboration is with other Jewish and Israeli organizations. In part, this is because of the ideological orientation of some, although not all, of the surveyed NGOs, who see collaboration with each other as an important aspect of their identity as Jewish and/or Israeli organizations. In addition, for some NGOs, partnership with fellow Jewish/Israeli NGOs is more easily accessible than with non-Jewish NGOs.
- Joint projects appear to be particularly desirable where cooperating NGOs have different competencies. In particular, several Jewish NGOs expressed interest in cooperative projects which would enable them to tap into specific areas of Israeli expertise.
- Organizational infrastructure differs greatly between respondent NGOs. Israeli NGOs tend to have considerably smaller budgets than their Jewish counterparts, and thus, are far more likely to be volunteer-led. In contrast, all Jewish NGOs have at least a few professional staff persons. None of the interviewed NGOs that exclusively focus on humanitarian aid have operational budgets for financing fixed costs such as offices and staff persons. Instead, humanitarian aid NGOs fundraise on an ad-hoc basis, in response to emerging crises. As a result, humanitarian aid work is either done by volunteer-led NGOs or by organizations whose core function is not humanitarian aid.
- Israeli NGOs, in general, are in need of more intensive capacity building than Jewish ones. This is due to the absence of professional staff persons and their inability to secure support from country-based NGO networks such as InterAction in the US or Bond in the UK. An intensive capacity building program for Israeli NGOs, based on regular sessions on basic issues in international development management is likely to be both useful and not cost-prohibitive. In addition, periodic meetings between Jewish and Israeli NGOs including joint learning sessions on issue of common concern would be welcome.

Study Aims and Rationale

The Hartog School of Government and Policy of Tel Aviv University has been engaged in a project to map and assess the needs of Israeli and Jewish NGOs involved in international development and humanitarian assistance. The project encompassed NGOs that either work in the developing world or directly finance local organizations in developing countries.

The purpose of the study was threefold:

- i) To map existing Jewish and Israeli NGO activities in the developing world.
- ii) To assess the support and capacity building needs of Jewish and Israeli aid NGOs.
- iii) To explore whether greater inter-organizational coordination and/or collaboration could support these NGOs enabling them to better achieve their goals.

Methodology

The group of organisations mapped in this project represent the great majority of Jewish and Israeli organizations engaged in international aid activities. Efforts were made to gather information on as many of these organizations as possible. All those that are mapped here meet some basic criteria, and they are:

- i) the organisations are either Israeli, or self-defined as Jewish organisations;
- ii) the organisations engage in or directly fund work in the developing world;
- iii) the organisations' work benefits non Jewish populations in the developing world

In total, two surveys were administered, the first focusing on obtaining an in-depth picture of organizational values and activities and the second adding questions with regard to organizational capacities, needs and perspectives on collaboration with other NGOs. In all, seventeen Israeli organizations and seventeen Jewish organizations were approached, of which six Israeli organizations and thirteen Jewish organizations located outside Israel answered the first survey and thirteen Israeli and eleven Jewish organizations responded to the second survey (for a full list of survey participants, see annex 4). These surveys were supplemented, where necessary, by telephone and face to face interviews and by a review of NGO websites.

Results of Mapping and Needs Assessment

Focus and Scale of Activities

Israeli and Jewish NGOs are evenly divided between organizations that primarily engage in disaster relief and humanitarian aid and ones dedicated to development assistance (see table 1). Correspondingly, there is an even split between organizations which engage in direct service delivery and those who do training or capacity building of developing country beneficiaries. In addition, approximately 1/3 of studied organizations reported doing advocacy on development issues in their own countries.

Table 1: Geographical and Activity Breakdown of Surveyed NGOs

Organisation (+ location of org.)	Implement or Fund Activities in Middle East	Implement or Fund Activities in Latin America	Implement or Fund Activities in South Asia	Implement or Fund Activities in Central Asia/ Eastern Europe	Implement or Fund Activities in Africa	Humanitarian aid	Development Assistance
USA							
American Jewish Committee Africa Institute					x		
American Jewish World Service		x	x	x	x	x	x
American Joint Distribution Committee	x	x	x	x	x	x	x
B'nai Brith International	x	x	x	x	x	x	
Commission for Social Action of Reform Judaism	x	x	x	x	x	x	
Hebrew Immigrant Aid Society	x	x	x	x	x	x	x

Jewish Healthcare International	x	x	x	x	x	x	
Jewish World Watch					x	x	x
Jewish Heart for Africa					x		
BRITAIN							
Tzedek			x		x	x	x
World Jewish Relief				x	x	x	x
CANADA							
Ve'ahavta	x	x			x	x	x
AUSTRALIA							
Jewish Aid Australia			x		x	x	x
SOUTH AFRICA							
MaAfrika Tikkun					x	x	x
ISRAEL							
Negev Institute for Strategies of Peace and Development	x	x	x	x	x		x
Tevel B'Tzedek			x				x
Save and Child's Heart	x	x	x	x	x	x	x
The Weitz Center for Development Studies			x	x	x		x
Israeli Flying Aid	x	x	x	x	x	x	
Jerusalem Aids Project	x	x	x	x	x		x
Israeli Friends of Tibetan People			x			x	x
Moriah Africa					x	x	x
Yad Sarah	x	x	x	x	x		x

Brit Olam	x	x	x	x	x	x	
Magen David Adom	x	x	x	x	x	x	
Kibbutz Movement	x	x	x	x	x	x	
The African Hebrew Development Agency	x	x	x	x	x		x
The Community Stress Prevention Center	x		x				x

There are no particular geographic areas where respondent NGO activity is focused. In general, humanitarian aid organizations do not limit the field of their activities geographically, whereas development aid organizations tend to focus on a small number of countries where they can establish long-term relationships on the ground. **The study did not find evidence of geographic clustering of Jewish/Israeli NGOs activity. In other words, the presence of one Jewish/Israeli NGO in a particular geographic region does not greatly increase the likelihood that other NGOs will establish a base of activities there.**

Of the 24 organizations responding the second survey, all of the Israeli organizations primarily implement their own activities in developing countries, whereas over half of Jewish organizations work primarily through the finance of beneficiary organizations abroad. With one or two exceptions, most Israeli NGOs can be loosely categorized in three categories:

- i) Training institutes, such as NISPED and the Weitz Center in Rehovot, which provide short-term training in Israel and abroad for developing country participants, often with funding from MASHAV - Israel's official bilateral aid agency, and occasionally from other international development organizations that provide training scholarships or subsidies.
- ii) NGOs providing highly specialized forms of expertise, such as the Community Stress Prevention Centre - which deals with post-traumatic stress disorder, Save a Child's Heart - which performs heart operations on children, and FIRST - which performs search and rescue operations.

iii) Volunteer-led and/or volunteer-focused NGOs. These are generally very small NGOs, funded primarily by private donations and Jewish foundations, which dispatch volunteers to either distribute humanitarian aid or work on ongoing development programs. With the exception of Tevel B'Tzedek, all of these organizations employ no professional staff people and rely primarily on private donations to finance their activities.

