



Research & Consulting • ابحاث واستشارة • מחקר ויעוץ

Mapping of Sports for Peace, Shared Society and Social Change Organizations

Presented by
NAS - ناس Research and Consulting Ltd

December 2021

Presentation Structure - Mapping Results



1 | Mapping of Coalition Member Activities



2 | Organizational assets



3 | Insights and discussion points

Background

- The Coalition was launched in April 2020.
- The Coalition includes 12 civil society organizations that use sports to promote peace, shared society and social change.
- The findings in the presentation are based on data from 2020-21: activities conducted between September 2020 and August 2021 and budgetary data from January to December 2021.



Goal: The goal of the mapping is to help the Coalition advance a joint planning process, to understand itself and recognize its current status (activities, agendas, needs), and to offer the Coalition a planning tool it can use in the internal planning stage towards the development of a common agenda.



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Who we are

Number of participants, budget, work in Israel, cross-border or both

- Sports for Social Change (Budo for Peace)
- Freddie Krivine Initiative
- Friendship League of Culture and Sport
- Hagal Sheli
- Haredim La'Ketzev
- Peace Players
- Peres Center for Peace and innovation*
- Special Olympics Israel
- The Equalizer
- Values Sport
- Surfing for Peace
- Hoops for Peace

Budget (NIS)



