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Ph.D. THESIS SUMMARY

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**THE CONTRIBUTION OF PHILANTHROPIC ACTIVITIES
TO SOCIAL WELFARE. ASPECTS OF NEW
PHILANTHROPY IN THE DEVELOPMENT OF PUBLIC
AND PRIVATE AFFAIRS**

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1.1 Introduction

Philanthropy is a noble act in which people of the society give away a share of their fortune to the less fortunate part of society, or to those in need and struggle. In that way, they help to better regulate wealth distribution, create more equal society and prevent social unrest. Philanthropy as a modern form of charity has emerged at the end of the 19th century and has evolved differently in European countries and in the United States due to economic, political, and social differences (Brenner, 2017). Since then, further development took place in the field of philanthropy and today we witness philanthropy as a transnational force directed from Western foundations to other parts of the world (Toepler, 2012).

In contemporary literature it is common to discuss the evolving international philanthropy through a few categories: socially responsible investing (SRI); impact investing/ mission-related investing (MRIs); social enterprises; and social stock exchanges. Nevertheless, it is still common to distinguish between two types of philanthropic funds: small funds, which allocate resources for immediate use and usually for local purposes and big funds, or managing funds, which are professional entities that run huge donations of rich donors, businesses, and/ or governments, usually for local huge reconstruction projects or international big-scale initiatives.

Despite the tremendous scope of philanthropic activities in the 21st century on a national, regional, and transnational levels in many fields and areas, and although much of the philanthropic activity in the last two decades is very much business-oriented and involving many consultants and experts in the “third sector”, still defining and measuring the impact of philanthropy still has not a golden standard practices and theory. This research aims to examine the impact of philanthropy on small business, using the case study of philanthropic funds assisting small business in Israel between the 2015-2017.

1.2 Research Framework

Motivation

Each year billions of dollars are spent on thousands of philanthropic programs and various initiative in order to improve health, education and other problems of humanity, mainly – but not solely - in the developing world as part of philanthropic enterprises carried out by philanthropists and NGOs from the first world (Sayedoff, Levine, Birdsall, 2006). However, despite the extensive ongoing activity and the high allocation of fund invested in it, very few programs can determine the impact they had on the wellbeing of the targeted groups of population and on the problems, they were initially aimed to solve.

Small businesses make up the majority of the employer firms both in Israel and in the United States, whereas they conduct 64% of the net new private jobs, 49.2% of private-sector employment, and SME's account for 60-70% of jobs in most OECD countries (Ben-Aharon, 2017). The analysis of the impact of philanthropy on small businesses represents an important tool to understand the “third sector” and evaluate the philanthropic support in this group of beneficiaries. This is especially since current studies show that government and philanthropic loans have a tremendous impact on small and medium businesses that have less access to capital. This is even more so in developing countries to better evaluate small businesses that receive philanthropic funds to ensure the impact of the aid and avoid wasting recourses (O'Bryan, 2010).

Evaluating the impact of philanthropy

Each year billions of dollars are spent on thousands of philanthropic programs and various initiative in order to improve health, education and other problems of humanity, mainly – but not solely - in the developing world as part of philanthropic enterprises carried out by philanthropists and NGOs from the first world (Savedoff, Levine, Birdsall, 2006). However, despite the extensive ongoing activity and the high allocation of fund invested in it, very few programs can determine the impact they had on the wellbeing of the targeted groups of population and on the problems, they were initially aimed to solve.

Evaluation processes in the field of philanthropy activity began already in the 70s with the engagement of Robert Wood Johnson Foundation, Ford Foundation and Russell Sage Foundation. Since then, although there were many changes in the philanthropic activity through the years, in the structure, extent and rationale of “giving”, not much has changed in the basic questions regarding impact of philanthropy and its assessment that were posed already in the various evaluation processes in the past, five decades ago by these foundations (Coffman, Beer, Patrizi, & Heid Thompson, 2013).

From the 1990s we witness some changes: the evaluation processes become more and more the focus of some foundations and some studies and are inspire to the philanthropic program itself. This is because of a few reasons. First, it is because more donors and trustees are becoming results oriented and wish not only to give, but also to secure results; Second, in recent years we witness a process of professionalization of nonprofit organizations’ management, which also has an influence on the demand to evaluate and measure performance; and third, there is an intruder of business orientation approaches into these philanthropic organizations that seeks results from investments and activities of these philanthropic organizations. These changes have resulted in the search of new evaluation methods that aim to assess the

philanthropic activities in its various forms and manifestations and which previously were not used (Coffman, Beer, Patrizi, & Heid Thompson, 2013).

