



THE JACOB RADER MARCUS CENTER OF THE
AMERICAN JEWISH ARCHIVES

MS-763: Rabbi Herbert A. Friedman Collection, 1930-2004.

Series H: United Jewish Appeal, 1945-1995.

Subseries 4: Administrative Files, 1945-1994.

Box
39

Folder
5

Fundraising. Europe. 1964-1966.

For more information on this collection, please see the finding aid on the
American Jewish Archives website.

-8-
FUND RAISING COMMISSION
STANDING CONFERENCE OF EUROPEAN JEWISH COMMUNITY
SERVICES

Proposal for Study of Fund Raising in European Jewish Communities

(Revised November 1964)

I. Justification of Study.

Most European Jewish community services were created under conditions of great pressure and urgency following the end of the war. This accentuates the need today not only to evaluate these services in terms of total community requirements as related to available resources, but present needs as compared to those existing at the time the services were originally organized, and future needs in the light of current trends.

Termination of the Claims Conference has highlighted the need for reappraisal of the fund raising efforts of the European Jewish communities. In its attempt to develop a long range program, the Standing Conference of European Jewish Community Services, through its Commission on Fund Raising Programs, has been made aware of the lack of a comprehensive picture and evaluation of fund raising not only for its own needs, but also for development of mutual assistance among the different countries. European Jewish communities are also faced with the challenge not only to establish their own independence of American Jewish community financial aid, but to take up a fair share of responsibility for aid to less fortunate Jewish communities and groups in Israel or elsewhere. This is heightened by the fact that the prospect of increased financial aid from America is not likely. This study is designed to make possible, therefore, an appraisal of the current situation and the formulation of recommendations to improve fund raising performance, organization, and methods.

....

II. Framework of Study.

The study should be organized and conducted under the joint auspices of the Standing Conference (through the Fund Raising Commission), the Jewish Agency, and the AJDC.

It is envisaged that the Standing Conference will have to take major responsibility for implementing the plan of the study. It is suggested, however, that the Director-General of the AJDC and the Executive Secretary of the Standing Conference, together with a professional representative of the Keren Hayesod, a professional consultant delegated by the AJDC Advisory Committee on Community Organization and Fund Raising, and the Director of the Economic Research Corporation Limited constitute a Technical Advisory Committee.

A Steering Committee should be constituted, consisting of the members of the Fund Raising Commission and the Technical Advisory Committee.

III. Study Method.

Within the Steering Committee the Technical Advisory Committee would have the responsibility of developing the basic questions to be studied and evaluated. Mr. A. A. Kessler of the Economic Research Corporation Limited will be responsible for the collection and analysis of the necessary data. The Steering Committee will be responsible for evaluation of the data in order to develop recommendations that will be discussed with local communities in order to assist them in improving their fund raising efforts. The Fund Raising Commission, with whatever technical assistance is required, will be responsible for interpretation of the findings and recommendations to the local communities.

IV. Local Community Participation.

It is essential that each local community participate actively in the study process. Toward this end it is recommended that each community should create a local liaison committee under the chair-

-manship of the community's representative on the Fund Raising Commission. These local liaison committees should include key lay and professional leaders and major contributors. Where national organizations exist, the term "local committee" refers to the national structure and should include representation from the major cities within the country.

V. Public Interpretation.

It is recognized that within the local communities there is insufficient understanding of community needs and community responsibility. It is further suggested that within the Steering Committee a systematic program of public information on a European-wide level should be developed. This should serve as a guide to local liaison committees in furthering interpretation on the local level.

It is suggested that a representative of the AJDC Publicity Department be invited to participate with the Steering Committee in order to facilitate this program. Similarly, in the local community's approach, a skilled public relations person should be invited to participate on the local liaison committee.

VI. Approach of Study.

This study has been motivated by the fact that the local communities are concerned that insufficient funds are available now, or will be available in the future, to meet local community needs and/or local community's responsibility to needs of Jewry in other communities. The approach of this study then is to assist the local communities to evaluate their fund raising potential. Beyond this assessment, the communities themselves will be able to examine their services in relationship to potential financing.

VII. Areas of Research.

A. Community structure.

1. National (where applicable).

a. Outline national community structure and organizations operating on a country-wide level.

2. Local structure.

a. Outline local community structure (local social, welfare, educational and religious services and institutions and organizations for fund raising to meet local and non-local needs).

B. Income of community structure as outlined in A, 1 and 2,

1960 through 1963 (operating and capital income differentiated).

1. Total direct contributions to each institution, service, or organization and to central fund raising body.

2. Total reserve funds of each organization; annual income from reserve funds.

3. Total endowment funds from each organization; annual income from endowment funds.

4. Annual income from taxes of each organization.

5. Annual income from AJDC for each organization.

6. Annual income from Claims Conference for each organization.

7. Annual income from government for each organization.

8. Other.

C. Fund raising apparatus.

1. Description of central communal fund raising apparatus.

a. national

b. local

2. Describe Magbit campaign apparatus (both nationally and locally).

....

....

D. Fund raising methods and problems. (Both for central communal fund raising apparatus and Magbit apparatus)

1. Relation between community structure and fund raising methods and problems.
2. Solicitation methods; costs.
3. Multiplicity of campaigns.
4. Manpower.
 - a. Lay participation, extent and functions.
 - b. Paid fund raising personnel, extent and functions.
5. Insufficient awareness on part of potential contributors (interpretation).
6. Income tax provisions. (See study made by European Cultural Foundation.)

E. Contributions (for central communal fund raising apparatus and for Magbit, respectively, where applicable).

1. Pattern of contributions.
 - a. Number of contributions to central campaign and number of contributions to supplementary campaigns of constituent agencies.
 - b. Contributions by size.
 - c. Trends in total contributions.
 - d. Share of large contributions in total.
 - e. Personal vs. business contributions (if possible).
 - f. Trades and industry.
 - g. Compare giving of (x) number of large contributors to C1 and C2.
 - h. Compare per capita giving of balance of contributors to C1 and C2.
 - i. Portfolio of giving of 10 largest contributors to C1 and C2. (Listing of gifts to all charitable causes, Jewish and non-Jewish).

2. Capacity to contribute.

- a. Relation to population (permanent, old and new, transient; size and age structure).
- b. Relation to income level.
- c. Relation to communal structure (share of "organized" Jewish community within total Jewish population).

VIII. Country Coverage.

All member countries of the Standing Conference should be included in the study where desired and if possible. Obviously, this cannot be done simultaneously, due to the limitations of manpower, time and financial resources. It is therefore suggested that the study be done in phases with the priorities to be established by the Fund Raising Commission on the basis of population, size, and urgency of need. In this perspective France is seen as having the greatest priority. Because of the wide scope of the study, it is recommended that the initial phase should be limited to France and one other country. Because of the relative similarity and close physical proximity of the French and Belgian communities, it is suggested that Belgium be included with France in the first phase.

IX. Data Collection and Processing.

A. General data.

1. Demographic.
2. Economic (income level, etc.).
3. Taxation and government regulations.

B. Gathering and processing data.

1. The general data and comparative data can be handled for the most part from library sources, although some direct contact may be necessary with the country statistical offices or international organizations (the United Nations in Geneva, the Organization for Economic Cooperation and Development in Paris, the Common Market Secretariat in

Brussels, and the International Bureau of Fiscal Documentation in Amsterdam).

2. It is expected that a large part of the community data, especially those relating to financing and fund raising, will be obtained and clarified by questionnaires and correspondence. However, most of the data on fund raising methods and experience will have to be gathered by direct interview.
3. It is contemplated that data processing will be done in Israel. It has been assumed that data on community agencies' budgets, fund raising and contributions is not available in a uniform digested form, but must be tabulated from individual documents varying in content and presentation. On the other hand, it has been assumed that accurate and fairly systematic records are kept by all major agencies, so that they are in a position to fill in questionnaires requesting various classifications of sources and uses of funds, etc. The same consideration applies to the data for past years which are to be used to establish trends.
4. It obviously has been assumed that full cooperation will be obtained from all major agencies through the good offices of the member organizations of the Standing Conference, the JDC, etc. This applies to data to be gathered by interviews, as well as the budget data discussed in the foregoing.
5. In view of the fact that a certain amount of the data will have to be obtained in the field, notwithstanding the cooperation of the local organizations, it will be necessary for ERC to have a staff member in Europe. Provision for this, therefore, is included in the fee of ERC.

