

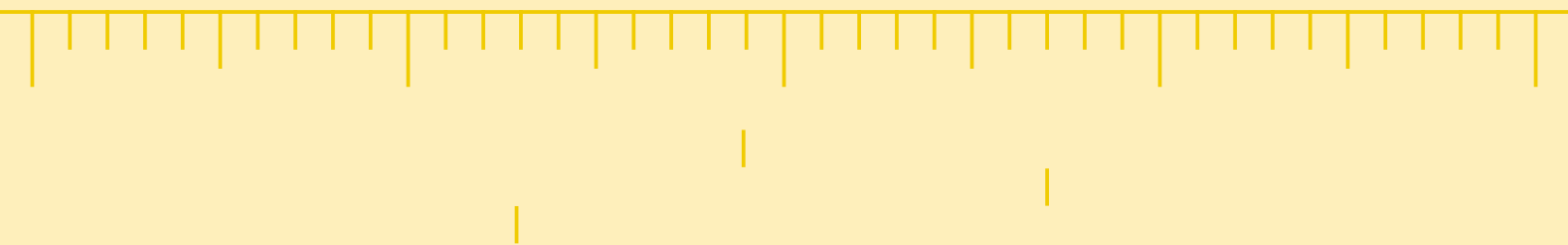
Israel Association for Ethiopian Jews

Registered NPO No. 580237709

August 2008 | Report No. 3

Analysis Report

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



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אגודה ישראלית למען יהודי אתיופיה
ISRAEL ASSOCIATION FOR ETHIOPIAN JEWS
በኢሥራኤል ለኢትዮጵያ ይዕዳዎችን ለማን ድርጅት

Analysis Summary

Israel Association for Ethiopian Jews

Registered NPO No. 580237709

Advancing the interests of the Ethiopian Israeli community in the areas of education and employment through lobbying and advocacy

Areas: **Social Change** | Civil and Human Rights | Education | Employment | Immigrant Absorption

Size: XL L M S

Measures of Strength

Unique working model effective at achieving the organization's objectives

Organizational focus on advocacy

Compiling a unique information bank from an array of research material which creates a professional reputation for the organization

Rapid response capability

Familiarity with the political and media environment

Measures that require Strengthening

Lack of familiarity of the field

With the exception of the chairperson, **the Board of Directors does not contribute strategically** to the organization and does not constitute an overseeing and monitoring body for the management

Exclusive reliance on American foundations without appealing to local funding sources threatens the organization's financial stability

Lack of measurement of social impact impedes proper assessment of success of activity

A

Ethics

B

Finance

A-

Systems

B

People

B-

Horizon

B

Midot Index

Profile

The Organization: Israel Association for Ethiopian Jews

28 Pierre Koenig St., Jerusalem 93469 | 972-2-678-9673 |
www.iaej.co.il

Established in 1993 | Registered since 1993 |

Representative: Danny Admasu, info@iaej.co.il

Target Population: Ethiopian community in Israel

Objective: Advancing the interests of the Ethiopian community in Israel in the areas of education and employment.

- Goals:**
1. Narrowing education and employment gaps.
 2. Compiling updated research on the Ethiopian community in Israel.
 3. Advancing integration of Ethiopian Israelis into the public discourse.

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

Activities

- Main Projects:**
1. Advancing the employment of Ethiopian academics in the Israeli job market.
 2. Tracking the implementation of government decisions regarding the community.
 3. Combating discrimination in the schools and universities and reducing Ethiopians placed into the special education system.