It is harder to neatly categorize Jewish organizations than their Israeli counterparts. They vary significantly in both the amount and source of financing they receive, scale of operations, and number of paid full-time staff at headquarters. The largest Jewish NGO is the American Jewish World Service, with a budget of \$16 million in FY2008 and a headquarters staff of 90, while others have only one or two full-time staff persons. None of the Jewish organizations which responded to the surveys are volunteer-led, although a few such organizations do exist.

Approximately 75% of organizations studied have programs which benefit both Jewish and non-Jewish participants. The proportion of Jewish to non-Jewish activities, and how this proportion is decided and defined, varies from organisation to organisation. In most cases, the mission and values of the organisation, coupled with the type and field of activity, define these parameters. Having said that, **Israeli organizations are more likely to focus their activities on solely non-Jewish beneficiaries in the developing world than other Jewish organizations.**

Differences in the type of activities and the scale of operations between Israeli and Jewish organizations may imply the existence of useful synergies. Israeli organizations are, on the whole, smaller, more poorly financed, and less likely to retain full-time professional staff at headquarters than their Jewish counterparts. On the other hand, there are no Jewish organizations that provide the same sort of highly-specialized services that NGOs such as F.I.R.S.T. and the Community Stress Prevention Center do, and, with the exception of ORT, none have the training and capacity building facilities and expertise available in Israel. Moreover, in Israel there exist centers of expertise on issues ranging from desert agriculture techniques to disaster preparedness and management than make the country a useful source of expertise for Jewish organizations as well as Israeli ones. On the basis of these differences, **several Jewish organizations expressed interest in greater collaboration between better-resourced Jewish organizations that finance development activities and Israeli organizations that have useful expertise or facilities.**

Mission and Values

On the surface, Israeli and Jewish NGOs tend to differ in the way they perceive their mission. For the most part, Jewish organizations see their motivation in the context of Jewish values of *tikkun olam*, whereas Israeli organizations are more likely to cast their mission in terms of universal values. Having said that, **Israeli and Jewish organizations are similar in that they tend to perceive their end goals not only in terms of impact in the developing world, but also in terms of Jewish or Israeli identity and image.** Jewish organizations often see involvement in international development as a way to promote a stronger sense of Jewish identity, particularly amongst unaffiliated youth. Similarly, many Jewish and Israeli organizations see international development work as a way to promote a more positive image of Jews and Israel globally. Finally, many organizations are motivated by the sense that Jews and/or Israelis have an ethical obligation to do more for developing countries. In all these cases, international development is perceived not only as a way of helping people in the developing world but of furthering Jewish and Israeli aims and values. This identity aspect of Jewish and Israeli development is interesting both in how it affects the nature of NGO work and the prospects for fundraising. Specifically, as will be discussed below, it heightens the importance of volunteer programs and provides certain opportunities for fundraising with Jewish foundations who do not view development as part of their mandate.

Focus on Volunteerism

Perhaps as an indication of the identity aims of surveyed NGOs – that is the desire to engage more Jews and Israelis in development activities and/or in Jewish communal life – volunteerism is a particularly important feature of their work. A large number of surveyed organizations make heavy use of home country (as opposed to beneficiary) volunteers. A full 2/3 of surveyed organizations do at least part of their work through medium or long-term deployment of volunteers in the field, with some, such as Tevel B'Tzedek and Brit Olam, focusing almost exclusively on volunteerism. In general, volunteer programs are motivated by the twin aims of contributing to development and catalyzing long-term involvement of volunteers in social action upon return to their home countries. In addition, volunteer programs may have the added benefit of recruiting future donors both amongst former volunteers and amongst Jewish foundations who have not previously given to development-related causes but see volunteerism as a way of preventing assimilation. Volunteer programs are, for the most part, short-

term in duration (between 1-4 months), with some longer term options available from organizations such as the AJWS. Volunteer programs involve both recent army veterans or university graduates and older, skilled professionals. Volunteer programs generally include some form of volunteer preparation before departure and ask for at least some financial contribution from the volunteers themselves, at least in the financing of air travel.

Volunteer programs are excellent ways of engaging Jewish youth and building commitment to development issues over time. However, there is some tension between achievement of these goals, and that of doing good development work. There are several challenges involved in ensuring that the programs are effective in development terms rather than just providing enjoyable and interesting experiences to volunteers. While there seems to be little shortage of persons willing to volunteer, there is a problem absorptive capacity of volunteers in projects. Demand for volunteer positions often exceeds the capacity of Jewish and Israeli organizations to find posts in which volunteers will be able to positively contribute to local communities. Second, there is a problem of continuity, particularly in shorter-term volunteer programs. Where volunteers are replaced every few months, ensuring that one batch of volunteers builds on the work of their predecessors rather than repeating it, is paramount. The third challenge is ensuring that volunteers, after having returned to their home countries, remain engaged over time in social and/or development issues. These challenges are common to most volunteer programs and several NGOs, such as the American Jewish World Service (AJWS), Tevel B'Tzedek and Tikkun, engage in informal dialogue between themselves on meeting these challenges.

Fundraising

Perhaps unsurprisingly, considering the current economic climate, fundraising was a key concern of all of the organizations surveyed. **Fundraising was by far the most frequent response given to both the survey question on the greatest challenge to achieving organizational goals and the question on capacity-building needs of organizations.** In particular, several organizations raised the challenge of developing more stable funding sources. The survey results suggest that one possible way to deal with this issue is by broadening the types of funding sources to which NGOs have access.

The largest sources of financing for surveyed NGOs were private donations and Jewish foundation financing. Of the 14 organizations that disclosed funding information, half

received at least 50% of their financing from private donations, with the majority of these receiving over 70% of their funding from donations. In addition, Jewish foundations were a significant source of financing (i.e. over 25% of budget) for 5 organizations. Only three organizations: Hebrew Immigrant Aid Society (HIAS), the Community Stress Prevention Center, and Tzedek received over 25% of their budget from development-related sources such as international organizations and national donors. When asked why they do not receive more development-related financing, most replied that they lack the capacity to successfully apply for such funding, or are unaware of what funding sources exist. This suggests that **given support and direction, it might be possible for other organizations to expand their funding base, by better taking advantage of available development-related financing.**

Another source which may, in future years, provide an alternative source of financing is that of Jewish foundations. In all, ten out of the seventeen NGOs that responded to survey questions about their budget claimed to get some financing from Jewish foundations. This, however, represents a small number of foundations. The largest contributor to development NGOs, from amongst Jewish foundations, is the Pears Foundation, which sees encouraging Jewish and Israeli aid to developing countries as a principal component of its work. In addition, NGOs which engage in volunteer programs have received financing from various Jewish foundations that have no specific interest in development, but are concerned with issues of Jewish continuity and engaging Jewish youth.

