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.
1. Mapping of Coalition Member Activities
2. Organizational assets
3. Insights and discussion points
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)

up to 500,000 500,000 to 1 million 1 million to 2 million over than 2 million

Work in Israel, cross-border or both

Number of participants

Both Israel up to 300 301-1000 1001-3000 over than 3000

*Where the presentation refers to the Peres Center for Peace and Innovation, the reference is to the organization’s sports activities only.
### Participants’ ages and demographics (Jewish and Arab)

<table>
<thead>
<tr>
<th>Organization</th>
<th>6-9</th>
<th>9-12</th>
<th>12-15</th>
<th>16-18</th>
<th>young people (18-25)</th>
<th>adults (including trainers)</th>
<th>parents</th>
<th>Jews</th>
<th>Arabs</th>
</tr>
</thead>
<tbody>
<tr>
<td>Sports for Social Change (Budo for Peace)</td>
<td>15</td>
<td>240</td>
<td></td>
<td></td>
<td>225</td>
<td>80%</td>
<td></td>
<td>80%</td>
<td>20%</td>
</tr>
<tr>
<td>Freddie Krivine Initiative</td>
<td></td>
<td></td>
<td>180</td>
<td></td>
<td></td>
<td>20%</td>
<td></td>
<td>20%</td>
<td>80%</td>
</tr>
<tr>
<td>Friendship League of Culture and Sport</td>
<td>60</td>
<td>120</td>
<td></td>
<td></td>
<td>1,000</td>
<td>20%</td>
<td></td>
<td>80%</td>
<td>20%</td>
</tr>
<tr>
<td>Hagal Sheli</td>
<td>80</td>
<td>200</td>
<td></td>
<td></td>
<td>1,700</td>
<td>20%</td>
<td></td>
<td>80%</td>
<td>20%</td>
</tr>
<tr>
<td>Haredim La’KeTzev</td>
<td>1,600</td>
<td>1,600</td>
<td>800</td>
<td></td>
<td></td>
<td>15%</td>
<td></td>
<td>20%</td>
<td>85%</td>
</tr>
<tr>
<td>Peace Players</td>
<td>156</td>
<td>156</td>
<td>68</td>
<td>96</td>
<td>540</td>
<td>50%</td>
<td></td>
<td>77%</td>
<td>23%</td>
</tr>
<tr>
<td>Peres Center for Peace and innovation</td>
<td>500</td>
<td></td>
<td></td>
<td>20</td>
<td>20</td>
<td></td>
<td></td>
<td>50%</td>
<td>50%</td>
</tr>
<tr>
<td>Special Olympics Israel</td>
<td>540</td>
<td></td>
<td></td>
<td>1,553</td>
<td></td>
<td>50%</td>
<td></td>
<td>90%</td>
<td>10%</td>
</tr>
<tr>
<td>The Equalizer</td>
<td></td>
<td>5,500</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>55%</td>
<td>45%</td>
</tr>
<tr>
<td>Values Sport</td>
<td>2,080</td>
<td>736</td>
<td>384</td>
<td></td>
<td>8,800</td>
<td></td>
<td></td>
<td>70%</td>
<td>30%</td>
</tr>
<tr>
<td>Surfing for Peace</td>
<td>20</td>
<td>90</td>
<td></td>
<td>20</td>
<td></td>
<td></td>
<td></td>
<td>7%</td>
<td>93%</td>
</tr>
<tr>
<td>Hoops for Peace*</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>50%</td>
<td>50%</td>
</tr>
</tbody>
</table>

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

Total number of participants in 2020-21: **24,680**

Of which 7,399 are Arabs and **17,281** are Jews.
Where we are

Geographic distribution

https://www.google.com/maps/d/u/0/edit?mid=16q4OHr8kREg3NDbi8tHrx/T1Aj8I27oNe6&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.
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*

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.

*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

<table>
<thead>
<tr>
<th>Program</th>
<th>Dialogue facilitated</th>
<th>Organizational methodology</th>
<th>Who facilitates the dialogue</th>
<th>Target audience of the dialogue</th>
</tr>
</thead>
<tbody>
<tr>
<td>Sports for Social Change (Budo for Peace)</td>
<td></td>
<td></td>
<td>Dialogue Facilitators</td>
<td>Kids teams and instructors</td>
</tr>
<tr>
<td>Freddie Krivine Initiative</td>
<td></td>
<td></td>
<td>Instructors</td>
<td>No dialogue activity</td>
</tr>
<tr>
<td>Friendship League of Culture and Sport</td>
<td></td>
<td>Internal</td>
<td>Pedagogic Coordinator</td>
<td>Adult teams</td>
</tr>
<tr>
<td>Hagal Sheli</td>
<td></td>
<td>Internal</td>
<td>Sometimes instructors, sometimes external moderators</td>
<td>Mixed teams</td>
</tr>
<tr>
<td>Haredim La'Ketzev</td>
<td></td>
<td></td>
<td></td>
<td>Youth and adult teams</td>
</tr>
<tr>
<td>Peace Players</td>
<td></td>
<td>Arbinger Institute</td>
<td></td>
<td>Kids teams</td>
</tr>
<tr>
<td>Peres Center for Peace and Innovation</td>
<td></td>
<td>Contact Theory - Givat Haviva and additional partners</td>
<td>Youth – internal instructors; Adults – external moderators</td>
<td>Kids teams, instructors and students</td>
</tr>
<tr>
<td>Special Olympics Israel</td>
<td></td>
<td>Unified Sports</td>
<td></td>
<td></td>
</tr>
<tr>
<td>The Equalizer</td>
<td></td>
<td>Internal</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Values Sport</td>
<td></td>
<td>Internal and Israeli Hope</td>
<td></td>
<td>Instructors, kids and directors of sports clubs</td>
</tr>
<tr>
<td>Surfing for Peace</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Hoops for Peace</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>
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