Work in Israel, cross-border or both



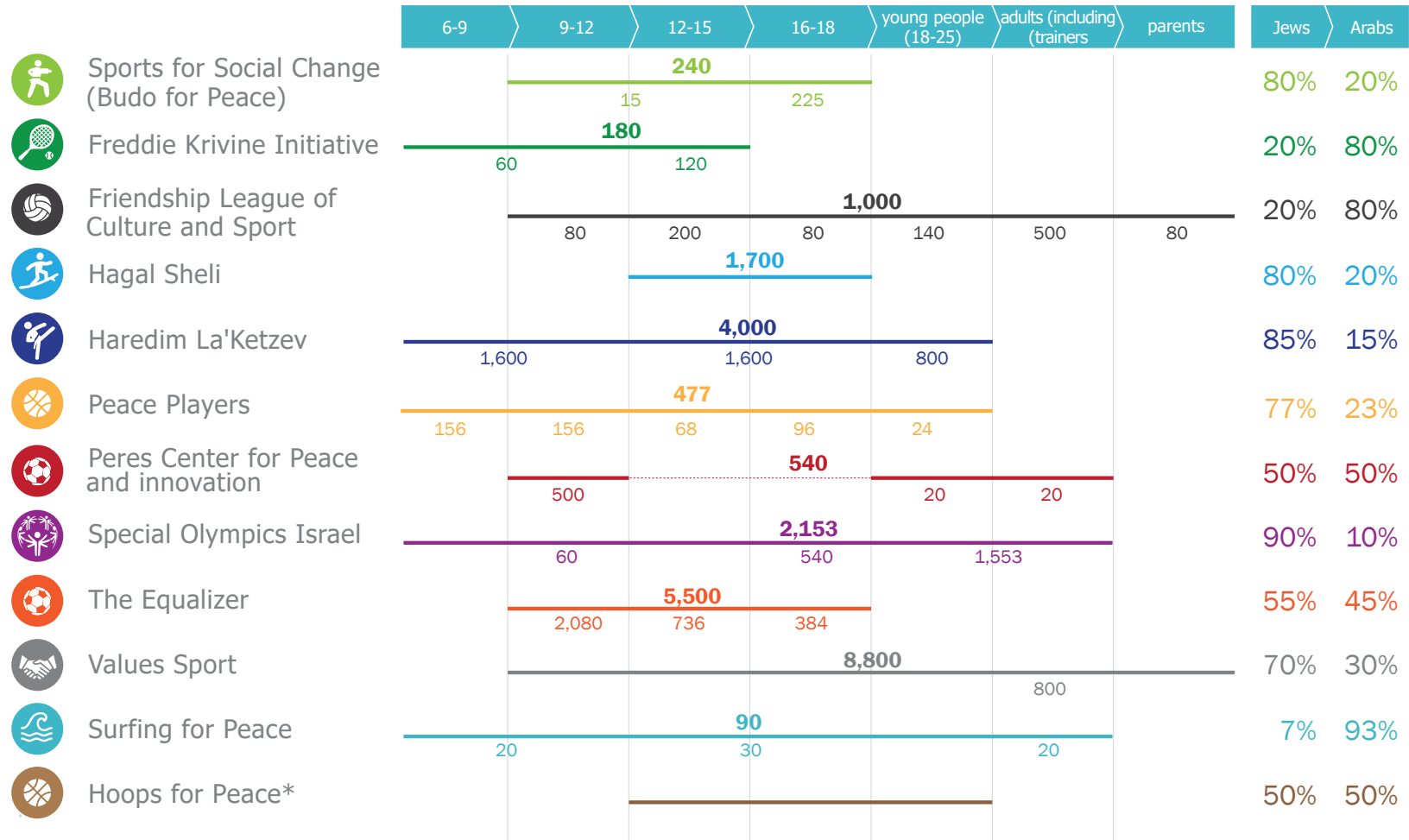
Number of participants



*Where the presentation refers to the Peres Center for Peace and Innovation, the reference is to the organization's sports activities only.



Who we are Participants' ages and demographics (Jewish and Arab)



Total number of participants in 2020-21
24,680
 of which 7,399 are Arabs and 17,281 are Jews



*Age range based on 2019 activities. There were no participants in 2020-2021.



Where we are Geographic distribution

<https://www.google.com/maps/d/u/0/edit?mid=16q40Hr8kREg3NDi8tHrxIT1Aj27oNe6&usp=sharing>