It may be possible to further expand the number of Jewish foundations supporting development NGOs by dialoguing with foundations on the potential benefits of greater Jewish involvement in international development as a way of reaching out to uninvolved Jewish youth, improving the image of Israel and Jews both in the developing world and in the home communities of foundations and developing strategic collaboration with other NGOs. Having said that, hand in hand with this opportunity is also a threat. Emphasis on non-development related objectives for fundraising may sometimes result in projects that do not sufficiently meet beneficiary needs. For example Jewish NGOs who see volunteering in the developing world primarily through the prism of Jewish identity and engagement, quantity of volunteers dispatched may be more important than the quality of contribution made to developing countries. For this reason, NGOs who do receive financing from Jewish foundations that don't see development issues as part of their mandate may be subject to pressures from these foundations to place volunteers, even where there isn't sufficient absorptive capacity for them on the ground.

These issues suggest that, while it may be possible to expand the funding base for NGOs among Jewish foundations (at least once the global economic climate has improved somewhat), this should be seen as a long-term process which would educate potential donors not only of the possible Jewish communal benefits but also of the importance of ensuring that such programs demonstrably benefit first and foremost developing-country beneficiaries. It is worth exploring how greater outreach activities to Jewish foundations and organizations not presently giving to development-related causes or to Jewish NGOs involved in such causes could possibly over time shift attitudes amongst Jewish organizational donors, thereby expanding the pool of available Jewish resources for development and humanitarian aid.

Operational Budgets

A number of notable differences between organizations with regard to the size and nature of their budgets emerged from the study. First of all, as mentioned previously, in general, Jewish NGOs are generally better funded than their Israeli counterparts. This imbalance between Israeli and Jewish NGOs affects the structure of the organizations, with Jewish organizations being, on the whole, bigger and better resourced than their Israeli counterparts and far more likely to retain full-time professional staff members at their headquarters. The exception to this is that of Israeli training institutes targeting developing country nationals such as the Weitz Institute, NISPED or the International Institute of the Histadrut, and Israeli organizations providing highly skilled, specialized services such as Save a Child's Heart. The smaller budgets of many Israeli NGOs may partially be accounted for by the Israeli public's lack of awareness of development issues and partly by the fact that donations to NGOs for foreign aid purposes are not exempt under Israeli tax law, making it very difficult for Israeli aid NGOs to solicit private donations within Israel. **Without efforts to heighten Israeli public sensitivity to development issues and changes to the Israeli tax code, it will be very difficult for Israeli NGOs to expand their charitable base.**

There are also significant differences in funding structures between humanitarian aid and development NGOs. With some exceptions, the financing for humanitarian aid operations by both Israeli and Jewish organizations is raised almost exclusively on an ad-hoc basis, in order to meet short-term needs in humanitarian emergencies. In contrast, organizations engaged in longer-term development are more likely to have standing budgets that can finance ongoing operational costs. This difference may also partly account for differences in the organizational structures of Jewish/Israeli development and relief organizations. All Israeli emergency humanitarian aid organizations are

volunteer-led, without paid full-time staff, and all Jewish organizations which engage in humanitarian aid do so only as part of a broader menu of activities that enables them to raise financing to cover fixed office costs. Thus, for example, American Jewish World Service's core budget is devoted to longer-term development projects with humanitarian aid only being raised on an ad-hoc basis. Similarly, the Joint Distribution Committee's (JDC) funding for non-Jewish activities does not come from its core budget so the scope and extent of its humanitarian aid contribution is dependent on the amount raised in a mailbox drive for a specific cause. The lack of standing operational budgets for most humanitarian aid organizations and the primarily "reaction-based" method of financing enhances the importance of the loose networks of cooperation that have been set up amongst humanitarian aid NGOs in both Israel and the US. The Jewish Coalition for Disaster Aid, in North America, and IsraAID: the Israel Forum for International Humanitarian Aid, in Israel, both serve an important support function to humanitarian aid NGOs, raising funds in times of crisis and coordinating joint action in the field.

Collaboration between Organizations

Almost all of the organizations interviewed have active partnerships with local NGOs in the field. While these relationships are the most common type of inter-organizational collaboration for Jewish and Israeli NGOs, most have engaged at least occasionally in joint projects with other non-beneficiary organizations. Some of the organisations have partnered with MASHAV, the Israel Ministry of Foreign Affairs' foreign aid and technical assistance arm, others with national donor organizations such as CIDA and DFID, and with various United Nations agencies, from the World Health Organisation, to the UN High Commission for Refugees, the UNDP and more. However, **the most prevalent form of collaboration, next to partnerships with local NGOs, remains with other Jewish and Israeli organizations. In part, this is because of the ideological orientation of some, although not all, of the surveyed NGOs, who see collaboration with each other as an important aspect of their identity as Jewish and/or Israeli organizations. In addition, for some NGOs, partnership with fellow Jewish/Israeli NGOs is more easily accessible.**

When asked in the second survey to rate how well aware they are of other Jewish aid activities on a scale of 1-5 (with 1 as not aware at all and 5 as fully aware), the average response was 3.8 for Israeli organizations and 3.5 for Jewish NGOs, suggesting that most NGOs share at least a basic awareness of others' activities. Most of the 24 respondent organizations also characterized their relationship with other Jewish and

Israeli aid organizations in positive terms, with only two respondents characterizing ties as mutually cautious and four as minimal.

At present, there is already some degree of inter-organization collaboration between NGOs. Many Jewish and Israeli organizations dialogue with each other both on an ad-hoc basis and formally, through forums such as the Jewish Coalition for Disaster Relief (JCDR) and IsraAID. In addition to these, a new initiative has been set up to facilitate collaboration between Israeli organizations called Nathan – the Israeli Coalition for Disaster Relief. At present, with the exception of Brit Olam, none of the NGOs participating in this framework are primarily devoted to international humanitarian aid. Instead, membership primarily includes Israeli organizations such as Tel Hai College, as well as youth movements that are interested in doing at least some volunteer work in response to disasters, but do not see this work as part of their core mandate.