Locations: Not relevant (Advocacy)

Volunteerism: Low reliance on volunteers

Beneficiaries: Direct beneficiaries in 2007: Not relevant (Advocacy)
Accrued number of direct beneficiaries: Not relevant (Advocacy)

Scales

Size of the Organization	XL	L	M	S
Size of budget	XL	L	M	S
Years of Activity	XL	L	M	S
Geographic Distribution	XL	L	M	S
Employees and Volunteers	XL	L	M	S
Public Recognition	XL	L	M	S

Key on page 17

People

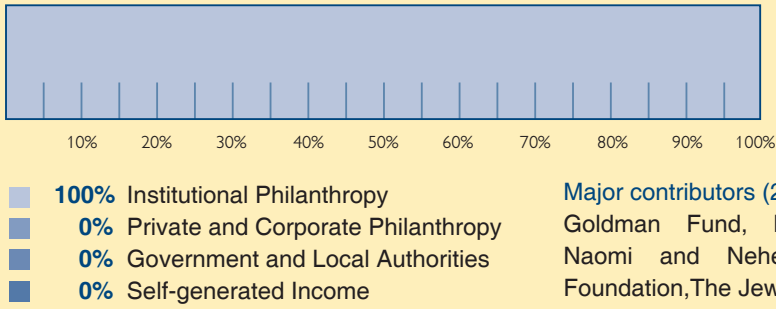
Chairman: Shula Mola | Appointed in 2006

Number of Board Members: 6

Director: Danny Admasu | Appointed in 2006

Total Number of Employees: 10
Part-time employees: 1
Full-time employees: 9
Total number of positions: 9.5
Total Number of Volunteers: 7

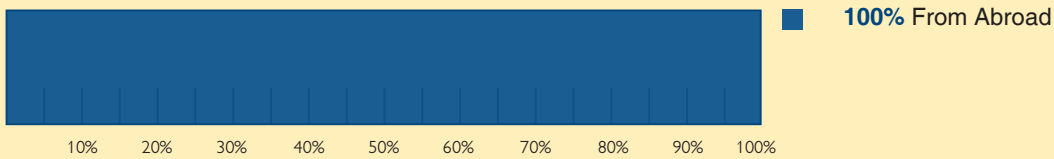
Income (2007, in percentages)



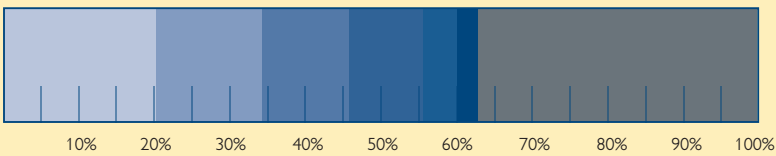
Major contributors (2007):
 Goldman Fund, Moriah Fund,
 Naomi and Nehemiah Cohen
 Foundation, The Jewish Federation
 of New York

Income

Origin of Donations (2007, in percentages)



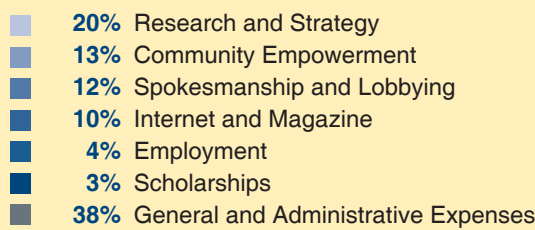
Main Expenditures (2007, in percentages)



Three Highest Salaries

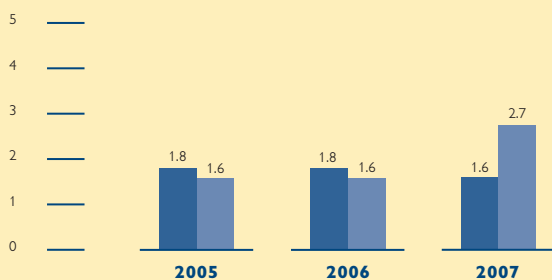
(2007, estimated average monthly gross salary, range):

- 12,000 – 15,000 NIS
- 9,000 – 12,000 NIS
- 6,000 – 9,000 NIS



Expenditures

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



Note: At the end of 2007 a grant of over 1 million NIS was in favor of the Employment Project of 2008.

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Rating

Organizational Virtues

B

Horizon

B-

The organizational focus is on lobbying in the areas of education and employment for the Ethiopian community in Israel. This focus is realized using a unique working model that contributes to achieving the organization's goals. Departments' work plans are defined two years in advance, yet there is no overall organizational plan. The rapid, real-time response capability to relevant events stands out, yet it often diverts the organization from its annual work plan.