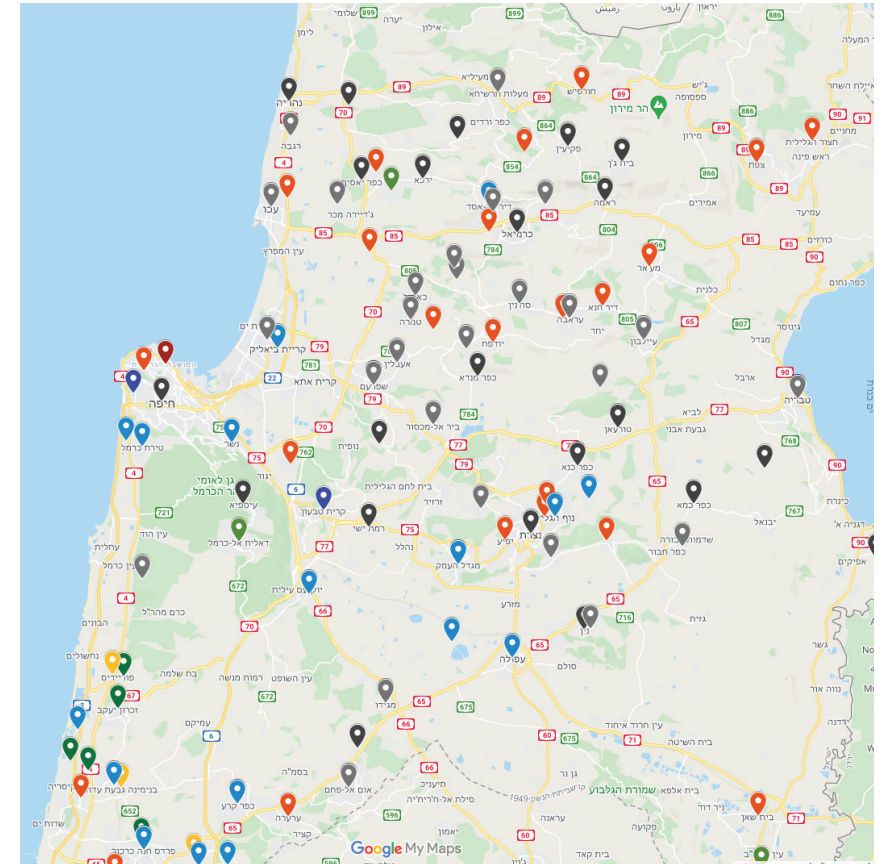




Where we are Insights on geographic distribution

- Total of 384 locations - organizations in the Coalition reach an impressive geographic distribution from Ramat Hagolan to Eilat.
- On the other hand, there are noticeable areas which are not covered.
- The mapping tool developed allows the Coalition to zoom in on certain regions, such as Jerusalem, mixed cities, the Galilee, check which organizations are active in these areas and examine what collaborations can be developed.
- This mapping tool can be used by the Coalition to remain updated on its own work and to create synergy and transparency among Coalition Members and external partners.

Zoom in on Northern Israel

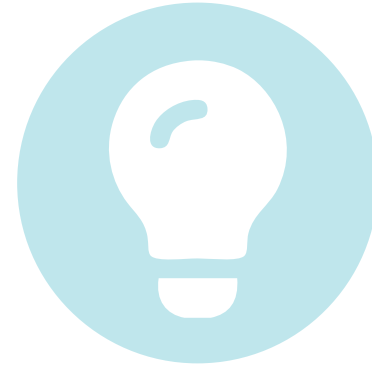




1 | Mapping of Coalition Member Activities



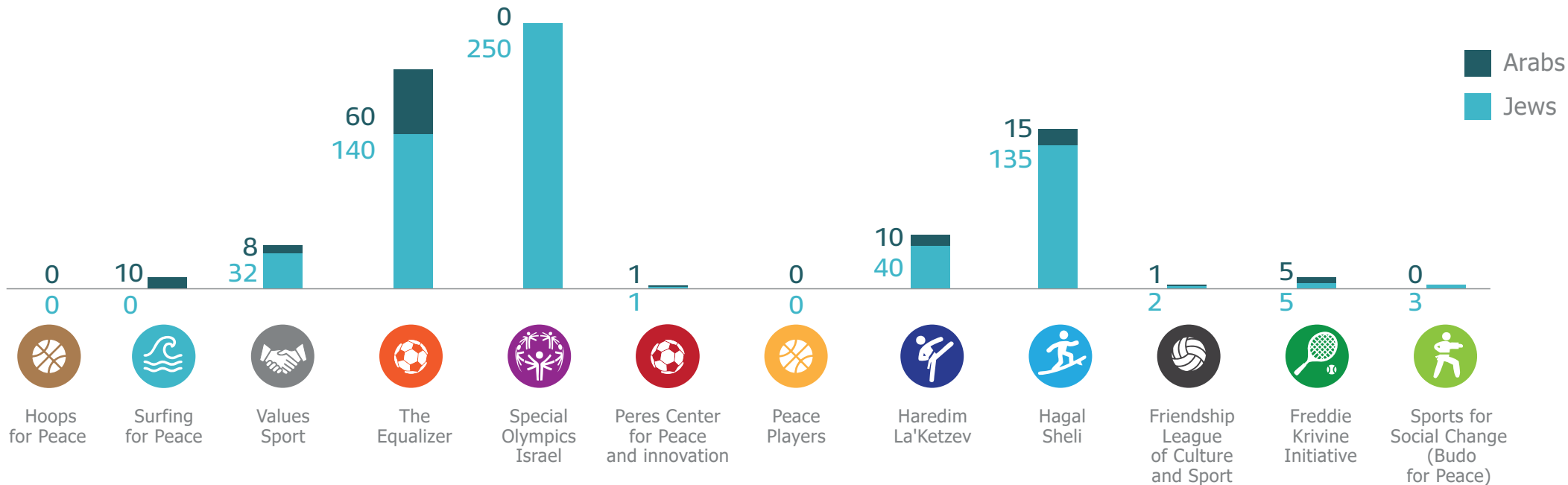
2 | Organizational assets



3 | Insights and discussion points



Volunteers



? Points for discussion:

- **Volunteering as a central tool/ value in each organization's activity:** Ability to recruit volunteers and encourage volunteerism.
- **Organizational abilities:** Volunteer coordinator, pedagogy, collaboration with voluntarism organizations.
- **Where do the volunteers come from:** Pensioners, youth, alumni, parents, athletes, corporate, IDF units, civil service, Rothschild Ambassadors.
- **Volunteers' activities:** Accompanying activity, board members, mentoring, instruction, language teaching, professional services, team members, consultation.