IsraAID, the Jewish Coalition of Disaster Relief and Nathan enable some dialogue between organizations and the possibility of organizing joint missions. This function is particularly important during humanitarian crises when the coalitions are able to coordinate fundraising and activities on the ground. One of the benefits of these coordinating structures is that by acting together, the visibility and impact of organisations' activities may be greater.

IsraAID coordinates the activities, funding and public relations of its members. In addition to 14 Israeli member NGOs, HIAS (Israel office) and the B'nai B'rith World Center (Israel office) are also IsraAID members, providing important reach, access and experience to the Israeli NGO membership. The Jewish Coalition for Disaster Relief, which is facilitated by the American Jewish Joint Distribution Committee, pools the funds raised by over 40 member organisations for a specific disaster, mostly raised from the US Jewish population, and coordinates the allocation of those funds. The JCDR's website states its belief that "By working together, duplication is avoided, activities are coordinated, and the most efficient use is made of donor dollars". Nathan, for its part, is now endeavouring to train a cadre of skilled volunteers, including medical personnel and psycho-social care workers and community workers, from amongst its member organizations that may be used for disaster response. JCDR, IsraAID and Nathan are made up of representatives of their member organisations, and lead by a steering or executive committee.

In addition to coordinated disaster response under these umbrellas, there have been a number of successful inter-organizational programs, generally between Israeli and

Jewish NGOs where synergies have existed between core competencies. However, direct collaboration remains limited to a relatively small number of initiatives. This is at least partly due to underlying competitive tensions between organizations. An issue that was often implicit in the interviews, rather than explicit, was the link between funding, visibility and cooperation. Organisations are wary of modes of cooperation which might reduce the visibility of their organizations or the amount of direct funding they receive. In particular, in face to face interviews, competition over funding was cited by a number of organizational representatives interviewed as a major impediment to collaboration between organizations. When NGOs perceive themselves to be in competition over a very limited pool of resources, they tend to be cautious about operational collaboration with other NGOs.

These tensions notwithstanding, all of the organisations interviewed in the first phase of the survey expressed strong support for continued or increased cooperation amongst Jewish and Israeli NGOs, and felt that there was something to be gained from such. Respondents to the second survey were similarly very positive on the question of developing more extensive working relations between Jewish and Israeli organizations. **Most respondents to the survey noted their desire to have dialogue on common problems/issues/challenges, joint capacity building activities for NGOs, and collaboration on project implementation and greater information exchange on each other's activities and collaboration. A smaller, yet not insubstantial number of respondents expressed interest in collaboration on fundraising.** In sum, the 23 respondents to the survey question on preferred areas of future collaboration responded as follows:

- dialogue on common problems/issues/challenges – 18;
- collaboration on capacity building of our organizations (eg. joint study tours, learning weeks, workshops) - 17;
- collaboration on project implementation – 16;
- information exchange on each other's activities – 14;
- collaboration on fundraising – 11;
- we don't view cooperation with other Jewish/Israeli NGOs as important - 0.

Thus, survey responses suggest that there is great interest in the potential for future collaboration, but also a certain degree of caution with regard to possible negative consequences of such collaboration. For this reason, **any collaborative structure to be established between organizations should endeavour to focus on areas where cooperation brings clear mutual benefits to organizations, like joint capacity building, dialogue on common problems or collective lobbying activities.**

Capacity Building

The study indicated that, while most organizations do initial training of staff and volunteers, very few have ongoing staff development training. This is perhaps unsurprising, given the limited resources at the disposal of all of the surveyed organizations. This may account for the fact that, as mentioned above, most survey respondents expressed an interest in the possibility of joint capacity building activities with other Jewish and Israeli aid NGOs.

The study further revealed that while there may be useful opportunities for joint capacity building programs, there are also significant differences between organizations that must be taken into account. Opportunities for joint capacity building exist due to the similar challenges faced by all respondent NGOs. For example, all surveyed NGOs listed fundraising and the securing of stable financing sources as one of their primary challenges and named this area as an important one for capacity building. On other categories of capacity building, there were notable differences between Jewish and Israeli responses. Several Jewish NGOs, but few Israeli NGOs, listed evaluation and media training as important whereas Israeli NGOs listed partnership development with local organizations, international organizations and/or the Jewish world as a priority. In addition, Israeli organizations reported a desire for capacity building on basic issues in international development.

These differences reflect somewhat differences in the scope and structure of Israeli and Jewish NGOs. For example, Jewish NGOs are more likely to receive funding from development-related sources such national donor organizations, which require evaluation of funded activities. In fact, the one Israeli organization that noted a desire for capacity support on evaluation is one that receives today significant financing from development-related sources. Similarly, greater Israeli interest in basic development theory may reflect the fact that Israeli NGOs are far less likely to employ staff people with a background in international development. In this context, it should be noted

that NGOs tend to have greater access at present to capacity support than their Israeli counterparts. Specifically, Jewish NGOs can in many cases tap into support networks and professional associations of development INGOs such as Interaction in the US and BOND in the UK or to request support from larger, more experienced, INGOs based in their countries. As such, it may be easier for many Jewish NGOs to organize staff training and support in needed areas.

All three of these differences suggest that a two-track joint capacity support strategy may be called for. **Specifically, a more intensive capacity building program for Israeli NGOs, based on regular sessions on basic issues in international development management is likely to be both useful and not cost-prohibitive. In addition, annual conferences of all Jewish and Israeli NGOs could be used to, among other things, provide joint learning sessions on issues of common concern.**

Conclusions

The study found that there is both interest in and opportunity for mutually beneficial collaboration between Israeli and Jewish NGOs. Greater collaboration may help organizations better achieve their own goals of expanding their financing base and improving their capacity to do high-quality development and/or humanitarian aid work. In addition, cooperation on projects, particularly between organizations with different competencies, may improve the efficacy and visibility of the work of NGOs. However, while there is enthusiasm and opportunity for better collaboration on issues of common concern, it is of utmost importance, given the different needs and perspectives of the organizations involved, that any initiative to formalize structures of collaboration be driven by the specific demands and needs of participating organizations. In addition, it is important to take into account differences between Israeli and Jewish organizations and to develop mechanisms that can flexibly meet the very different needs of both types of NGOs. For this reason, convening of a face-to-face meeting, in order to enable NGOs to jointly develop a mutually beneficial model for continued cooperation may be a useful next step towards expansion and institutionalization of Jewish and Israeli NGO collaboration.