X. Reports.

A. The analysis of the country data will be presented in a series of country reports to be reviewed by the community liaison committees. These reports will be in the nature of working papers (i. e., they will show greater detail, give technical notes, will be more loosely organized, have fairly limited circulation and, presumably, will not go through further drafts in the framework of the present study).

B. The final summary report will be made by the Steering Committee, based on the analysis and comparison of the data gathered from the individual countries and the comments and recommendations of the local liaison committees.

XI. Proposed Schedule.

A. Phase I: Process of organization and initial data gathered (estimated 3 months).

1. Meeting of Steering Committee to review revised study plan (as outlined herein).

2. Organization of local liaison committees.

3. Original preparation of questionnaires for distribution to members of Steering Committee for comments and suggestions.

4. Meetings with local liaison committees for interpretation of study; review of questionnaires; suggestions; establishment of procedures; and enlisting local liaison committees' assistance in data gathering.

5. Data gathering and transmission.

6. Obtaining existing reports and other easily available data.

B. Phase II: Processing of initial data (estimated 3 months).

1. Processing of data obtained in Phase I.

2. Processing of completed questionnaires received from European communities during Phase II.

3. Correspondence regarding questionnaires.
 4. Processing of general demographic, economic and community data.
 5. Beginning preparation of country reports.
- C. Phase III: Field-work and consultation in Europe by community organization consultant and Economic Research Corporation Limited (estimated 3 months).
1. Discussion of initial country results with liaison committees.
 2. Interviews of major agencies, contributors, etc.
 3. Data gathering to fill gaps.
- D. Phase IV: Preparation and circulation of preliminary draft reports (estimated 2 months).
1. Processing of Phase III data.
 2. Draft country reports and distribute to Steering Committee.
- E. Phase V: Review and final report (estimated 1 month).
1. Meeting of Steering Committee for review of draft report and recommendations.
 2. Meeting of local liaison committees for presentation of revised reports and recommendations.
 3. Final report.

Specimen questionnaire

I. GEMEINDEANGEHÖRIGE

Gemeinde:

Adresse

Gegründet im Jahre

a) Am 31. 12. 1964 betrug die Anzahl von eingetragenen Mitgliedern Ihrer Gemeinde

Unserer Ansicht nach handelt es sich hier um Familienchefs. Aus wievielen Personen setzen sich, Ihrer Meinung nach, diese Familien zusammen?

b) In Ihrer Stadt gibt es schätzungsweise wieviele Israeliten, die nicht als Mitglieder Ihrer Gemeinde eingetragen sind?

Diese Familien setzen sich aus wievielen Personen zusammen?

II. MITGLIEDSBEITRÄGE

a) Um Mitglied Ihrer Gemeinde zu sein, ist ein jährlicher Mitgliedsbeitrag zu bezahlen. Wir erbitten einen Auszug Ihrer Statuten, in denen die Mitgliedsbeiträge festgesetzt sind.

b) Wurde dieses System der Festsetzung von Mitgliedsbeiträgen angewandt -

im Jahre 1964

1963

1962

1961

1957

ja nein

.....

.....

.....

.....

.....

c) Gibt es Familien, deren Einkommen nicht ausreicht, um die Mitgliedsbeiträge zu bezahlen, die aber dennoch als Mitglieder aufgenommen werden? Wieviele?

III. BUDGETS

Wir bitten Sie, uns für die Jahre 1964, 1963, 1962, 1961 und 1957 Ihre

a) Bilanz

b) Budget (Einnahmen und Ausgaben) einzusenden.

IV. ANGESCHLOSSENE INSTITUTIONEN

Sind irgendwelche Institutionen oder Hilfswerke an Ihre Gemeinde angeschlossen? Wenn ja, wollen Sie uns bitte ebenfalls deren Bilanzen und Budgets für die für das Study in Betracht kommenden Jahre - 1964-63-62-61 und 57 - zukommen lassen.

Specimen questionnaire

CONSISTOIRE CENTRAL - 17, Rue Saint-George - Paris 9e

1. Communauté de _____ Adresse _____
- Fondée en _____
 - Nombre de membres inscrits à la Communauté _____
 - Nous pensons qu'il s'agit là du nombre de familles. A votre avis, combien de personnes (âmes) représentent ces familles? _____
 - A votre avis, combien de familles israélites habitant votre ville ne sont pas affiliées à votre Communauté? _____
 - Ces familles comprennent combien de personnes? _____
 - Quel est le nombre de synagogues et/ou oratoires, c'est-à-dire, combien de lieux de culte dans votre Communauté? _____
 - Y a-t-il des lieux de culte non affiliés à votre association culturelle? _____ Combien? _____
 - Quel est le nombre approximatif des fidèles aux services
 - * le chabatt _____
 - * les Yamim Noraim _____
 - Veuillez indiquer le nombre de personnes officiant aux services ou s'occupant de la Communauté _____

| | Rémunérées | | Volontaires |
|----------------------------|-----------------|-----------------|-------------|
| | à temps complet | à temps partiel | |
| 1) Personnel administratif | | | |
| 2) Rabbins | | | |
| 3) Chazanims | | | |
| 4) Talmud Tora | | | |
| 5) Koreh | | | |
| 6) Chohatim | | | |
| 7) Mohalim | | | |
| 8) Hevrah Kadicha | | | |
| 9) Mikvé | | | |
| 10) Concierge | | | |
| 11) Autres | | | |

2. Quelles étaient les ressources de la Communauté en 1964
- (1) Cotisations _____
 - (2) Chechita _____
 - (3) Cimetière _____
 - (4) Actes d'état civil (mariage, décès, etc.) _____
 - (5) Dons à la Tora _____
 - (6) Autres dons _____
 - (7) Autres source de revenus (subventions, etc.) _____
- * Revenu total _____
3. Combien a été dépensé en 1964 pour la construction, l'agrandissement ou l'achat de terrains? _____
4. Est-ce que dans la Communauté fonctionne: oui non
- (1) une caisse de bienfaisance _____
 - (2) une caisse de prêts _____
 - (3) une distribution d'autres fonds _____
 - (4) une distribution de colis pour les fêtes _____
5. Quelle est la composition du Conseil ou du Comité de votre Communauté. Enumérez les noms, prénoms et fonctions des membres?
6. A votre avis, de quel montant les juifs affiliés ou non à votre Association Culturelle contribuent-ils à des institutions non communautaires (organisations sionistes, sociales, etc.)?
7. Remarques et observations:

S U M M A R Y

of

MEETING IN ZURICH on 16th MAY 1965
(Hotel Carlton-Elite)

AMERICAN JEWISH
ARCHIVES

Between Representatives of :

the AMERICAN JOINT DISTRIBUTION COMMITTEE

the STANDING CONFERENCE OF EUROPEAN JEWISH COMMUNITY SERVICES

the JEWISH AGENCY FOR ISRAEL

the KEREN HAYESOD

on the

STUDY ON FUND RAISING IN EUROPEAN JEWISH COMMUNITIES

Mr. J. KOMKOMMER, Chairman, welcomed the representatives of the four organizations sponsoring the Fund Raising Study. The Standing Conference, the youngest of the four organizations represented, was leading the discussion, since the subject of the meeting, the Fund Raising Study, had originated in the Standing Conference. This organization, which had been founded in 1960 under the auspices of the AJDC, deals with the various problems of European Jewish Communities, and fund raising is, of course, a very important aspect of these problems, which requires research and study. There is never enough money to meet all the needs of Jewish Community services.

Today, 20 years after the war, we again had a living Jewish community, a remarkable rebirth of Jewry in this part of the world. This has been possible through our own resourcefulness, the tremendous help from the United States and the establishment of the State of Israel. Inspiration for Jewry for many years in the past had come from Poland: this source had now dried up. Today there were two main sources of inspiration for world Jewry: the United States, and the dynamic State of Israel.

As the problems we were facing were of a similar nature - the ending of the Claims Conference affecting all of us - we were now sitting round a table to discuss these problems together.

There had been a meeting of representatives of the 4 sponsoring organizations in Paris in February 1965. Today, we were already closer together. After the Paris meeting we had had a small meeting in Geneva, followed by a meeting in Jerusalem on 2nd April, 1965, when Mr. A.A. Kessler of the Economic Research Corporation of Israel was commissioned to carry out the research work for the study. The Economic Research Corporation had been chosen due to experience gained in a similar study for Israel a few years ago.