Total number of volunteers in 2020-21

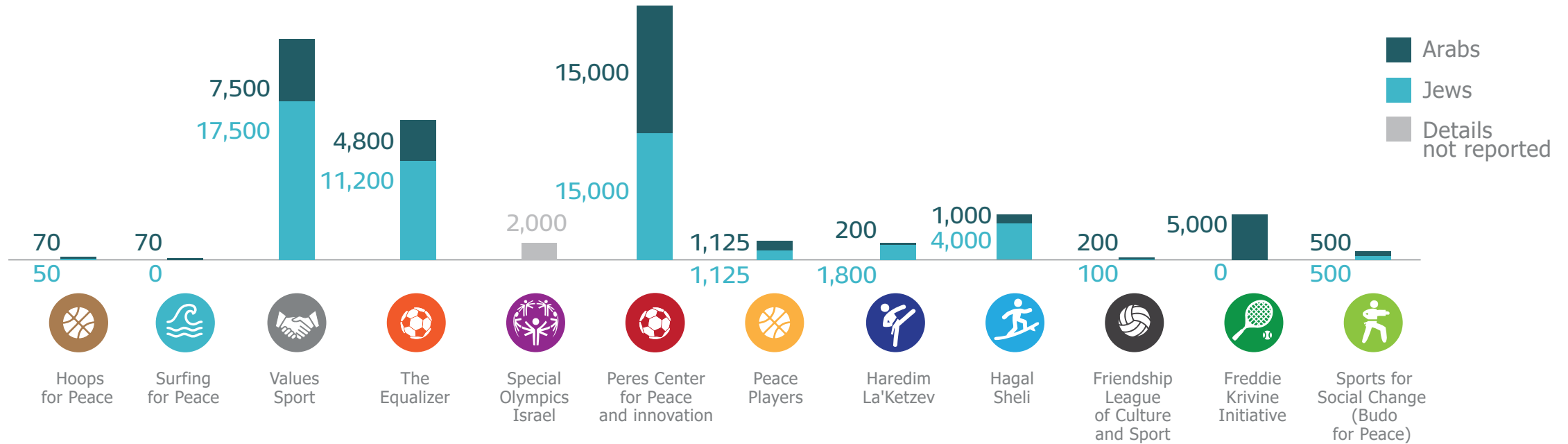
718

of which

102 are Arabs and **616** are Jews



Alumni*



? Points for discussion:

- **Types of connection with Alumni:** Loss of connection, loose connection, newsletter, participation in organization's events, alumni become volunteers, alumni join staff.
- **Organizational policy regarding Alumni:** No program, random engagement, active engagement - invite alumni to activities, alumni coordinator, special enrichment programs, employment assistance.

Total number of alumni since member organizations were founded

86,290

of whom

27,965 are Arabs and **58,325** are Jews



*For the purposes of the mapping, Alumni are defined as those who participated in at least one year of activity before leaving the organization