Annex 1:

Israeli and Jewish Aid NGOs - Description of Activities

THE AFRICAN HEBREW DEVELOPMENT AGENCY (AHDA)

AHDA is a registered, non-governmental organization (NGO) operating across Africa and organized by the African Hebrew Israelite Community of Dimona, Israel. AHDA specializes in providing technical assistance, training and consultancy in essential areas of human development and capacity building such as health, agriculture, rural development, environmental maintenance and related fields. Operating in Ghana since 1995, AHDA, known originally as the Israelite Development Agency (IDA) has taken part in several vital projects among them sponsoring a joint medical and dental delegation to Ghana providing free treatment and services in both rural and urban areas. Amongst AHDA's projects: digging of water wells in the Volta region of Ghana, sponsoring the production and distribution of anti-smoking campaign materials to senior secondary school children, training in organic farming and milling techniques, establishing rice and flour mills in the Volta region, conducting nutritional seminars on benefits of soya and designing of school feeding programs.

AMERICAN JEWISH COMMITTEE – THE AFRICA INSTITUTE

The African Institute of the American Jewish Committee raises awareness of the challenges facing Africa that most resonate with the political consciousness and social activism of the American Jewish community. It conducts advocacy on those challenges and facilitates technical cooperation and development assistance from the United States and Israel in Africa. The Institute also seeks to establish lasting ties with civil society and governments in Africa, as well as African diasporas in the U.S., based on the recognition of shared values and mutual understanding.

AMERICAN JEWISH JOINT DISTRIBUTION COMMITTEE (JDC)

JDC provides non-sectarian disaster relief and long-term development assistance worldwide. JDC provides both immediate relief in times of emergency and long-term support to local partner organizations, with the goal of developing and implementing programs to restore vitality and produce sustainable results for affected communities in the long term.

AMERICAN JEWISH WORLD SERVICE (AJWS)

AJWS funds hundreds of grassroots organizations working to promote health, education, economic development, disaster relief, and social and political change in the developing world. AJWS works with women, youth, ethnic, religious and sexual minorities, indigenous people, refugees and IDPs and people living with HIV/AIDS. AJWS also offers service volunteer opportunities for Jewish people seeking to build a more just and sustainable world. Raising awareness and influencing U.S. international policies and funding in relation to human rights, global health and poverty is an integral component of AJWS's work. AJWS educates the American Jewish community about global issues, seeking to make the pursuit of global justice an integral part of American Jewish identity.

BRIT OLAM

Brit Olam contributes to long term community-based development programs, especially in the areas of children and youth, medical care and family health, formal and non-formal education and healing through arts. The organization also advances training courses, seminars and educational programs. The organization creates a platform for committed individuals and groups who wish to volunteer their time in developing countries.

COMMUNITY STRESS PREVENTION CENTER (CSPC)

The Community Stress Prevention Center was established in 1981 by the school psychology services of the Israeli Ministry of Education (MOE), in conjunction with the local towns and regional council of the Upper Galilee. The aim was to research and develop psycho-educational projects to develop resiliency (the term in the 80s was "coping") in the school system from kindergarten age to the end of twelfth grade. CSPC also offers expertise around the world. International projects include: a post-trauma educational program for leaders and professionals in Sri Lanka to help the community cope with the results of the Tsunami and loss of families; training of doctors and community representatives from Ethiopia on how to deal with trauma while dealing with lepers and tuberculosis sufferers; and offering assessment for local NGOs in Uganda who deal with child soldiers in the north of the country.

FAST ISRAELI RESCUE & SEARCH TEAM (FIRST)

F.I.R.S.T. trains, supports and coordinates activities of 11 regional search and rescue units around Israel. F.I.R.S.T. dispatches teams of search and rescue specialists during man made and natural disasters worldwide.

HEBREW IMMIGRANT AID SOCIETY (HIAS)

HIAS rescues people fleeing hostile regimes in one part of the world, resettles them safely into another part of the world if necessary, and supports their integration into new environments. In the US, HIAS helps resettle refugees, provides extensive integration and citizenship programs for Russian-speaking refugees and immigrants and advocates for just and compassionate immigration laws through a network of Jewish, interfaith and other partners. HIAS also actively supports refugees and asylum seekers in the Russian Federation, Ukraine, Israel, Chad, Kenya, Ecuador, Venezuela, Argentina and Uruguay. Amongst the services provided by HIAS in various regions of the world are: aiding asylum seekers and providing trauma counselling, legal services and resettlement support for refugees.

ISRAELI FLYING AID

Israeli Flying Aid (IFA) is a non profit, volunteer-based, NGO that aims to provide life-saving humanitarian aid and relief to communities in areas stricken by natural disaster or territorial conflicts.

ISRAELI FRIENDS OF THE TIBETAN PEOPLE (IFTIP)

IFTIP is an Israeli non-profit organization, established in 1989, to support Tibetans in exile and to raise public awareness in Israel to the Tibetan's plight. IFTIP assists the exiled Tibetan community in the process of agricultural development, education, medicine and the preservation of their cultural heritage. Amongst IFTIP projects: twinning of Tibetan children with Israelis who take responsibility for financing their education and other needs; and training in Israel of students from Tibetan communities in India in agriculture, health and community development through programs at the Arava International Centre for Agriculture Training. In addition, IFTIP volunteers have helped build the Tibet Museum in Dharamsala, India and renew the Tibetan library. IFTIP also holds culture nights and events for Israelis interested in learning about Tibet and increasing their awareness of the Tibetan plight.

JERUSALEM AIDS PROJECT (JAIP)

JAIP has worked in the last 5 years training professionals in HIV/AIDS both in the Middle East and in developing countries in Asia and Latin America. Teams of experts from the project have been involved in 35 major community-based AIDS education interventions in 21 countries, in addition to the work done on a national scale in Israel.

JEWISH AID AUSTRALIA

Jewish Aid Australia works with locally based partners, both in Australia and overseas, providing material resources, skills and experience and volunteer workers. The organization looks for opportunities and partnerships that will enable them to make a direct difference to the lives of disadvantaged people. The organization's five key areas of work are: volunteer work, program funding, emergency relief, education and advocacy.

JEWISH HELPING HANDS

Identifies, creates, funds, and monitors social action projects in several countries around the world. It currently provides training and micro-loans for Ethiopian Israelis, is helping create a tailoring collective for former prostitutes in Rwanda, and is funding the building of schools and the support of orphans in Cambodia.

JEWISH WORLD WATCH

Jewish World Watch works to mobilize synagogues in the US, their schools, their members and the community to combat genocide and other egregious violations of human rights around the world. Jewish World Watch's mission is to: educate target constituencies by developing appropriate materials and programs; advocate for policies to stop or prevent genocide and other atrocities through community organization and mobilization; and develop resources and allocate funds towards refugee relief projects aimed at alleviating the suffering of survivors and victims of genocide.