Mr. Komkommer believed today in Europe there was a great potential for the increase of voluntary fund raising. We had to learn from each other. Mr. Komkommer stated he was working both for his local community and for Israel. Some others present here were working for different institutions. However, he wanted to stress here that it was not the intention here to arrive at united campaigns.

One of the aspects of the projected Study was to avoid simultaneous different campaigns, another consideration was the different tax situations in different countries, and an overall consideration that of trying to cut down by co-operation overheads as regards staff and office equipment.

The report which would be given at the conclusion of the study would, by itself, mean nothing but figures, if we were not convinced from the start that the study will have to be used. It was a living thing in which we were all involved.

He wanted to stress the fact that most important of all were the recommendations which would come out of the study. It was not Mr. Kessler's task to improve fund raising, his task was fact finding. The recommendations would have to come from us. In this connection we counted on AJDC to provide us with a professional consultant on fund raising.

Turning to the justification for the study, Mr. Komkommer referred to the "Proposal" which had been re-drafted several times. The latest draft had already been distributed.

Dr. AVIDOR said that the Jewish Agency was deeply interested, not only because they believed that the conclusions from the study would lead to increased fund raising for Israel, but also because there was greater increase in communal needs in Europe itself. Apart from this, they believed that the Study and its conclusions, would lead to greater unity, greater co-operation among the Jewish communities themselves, with the major focus on Israel. They wanted the study to be objective and scientific. Work on it would take approximately one year and they hoped that it would create interest in Europe which would be of benefit to all.

Mr. LAOR added that during his 16-year stay in Europe he had seen the reconstruction going on in Jewish communities and comparing European Jewry with that elsewhere he thought they did not have to be ashamed of themselves, prosperity among European Jewry was today - proportionally - not less than in the USA.

During the meeting in Paris in February we had heard speeches by representatives of the Education and Youth Departments of the Jewish Agency and we learnt what the Jewish Agency is doing not only in Israel, but also for European Jewish Communities. He wanted to mention in this connection that the Jewish Agency was spending more in Europe than the Heren Hayesod collected there.

Mr. KOMKOMMER said it might be interesting to note that the Fund Raising Commission of the Standing Conference not only worked out a plan for the present Study, but had also done some practical things: it had organized among the member communities two emergency campaigns, one for North African Refugees in France, which had brought in approximately \$ 600,000, and another campaign, on a smaller scale, in favour of the victims of the earthquake in Skoplje in Yugoslavia.

Mr. JORDAN wished to say a few things he thought important on the matter of collaboration.

On the relationship with the JDC he wanted to say that those who came from the communities and attended meetings might notice that sometimes there came up a feeling of differences between the JDC and the Jewish Agency, some sort of competition that was reflected as between these two groups. He would say that this was both true and untrue. It was true that JDC was operating in many sensitive areas in the world (because of Iron Curtain, and Arab countries) where it has to present an image of itself as not being a Zionist organization. If JDC wants to continue its activities there, it must make out that it is not "in the pocket" of the Zionist organization; JDC is a purely humanitarian and not a political organization. This is clearly understood by the authorities in Israel.

Other than that, Mr. Jordan continued, there was the closest official and unofficial relationship with the Jewish Agency.

His next point was that while we were not talking about united fund raising, operationally we were carrying on a united job. There was, for instance, the situation of the transmigrants, where several Jewish agencies were working together: the Jewish Agency, United HIAS Service, JDC and ORT (the latter for the language training in Italy) - operationally the Jewish World Organizations are together an integrated force for the benefit of Jews in need of help, without any competition between them.

About Europe Mr. Jordan said it was true we all had struggled to rebuild Jewish life over the last 20 years and had achieved substantial results. But the job would never be finished. There were priorities which we must remember. In the area of culture and education the greatest priority was to build schools in Israel for new immigrants.

Mr. Komkommer had talked about cultural needs in Europe. As between these and the needs in Israel there was a difference.

In closing, Mr. Jordan complimented the participants on coming together to address themselves to these problems. The Standing Conference had demonstrated that the Jewish community leaders of Europe had the interests of the Jews in all the world at heart.

Finally, he said for publicity purposes we must keep in mind some differentiation between JDC and the Zionist organization, - within the family, however, we must understand that there is no division.

Mr. KOMKOMMER said the points made by Mr. Jordan were greatly appreciated. About the Standing Conference he said it might interest the meeting to know that today it had representatives from 16 countries. It was an advisory body. For the first time this year it had a budget.

As regards the Fund Raising Study, the budget was supplied jointly by the JDC and the Jewish Agency.

Mr. KREUTNER started by saying he thought that the response by the leadership of the Keren Hayesod in the various countries demonstrated that we did not need a justification for the Study.

To explain in greater detail why Keren Hayesod is interested, he said Keren Hayesod was already working in Europe for 44 years - in some countries even without interruption during the war. A lot of strength had developed during this period. Due to the changes - some very tragic, some good, - especially since the establishment of the State of Israel, the time had come to make an objective study of how we were today geared to the work. Had we adapted to the new circumstances? Some of those were the new European communities, their prosperity was now greater than before. Keren Hayesod should reflect these changes. It was wise and timely to make a study of all these aspects.

It was important to note that Keren Hayesod was now working against a background of free immigration to Israel. He wondered whether everyone of the contributors knew that the State of Israel had given up its prerogatives as far as immigration is concerned and handed them over to the Jewish Agency by a Law passed on November 24, 1952. Therefore, the fund raising of Keren Hayesod had to be seen against this background. In other words: Keren Hayesod was responsible for raising the funds necessary to carry out tasks handed over to the Jewish Agency by the State of Israel.

The Study ought to find out how far we had succeeded in interpreting this to the Jewish communities.

He thought there was no exclusivity in fund raising for Israel and for the communities: in Europe there is enough money for both purposes. The Study should reveal (a) the needs of Israel and (b) the needs of the communities. We would not compete, but coordinate in timing, organizing seminars on fund raising, knowing budgets in order to evaluate contributions, - there would be a joint effort.

Mr. KOMKOMMER called on Mr. Sklar - one of the originators of the idea - to address the meeting.

Mr. SKLAR said that as regards the European Jewish communities, we had to bear in mind that many of the organizations existing in Europe now had not really been planned, but improvised when the communities were confronted with the situation as it was after the war. Now, some 20 years later, we had to ask ourselves: had this been done as well as it could have been done? This was the essence of the proposed Study: to really plan in terms of whole community needs. We had to examine what functions of the services ought to be, we had to examine their operation.

We were concerned about the fact that there was duplication in some cases and on the other hand there were gaps. Then again, many communities had learned things which others had not. There was need for exchange of information. By getting together to help each other it was possible to raise still more. The potential was there, but it depended upon the nature of the organization. There was never enough money for all: we had to determine priorities. It was our hope that the Study would help the European Jewish Communities to get together to examine all the needs in Europe and Israel. The purpose of the present meeting was to have the views and suggestions of all the participants.

In thanking Mr. Sklar, Mr. KOMKOMMER mentioned the fact that Mr. Sklar was leaving his present post as a sad event. He hoped we would still have his collaboration. He then called on Mr. Kessler to speak.

Mr. KESSLER said that the background of the Study had already been presented. However, there were a number of general points to be made.

Purpose of Study - summary: The Study was to obtain a comprehensive and systematic picture of fund raising in European Jewish Communities, which would serve as a basis for an appraisal of the current situation and for the formulating of recommendations.

Fact finding and implications: His part in the Study was that of fact finding. In addition, however, we needed interpretation of the results, their implication, and a program of action. This latter part of the study was the responsibility of the four sponsoring agencies. However, in order to look for the facts, one needed to know what, at least in broad outline, was expected.

Country Studies: We talked about "the" Study; actually there was to be a series of studies in the separate countries and communities. We had to bear in mind that the situation was different in each country. We would try to gather some basic data, but beyond this, the data gathering would depend on the situation in each country. The final report would be based on the country studies.

" Voluntary Contributions": In using the term "voluntary contribution", community taxes were also included.

Israel Fund Raising Study. To focus the various areas of research he would now give a short summary of the Israel Study.

