

# Hapoel Tel-Aviv – Education and Social Project Ltd.

Registered Corporation for Public Benefit No. 513013045

November 2008 | Report No. 8

## Analysis Report

Midot Reflecting and Rating NPOs in Israel  
A Corporation for Public Benefit

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# Analysis Summary



## Hapoel Tel-Aviv – Education and Social Project Ltd.

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**A combination of sport activities, studies and social-educational activities**

Areas: **Education and Research** | Sport | Coexistence |

Size: XL L M S

### ▲ Measures of Strength

| **Ambitious vision** and program planning that allows its realization

| **Entrepreneurship** and targeting of unique niches

| An inter-organizational system for **information and knowledge management** that supports the organization very well

| **A decentralized and flexible organizational structure** that enables adaptation to changes in the environment

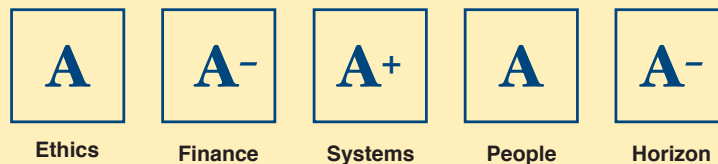
| **Consultation with experts** and support of an active professional committee

### ▼ Measures that require Strengthening

| **Lack of evaluation of social impact** and benefit to beneficiaries over time

| **Lack of an organizational work plan** as a base for evaluating performance

| **Resource development plan is not adequately operative**



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## Profile

**The Organization:** Hapoel Tel- Aviv – Education and Social Project Ltd.  
8 Haloachim St., Tel Aviv 69201 | 03-5188491 |  
www.mifalot.co.il  
Established in 2002 | Registered since 2002 |  
Representative: Meir Orenstein, meir@hapoelta-fc.co.il

**Target Population:** Children, youth and children with special needs

**Objective:** Advancement of children and youth from all sectors and populations and instilling values through sport.

**Goals:** To empower the participants and instill in them values of tolerance and respect for others; to develop and reinforce the strengths that advance the target population; to acquaint and bring together populations from different sectors of society.

**Certifications:** Tax Relief: x Tax Relief for Donations from Abroad: ✓  
Sound Management Authorization: ✓

## Activities

**Main Projects:** Two year programs for children from all sectors of society and at all levels of the treatment continuum; sports and life skill programs for children with special needs and a program for bringing them closer to normative children; a volunteer and leadership program for youth through sport; programs for bringing Arabs and Jews closer together.

**Locations:** Throughout Israel

**Volunteerism:** Low reliance on volunteers

**Beneficiaries:** Direct beneficiaries in 2007: 20,000  
Accrued number of direct beneficiaries: 120,000-160,000

## Scales

<b>Size of the Organization</b>	XL	<b>L</b>	<b>M</b>	<b>S</b>
Size of Budget	XL	L	M	<b>S</b>
Years of Activity	XL	L	<b>M</b>	S
Geographic Distribution	<b>XL</b>	L	M	S
Employees and Volunteers	<b>XL</b>	L	M	S
Public Recognition	XL	L	<b>M</b>	S

Key on page 16

## People

**Chairman:** Avraham (Avrum) Burg | Appointed in 2004

**Number of Board Members:** 8

**Executive Director:** Meir Orenstein | Appointed in 2002

**Total Number of Employees:** 154

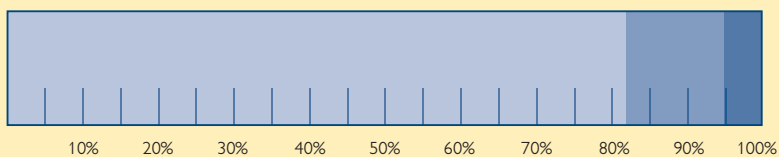
Part-time employees: 135

Full-time employees: 19

Total number of positions: 60

**Total Number of Volunteers:** 400-600

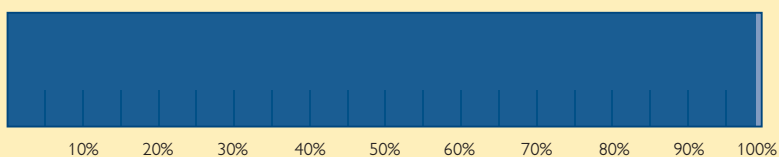
### Income (2007, in percentages)



- 82% Institutional and Private Philanthropy
- 13% Self-generated Income,
- 5% Government and Local Authorities