People

B

The Director, experienced in community work, is appreciated within the Ethiopian community, and since his appointment, his staff has become more focused and professional. He contributes a cohesive link between all the organization's various activities and departments. With the exception of the Chairperson, the Board of Directors is not involved with organizational strategy, and does not constitute a supervisory and monitoring element over its management. Programs are executed by paid employees, and almost no use is made of volunteers, despite their potential for promoting the organization's goals.

Systems

A-

The organization is quite familiar with the political-bureaucratic-government system, serving it well for advocacy, although its connection with the community, vital for realizing its advocacy activity, is not adequate. Cooperation exists, but is difficult at times due to different worldviews and criticisms towards other Ethiopian community organizations.

Finance

B

Income is based mainly on foundations and prominent North American Jewish federations that have partnered with the organization over time. Financial stability is threatened by the fact that there are no other funding sources - independent or otherwise - and also due to the fact that grants are received in US dollars. In recent years activity areas have expanded beyond lobbying and advocacy, followed by a rise in the organization's income.

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Ethics

The organization follows a policy of not accepting donations from government sources. There is a salary ceiling for the Director, and broad social benefits are given to employees. The organization demonstrated great openness during the rating process.

A

Key on page 17

Social Virtues

Effectiveness

The IAEJ has had a number of successes in promoting and lobbying for legislation and government decisions, among them a five-year plan to improve the absorption of Ethiopian immigrants, the enactment of a law recognizing Sigd as a national holiday, an amendment to the Reasonable Representation in Civil Service Act and advancing the employment of Ethiopian teachers in the education systems.

Leadership

The IAEJ is the leading organization engaged in advocacy for education and employment for the Ethiopian community, and the only organization that conducts studies on these issues. The IAEJ compiles information that serves many groups, among them ministries, and is perceived as a reliable and professional information source. The organization is supported by prominent foundations.

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Background

The Israel Association for Ethiopian Jews (IAEJ) was founded in 1993 by former activists in the American Association for Ethiopian Jews (AAEJ), which acted on the Ethiopian Jews' behalf to bring them to Israel, and closed after most of the community immigrated. The IAEJ is the most veteran organization among those working in and for the Ethiopian community, and works today to advance the Ethiopians' integration in the schools and in the labor force, based on the philosophy that education and employment are the crucial anchors for integration into Israeli society. The IAEJ engages in lobbying, advocacy and community work, basing its activity on information gathering and research for the purpose of decision-making and initiating new activity. The IAEJ staff is made up of 10 people, half of whom are Ethiopian. Its offices are located in Jerusalem, but the organization is active nationwide. The IAEJ has several units: Research & Strategy; Lobbying & Spokesman; Community Empowerment; and International Relations.

The Social Issue

The Ethiopian community in Israel, which as of 2006 numbered 110,000, has for many years grappled with the challenge of integration into Israeli society. For many of them, immigration was beset by the disintegration of their family and social structure, and the social welfare solutions offered by the relevant governmental agencies were not always adequate. Added to this were cultural gaps and a lack of understanding on the part of Israeli society of the immigrants' needs. Many of the immigrants were housed in absorption centers and in distressed neighborhoods in outlying areas, where educational and employment opportunities were limited, as was their capacity to benefit from quality services. In education, common acclimatization challenges among Ethiopians are manifested in difficulty to acquire literacy, the high dropout rate, the inordinately high percentage of Ethiopian children streamed into special education, and low numbers of high school graduates and academics. Regarding employment there is a significant gap between employment rates in the Ethiopian community and those in the overall Jewish population, as well as the phenomenon of underemployment, i.e., employment that is not commensurate with the person's skills and qualifications and/or his or her ambitions. The IAEJ works toward the full integration of Ethiopian immigrants into Israeli society. In society's view, Ethiopians are "the weak population of the hour", and IAEJ's mission is to change the overall mindset regarding weak populations in society, on behalf of the public's best interest and a better future for the country.