Jewish-Arab Dialogue

	Dialogue		Organizational methodology	Who facilitates the dialogue		Target audience of the dialogue
	facilitated	not facilitated both		yes	no	
Sports for Social Change (Budo for Peace)	facilitated					Kids teams and instructors
Freddie Krivine Initiative		not facilitated			No dialogue activity	
Friendship League of Culture and Sport	facilitated		internal		Pedagogic Coordinator	Adult teams
Hagal Sheli	both		internal			Mixed teams
Haredim La'Ketzev	both				Sometimes instructors, sometimes external moderators	Youth and adult teams
Peace Players	facilitated		Arbinger Institute			Kids teams
Peres Center for Peace and innovation	both		Contact Theory - Givat Haviva and additional partners		Youth – internal instructors; Adults – external moderators	Kids teams, instructors and students
Special Olympics Israel	both		Unified Sports			
The Equalizer		not facilitated	internal			
Values Sport	facilitated		Internal and Israeli Hope			Instructors, kids and directors of sports clubs
Surfing for Peace		not facilitated				
Hoops for Peace		not facilitated				



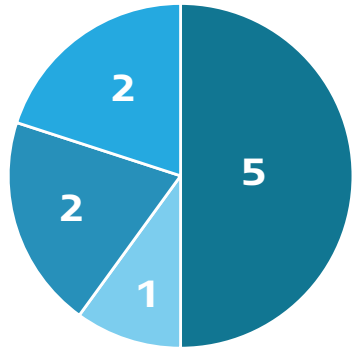
Jewish-Arab Dialogue Insights and discussion points

- What role can Jewish-Arab dialogue play in the process of social change each organization is promoting?
- What are the content and methodologies used and how do they differ with each target group?
- How much is dialogue of this kind part of the Coalition's common agenda?
- How much are the organizations interested in professionalizing this sphere of activity?



Main Income Sources

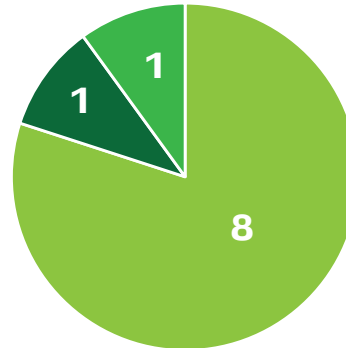
sources of income
Donations



■ up to 10% ■ 30%-40%
■ 60%-80% ■ over 80%

Foundations, private donors, crowdfunding, clubs and unions, corporate, UN/USAID/ Embassies

sources of income
Governmental support



■ None ■ up to 5%
■ 6%-15%

Ministry of Education, Ministry of Culture and Sports

sources of income
Self-generated income



■ None ■ 15%-35%
■ 50%-90% ■ over 90%

selling services to individuals and groups, matching from local authorities, Community Centers, school networks, selling services to ministry of welfare

? Points for discussion:

- Organizational capacities to raise money from State sources: supports, tenders, government ministries, local authorities
- Organizational capacities to secure donations: In Israel and abroad

*Data is based on the answers of 10 organizations



Monitoring and Evaluation

	Conducting internal evaluation yes no	Conducting external evaluation yes no	Organizational capacity for evaluation (e.g. staff member) yes no
Sports for Social Change (Budo for Peace)	Green	Erella Hemilton	Orange
Freddie Krivine Initiative	Orange	Orange	Orange
Friendship League of Culture and Sport	Green	Green	Green
Hagal Sheli	Green	Green	Green
Haredim La'Ketzev	Green	Orange	Orange
Peace Players	Green	two external software companies	Green
Peres Center for Peace and innovation	Orange	a different evaluator per each project dependent on project budget	Orange
Special Olympics Israel	Green	Special Olympics International	Green
The Equalizer	Green	Orange	Green
Values Sport	Green	The Democratic Institute	Green
Surfing for Peace	Orange	Orange	Orange
Hoops for Peace	Green	Orange	Orange



Monitoring and Evaluation Discussion points

- Most of the organizations perform internal evaluation. Half perform external evaluation and half have a team member who is responsible for this issue.
- Role of M&E: How much is evaluation geared towards fundraising vs. how much it is used for internal-organizational learning?
- How much can we collaborate together in this sphere?



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Concerns

Definition of roles and responsibilities between Coalition members

How will the Coalition be funded?

Who is in and who is out? What are the criteria?

How many resources will we need to invest in the Coalition?