HUMANITARIAN FUND OF THE KIBBUTZ MOVEMENT

The Humanitarian Fund of the Kibbutz Movement during the past 3 decades has been providing ad hoc assistance both in Israel and abroad to communities in distress. The assistance is in the form of sending kibbutz member volunteers to distribute emergency relief collected in Israel in disaster sites around the world. Among the various operations which the Kibbutz Movement has contributed to: sending volunteer teams with basic relief items to aid communities suffering from earthquake in Turkey and Hurricane Mitch in Honduras, aiding refugees from Kosovo and those fleeing the genocide in Rwanda, and providing food relief to Ethiopia.

MaAFRIKA TIKKUN

Aims to empower and transform previously disadvantaged South African communities by focusing on vulnerable children, their guardians and environment. This is achieved by investing in and delivering services in the areas of education, economics, health and social services.

MAGEN DAVID ADOM (MDA)

Magen David Adom works internationally, as a member of the International Federation of Red Cross and Red Crescent Societies, to provide medical assistance and training to communities in developing countries. It provides a wide range of support services including capacity building of medical personnel and first aid trainers for partner Red Cross and Red Crescent societies, donation of needed medical and training facilities, training in the field of mass casualty institutes for medical professionals from around the world, and provision of emergency relief in disaster areas. Amongst the countries in which Magen David Adom has been active in the past three years: Sri Lanka, Georgia, Azerbaijan, Jordan, China, Indonesia, Uganda, and Haiti.

MORIAH AFRICA

Moriah Africa works to catalyze and facilitate local initiatives, endeavouring to help people work together across lines of conflict. The organization works with local organizations and institutions, developing training materials, providing trainers, conducting training seminars, offering program development and evaluation consultancy services, and linking experts in the field with a wide variety of African initiatives.

NEGEV INSTITUTE FOR STRATEGIES OF PEACE AND DEVELOPMENT (NISPED)

NISPED is an international training centre based in the Negev. NISPED's international work focuses largely on courses in areas related to economic empowerment. Training courses include themes such as the effect of globalization on local economic undertakings; cooperative - people-centred endeavours and rural development; and alleviating rural poverty. Participants in NISPED's economic and cooperative courses come from local and regional governments, cooperatives, banks, agriculture and industry, education, and civil society groups and organizations. NISPED's work in the area of peace building and conflict resolution focuses on people-to-people processes, the role of civil society in peace-building and conflict resolution, and on the interface between conflict resolution and sustainable development.

SAVE A CHILD'S HEART

Save a Child's Heart (SACH) provides cardiac surgery and other life saving procedures for children from developing countries at the Wolfson Medical Center in Holon, Israel. SACH also offers outreach training programs for medical personnel from developing countries in Israel leads surgical and teaching missions to partner countries and holds pre-operative and follow-up cardiology clinics in Israel and abroad.

TEVEL b'TZEDEK

Tevel b'Tzedek is dedicated to creating a new generation of Israeli and international Jews engaged in social and environmental justice by offering them a direct experience of the developing world through study and service internships. Tevel b'Tzedek currently operates projects in Nepal.

TZEDEK

Based in the UK, Tzedek works with partners, projects and communities abroad, regardless of their race or religion, providing direct support to help local people help themselves. Tzedek currently supports sustainable self-help grassroots development projects for the relief and elimination of poverty in Ghana, India, Cameroon and Uganda. Tzedek also acts in the UK to raise awareness, educate and encourage Jews to recognise, understand and act on their Jewish responsibilities concerning extreme poverty around the world.

THE UNION FOR REFORM JUDAISM

The Union for Reform Judaism is the congregational arm of the Reform Movement in North America, providing leadership and vision to Reform Jews on spiritual, ethical and political issues and offering opportunities for individual growth and identity through camps and Israel programs, study seminars, and national and regional conventions. Social action is a primary pillar of Reform Judaism, and as such the Union represents Reform congregations and their members in communal organizations and coalitions and facilitates disaster relief efforts and programs. The Commission on Social Action of Reform Judaism and the Religious Action Center of Reform Judaism (“the RAC”) in Washington, DC, educate and mobilize the American Jewish community on legislative and social concerns, advocating on issues from economic justice and civil rights, to religious liberty and international aid.

VE'AHAVTA

Ve'ahavta is a Canadian humanitarian and relief organization, motivated by the Jewish value of *Tzedakah* (Justice), that assists the needy at home and abroad, through volunteerism, education, and acts of kindness, while building bridges between Jews

and other peoples. It works internationally through partnerships with the Canadian Jewish community and with non-Jewish and international organizations. Amongst its international programs: volunteer-led education programs and medical aid in South America for Amerindians and Afro Caribbeans; a medical program in Zimbabwe treating HIV/AIDS patients with a local hospital; relief work in Asia with communities affected by the Tsunami.

WORLD JEWISH RELIEF

World Jewish Relief's (WJR) mission is to respond to the needs of communities, both Jewish and non Jewish, at risk or in crisis outside Israel and the UK. Today WJR's focus is the provision of welfare and community development assistance to impoverished communities in the Former Soviet Union, South America and Africa. Working through a range of local partners, WJR seeks specifically to support key vulnerable groups comprising of the elderly, children at risk and the disabled, as well as assisting the revival of sustainable Jewish life amongst these communities. In addition, it has been engaged in recent years in the provision of humanitarian relief in Burma, the Democratic Republic of Congo, Bangladesh and Darfur, Sudan. The organisation also operates a unique Gifts in Kind programme, mobilising goods in the UK for shipment out to vulnerable communities in the Former Soviet Union. WJR has strict grant allocation criteria and gives great emphasis to monitoring and evaluating the programmes it supports to demonstrate clear social impact.

YAD SARAH

Yad Sarah is the largest voluntary organization in Israel. It provides a spectrum of free or nominal cost services designed to make life easier for sick, disabled and elderly people and their families. Yad Sarah's best-known service is the lending of medical and rehabilitative equipment on a short-term basis free of charge to anyone who needs it. Yad Sarah provides capacity building and support for developing country professionals interested in adopting the Yad Sarah model in their countries. To date, the department for Professional External Relations of Yad Sarah has operated or is in the process of implementing projects in the following locations: Russia, Cameroon, Angola, Uzbekistan, Jordan, South Korea, South Africa, El Salvador and Turkey. In each case, project aims were to support local efforts to develop similar institutions, through adapting the Yad Sarah model to local needs and culture.