Goals

1. Broadening the public discourse to include the Ethiopian immigrant community.
2. Gathering, organizing, and compiling up-to-date information on the Ethiopian community in relevant spheres.
3. Early identification of negative trends in the absorption process and giving professional guidance in the appropriate areas.
4. Narrowing the education and employment gaps in the community on the macro level.
5. Integrating volunteers into the IAEJ's activities.

Main Activities

1. Advancing employment of Ethiopian academics in the Israeli labor force.
2. Monitoring the implementation of government decisions on improving the absorption conditions of Ethiopian immigrants.
3. Combating discrimination in schools with Ethiopian enrollment and reducing the unnecessary streaming of Ethiopian children into special education tracks.
4. Formulating a training and enrichment program for community police to work with Ethiopian youth and parents.
5. Developing a young leadership from among the Ethiopian community.

Environment

Ethiopian Jews began leaving their communities and making their way to Israel as early as the late 1970s, after the Israeli government decided that the Law of Return applies to them. Their organized immigration began in November 1984 with "Operation Moses", with another wave in 1991 with "Operation Solomon". Since then a few hundred Falash Mura have arrived every month. According to Absorption Ministry data, at the end of 2006 the community numbered 110,000, residing mostly in Netanya, Rehovot, Hadera, Beer Sheva, Ashkelon, Haifa, Ashdod, Afula, Kiryat Gat, Kiryat Malachi, Yavneh, Lod, Kiryat Yam and Pardes Hanna-Karkur. The community is young, with its median age being under 21; a third are Israeli-born.

Over the years, many resources have been invested in Ethiopian absorption, both by the government and by the third sector. Although progress in the community's integration can be noted, there are still many social and economic gaps between community members and the veteran Israeli population. These are manifested in high unemployment rates relative to the general population, high dependency on government stipends, and a high rate of non-professional employment. The education gaps are manifested in low scholastic achievement, the high "hidden dropout" rate, the low rate of matriculation, and low representation in institutions of higher education.

The community is the target population of the IAEJ; at the same time, it is also a means via which the IAEJ is aided in achieving its objectives in the areas of advocacy, both as a source of information and a source of power.

Organizations and groups in the IAEJ Environment:

Alongside government and municipal agencies engaged in various aspects of Ethiopian Jews' absorption, many non-profits, made up of members of the community and/or working on its behalf, are in operation. At the end of 2006, 268 organizations affiliated with or explicitly addressing the needs of the Ethiopian Community had been registered, 178 of which are active today. Following are short descriptions of the most prominent, whose activities are similar to or overlap those of the IAEJ.

Ethiopian National Project - A cooperative endeavor of the JDC, Keren Hayesod (KHUIA), the Jewish Agency, the UJC, the Israeli government and representatives of the Ethiopian community. Established by force of a government decision, the ENP is intended to concentrate dedicated funds from government budgets and philanthropies for the benefit of Ethiopian immigrants in various areas, to prioritize them and to oversee their use.

Representatives of Ethiopian Jewish Community Organizations - An organization in whose establishment the IAEJ was involved, the REJCO is a coalition of 18 nationwide organizations and representatives of the community from throughout Israel. The representative council has set a goal of advancing the welfare of the community overall, and within the Ethiopian National Project (ENP) in particular. The council runs projects to decrease unemployment and represents community members to various government agencies.

JDC Israel - The JDC works toward the integration of immigrants in the fields of Immigrant Integration and absorption, Education, Youth and Employment; and in cooperation with government agencies. A few JDC programs, such as "Atzmaut" (Independence) and "Zinuk Ba'alya" (Leap Upward), touch on areas in which the IAEJ is engaged.

Tebeka - Law Justice, for Ethiopian immigrants: a non-profit which provides legal advice and aid with the objective of achieving justice, equality and advancement of the community's status. Inter alia Tabeka operates a project that prepares Ethiopian academics to join the labor force, yet on a smaller scope than does the IAEJ's employment project.

Fidel - A non-profit organization working on behalf of education and social integration of Ethiopian immigrants. Fidel supervises liaisons in schools with Ethiopian immigrants toward improving the relationship between the schools, pupils and parents.