Background: In 1961 a delegation from the CJFWF which was visiting Israel debated, with representatives of Israeli groups, the question as to whether Israelis were doing enough to support those activities in Israel which American Jewish communities aided. There was one conclusion: the facts were not known. Hence, the desire to find ways and means to commission a study. The initiative came from Jewish Agency and CJFWF. The JDC soon became involved and also supported the study financially. Jewish Agency involved many major organizations.

Results of the Study: Many of these came as a surprise to everyone. No one had known the magnitude of funds raised in Israel, and the final figure amazed many people. A second point was that practically everyone in Israel gave voluntarily to various organizations and causes. A third major fact brought out by the Study was that unlike the American pattern, where the emphasis is on the large giver, the emphasis in Israel was upon the small donation. Fund raising in Israel was successful in reaching the small giver. On the other side of the picture, Israeli organizations were backward in touching the wealthy persons, partly because until recently there had been comparatively few wealthy people in Israel.

In addition to the economic study, a parallel study was commissioned to ask about attitudes and personal motivations towards contributions. This brought out interesting results. For example, it was found that there was very little difference with regard to giving attitudes in so far as the background of the person (new immigrant or established resident, Sephardim or Ashkenazim is concerned.

Conclusions and uses of Israel Study: Israel Study was organized around Public Committee of Jewish Agency and major fund raising organizations. At the end of the study, this group formulated recommendations. Among these were: closer liaison between various organizations, steps for greater emphasis on professional approach to fund raising, etc.

More recently, Mr. Kessler had lectured at a seminar for professional fund raisers in Israel which was conducted by an American expert, Dr. Schwartz, who was attached to Israel Ministry of Social Welfare. It was hoped that at the end of the seminar 1-2 people would be sent to the United States to get additional training there.

At the seminar, there was an opportunity to see how the major fund raising organizations use the result of the study: the fact that they know how much voluntary giving there is, helps to put their own efforts in proper perspective. The use of data for comparative purposes is of utmost importance. Another aspect is that fund raising agencies were able to review their own performance in regard to organization of fund raising, to establish whether a certain approach was successful or not.

Secrecy of data: We were able in most cases to gain confidence of people, who showed us their books, discussed their problems with us, etc. The information received was kept in strict confidence, and the organizations were not identified in the final report. The same approach will be used in the present Study. We shall try to convince everyone that information given to us will remain secret and will be used only to obtain final tabulation.

European Study - outline.

Mr. KOMKOMMER referred to the summary of the meeting in Jerusalem on April 2nd, reading the following paragraph therefrom:

"Outline of Study: The detailed study will encompass the following areas of research: a) Community structure; b) Income of institutions, organizations and agencies operating within the community; c) fund raising apparatus; d) fund raising methods and problems; e) patterns of contributions and the capacity to contribute".

WHAT do we want to study in Europe.

Mr. KESSLER

- a) Community Structure: How many organizations, what types of organizations, the background of population, population changes, programs of organizations, fund raising organizations and organizations whose primary purpose is to distribute aid from

abroad. We would have to make estimates as to the economic status of Jewish communities. For all this, we would need your aid in getting data. We would have to go into the problem of institutional factors influencing the pattern of services as well as those influencing fund raising, such as income tax structure. All this material would be needed to relate the findings of the Study to something that has meaning to you in relation to your own day to day problems.

- b) Income and budgetary problems: How much funds go through the community? We see this study as a measuring of the flow of funds both into Europe from overseas, inside the communities themselves, from one community to another, and from Europe to overseas. It is planned to study this over the last 4 years and also for year 1957 or 1958, one of which was a peak fund raising year; the early year will serve as a base against which to measure progress. We shall need:

- i - balance sheets and
- ii - statements of income and expenditure of the various organizations. We want to know whether there are any reserve funds or endowment funds from which income is derived for current needs. We shall want to separate funds for capital programs from those covering current needs.

Regarding sources of locally raised funds:

- (1) voluntary contributions raised locally (gifts and taxes)
- (2) sale of services (e.g., a school charges tuition fees; this is income)
- (3) government subventions - possibly local Jewish agencies receive funds from governments
- (4) to avoid overlapping, we want to know from each organization how much income it receives from other organizations
- (5) separate category: Claims Conference, AJDC, Restitution.

We may add other separate types of major sources, put some together, depending on facts.

- c) Fund raising apparatus: describe central fund raising apparatus, Israel fund raising apparatus, relationship between national and local, details regarding the minor ones, - then show how they operate.

- d) Fund raising methods and problems: Are there conflicts between various campaigns; how is manpower (lay and professional) obtained; do contributors know what they are contributing to, or do they contribute as a matter of routine? We might also like to see something about the non-Jewish setting.
- e) Analysis of contributions: Here we had to deal with two aspects:
- (1) Pattern of contributions: Eventually we shall ask the organizations not only to give us details of sources of income and expenditure, but details as to who contributes, how many, the division between large and small givers, what is considered a large gift, what share are the large gifts in the total, whether gifts are channelled through business, personal or family groups, whether certain trades and industries are prominent. We might wish to analyze large contributors: have they preferences? what is the per capita large giver giving compared to small giver? All these are "intimate" questions and in order to get the answers we will need a great deal of co-operation.
 - (2) Capacity to contribute: In order to answer the question as to whether enough is being raised, actual performance has to be related to actual and felt needs. This matter of evaluation is for the sponsoring organizations to do. On a more modest type of interpretation of "capacity to contribute", the Study would attempt to relate the amount actually contributed to the population, to the type of population (whether transient, now, settled, community size, age structure, social structure, etc.), and then relate it to the income level. We would be able to make estimates, to point out the margin of error, so that the order of magnitudes developed by the Study could be used intelligently.

Prof. FORTI stated his full support of the Study. Talking about Italy, he referred to it as a very strange country for which two kinds of Studies would be needed: one for Rome, and one for Northern Italy. Rome was a very difficult community. Contributors did not understand the meaning of Israel. Another problem was the difficulty of reaching all potential contributors. He thought it very important to make the Study ^{so} as to get an overall picture.

As to the question of fund raising in Italy, it had to be considered that the communities themselves were in very great need. They had to help each other and they thought this was already

all they could do. The Rome Community, for instance, had a budget of 150 million Lire (approx. 105,000 SF).

Prof. Forti asked what was the amount of money put at the disposal for the Study. (\$22,500 plus contributions by the various organizations in the way of manpower, etc.).

Another point he wanted to stress was the problem of conflicting campaigns.

Finally, he brought greetings from Mr. Renzo Levi, the Vice President of Unione, who is also a member of the Standing Conference's Fund Raising Commission. Mr. Levi had suffered from a heart attack and was therefore unable to be here today.

Mr. LEVEN said he had been listening to all previous speakers with great interest. He did not want to talk about the special problems in France now, since he felt sure everyone here was well aware of them. It was obvious that in regard to fund raising the very special situation of Jews in France had to be considered: the Jewish population had risen from 300,000 to 500,000 in a very few years' time owing to the influx from North Africa.

Another important problem for France was to reach those Jews in France who did not give, including the new immigrants. One had to make almost a door to door search just to find them.

Mr. JORDAN wanted to refer to a problem raised by both Prof. Forti and Mr. Leven, namely that of reaching those organizations and people in the Jewish communities which were not associated with any of the organizations represented here. This was a most important point and he was wondering whether we were representative enough to assure contact with non-associated bodies or whether our basic group had to be enlarged.

Mr. NACHMANN said he could not see what results the Study could give us, in view of the great differences in the various countries as regards tax systems etc. etc. He considered that the most important question was to find means of raising funds from important sources not as yet tapped. One would not find these through the Study.

We had to establish how much we wanted to raise in Europe and concentrate our efforts in raising this, the potential was there.

Dr. van DAM added that there were lots of differences between Germany and other European countries. Resources are different. One must not forget that in Germany Communal Funds are organized. They gave information to the Jewish Agency and to the AJDC. As a matter of fact, Germany was the largest contributor so far as exchange of information was concerned. We should confine ourselves to the

problem of research. As regards the question of contacting all communities and all groups, he mentioned that Leo Baeck once had the idea of having joint accounting for all Jewish organizations, but it did not work out.