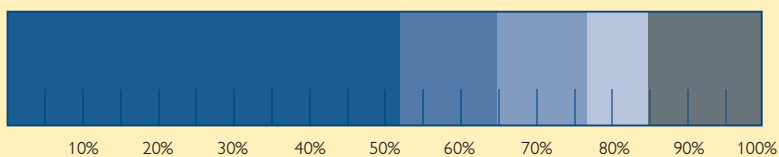
**Main Contributors (2007):**  
The Kahanoff Foundation;  
Anthony Robbins Fund;  
COCI

### Origin of Donations (2007, in percentages)



- 1% From Israel
- 99% From Abroad

### Main Expenditures (2007, in percentages)



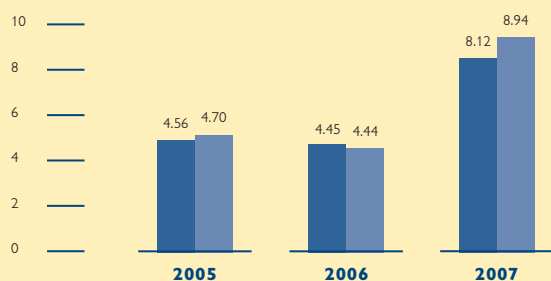
- 52% Salaries and Accompanying Expenses
- 14% Equipment and Materials
- 12% Acquisition of Services
- 8% Other
- 15% General and Administrative Expenses

### Three Highest Salaries

(2007, estimated average monthly gross salary, range):

1. 15,000 – 18,000 NIS
2. 9,000 – 12,000 NIS
3. 9,000 – 12,000 NIS

### Annual Income and Expenditures in Millions of NIS (■ Income ■ Expenditures):



Income

Expenditures

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### Horizon

The vision is clear, consolidated, sets long term objectives and everyone in the organization is familiar with it. It is apparent that the organization's leadership possesses long term thinking, and the organization's staff is able to translate the objectives that were set before them into programs in the spirit of the vision. The programs correspond to the objectives and goals of the organization. Each member of the headquarters has a personal objectives plan, but an organizational annual work plan is lacking. Nevertheless, at the end of each year managers present a report reflecting how many objectives were attained in comparison to the initial work plan. There is no deliberate evaluation of the beneficiaries' needs, but the organization relies on close ties with the field. The satisfaction of the beneficiaries is checked regularly and the results are made known to all the staff. There is a routine check of outputs and reports are made to superiors on a regular basis at all levels. Evaluation of change in standpoints and of derived social value is still in its beginning stages and until recently had not received suitable resources.

### People

A

The make-up of the Board of Directors is diverse and it is aided by a Board of Advisors that includes professional experts. The Board leads the organization, directs it and takes part in all strategic processes. Nonetheless, the involvement of its members is not uniform and efforts are being made to expand the Board. The Director has seniority in the organization, and even if his previous experience is limited, he is gifted with an ability to execute and motivate in a way that is valued by staff and board members alike. The Board and the Director work side by side very well as a guiding body beside an executive one. There is a clear career prospective and a high level of identification and "team spirit" even among part-time employees. The organization implements organized processes of hiring and training of personnel, and encourages professionalism. The value of volunteering is emphasized, although most of the organization's volunteers are youths that have been trained in an assigned program within the organization.

### Systems

A+

Wisely, the organization has developed a knowledge and information system, "Duvdevan" (Cherry), which supports the operation of the organization well and enables efficient management of personnel, schedules, equipment, beneficiaries, content and documentation of professional knowledge and information sharing. The organization has built a decentralized system that enables continuous operation without



depending on a specific person, and demonstrates organizational flexibility that enables adaptation to changes in the environment. The organization's headquarters are located on the border between Tel-Aviv and Holon, close to the facilities of the professional football club, and provides an adequate response to the employees' needs. The organization has regional offices in Ibim and Carmiel, where it also has a national equipment storage facility. All the programs take place in facilities that belong to the local authorities, schools or community centers and are run in full cooperation with them. Processes of derivation of lessons are built into the training routine and the organization consults with various experts on a regular basis. The organization demonstrates initiative, and even develops and runs programs in the Palestinian Authority and in Africa.

#### **Finance**

The organization has diverse sources of income that include private, business and institutional donors. The self-generated income is not significant, as participation fees are only symbolic. Two major sources of finance are in the process of either exiting or decreasing their investment. The organization is aware of this risk and is investing in seeking new funding sources. The income model serves the financial planning well – it has flexibility that enables both expanding and reducing programs, and there is a direct link between the sources of income and the expenses. The organization efficiently directs most of its resources to activities, even though headquarters expenses are relatively high. The organization's ability to fulfill its financial commitments is good. The organization has built a strategic financial plan for the next five years, but the fund-raising plan lacks detailed goals, specified within a timeframe.