Nevertheless, philanthropic industry suffers from “evaluation gap”. Impact evaluations seek to measure evaluation points along the result chain in order to assess whether the activity is bringing about the wished results (Lim, 2010). However, an “evaluation gap” has emerged in the field of philanthropy because governments, official donors and other funders do not demand or produce enough impact evaluations and because those that are conducted are often methodologically flawed (Savedoff, Levine, Birdsall, 2006). Although many agencies such as the UN and development banks and governments spend many resources to evaluate the activity as part of the monitoring assessment, they hardly invest in studying whether the interventions worked, what was their impact and what was their cost (Savedoff, Levine, Birdsall, 2006).

Defining Impact

The definition of “impact” is fluid and it can relate to various factors, often hard or even impossible to measure. In addition, it requires collaboration between various parties involved in the philanthropic activity in order to gather data, to select the relevant data for the assessment, and to evaluate the impact of the activity and offer conclusions and modus operandi for the future. Moreover, we have to bear in mind that the definition of an impact is dependent of the goals of the philanthropic activity and the organization which carries it out and the societal problems and challenges it wants to address and solve (Taskforce, S. I. I., 2014). The question of “Impact” should concern both short and long term social and environmental benefits of the philanthropic investment and also the ability to strengthen these benefits and their impact if acting accordingly.

The reasons for the lack of a systematic evaluation mechanism of impact of philanthropic activities are the obstacles that derive the inability to define “impact” and the difficulty to measure due to its particular attributes. Nevertheless, in this chapter I presented various models and theories which try to tackle the challenge of measuring and assessing impact of philanthropy. Each model approached the challenge in a different way and referred to various types of philanthropy examining different points of the evolvement of their activity. I also showed that until today there is no agreement about the way impact evaluation should be conducted mainly because more of the social and environmental impacts of philanthropic activities are complex, abstract and often long-term. However, there is a great importance to further develop tools and methods that can serve measuring the impact of philanthropy in the 21st century.

Business Life Cycle: the five stages model

Every SME has a life cycle and each is located in a different stage of its life cycle. The stage in the life cycle is not defined by the time from starting the business, but rather by its behavioral pattern and the problems that are within the business (Adizes, 2000). Adizes (2000) constructed a life cycle model consists of ten areas from the stage that the business is only an idea to its death. Each stage has its characteristics and by observing the business it is possible to find out its actual stage. Each stage has its own activity and problems.

Perenyi, Selvaraja & Muthaly (2011) reviewed life cycles models to predict the behavior of a business. They show that the stage in which the business is on its life cycle curve is critical to understanding its behavior. In this study, the “Five Stages of Small Business Growth” (Churchill and Lewis, 1983) was used. This model delineates five stages of firm development: existence, survival, success, take-off, and resource maturity. Each stage is characterized by an index of size, diversity, and complexity and involves management style, organizational

structure, the extent of formal systems, major strategic goals, and the owner's involvement in the business.

1.3 Research Question, Hypotheses, and Objectives

Based on the proposed theoretical overview, the study has one research questions:

- 1. Does the impact of helping small businesses that are at the same point on the business life cycle vary depending on the fund's operation way?**
- 2. Is one fund operating system better than the others?**

The research hypotheses were:

A. Philanthropic help that combines money and some counseling will have bigger impact than a philanthropic help that includes only money.

B. Philanthropic help will make businesses move to the next level on the life cycle line

Variables

Independent: Type of philanthropic help

- Providing guarantees for bank loans.
- Providing loans from donor money.
- Providing some mentoring and a loan from donor money.

Dependent: Stage of business life cycle

The dependent variables will be different sectors on the life cycle curve.

In addition, the study has two main objectives and three sub-objectives:

a. The research objective is to improve the assistance mechanism of funds to small businesses in order to increase the impact

- To determine which philanthropic fund for small business in northern Israel had the biggest impact on the beneficiary.

- To determine which factors, lead to a bigger impact of philanthropy in small businesses in Israel.

b. The research objective is to offer a useful tool for impact evaluation of philanthropy to small businesses

- To determine whether the location of the life cycle of the business is a factor which plays a role on the impact of the philanthropic aid to the small business.

1.4 The study design

Operational Definitions and parameters

Impact:

The Assessment of Success/ the impact of philanthropic activity is defined as: Help is designed to promote the business, and it is needed to check which indicators are available to measure whether the targets were achieved by lending money or money and consulting.

Profitability

Business profitability is the ultimate goal of a business. To measure the impact through the profits, the cooperation of the fund managers and business owners is needed. Fund managers and many small business owners resist sharing this information. Therefore, this parameter will not be used

Change in numbers of employees

An alternative way to evaluate the business success is the number of employees. This data is attainable but not accurate. In some cases, a loan is given to purchase automatic equipment, which will reduce the number of employees and increase profitability, so reducing the number of employees is a success. In some cases, the purpose of the help is to save the business from collapsing and closure, and in such cases staying at the same size or even smaller is a good result of the help. Despite the reservations mentioned above, success can be measured as an increase in the number of employees in most cases.

Desired impact

In this work it was defined that the desired results of a philanthropic loan to a small business is increasing the number of employees and increasing sales turnover.