Mr. de VRIES said maybe we could learn about the mistakes we had made in the past, although he was not too optimistic that we would be able to avoid them all in the future. In Holland, he said, Mr. Kessler would find all the facts for himself. The Keren Hayesod in Holland covered almost 85-90% of the Jewish population, but at least half the budget was raised by small organizations. He wanted to stress the following points:

In trying to avoid mistakes in fund raising, we needed an analysis of preferences: which kind of fund raising had to have priority, which fund raising, according to the local idea, was given priority so far, and why not take into account the capital available in the various countries in Europe; many had already a large capital on which they lived. We ought to know where this comes from and how it is used.

We ought to take into account one thing which we had not heard mentioned in the discussion so far: the amounts of money which came from German reparations. They did not only go to Israel, but also to communities in Europe. In Holland there had been a great influx of money pursuant to the BRÜG to communities, not to individuals. This amounted for Holland to approximately 3 million Guilders. Therefore, he would like to know about the needs of the communities in connection with the amounts available to them and how these amounts were being spent.

If we could have all the facts, maybe we could break the routine: what was killing fund raising, was the routine. If you took everything for granted, you did not get anywhere. Therefore, he welcomed the Study.

The crucial point was not the Study, but the implementation of recommendations. We should arrive at a co-operation between the various fund raising organizations in the countries in order to lower the costs of fund raising. In Holland these costs were fair: approximately 11-12%, but perhaps they could be cut down to less than 10% if we could combine the majority of fund raising of the various organizations.

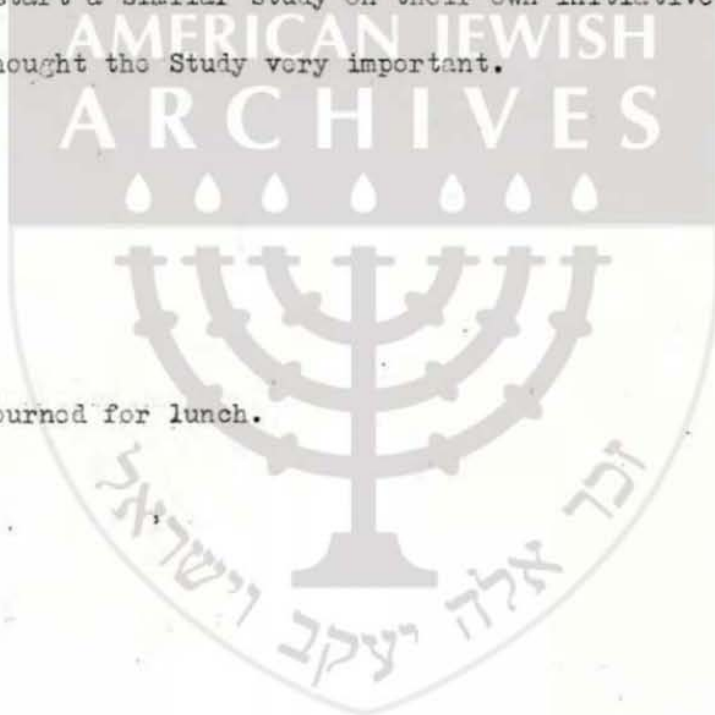
Mr. KOMKOMMER remarked that Holland was one of the best examples in Europe so far as organization was concerned.

He did not believe it was our task to establish priorities between or amongst the sponsoring institutions. He personally thought there was no controversy in Europe between needs for Europe and needs for Israel. It was in the interest of Israel to have strong European communities and in the interest of European communities to have a strong Israel.

One remark about Great Britain not represented in the present Study: the situation in the Standing Conference was different: one particular institution, the Central British Fund, is the member. However, Mr. Joseph, its President, felt he was not representing Great Britain as a whole. Therefore, when the Study was planned, it was recommended that all Jewish organizations in Great Britain be kept informed with its progress, in the hope that they would start a similar study on their own initiative.

Mr. SPYER thought the Study very important.

Meeting adjourned for lunch.



AFTERNOON SESSION - 2:45 p.m.

On Sweden, Mr. KOPENIWSKY gave some figures, remarking that 1957 had been interesting from the point of view of fund raising. There had been three campaigns : (1) for local needs, (2) for Israel, (3) for a capital investment project (nursing home).

Some figures of interest :

Altogether \$ 400,000 had been raised, of which

39 % community tax

27 % capital investment project (nursing home)

34 % for the Israel campaign.

Mr. Köpniwsky thought local participation in the Study should be strongly underlined in order to involve people.

Prof. ASCOLI substantially agreed with Prof. Forti, but the picture was not complete in details as regards the disparity between Italian Jewish communities. Prof. Forti had emphasized the difference between Rome and Northern Italy. This was essentially true. But there was yet another distinction to be made : that between old and new communities. The old community was more static, the new one more dynamic. Yet another distinction to be made was as between rich and poor communities.

As to the difference between old and new communities he quoted an example of a dynamic new community, and referred to the "twin-community" Milano-Mantova. A century ago there had been no Jewish community in Milan, while there was a wealthy Jewish community in Mantova. The first Jewish families who had settled in Milan 170 years ago depended organizationally from Mantova. Now the situation was different : Milano had 8,500 Jews, while in Mantova there remained only 20. Milan was something completely new. All the wealth of Milan derives from work and income freshly and newly earned.

On the other hand, there was Torino, a very old Jewish community, families had been there for generations and generations and had a richness of their own. The wealth is the common property of a few families. Therefore, in such a community, the needs were small and concerned only the community, not the world. The community had an income on the capital - but today the situation has changed, but not as yet the mentality of the members of the community : one has to go out and say to those people, you now have new duties, which is a difficult task. But it must be done and will be done.

The third kind of community in Italy was the old proletarian community, such as Rome : of a population of 12,000, 10,000 were "nulla-tenenti" (people who have nothing).

All these examples had to be put into the common frame of the fact that the Italian Jewish communities were not voluntary organizations, but mandatory ones, belonging to the Italian State. In Italy there was a law protecting and organizing Jewish communities on an electoral basis. They are put under the control of the administrative authorities of Italy, which makes every administrative problem a public problem.

This implied, from the practical side : any study to be done, must be done bearing in mind these different approaches. Prof. Ascoli ended by saying : "Don't send a staff of people to Italy, but send one man, one co-ordinator, and lean on the community organizations."

Mr. GOLDSCHMIDT speaking as a representative of the Magbit in Antwerp, gave the following figures on the activities of Magbit there :

In 1960 there had been 350 givors and \$ 50,000 were raised;
In 1962 there was an increase of 30 %;
In 1964 there was an increase of 58 % and \$ 95,000 were raised.

In 1965 there was the opportunity to receive a visit of General Goren, and fund collecting was started on that occasion. He emphasized that visits from representatives of the State of Israel were the best opportunities for starting fund raising campaigns, when people were impressed by speeches and appeals. They had a very good person sent to them from Israel, Dr. Rostal, who had inspired 60 young people who were now engaged in collecting money from young people in Antwerp. Youth had to be educated to give and to collect. In Antwerp there were about 10,000 Jews and only a list of 2,000 people who could be touched. This year \$ 130,000 were collected.

Mr. LEKER recalled that there was a lack of interpretation to the public. Therefore, one of the most important facets of fund raising was Public Relations. He did not know how much publicity Mr. Kessler intended for the future. But no study of fund raising in Europe could be complete unless it included a study in depth of the way in which things were explained to the potential contributors.

The representative of the Keren Hayesod for German-speaking Switzerland, Mr. WYLER, said he had listened to Mr. Kessler's presentation with great interest. He would give Mr. Kessler all the help he could.

Before winding up the discussion on the presentation, Mr. Komkommer asked whether there were some more questions.

Mr. De VRIES asked whether it was intended to include foundations, etc. in the investigations. (Answer : yes.)

Dr. van DAM wanted to know whether such a Study had also been carried out in America. Mr. KESSLER replied: not in the same sense. However, the Americans had much more detailed material on figures, etc. They had data oriented to the day to day running of a campaign, but not of the total picture.

This ended the discussion on Mr. Kessler's initial presentation and Mr. KESSLER now continued:

How will Study be organized.

Coverage of countries. This question had been gone into thoroughly with the Sponsors. The idea was to begin with a core of countries consisting of France, Switzerland, Belgium, Holland, Italy, Sweden. One of the criteria was to what extent the countries were interested, to what extent they wished to participate in going into further details, to what extent they were ready to translate the findings into practices of fund raising. The other countries (some 16) covered by the network of the Standing Conference and/or the Keren Hayesod would be tackled separately and not as intensely as the first group.