Annex 2:

Mapping Project First Questionnaire

Ideology & Values

1. What would you say are your guiding principles?
2. What are the objectives that your organization strives to achieve?
3. What percentage of the activities you implement/fund is non-Jewish?
4. What percentage of your overall activities would you say is dedicated to activities in developing countries?
5. What are the values which inform your activities?
6. What percentage of your activities are
 - a. development
 - b. humanitarian aid
7. What does Tikkun Olam mean to you?

Type of Organisation & Type of Activity

8. How would you best describe your activities?
 - a. Direct service delivery
 - b. Research (e.g. budget analysis), advocacy and policy dialogue (lobbying)
 - c. Capacity building (means, training, institution building)
 - d. other (please specify)
9. In relation to Question 8, do you:
 - a. Provide the above yourself?
 - b. Fund/facilitate others to do the above?
10. Could you describe the type of projects you fund/implement? (*Vocational training, food parcels, rescue teams, medical staff/equipment, schools etc.*)
11. How do you decide on whether to fund/implement a project?
12. What is the average duration of your projects in the field?

13. How many paid personnel, on average, does each of your projects involve?

Geographical Focus of Activities

14. Would you say the focus of your activities is

- a. Africa
 - i) Sub-Saharan
 - ii) North Africa/Middle East
- b. Asia
 - i) East Asia
 - ii) South Asia
 - iii) Central Asia/Eastern Europe
- c. Latin America
- d. Other (please specify)

15. How/why did you decide to focus on this specific continent/region?

16. How/why did you decide to focus on this/these specific country/s?

17. In which countries does your organization work and/or have offices?

18. Please list, to the best of your capabilities, *all* the countries in which you:

- a. have facilitated/implemented projects in the previous 5 years
Which projects?
- b. are currently facilitating/implementing projects
Which projects?
- c. plan to facilitate/implement projects in the coming 5 years
Which projects?

Funding

19. Have you ever approached a government, United Nations agency, international foundation or any other international source for funding?

If not, go to Question 27; If so:

20. Have you ever received funding from a government or United Nations agency, international foundation or any other international source?

If not, go to Question 24; If so:

21. Which agency?

22. For which project?

23. Through which channels did you apply for funding?

24. Have you ever been refused funding from a government or United Nations agency, international foundation or any other international source?

If not, go to Question 27; If so:

25. Did this refusal for funding ever prevent you from implementing a project?

26. In instances when funding proposals have been turned down, have you had feedback as to why?

27. In your opinion, how could your access to funds be made easier?

28. What percentage of your annual funds would you say is made to Jewish/Israeli humanitarian aid and development organizations?

29. What percentage of your annual grants would you say is made to non-Jewish humanitarian aid and development organizations?

30. What would you say are your reasons for this distribution?

31. Under what conditions would you increase your percentage allocation to Jewish/Israeli humanitarian aid and development organizations?

Cooperation – Nature and Scope

32. Do you know of any Jewish/Israeli organizations doing similar work to you?

33. Have you ever partnered with MASHAV, its related organizations or any other Israeli Government agency to implement your projects? (*Please list*)

34. What sort of project partner do you usually look for? (*Jewish, local, International NGO, UN or Government agency etc.*)
35. What would you say is the reason for your preference in this regard?
36. Which organizations have you/do you currently work/ed with?
37. In what capacity? (*in the field, sharing resources, donor-implementer*)
38. How well informed would you say you are about other Jewish/Israeli humanitarian aid and development organizations, both in Israel and worldwide?
- very well
 - well
 - partially
 - not very well
 - not enough
39. How would you characterize your relationship with other Jewish/Israeli humanitarian aid and development organizations? (*Functional, co-operative, mutually dependent, complementary, conflicting, mutually cautious etc.*)
40. How frequently would you say you are in contact with them? (*daily, weekly, monthly, not at all*)
41. Have you ever partnered with another Jewish/Israeli humanitarian aid and development organization?

If not, go to Question 50; If so:

42. Which organization/s?
43. In what capacity?
44. In which areas do you think you could benefit from more Jewish cooperation?

Impact of Cooperation on Effectiveness & Success

45. What did you hope to achieve from this partnership?
46. Would you say you achieved your goals:
- for the project
 - for the partnership

47. Would you say your achievements in this partnership were greater or less than would have been achieved without the partnership?
48. How well would you say you know the groups you partner with? (*in the field or on the administrative level*)
49. How do you perceive the correlation between partnership and success/effectiveness of your projects?
50. Can you identify any complementary field of development or humanitarian aid that, through partnering, could increase the overall impact of your own activities? (*e.g. Medical personnel with psychological personnel, vocational training with health education, schooling with women's empowerment*)
51. What would you say was missing from the projects you fund/implement? (*in the field or on the administrative level*)
52. In an instance where access for your organization was/were impossible or inefficient, have/would you consider directing your funds/activities through another organization in the target field?

Your Organization and Cooperation

53. What would you say is your organization's comparative advantage?
54. What are you, as an organization, required to report to your Board of Directors/ Advisory Board/other governing body?
55. How does this impact on your decisions, activities and ability to cooperate with other organizations?
56. Would you say there are any key objectives that your organization has yet to achieve? (*if so, please describe*)
57. How do you feel you could better fulfill your organization's objectives by working within a co-operative framework such as the '*Tikkun Olam Project*'?

Annex 3: Mapping Project Second Questionnaire

NGO Mapping and Needs Assessment Hartog School of Government and Policy - Tel Aviv University

Organizational Activities

1. What is your organization's name and mission statement?
2. Approximately what percentage of your activities target:
 - a. Jews in your own country
 - b. Non-Jews in your own country
 - c. Beneficiaries in the developing world

Please answer all below questions only in reference to your activities in the developing world

3. Does your organization engage in: **(23)**³
 - a. Only development assistance (8)
 - b. Mostly development assistance, but some humanitarian aid (8)
 - c. An equal amount of development assistance and humanitarian aid (4)
 - d. Mostly humanitarian aid, but some development assistance (5)
 - e. Only humanitarian assistance (3)
4. What year did your organization start doing development and/or humanitarian aid activities?

³ Bracketed numbers in bold represent the total number of question respondents. Bracketed numbers not in bold represent number of positive responses for each answer option.