North American Conference on Ethiopian Jewry - Israel - A North American organization working on behalf of Ethiopian-Israelis. In addition to running nutrition and tutoring programs, the NACOEJ is active in Ethiopia, where it helps Falash Mura immigrate to Israel and ensures their welfare.

The Struggle for Social Equality for Ethiopian Jews in Israel ("Mate Hama'avak") - The association was established by community activists in the wake of the "blood samples affair", concerning the Magen David Adom in Israel policy of rejecting blood donations by Ethiopian in 1984-1996, in an effort to achieve full and equal rights for Ethiopian immigrants.

Be-Atzmi - A non-profit organization which develops and implements employment programs in order to aid the jobless from weaker populations nationwide. Be-Atzmi operates dedicated programs for men and women from the Ethiopian community in 16 locales nationwide.

Almaya - A non-profit organization for the advancement of the family and the child in Israel's Ethiopian community. Alamy is engaged in spreading educational-community programs that it develops for the Ethiopian community.

Tech-Careers - An organization engaged in training Ethiopian immigrants for high-tech positions.

Trends, Threats and Challenges

In January 2008, a five-year 870 million NIS government plan was approved to improve Ethiopians' absorption and integration process. The plan is meant to provide a multi-sphere solution in the areas of employment, education (including higher education), IDF service, housing and welfare. The IAEJ was a partner in consolidating the plan and is supposed to take part in monitoring its implementation. Beyond the plan's practical significance as the first government plan of its kind, it has placed the Ethiopian community's needs squarely on the public agenda in such a way as to advance the IAEJ's goals. On the other hand, Israel's political instability threatens the continuation of the government's cooperation with the IAEJ, and Israel's security issues are liable to push aside social welfare activity and postpone the plan's implementation. Another threat to the IAEJ is the economic uncertainty that lies within the weakening of the US Dollar against the Shekel, a problematic trend for organizations whose main funding comes from the USA.

The IAEJ operates in an environment saturated with like organizations, as well as within a community wherein there are personal disputes and political motivations that occasionally clash with professional considerations. The mere holding of a debate on the proliferation of organizations in the Ethiopian community has caused reverberations, and has and continues to preoccupy the IAEJ.

Appendix

The analysis Process of the Israel Association for Ethiopian Jews

The analysis process of the Israel Association for Ethiopian Jews was carried out during April - July 2008. The data gathering process lasted two months, during which various documents were collected from the organization including financial statements, work plans, grant applications and others. In addition, information was gathered on the organization from Web-based and other sources. At the same time, interviews and discussions were conducted with various personnel both within and outside the organization:

- Danny Admasu - Director
- David Eisenstadt - Director of Resource Development and Community Relations
- Leah Batbavo - Director of Community Empowerment
- Avi Masfin - Spokesman and Lobbyist
- Tal Haas - Director of Research and Strategy
- Hagit Hovav - IAEJ Director of Academics' Employment Empowerment program
- Shula Mola - Chairperson of the Board of Directors
- Micha Odenheimer - member of the Board of Directors and a founder of the IAEJ
- Shmuel Yalma - Immigrant Integration Section, JDC Israel
- Don Futterman - Representative of the Moriah Fund in Israel

The information gathering process included a concentrated day of activities which was held at the organization's headquarters and was attended by the Director, the Chairperson of the Board of Directors, a member of the Board of Directors, five employees and two volunteers.

In addition, an observation was held of a meeting of activists in "Charisma", the community empowerment program held at Ramat Ef'al and attended by participants from throughout Israel. Another tool used was a questionnaire circulated among the employees, which 8 employees completed.

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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Midot Index

Virtue

Social Virtues

Cluster

Effectiveness

Leadership

Component

Outputs & Results

Professional Reputation

Satisfaction

Public Reputation

Uniqueness

Organizational Virtues

Horizon People Systems Finance Ethics

Aspirations	Board & Lay Leadership	Operation	Stability	Fairness
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 assesment summaries, which are conducted 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