Stages of data gathering.

- One: Obtaining of budgetary and statistical data needed to answer the question: how much?
- Two: What are the patterns of contributions, the organization of fund raising and related problems.

Before we shall begin the second stage, we hope that a fund raising expert, able to help pointing out areas which should be examined in the various countries, will be put at our disposal. This expert will also be useful in reviewing the findings, and in their interpretation in terms of fund raising technique.

Report: Country reports: these would be submitted to people on the local level designated by the Sponsors.

Final report: Would eventually be written up on the basis of the country reports.

Administrative aspects: The Economic Research Corporation Ltd. was responsible to the four Sponsoring organizations. The Jerusalem office would process the reports.

To handle the mailing in and out, an office would be set up in Geneva. Contact between the various communities and the Study would in most cases be channelled through Geneva. The Geneva office would also be responsible to see to it that the work is done on the local level.

On the local level: in each country at least 2 people would be responsible for obtaining data. The Keren Hayesod representatives would give us their own data and would try to help us get the data from the other organizations raising funds for Israel.

The Standing Conference, and particularly the members of the Fund Raising Commission, would undertake to obtain for us data of their own and affiliated organizations. This covers two broad areas of organizations. However, there remains many organizations and institutions not affiliated to either Keren Hayesod or the Standing Conference. They represented a major problem. We shall have to map out a plan of action as to how to get data from these organizations.

Timing : The final report of the Study would have to be finished by the end of June 1966. However, it is the first stage of data gathering which is now crucial. The Study is starting at an awkward time, just before the summer. However, the bulk of the data would be needed by the end of July. This involves working under pressure, but can be done. Mr. Kessler intends to visit the major communities and meet with representatives of the Standing Conference and the Keren Hayesod to map out a plan of action.

Roster of organizations. The first item which is necessary is a roster of every Jewish organization, its address, the name of the person to contact, as well as the year it was founded.

Mr. SKLAR pointed out that there were 3 aspects to the question of data collecting: (1) to make sure in the individual communities and organizations that there is official authorization to give the information; (2) who was to give the information; (3) who could contact the other, non-affiliated organizations. Mr. Leven suggested that a letter be prepared by the Study group with which to go to these other organizations. Mr. Jordan said a deadline had to be fixed for the submission of these rosters, this would have to be given in the letter. Mr. Kessler suggested that he would first of all talk to all the Keren Hayesod and Standing Conference representatives here now to fix his tentative time table for the visits.

The meeting closed at 4 p.m.

A STUDY OF FUND RAISING IN EUROPEAN JEWISH COMMUNITIES

July 1965

BACKGROUND:

The events attending the reorganization of European Jewish community life at the end of World War II and the almost simultaneous establishment of the State of Israel have profoundly influenced the present pattern of fund raising in these communities. Thus, both the programs of fund raising and the services which they were designed to support were created under conditions of great pressure and urgency which made it impossible to plan in terms of the total community needs within the European communities, and also outside the European communities, particularly in Israel. As a result, the European Jewish communities today are faced with serious problems which are reflected in duplication on the one hand, and important gaps on the other.

In short, there is an urgent necessity today for a reappraisal of European Jewish community programs - not only in the light of present community needs and resources, but with a view toward adapting more effectively to changing needs in the perspective of long range planning. This is given added impetus by the termination of Claims Conference funds at the end of 1964, resulting in a serious loss of income to many European Jewish communities, as well as to Israel.

SPONSORING ORGANIZATIONS:

Accordingly, the following organizations have joined forces in order to initiate a systematic review of European Jewish Community Fund Raising programs, in collaboration with the European Jewish Communities themselves:

American Joint Distribution Committee

Jewish Agency for Israel

Standing Conference of European Jewish Community Services

Keren Hayesod - United Jewish Appeal (Magbit).

OBJECTIVES:

The purposes of this Study are three-fold:

1. To obtain a comprehensive picture of fund raising as related to needs in European Jewish Communities - i. e. income from all sources as related to the needs and expenditures for all Jewish community programs, as well as to the needs of Israel.

2. To analyze major fund raising programs with a view toward determining possibilities for improving their effectiveness.
3. To plan for the co-ordination and improvement of these programs in collaboration with the European Jewish Communities.

RESEARCH:

Clearly, a Study of such wide scope will involve considerable research. The Sponsoring Organizations have agreed to cooperate fully in the implementation of this task. However, in order to ensure the confidentiality of all data secured in the course of the Study, a private organization - the Economic Research Corporation, Ltd., of Israel - has been retained for the actual conduct of the Study itself. The Economic Research Corporation conducted a similar study in Israel during the years 1962 and 1963, which has since been published under the title "An Economic Study of Voluntary Welfare Contributions in Israel". As a result of this study - which was conducted under the joint auspices of the Jewish Agency, the American Joint Distribution Committee and the Council of Jewish Federations and Welfare Funds of America - there are already indications of improvements in the fund raising situation in Israel. There is reason to believe that the present Study, conducted with the technical assistance of an American fund raising expert, will prove similarly of mutual value to European Jewish community organizations which will be participating in the Study.

Toward this end, the Sponsoring Organizations urgently solicit the co-operation of all Jewish Community organizations with the Economic Research Corporation, which will be approaching them for these purposes.

It is expected that the Study will take approximately 14 months, at the end of which a summary of the findings will be made available to all co-operating organizations.

MMS/mh

STANDING CONFERENCE OF EUROPEAN JEWISH COMMUNITY SERVICES

(Conférence Permanente des Services Communautaires Juifs d'Europe)

64, rue du Stand — 1211 Geneva 11 — Switzerland

Telephone No. 26 32 60

ASTORRE MAYER, Chairman
Milan
CLAUDE KELMAN, Vice-Chairman
Paris
EDOUARD SPIER, Honorary Secretary
Amsterdam

M.B. AMZALAK
Lisbon

ISAAC EMMANUEL
Athens

ERNST FELDSBERG
Vienna

LEO FISCHER
Copenhagen

HEINZ GALINSKI
Berlin

OTTO H. HEIM
Zurich

FRITZ HOLLANDER
Stockholm

H. OSCAR JOSEPH
London

LAVOSLAV KADELBURG
Belgrade

JOZEF KOMKOMMER
Antwerp

A. KORITZINSKY
Lodz

JOSEPH LEFKO
Helsinki

RENZO LEVI
Rome

MAX MAZIN
Madrid

LEON MAIERSDORF
Brussels

27th January 1966

Rabbi Herbert A. Friedman
United Jewish Appeal
Suite 1300
1290 Avenue of the Americas
New York 19

Dear Rabbi Friedman,

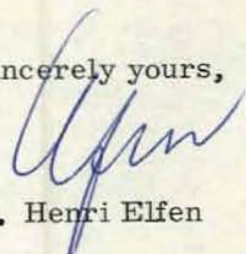
Mr. Jordan has mentioned to us your interest in the Fund Raising Study which is just in the process of being undertaken under the joint sponsorship of the JDC, the Standing Conference, the Jewish Agency for Israel and the Keren Hayesod, and which is expected to be completed some time in the course of this summer.

You will receive under separate cover all relevant material and documentation which we have on this Fund Raising Study, its terms of reference, etc., and we shall not fail to keep you currently informed on future developments.

We have been very happy to learn about your personal interest in the Study and your readiness to participate personally in the discussion of the results and the lessons which will be drawn from this Study, and which in all likelihood will be one of the main items of the General Assembly, the date of which, however, is not yet definitely fixed.

With kind regards,

Sincerely yours,


Dr. Henri Elfen

cc: Mr. C. H. Jordan
Dr. A. Mayer

HE/mh

56
8

1st February 1966

Dr. Henri Eifen
Standing Conference of European
Jewish Community Services
64, rue du Stand
1211 Geneva 11, Switzerland

Dear Dr. Eifen:

This will acknowledge receipt of your letter dated 27 January,
as well as documents on the Fund Raising Study.

I am very interested in this Study and look forward to receiving
all future material on this project.