- **Donations**: 5 sources
  - up to 10%
  - 30%-40%
  - 60%-80%
  - over 80%
- **Governmental support**: 8 sources
  - None
  - up to 5%
  - 6%-15%
- **Self-generated income**: 3 sources
  - None
  - 15%-35%
  - 50%-90%
  - over 90%

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

*Ministry of Education, Ministry of Culture and Sports*

- 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*
<table>
<thead>
<tr>
<th>Organization</th>
<th>Conducting internal evaluation</th>
<th>Conducting external evaluation</th>
<th>Organizational capacity for evaluation (e.g. staff member)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Sports for Social Change (Budo for Peace)</td>
<td>yes</td>
<td>yes</td>
<td>yes</td>
</tr>
<tr>
<td>Freddie Krivine Initiative</td>
<td>no</td>
<td>no</td>
<td>no</td>
</tr>
<tr>
<td>Friendship League of Culture and Sport</td>
<td>no</td>
<td>no</td>
<td>no</td>
</tr>
<tr>
<td>Hagal Sheli</td>
<td>yes</td>
<td>no</td>
<td>yes</td>
</tr>
<tr>
<td>Haredim La’Ketzev</td>
<td>yes</td>
<td>no</td>
<td>yes</td>
</tr>
<tr>
<td>Peace Players</td>
<td>no</td>
<td>two external software companies</td>
<td>yes</td>
</tr>
<tr>
<td>Peres Center for Peace and innovation</td>
<td>no</td>
<td>a different evaluator per each project dependent on project budget</td>
<td>yes</td>
</tr>
<tr>
<td>Special Olympics Israel</td>
<td>no</td>
<td>Special Olympics International</td>
<td>yes</td>
</tr>
<tr>
<td>The Equalizer</td>
<td>yes</td>
<td>no</td>
<td>yes</td>
</tr>
<tr>
<td>Values Sport</td>
<td>no</td>
<td>no</td>
<td>yes</td>
</tr>
<tr>
<td>Surfing for Peace</td>
<td>yes</td>
<td>no</td>
<td>yes</td>
</tr>
<tr>
<td>Hoops for Peace</td>
<td>yes</td>
<td>no</td>
<td>yes</td>
</tr>
</tbody>
</table>
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?
1. Mapping of Coalition Member Activities

2. Organizational assets

3. Insights and discussion points
Concerns

Lack of clarity regarding the vision of the Coalition, its values and goals (peace? social change? shared society? what’s our common denominator?)

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

How will the Coalition be funded?

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

Lack of trust between the organizations

Resource generation
(for the Coalition? For the organizations?)

What will we get out of it?

Diversity in the Coalition

Politics between the organizations (who decides)

Bad experience with previous Coalitions

Imbalance between large and small organizations

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

Definition of roles and responsibilities between Coalition members
Monitoring and Evaluation

Volunteers

Leadership

Improvement of work (programs)

Joint work with Jews and Arabs

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

Balance between quantity and quality

Fundraising and resource generation

Self-generated funds

Knowledge sharing

Alumni

Needs

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The Coalition

**Capacity**

- **Partnerships**
  - Corporate sector, government, local authorities, HMOs (Kupot Holim), Medical Association, physiotherapists from special communities, leading athletes

- **Promoting peace and Shared Society**
  - Experience with cross-sectoral work, identity, crisis management in times of security tensions, facilitated dialogue, Unified Sports Course, participation in relevant research

- **Organizational knowledge**
  - Alumni, volunteers, fundraising, M&E, collective impact

- **Work with special communities**
  - Women, Haredim, Arabs, people with disabilities

- **Managing a multicultural organization**
  - Management, staff, volunteers, annual calendar, work in Arabic, target groups
Effects of Corona

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

- "Global opportunities were opened."
- "At first it was a real blow, all activities came to a halt."
- "Activities were reduced."
- "The COVID crisis served us quite well."
- "We were supposed to grow significantly - that didn't happen."
- "We had to adapt the activity to a hybrid format."
- "Despite COVID, there was an increase in activity."
- "The pandemic created financial difficulties; we were forced to take a loan from the Ogen Fund."
- "We moved to training in open spaces."
- "We moved to Zoom - we tried to do physical activity on Zoom."
- "We had advantage of the opportunity, we opened a fund to assist youth in sports clubs, and that opened new branches and audiences for us."
- "In Haredi society, there is no use of screens [computers’ mobile phones], the pandemic increased the need for more activities within the community."
- "There was no change. Kids continued to come for activities on the beach."
- "Due to COVID, the league was cancelled and this caused the collapse of the groups we built in past years."
Idea 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

**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.

**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.

**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.