#### **Ethics**

The organization has an Ethical Code known to all staff members. The organization declared an employment policy that takes into consideration mothers and those who serve in the military reserves. The organization also recounted a case in which it refused to accept pre-conditions on a donation for ethical reasons. The level of openness in the organization is high and it seems to be willing to be completely transparent towards its stakeholders. There was a great degree of openness towards Midot's team during the analysis process, and all those we came in contact with shared information and documents with us. No ethical shortcomings were found. The Director is the son of one of the founders, who is a member of the Board of Directors. According to the NPO's declaration, the father does not participate in any discussions concerning his son. Midot's examination found that the father's presence in board meetings is minimal anyway, and no incidences of conflict of interest were found.

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# Social Virtues

## Effectiveness

Routine evaluations performed by the organization show a high level of satisfaction among its beneficiaries; however, it does not have evidence of the influence the programs have on graduate participants in the long term. Preliminary research that was performed by a researcher from the University of Tel-Aviv found a very high rate of satisfaction and sense of achievement and benefit amongst participants of the programs. The programs of the Education and Social Project are attractive to children and teenagers that are drawn to the most popular sport in the world, and utilize this captured audience to instill educational values and to help in their studies. The organization runs an identical model in the center and in the periphery of the country, and in the spirit of its vision is present amongst all sectors, including unrecognized villages in the Negev, border settlements and even in the Palestinian Authority.

## Leadership

The organization was not the first to run a program that combines sports with educational and learning activities, but in comparison to other groups that offer a similar program, the Education and Social Project stands out in its national distribution – 284 sites (schools, boarding schools, hostels, community centers, absorption centers and neighborhoods) in about 100 cities and towns, in the number of participants in its programs – about 25,000, and in its continuous development of suitable educational programs. The main programs that the organization runs have been continuously active between 4-10 years. The organization has a professional reputation amongst experts and field activists, and donors expressed great esteem for its activities and accomplishments.

# Background

Hapoel Tel-Aviv – Education and Social Project Ltd. ("Mifalot Chinuch") was established in 2002 as a corporation for public benefit by a group of business people who at the time owned "Hapoel Keter Tel-Aviv" football club. They established the organization out of their belief that sports in general and football in particular is a fitting means for advancing social mobility.

The organization started in 1996 as a project in the framework of the football team, and became an independent organization with an educational agenda of its own; from a single project in Kalansuwa it grew into a quasi youth movement spread throughout the country that even sends its branches into the Palestinian Authority and Africa, serving 25,000 children and teenagers in activities that combine sport, educational reinforcement and instilling educational and social values.

## The Social Issue

In the last few years social processes have occurred that have resulted in changes in the patterns of behavior and leisure culture of youth in Israel. Youth centers and divisions of community centers no longer serve as places for social interaction, but have rather become "supermarkets" of enrichment courses that emphasize nurturing the individual in different professional fields. Television also dictates an individual recreational culture that minimizes social contact<sup>1</sup>. In addition, frequent cutbacks in the education budgets have brought about, amongst other things, the school's loss of ability to offer rich content that is not directly linked to the material studied for the Bagrut (matriculation) examinations. Gaps have been created between youths whose parents are able to afford complementary education and those who are completely dependent on the local authorities' budgets.

Organizations external to the National Education system have developed an educational approach according to which it is possible and worthwhile to complement and enrich formal education in less obligatory frameworks, as a means of instilling values and content, and as a tool for expressing talents and hobbies to their fullest in extra-curricular activities.

Youth movements, being the main provider of informal education, were created in Israel and overseas during the "Yisuv" (Pre-State) period, but since the state of Israel was established, informal education has always been connected to initiatives of the educational system itself. The Israel Association of Community Centers – the largest recreation

<sup>1</sup> Cohen, A.A.: "Informal Education", in: [The Fiftieth Anniversary of the Educational System in Israel](#), The Ministry of Education, 1999.

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and community organization in the country, that operates hundreds of community centers and community schools throughout the country, was established by a government decision in 1969. In 1991 The Society and Youth Administration was established as part of the Ministry of Education, Culture and Sport, and its aim was to operate and direct the informal education in Israel.

The investment in informal education in Israel as part of the GNP is one of the highest in the world (8.3%), but the investment per student is lower than in other countries<sup>2</sup>. Many NPOs are required to complement this lack and to offer a variety of complementary solutions, including in the field of sports. Research has shown a positive relationship between excelling at sports and a high social status, and a link between partaking in sport activities and self image, self esteem, taking responsibility and personal relationships<sup>3</sup>.