Sincerely yours,

HAF:gb

Herbert A. Friedman

STANDING CONFERENCE OF EUROPEAN JEWISH COMMUNITY SERVICES

(Conférence Permanente des Services Communautaires Juifs d'Europe)

64, rue du Stand — 1211 Geneva 11 — Switzerland

Telephone No. 26 32 60

ASTORRE MAYER, Chairman
Milan

CLAUDE KELMAN, Vice-Chairman
Paris

EDOUARD SPIER, Honorary Secretary
Amsterdam

February 10, 1966

M.B. AMZALAK
Lisbon

ISAAC EMMANUEL
Athens

ERNST FELDSBERG
Vienna

LEO FISCHER
Copenhagen

HEINZ GALINSKI
Berlin

OTTO H. HEIM
Zurich

Fritz HOLLANDER
Stockholm

H. OSCAR JOSEPH
London

LAVOSLAV KADELBURG
Belgrade

JOZEF KOMKOMMER
Antwerp

M. KORITZINSKY
Moscow

JOSEPH LEFKO
Helsinki

RENZO LEVI
Rome

MAX MAZIN
Madrid

LEON MAIERSDORF
Brussels

Rabbi Herbert A. Friedman
United Jewish Appeal
1290 Av. of the Americas
NEW YORK, 19 N.Y.

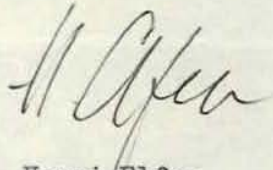
Dear Rabbi Friedman:

It was very kind of you to send us the reprint from the Fortune magazine on "Fund-Raising businessmen" which is a most interesting reading. As a matter of fact we think that all the members of the Standing Conference should be exposed to the findings of this article - including the auxiliary article "The Miracle of Jewish Giving".

I wonder whether you could make available to us 50 more reprints which, I can assure you, will be put to best use particularly now that our fund-raising study is nearing completion.

With many thanks in advance for your courtesy,

Sincerely yours,


Dr. Henri Elfen

HE:hb

CONSTITUTION OF THE STANDING COMMITTEE OF EUROPEAN JEWISH COMMUNITY SERVICES
 1948

COUNTRY MEMBER ORGANIZATION

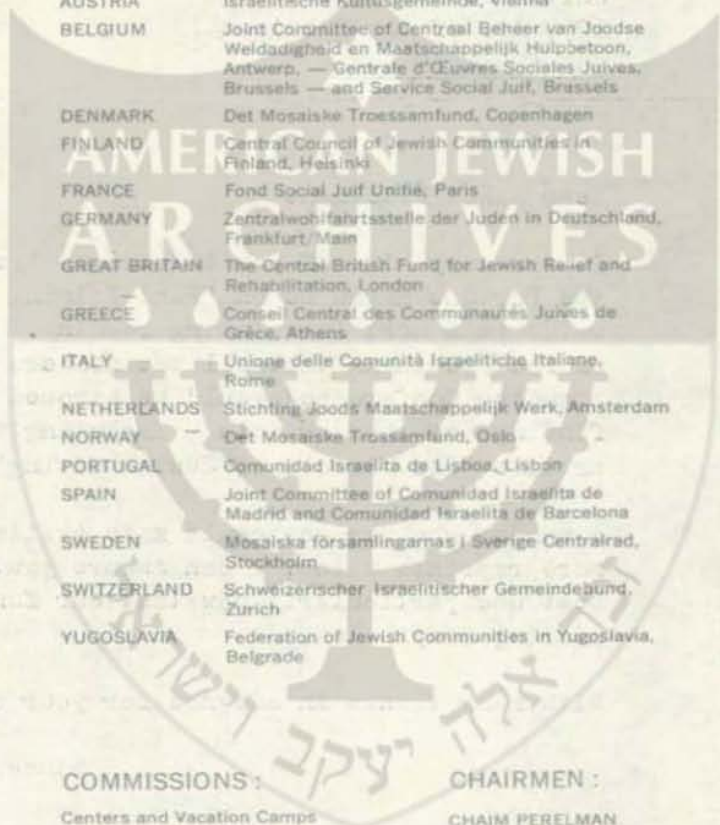
| | |
|---------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| AUSTRIA | Israelitische Kultusgemeinde, Vienna |
| BELGIUM | Joint Committee of Centraal Beheer van Joodse Weldadigheid en Maatschappelijk Hulpbetoon, Antwerp. — Centrale d'Œuvres Sociales Juives, Brussels — and Service Social Juif, Brussels |
| DENMARK | Det Mosaiske Troessamfund, Copenhagen |
| FINLAND | Central Council of Jewish Communities in Finland, Helsinki |
| FRANCE | Fond Social Juif Unifié, Paris |
| GERMANY | Zentralwohlfahrtsstelle der Juden in Deutschland, Frankfurt/Main |
| GREAT BRITAIN | The Central British Fund for Jewish Relief and Rehabilitation, London |
| GREECE | Conseil Central des Communautés Juives de Grèce, Athens |
| ITALY | Unione delle Comunità Israelitiche Italiane, Rome |
| NETHERLANDS | Stichting Joods Maatschappelijk Werk, Amsterdam |
| NORWAY | Det Mosaiske Troessamfund, Oslo |
| PORTUGAL | Comunidade Israelita de Lisboa, Lisbon |
| SPAIN | Joint Committee of Comunidad Israelita de Madrid and Comunidad Israelita de Barcelona |
| SWEDEN | Mosaiska församlingarnas i Sverige Centralrad, Stockholm |
| SWITZERLAND | Schweizerischer Israelitischer Gemeindebund, Zurich |
| YUGOSLAVIA | Federation of Jewish Communities in Yugoslavia, Belgrade |

COMMISSIONS:

- Centers and Vacation Camps
- "Exchange"
- Fund Raising Programs
- Health Programs
- Jewish Education
- Personnel
- Social Service

CHAIRMEN:

- CHAIM PERELMAN
- JULES JEFROYKIN
- JOZEF KOMKOMMER
- JOHN YUDKIN
- JULES BRAUNSCHVIG
- CLAUDE KELMAN
- PAUL PHILIPPSON



15 February 1966

Dr. Henri Eifen
Standing Conference of European
Jewish Community Services
64 rue du Stand
Geneva 11 Switzerland

Dear Dr. Eifen:

In response to your letter of 10 February, I am delighted to send you, under separate cover, 50 reprints of the Fortune magazine article. It really had quite a repercussion here in the States, and I am happy that you can visualize the usefulness of it.

I also want to thank you for sending me, some time ago, all of the background material of your fund raising study. I have read it very carefully and am very eager to be of help to you. I think I can say, quite modestly, that there are skills and techniques which I have learned over the course of more than a decade in this job which could be useful to the Standing Conference.

I would like to be kept informed of all plans and programs, and would be quite happy to attend the Conference you are planning, if you will please give me advance notice of the dates. As a matter of fact, the sooner you let me know, the easier it will be for me to block out the time on my calendar.

Looking forward to hearing from you, I am,

Sincerely yours,

HAF:gb

Herbert A. Friedman

STANDING CONFERENCE OF EUROPEAN JEWISH COMMUNITY
SERVICES

COMMISSION ON FUND RAISING

PROGRESS REPORT

on the Study of Fund Raising in European Jewish Communities,
carried out by the Economic Research Corporation of Jerusalem.

April 1966.

The Fund Raising Commission has been actively engaged in launching and pursuing the Fund Raising Study in European Jewish communities. This Study, as you know, was launched at the meeting of representatives of communities and Keren Hayesod workers which took place in Zurich on May 16th, 1965.

Since that date, many communities in many countries have been visited by Mr. A. A. Kessler of the Economic Research Corporation of Jerusalem, the firm which the Standing Conference - together with the JDC, the Jewish Agency and the Keren Hayesod - have commissioned to undertake the study. They have received letters, questionnaires, phone calls and visits urging them to give information, material and facts.

The Fund Raising Study is first of all a fact-finding study. During May and June of 1965, Mr. Kessler made preparations for the collection of the financial data needed for the first stage of the Study devoted to estimating the total funds raised by Jewish organizations in Europe. During the summer and fall of 1965, the financial data of hundreds of Jewish organizations operating in Europe were collected and sent to Jerusalem to be processed by the Economic Research Corporation. Finally, a separate investigation was undertaken in Israel on the smaller Israeli organizations collecting funds in Europe; this investigation has been completed and will be used together with the data obtained directly in Europe. We enlisted the co-operation of about 700 Jewish organizations in France, 150 in Belgium, 120 in Switzerland, 130 in Italy, 140 in Holland. The final total of Jewish organizations existing in continental Europe will probably be about 2000.