5. **How would you best describe the activities which your organization directly or finances? You may choose more than one option. (23)**
- a. Direct service delivery (18)
 - b. Training/capacity building (18)
 - c. Research/advocacy in your own country (9)
6. **Does your organization primarily: (24)**
- a. Directly implement projects/interventions (15)
 - b. Finance other organizations (6)
 - c. Both (4)
7. **Approximately how many full-time paid staff does your organization presently employ?**
- a. At headquarters
 - b. In the field
8. **Are your projects generally managed by (you may choose more than one option): (21)**
- a. Paid staff from your organization headquarters (12)
 - b. Volunteers from your country (9)
 - c. Local paid staff (10)
 - d. Local volunteers (7)
9. **To what extent do you consult with project beneficiaries or other stakeholders in target countries in the below project phases? Please rate on a scale of 1-5 where 1 = no consultations and 5 = beneficiaries play the leading role:**
- a. Assessing needs and/or designing projects - (3.52)
 - b. Implementing projects (3.9)
 - c. Monitoring and/or evaluating projects (3.3)

- 10. To what extent do you evaluate the outcomes or impact of your activities on the ground? Please rate on a scale of 1 to 5, where 1 = no activities are evaluated and 5 = all activities are evaluated. (23)**
- a. Proportion of evaluated activities: (3.9)
- 11. If you do evaluate your activities, who does the evaluation? You may chose more than one option (20)**
- a. Project managers from our organization evaluate their own projects (14)
 - b. Project beneficiaries/local partners evaluate their own projects (15)
 - c. External evaluators from our organization (5)
 - d. Independent evaluator from outside our organization (8)
- 12. Where is the geographic focus of your activities? You may choose more than one option (23)**
- a. Sub-Saharan Africa (14)
 - b. Middle East and North Africa (5)
 - c. East Asia (6)
 - d. South Asia (8)
 - e. Central Asia/Eastern Europe (3)
 - f. Latin America (4)
 - g. We don't target any particular region (8)
- 13. What is the duration of most of your projects in the field? If your projects range in length, you may choose more than one option. (23)**
- a. 0-4 weeks (6)
 - b. 1 - 6 months (1)
 - c. 7 months - 1 year (4)
 - d. 1 - 2 years (7)
 - e. Over 2 years (13)

Financing

14. What was your total development/humanitarian aid related budget in 2008?

15. To which of the following funding sources have you applied for support in 2008? From which have you received support in 2008? What percentage of your total funding for development/humanitarian aid activities (including overhead) come from these sources?

	Applied	Received	Approximate % of total funding in 2008
UN or other Multilateral Agencies (IOM, ICRC, etc.)			
Donor Organizations (USAID, DFID, CIDA, etc.)			
Developing Country Governments			
Jewish Foundations			
Non-Jewish Foundations that Finance Aid Activities			
Private Donations			
Other			

Please answer the following question if less than 25% of your present budget comes from international development/humanitarian aid related sources (UN or other multilateral organizations, donors, developing country governments, MASHAV, or foundations that finance development).

16. What, in your opinion, are the primary reasons that you do not receive more financing from such aid related sources? You may choose more than one option. (16)

- a. It's not a priority for our organization (4)
- b. We are unaware of what funding sources exist (7)
- c. We lack the capacity to successfully apply for such aid-related funding (9)
- d. Other (please explain) (6)

Partnerships

17. In 2008, what types of organizations have you partnered with? You may choose more than one option. (24)

- a. Local/beneficiary NGOs (21)
- b. Jewish NGOs (14)
- c. International (non-Jewish) NGOs (15)
- d. Donor Organizations (CIDA, DFID, USAID, AUSAID etc.) (3)
- e. International Organizations (13)
- f. None (1)
- g. Other (please explain) (3)

18. How well informed would you say you are about other Jewish/Israeli humanitarian aid and development organizations, both in Israel and worldwide? Please rate your responses on a scale of 1-5, where 1= not at all and 5= extremely well informed. (24)

- a. Knowledge of other Jewish aid activities

19. How would you best characterize your relationship with other Jewish/Israeli aid organizations? (24)

- a. Functional (7)
- b. Cooperative (15)
- c. Mutually dependent (4)

- d. Complementary (9)
- e. Mutually Cautious (4)
- f. Minimal (7)
- g. Conflicting (0)

20. What type of cooperation you would like to have in the future with Jewish and Israeli organizations active in development/humanitarian aid? You may choose more than one option (23)

- a. Information exchange on each other's activities (14)
- b. Dialogue on common problems/issues/challenges (18)
- c. Collaboration on fundraising (11)
- d. Collaboration on project implementation (16)
- e. Collaboration on capacity building of our organizations (eg. joint study tours, learning weeks, workshops) (17)
- f. We don't view cooperation with other Jewish/Israeli NGOs as important (0)

Annex 4:

List of People and Organisations Interviewed

Survey Respondents and Interviewees, First Questionnaire:

- American Jewish Committee Africa Institute - Eliseo Neuman (interview)
- American Jewish World Service – Ruth Messinger (interview)
- American Joint Distribution Committee – Will Recant (interview and written response)
- B'nei B'rith – Alan Schneider, Rhonda Love (interviews)
- Commission for Social Action of Reform Judaism – Rabbi Marla Feldman (interview)
- Hebrew Immigrant Aid Society – Mark Hetfield (interview)
- Israeli Flying Aid – Gal Lousky (interview)
- Jerusalem Aids Project – Dr. Inon Shenker (interview)
- Jewish Aid Australia – Shai Abrahams (written response)
- Jewish Healthcare International – Dr. Stephen Kutner (interview)
- Jewish World Watch - Zivia Schwartz-Getzug (interview)
- MaAfrika Tikkun – Barbara Miller, Marc Lubner (written responses)
- Negev Institute for Strategies of Peace and Development – Dr. Yehuda Paz (interview)
- Save and Child's Heart – Simon Fisher (interview)
- The Jacob and Hilda Blaustein Foundation - Brenda Bodenheimer Zlatin (interview)
- The Weitz Center for Development Studies – Dr. Julia Margulies (interview)
- Tzedek – Dan Berelowitz (interview and written response)
- Ve'ahavta – Geoffrey Clarfield (interview)
- World Jewish Relief - Cassie Williams (written response)
- Yad Sarah – Meir Handelsman (interview)

Survey Respondents, Second Questionnaire:

- Africa Institute of the American Jewish Committee
- African Hebrew Development Agency
- American Jewish World Service
- Brit Olam
- Community Stress Prevention Centre
- F.I.R.S.T.
- Hebrew Immigrant Aid Society (H.I.A.S.)
- Humanitarian Fund of the Kibbutz Movement
- Israel Flying Aid
- Israeli Friends of Tibet
- Jewish Aid Australia
- Jewish World Watch
- Joint Distribution Committee
- MaAfrika Tikkun
- Magen David Adom (MDA)
- Moriah Africa
- N.I.S.P.E.D.
- Save a Child's Heart
- Tevel B'Tzedek
- Tzedek
- Union for Reform Judaism
- Ve'ahavta
- World Jewish Relief
- Yad Sarah