#### Goals

1. Empowering a student that believes in himself and his abilities and behaves with tolerance and respect towards every person.
2. Developing and reinforcing the strengths of the target population.
3. Acquainting and bringing together populations from different sectors of society.

#### Main Activities

1. The Game of Life ("Mischak Hachaim", for children with special needs) – sport activities combined with instilling values and life skills.
2. Even Score Wins ("Teko Menatzeach", for children with special needs alongside children who do not have special needs) – sport activities combined with instilling values of volunteering and decreasing social labeling.
3. Life Skills in Motion ("Kishurei Chaim Betnua", Grades 1-2) – basic football with values.
4. Through The Field ("Derech Hamigrash", Grades 3-8) – football, strengthening learning and instilling values, in addition to instilling language skills suited to the target population ("English / Arabic Through The Field").
5. Sport Leadership ("Manhigut Sport", Grades 8-12) – development of leadership and volunteering amongst youth and training them to be assistant trainers and referees.
6. Programs for coexistence and for decreasing social labeling: Know Thy Neighbor ("Haker et Hashachen"), Know the Other ("Haker et Ha'acher").

<sup>2</sup> "The Face of Society in Israel", Report No. 1., The Central Bureau of Statistics, Jerusalem, Oct., 2008.

<sup>3</sup> Benouloul N. and Romi S.: "Impact of Therapeutic Intervention Through Sports on Personal Factors Among Alienated Youth", in: Mifgash for Socio-Educational Work, 16, June 2002.

# Environment

The Education and Social Project works in an environment that offers many varied responses to children and youth during their recreational hours and the competition over the heart of each youth is tough. The organization also operates in fields in which it may not appear to have a lot of expertise in: integrating children with special needs with “normal” children, absorption of immigrants and informal education in a multicultural environment.

Worldwide, there are only a few organizations that work according to a model similar to that of The Education and Social Project, amongst them are: **Football Unites, Racism Divides**, that was established by supporters of Sheffield United in England; **Promoting Education Through Football** in India; **YES - Youth Education Through Sports** in Zambia; **First Touch Football for Teens** of UNICEF and the Football Association in Malaysia; **Double Club: Teaching football and Language Skills Together** of the European Union and The English Arsenal Club; and the **NAYA YOUTH** organization in Texas.

In Israel there are similar attempts to combine football with informal education. The Wingate Institute has a General Sport Instructors course, that has been running since 1974, and aims to allow its graduates social and professional mobility and to serve the community.

"Maccabim" and "Me'ever La'ofek" are two NPOs that were established by owners of football clubs. The first presents an informal educational model similar to and in competition with The Education and Social Project, and aids 4,500 children from the periphery in 50 towns and also integrates between Jews and Arabs and children of foreign workers. The second organization gives aid to 400 children of Ethiopian origin in their studies, but channels the activities to identify young talent and supporting in the youth department of "Maccabi Netanya" football club. The football schools that operate other groups do so with the sole purpose of identifying new young talent.

The Rashi Foundation, by means of a subsidiary NPO, runs a program called Through Sport ("Derech Hasport"), whose aim is to enrich about 1,000 students throughout the country with positive values, to empower them and strengthen their scholastic achievements, alongside attractive sport activities.

Other organizations competing over the leisure time of youth are the 14 youth movements, community centers, volunteer organizations ("MDA", "Gadna" and others), environmental group activities ("Sayarut") and youth clubs, private group activities and football schools. In the present era, media and technology are a prominent attractive source of interest to the youth and pose competition for their leisure time and attention.

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### | Trends, Threats, Challenges

At the end of The Second Lebanon War a special enrichment foundation was established, that channeled money donated from overseas for children in the north and in the area surrounding the Gaza Strip. The Education and Social Project was chosen as one of four organizations that ran programs in this framework for the Jewish Agency. This investment enabled the significant growth in the number of participants (about 50%) and in the geographical distribution of the organization. At the end of two years, this emergency foundation is about to cease its operation and The Education and Social Project has to simultaneously prepare to find new funding resources and continue the activities at the new sites, including meeting the needs of the participants, the staff that was recruited and the local partners.

An important donation that the organization recently received from the European Union to run programs for Israeli and Palestinian children has provided an important opportunity for growth. Should the organization succeed in utilizing this donation, it will succeed in its mission to spread its model to other countries, not in administration and operation, but rather in teaching local partners and selling knowledge and expertise, thereby also leveraging its self-made income.