LACK OF CLARITY REGARDING THE VISION OF THE COALITION, ITS VALUES AND GOALS
(PEACE? SOCIAL CHANGE? SHARED SOCIETY? WHAT'S OUR COMMON DENOMINATOR?)

Transparency

Lack of trust between the organizations

Resource generation

(for the Coalition? For the organizations?)

Bad experience with previous Coalitions

Imbalance between large and small organizations

Competition between the organizations in the Coalition and between organizations and the Coalition

Politics between the organizations (who decides)

What will we get out of it?

Diversity in the Coalition



Needs

Knowledge sharing

Fundraising and resource generation

Monitoring and Evaluation

Improvement of work (programs)

Self-generated funds

Leadership

Partnership building (local authorities, government, third sector, Arab society)

Volunteers

Alumni

Balance between quantity and quality

Joint work with Jews and Arabs



Capacity





Effects of Corona Selection of quotes on the impacts of the COVID crisis on activities

“ Global opportunities were opened. ”

“ We took advantage of the opportunity, we opened a fund to assist youth in sports clubs, and that opened new branches and audiences for us. ”

“ Activities were reduced. ”

“ We moved to training in open spaces. ”

“ At first it was a real blow, all activities came to a halt. ”

“ Due to COVID, the league was cancelled and this caused the collapse of the groups we built in past years. ”

“ In Haredi society, there is no use of screens [computers' mobile phones], the pandemic increased the need for more activities within the community. ”

“ We were supposed to grow significantly - that didn't happen. ”

“ The COVID crisis served us quite well. ”

“ The pandemic created financial difficulties; we were forced to take a loan from the Ogen Fund. ”

“ We reduced manpower ”

“ There was no change. Kids continued to come for activities on the beach. ”

“ We moved to Zoom - we tried to do physical activity on Zoom. ”

“ We had to adapt the activity to a hybrid format. ”

“ Despite COVID, there was an increase in activity. ”



Ideas for Shared Impact

Knowledge-sharing regarding volunteers

Sharing volunteers between organizations, joint volunteer meetings, building joint training programs, partnership between the Coalition and volunteer organizations (Ruach Tova, Civil Service, Council of Youth)

Impact: Professionalizing the field of volunteering and encouraging voluntarism within target audiences

Promoting Employment

Joint training courses, sharing of part-time staff

Impact: Dealing with lack of manpower in sports in Arab society, promoting employment of Alumni, creating a cadre of sports professionals.

Organizational collaborations - Jewish-Arab activities

Shared work on eliminating violence/racism in sports and generally, encounters of Jewish and Arab participants, shared competitions.

Impact: enhancing awareness to the field of shared society among participants of all Coalition's Members.

Promoting awareness to the importance of physical activity

Joint campaign to encourage sports among girls and women from the Arab and Haredi communities, campaign for Shared Society through sport (examples/participants/alumni from organizations)

Impact: Increase physical activity in Israel's periphery, increase Shared Society through sport.



Ideas for Shared Impact

Raising awareness to the field of sport as a tool for social change:

(Among donors, community centers, government offices, local authorities)

Conference, research and evaluation of the field, content development, establishing a Funders Forum, expanding the Coalition

Impact: Expanding the Coalition, strategic development of the field as a whole

Expanding the activities of member organizations to new target audiences

(based on existing knowledge and expertise of the members)

Making activities accessible to participants with special needs, expanding activities to Arab towns and villages and to Haredi communities.

Impact: Expanding the field.

Geographic-based partnerships

Sharing of knowledge and contacts with specific local authorities, sharing manpower based on geographic location, joint activities based on geographic location, shared use of training spaces and facilities, joint activities in mixed cities.

Impact: Pooling of resources, increasing the impact in each geographic location, offering a wide range of services/ programs along the age spectrum.

Joint Fundraising

Joint M&E process that will serve the Coalition as well as individual organizations in resource development processes, joint funding requests, establishment of Funders Forum, joint work vis-a-vis government ministries

Impact: Increase the financial resources to the field of sport for social change.