



המרכז לחקר
הפילנתרופיה בישראל
בית הספר
לעבודה סוציאלית
ורוחה חברתית
ע"ש פאול בראוולד
מיסודו של הג'וינט העולמי

The Center for The Study of
Philanthropy in Israel
Paul Baerwald School of
Social Work
and social welfare
Founded by the American
Jewish Joint Distribution
Committee (JDC)

Israeli-Canadian Workshop:
**“Cross-Sectoral Partnerships: Implications for Policy
and Practice”**

Monday-Wednesday, June 23rd-25th, 2014

The Halbert Center for Canadian Studies

The Hebrew University of Jerusalem, Mt. Scopus

Final Report submitted to the Halbert Center

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1. 1. Goals

In a world that is growing in complexity, no single sector is able to respond to the changing social needs, human demands, and environmental and economic constraints by its own scarce resources. It is becoming increasingly clear that the sought-after solutions require not only shared responsibility but also creative thinking and collaborative action. Cross-sector partnership, where non-governmental actors (for-profit and nonprofit) are mobilized or become involved in efforts to promote public causes together with governmental actors, is perceived as an essential and desirable strategy for coping with public challenges. Cross-sector partnership refers to a formal or informal organizational framework in which ongoing mutual relationships and exchange of information, resources, activities, and know-how are established among actors in two or more sectors (governmental, nonprofit, and business) working together toward a goal which has added value, and which could not have been achieved solely through the activity of one sector.

Cross-sector partnerships include programs and initiatives in which stakeholders from the various societal sectors – government, philanthropy, business, nonprofits, as well as the community – collaborate to achieve common goals, such as promoting a policy change or establishing new services. Cross-sector partnerships can also raise awareness and generate conversations between various stakeholders in the different sectors that give rise to new opportunities, or can lead to changes and improvements to existing services provided to clients. The distinctive character of cross-sector partnership derives from the nature of the encounter that is facilitated between organizations that strive for common goals but have different identities and use different

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strategies. In this context, each organization has a different perspective of its role in society; this affects the definition of its moral and social commitment as well as the rationale for its activities.

The workshop aimed to provide a venue for the exchange of knowledge between scholars researching cross-sector partnerships in Canada and Israel, and for developing theoretical models for the study of such partnerships. In addition, we intended to create an opportunity for developing joint research comparing the models of cross-sector partnerships in Canada and Israel, and presenting the experience and lessons learned from the operation of partnerships, as well as creating evidence-based knowledge that could inform policy makers and practitioners in nonprofit organizations, the business sector and government agencies in both countries and beyond.

2. 2. Main themes raised and presented by the participants

During the workshop participants presented their research focusing on theoretical and empirical aspects of cross-sectoral partnerships and collaborations. The presentations examined issues relating to: cross-sectoral partnerships in social services; analytical frames of cross-sector partnerships; mitigating risks for cross-sectoral partnerships; partnerships crossing borders; nonprofit-government partnerships: the philanthropic viewpoint of partnerships. Each presentation was followed by an intensive discussion about the research presented. The discussion explored issues and dilemmas relating to cross-sectoral partnerships as perceived by Israeli and Canadian scholars, focusing on five key areas: motivation to form partnerships; how do organizations from the

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three sectors interact, partner and collaborate with respect to both strategy and implementation; partnership processes: decision-making processes, exchange relations between the partners in terms of knowledge, information, mobilizing financial resources and the human capital, developing organizational, economic and technological infrastructures and achieving financial stability; cultural and organizational challenges in partnerships: outcomes and impacts of cross-sector partnerships.

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3. 3. Discussions following the presentations

Productive and thought-provoking discussions were held following the presentations. They related to the rational and motives for creating and sustaining partnerships; the composition of partnerships; power relations in cross-sector partnerships; Balancing competing needs of the partners; governance and administration models of partnerships; differences in organizational cultures in partnerships; partnership outcomes and their evaluation. Furthermore, participants discussed future research directions such as motivations of actors involved in such collaborations, challenges to successful partnerships, governmental policy enhancing and facilitating cross-sector partnerships, and measuring the effectiveness of partnerships.

4. 4. Participants:

Included scholars from the Hebrew University, various universities in Canada (Carlton University, Queens University, Ryerson University, Trent University and York University), doctoral students, and executives from JDC Israel, philanthropic foundations in Israel and the Israeli government. This diverse

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group of participants from various backgrounds allowed for an intensive dialogue and significant learning of cross sectoral collaborations, presenting different viewpoints of partnerships. The participants are listed below: Dr. Michal Almog Bar, Dr. Ronit Amit, Mr. Guy Avrutzky, Prof. Raymond Dart, Dr. Ori Eyal, Dr. Itay Greenspan, Ms. Marissa Gross, Prof. Femida Handy, Ms. Dana Halevy, Dr. Wenjue Knutsen, Prof. Agnes Meinhard, Prof. Susan D. Phillips, Prof. Hillel Schmid, Ms. Hanna Shaul Bar-Nissim, and Dr. Sigal Shelach.

5. Lessons and insights

The high quality of the presentations and the intensive discussions during the workshop were a result of the unique group of Canadian and Israeli scholars from various universities and of different backgrounds (faculty, doctoral candidates, graduate students) and of the participation of practitioners that initiate, manage and engage in cross-sectoral partnerships locally and globally. The workshop allowed for a unique exploration of these collaborations from various perspectives and points of view: theoretical, practical and implications for policy. The presentations and the discussions helped in clarifying definitions of cross-sectoral partnerships in different countries, across different disciplines, and allowed for a better understanding of the practice of these collaborations.

In addition, the generous financial support of the Halbert center allowed for the successful execution of the workshop. There was a successful cooperation between the Halbert Center and the Center for the Study of Philanthropy in Israel, and a fruitful teamwork in various administrative aspects of the workshop. The vast experience and knowledge of the Halbert Center in

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organizing academic workshops was a great advantage and assisted us in carrying out the workshop successfully.

6. Future activities:

Workshop participants agreed that the workshop was a beginning of a mutual learning process and knowledge development aiming to contribute to theory building in the field of cross sector partnerships in Israel and in Canada. We hope that this knowledge will be developed by conducting further workshops that will result in publications. For these purposes the Center for the Study of Philanthropy will work in coordination with the Canadian Scholars in planning future meetings.

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