The Kahanoff Foundation, which was not only an investing stakeholder but also an active partner in The Education and Social Project from its very beginning, has adopted an exit strategy that manifests as a gradual reduction in its donations to the organization. Nonetheless, it seems that the foundation's deep commitment to the organization will find alternative channels for its continued support.

The Education and Social Project is not recognized as a public institution for the matter of Tax Relief for donations according to clause 46a of the Income Tax Law. If the intent of the organization is to vary and expand its sources of income, and to leverage foreign investments with the help of Israeli donations, it must advance the procedure it has begun in order to receive the Tax Relief that allows Israeli donors a partial return of their donation.

The almost complete identification with the trademark of "Hapoel Tel-Aviv" football club has been beneficial for The Education and Social Project up to date, even during less successful periods and in times of ownership changes of the professional team. There is no guarantee that this will remain the same in the future.

The Education and Social Project is very dependent on its local partners who invest their time in the project and make facilities readily available. Financial difficulties of these partners and the supply of competitors might damage the ability of the organization to maintain its programs at each and every site.

# Appendix

## The Analysis Process of The Education and Social Project

The analysis process of The Education and Social Project took place during the months of September through November, 2008, during which various documents were gathered from the organization – financial reports, work plans, requests for grants and more. In addition, information was gathered about the organization from sources on the internet and more.

At the same time, various persons both in and outside of the organization were interviewed:

- Avraham (Avrum) Burg – Chairman of the Board of Directors
- CPA Nir Katz – member of the Board of Directors
- Dr. Meir Orenstein – Director
- Oded Bashan – Deputy Director
- Yehonatan Shtein – Coordinator in the Northern region
- Dr. Ron Bolotin - Director of the Department of Sports and Healthy Living, The Israel Association Of Community Centers
- Nir Lahav – Manager of the Future Generation Department and the Israel Department, The Jewish Agency

The information gathering process included a concentrated day of activities which was held at the organization's offices, with the participation of the Chairman of the Board of Directors, two members of the advisory board, the Director, six staff members and two volunteers.

In addition, a site visit was held at The Game of Life program (“Mischak Hachaim”) at “Hertzfeld” school in Holon.

Another tool used for gathering information was a questionnaire given to the staff, which was answered by 19 staff members of The Education and Social Project.

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## The Rating Index

The Midot Index = The organization's prospects of fulfilling its mission

### Organizational Virtues

**A** = An organization with **excellent** organizational virtues

**B** = An organization with **good** organizational virtues

**C** = An organization with **reasonable** organizational virtues

**D** = An organization with **poor** organizational virtues

**F** = An organization with **very poor** organizational virtues

**+** = Upper range of the grade

**-** = Lower range of the grade

### Size:

The size scale is an adjusted calculation of different components for the purpose of presenting the information clearly to the public. The scale has been developed on the basis of learning and analyzing third sector organizations, researches, reports and standard definitions (apart from Public Familiarity).

Scopes	scales				Remarks
	S	M	L	XL	
Budget Size	0-10	10-25	25-50	50-100	In millions of NIS.
Seniority	1-5	5-10	10-15	Over 15	In Years.
Locations	Local	Regional	Multicentric	National	Irrelevant for advocacy organizations. Refers to core activity only.
Positions and Volunteers	0-2	3-10	11-50	Over 50	The number of employees under consideration of number of volunteers.
Public Familiarity	An adjusted calculation of the organization's and Midot's assessments in addition to web-based measuring tools.				

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Planning &  
Plans

Director

Infrastructures

Efficiency

Openness

Evaluation &  
Measurement

Staff

Adaptability

Transparency

Volunteers

# MIDOT

MIDOT is dedicated to promoting the professionalism of third sector organizations and influencing donor decisions by providing comprehensive evaluations of non-profit organizations that operate in Israel. The assessment relates to a variety of areas and assists social investors in making educated gift-giving decisions. It supports the differentiation of the rated organizations in a competitive market of resource development and negative public image and presents the general public with a full picture of the various organizations that operate in Israel.

The MIDOT index is based on an innovative analysis model inspired by tools from around the world, and developed with the professional guidance of organizations from the social and business sectors including **TACK** Growth Strategies and **Standard & Poor's Maalot**.

The ratings and assessment summaries, which are conducted without remuneration and with the agreement of the organization, are displayed on the MIDOT Internet site, which is open to the public free of charge.

MIDOT, which was established as a unique partnership between **Meitav Investment House** and **JDC Israel**, is a professional, independent, non-profit organization that is guided by a wide Public Council that includes representatives from the third sector and from the business and academic worlds.

Additional information regarding the analysis process and the non-profit organizations that have been rated can be found at [www.midot.org.il](http://www.midot.org.il)