After the meeting in Zurich, members and executives of the Standing Conference set up study committees in a number of countries.

Since it was anticipated that gathering the financial and other necessary data would be difficult, all concerned promised to give their fullest co-operation, not only in supplying their own financial data and explanations thereto, but also in using their influence to obtain data from non-affiliated organizations. Unfortunately, only

a few country organizations proved truly active. It must be said here that not as much co-operation was forthcoming as could have been given.

This became clear by November, 1965, when the first stage of the Study, the gathering of statistical and financial data, was by no means completed. Yet much of this material was available and in most countries all organizations contacted stated their willingness to co-operate.

Mr. Kessler came to Europe twice more, once in December 1965 and again for six weeks during February/March of this year. Mrs. Kessler also came to Europe to study the legal and tax implications of voluntary giving in Europe. A member of the staff of the Economic Research Corporation, Dr. David Ohnouna, worked in Paris from mid-December to March.

To all intents and purposes, this first stage of the Study should be over by now. The co-operation of all organizations engaged in religious, health, welfare, educational activities, etc., be it to meet local or Israeli needs, was solicited.

The situation per end of April, as reported by Mr. Kessler, is as follows:

Switzerland: The data for the First Stage were gathered and analyzed; a draft report was prepared. Additional background data are now being gathered, and the Second Stage of the Study is well under way. It is expected that the final report for this country will be prepared in the near future.

France: Data were obtained and analyzed from all the major organizations in this country, and from their affiliated and beneficiary organizations. A special inquiry was made by questionnaire among the Jewish communities in the provinces with the co-operation of the Consistoire Central. Because of the large changes which have taken place in the Jewish population of this country during the past few years, special attention was paid to gathering and analyzing the available demographic material. The analysis of this material is now being completed in Jerusalem. Other work in a number of provincial cities was carried out and additional field work is planned. It is hoped that within the coming few weeks, as soon as some important gaps in the material are filled, the processing of the financial data will enter its final phase and the initial analysis can be made. Preparations for the Second Stage in France are also well advanced. Prospects for an early completion of the initial draft for France are quite favourable.

Belgium: While the financial data from the major organizations in Antwerp and in Brussels have been received, there are still a few important non-affiliated organizations on which material has not yet been obtained. Once this material is received, progress in completing the First Stage of the Study for Belgium will be rapid. Preparations for the Second Stage of the Study have been made.

Netherlands: The financial data of the major organizations and their affiliates were sent rather late. However, it is the lack of data from the non-affiliated organizations which is holding up progress of this country.

Italy: Only a small portion of the data from this country has been received. However, the material has been coming in at a quicker pace recently, and if this continues, it is expected that an appraisal of the prospects for completing the initial stage for Italy reasonably soon can be made during the next few weeks.

Sweden: Insufficient material has been obtained from this country, and no progress can be made until other data are supplied.

You will remember, we had decided that the other countries affiliated with the Standing Conference would be included in the Study through questionnaires. This part of the Study is now also under way.

The office of the Economic Research Corporation in Jerusalem has now sufficient material to prepare a report on the voluntary giving in each country. The draft of a report on Switzerland is completed and has been sent to Mr. Otto H. Heim. One of the particulars of this Study is that each country will be able to review its own report. A draft will be sent and comments will be asked for. This draft should then be returned immediately, as there still is a deadline to be kept.

Here, for instance, is the outline of the report on Switzerland. While the ground to be covered in each country will be similar, it is expected that this outline will be adhered to rigidly. However, the following special problems will be stressed:

- A. Background
 - 1. Population
 - 2. Jewish Community Life
 - 3. Income and other economic characteristics
 - 4. Tax aspects

- B. Fund raising in Switzerland - overall view
 - 1. Types of Jewish organizations
 - 2. Non-organizational fund raising
 - 3. Main developments in sources of income, 1957-1964
 - a. total donations - local and overseas needs
 - b. donations within the pattern of total income of local organizations
 - c. other aspects of the composition of income and of local organizations

- C. Fund raising by types of organizations
 - 1. Central organizations
 - 2. Religious communities
 - 3. Educational institutions
 - 4. Welfare institutions
 - 5. Other local institutions
 - 6. Israel-oriented organizations

- D. Patterns of contributions.

The Second Phase of the Study, now in the process of completion, is concerned with the methods of fund raising and the problems arising in collecting them. While the First Part predominantly made use of the Study team's skills in economics and statistics, the Second Part needed the close co-operation of an experienced fund raiser.

On this point, we were happy to benefit from the guidance of Mr. Abe Sudran, a leading expert in fund raising and Executive Director of the Jewish Community Council of Essex County, N. J. Mr. Sudran came to Europe twice and held two weekend seminars with the Study team.

As time is short, only a few of the larger organizations could be approached to co-operate in the Second Phase, which is done through questionnaires and personal interviews. This kind of material, based on each organization's and the individual's own particular situation, does not lend itself to statistical evaluation. Fortunately, however, there is a set of experiences, under rather similar circumstances, both in Israel and in the United States. It is hoped that in the light of these experiences qualified fund raisers will be able to interpret the findings of the Study.

This could then lead to a more scientific approach of the communities' particular problems and to more effective results in European fund raising in the years ahead.


Conclusions:

The Standing Conference, as well as JDC, the Jewish Agency and Keren Hayesod have undertaken to tackle a comprehensive Study on Fund Raising in European Jewish communities. Although we are working in close co-operation, our methods differ widely: Keren Hayesod does it in a centralized way. We, the Standing Conference, work through local study committees.

All organizations concerned in Jewish community work in Europe are feeling the necessity to raise more funds and to re-appraise their techniques, for instance, to explore (through closer co-operation and exchange of information) a more economical way to administer these funds.

We believe Fund Raising should never be a technique in a vacuum, all Jews in Europe should be made more aware of the fact that funds and more funds are a bare necessity for the future of both Israel and the local Jewish communities.

The Study in itself may not, and probably will not, have immediate effects. However, we are sure these will make themselves felt at long range.



J. Komkommer
Chairman
Commission on Fund Raising

STANDING CONFERENCE OF EUROPEAN JEWISH COMMUNITY SERVICES

(Conférence Permanente des Services Communautaires Juifs d'Europe)

64, rue du Stand — 1211 Geneva 11 — Switzerland

Telephone No. 26 32 60

ASTORRE MAYER, Chairman
Milan
CLAUDE KELMAN, Vice-Chairman
Paris
EDOUARD SPIER, Honorary Secretary
Amsterdam

28th April 1966

file

Rabbi Herbert A. Friedman
United Jewish Appeal
1290 Avenue of the Americas
New York, N. Y. 10019

M.B. AMZALAK
Lisbon

ISAAC EMMANUEL
Athens

ANST FELDSBERG
Lisbon

LEO FISCHER
Copenhagen

HEINZ GALINSKI
Berlin

OTTO H. HEIM
Zurich

FRITZ HOLLANDER
Stockholm

H. OSCAR JOSEPH
London

LAVOSLAV KADELBURG
Belgrade

JOZEF KOMKOMMER
Antwerp

H.M. KORITZINSKY
Lisbon

JOSEPH LEFKO
Helsinki

RENZO LEVI
Rome

MAX MAZIN
Madrid

LEON MAIERSDORF
Brussels

Re: Study of Fund Raising in European
Jewish Communities

Dear Rabbi Friedman,

Although the Fund Raising Study undertaken by Mr. Kessler of the Economic Research Corporation of Jerusalem on behalf of the four sponsors (JDC, Standing Conference, Jewish Agency and Keren Hayesod) is far from completed, we have prepared, in connection with our next Standing Conference meeting, a Progress Report, copy of which is attached.

For a number of technical reasons, the deadline set (June 1966) cannot be kept and, barring unforeseen circumstances, the Study will be ready some time in the fall of this year, at which time we plan to have a meeting of the sponsors, plus workers in the field and representatives of a number of European Jewish communities to discuss the results and findings of the Study, and its possible practical lessons and applications.

I shall certainly see to it that you continue to be currently informed of developments in connection with this Study. Any comments which you may already have on reading the attached report are, of course, most welcome and will be shared with all concerned.

With best personal regards,

Sincerely yours,

Henri Elfen

Dr. Henri Elfen

Encl.
cc: Mr. C. H. Jordan

HE/mh