Indicators of success

The following indices were chosen as indicators of success of the philanthropic loan:

1. The increase of the number of employed persons in general.
2. The increase of the sales turnover.
3. The increase of the number of foremen.
4. The rise in the number of senior executives.
5. The addition of unique products or services.

Progress on the business life curve

Most businesses strive to move from where they are to the next point on the life cycle curve.

In the Churchill & Lewis model presented, the business's place on the life cycle curve can be defined by an external examination of the number of managers in different levels as well as the number of special products and services the business offers. Moving forward on the life cycle curve will be considered a positive impact. Situations, where the business has improved its position by other indicators but has not yet moved to the next point, will not be considered as a lack of impact.

For the purpose of examining progress by moving from one point to the next one this study examined:

1. Increase in the number of managers at the various levels.
2. Increase in the number of unique products or services of the business.

Time factor

The decision about the period after which the business should be checked for impact must balance several factors. On one hand, it is needed to give the business enough time to develop as a result of receiving the help but on the other hand, it is needed to limit the time in order to avoid the situation that unrelated variables impact the business. Such variables can be changes in market conditions and the entrance of new competitors into the market. Two years was chosen as the right time for examine the impact.

The stages of constructing a questionnaire

(Based on Questionnaire Construction by: Donijor.)

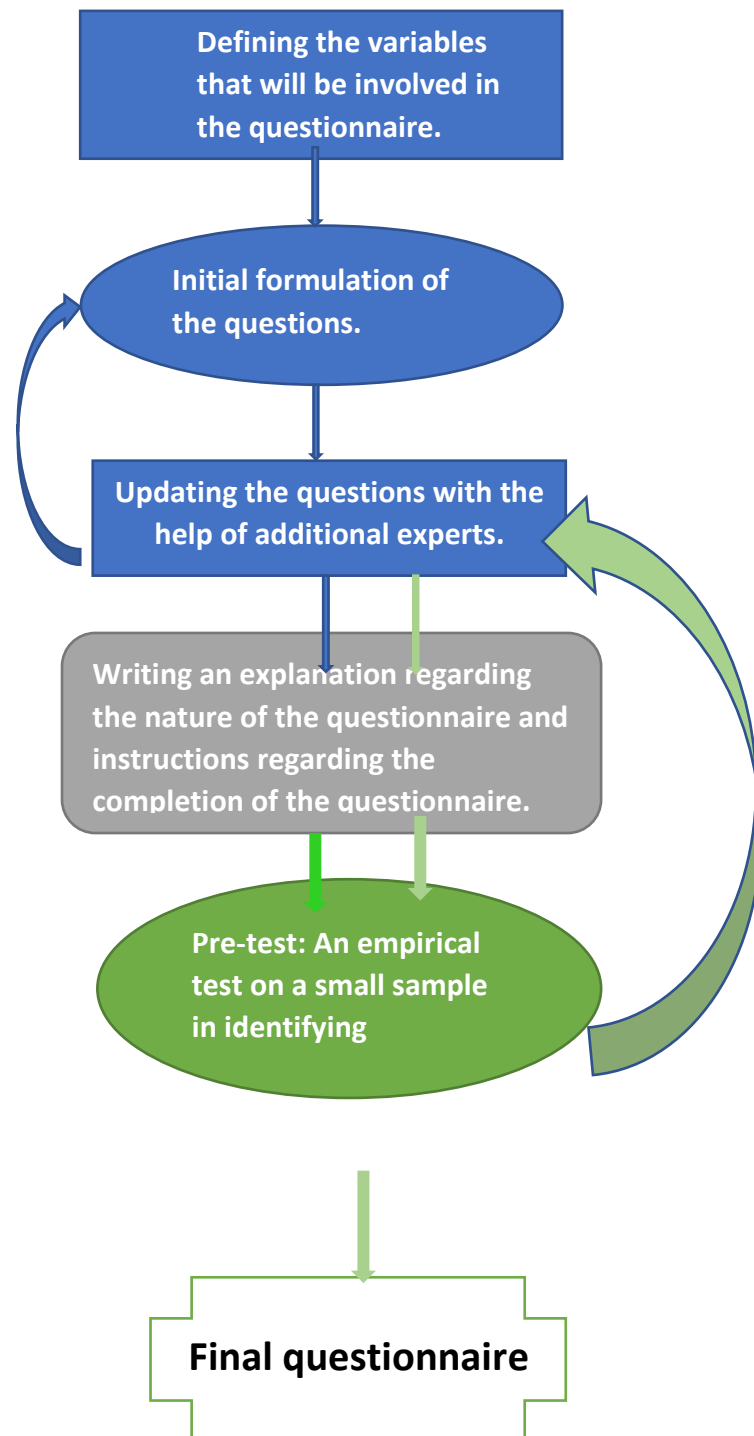


Figure 2: Questioner Construction

Business size

The study defined four areas that can be diagnosed by asking questions even after some time. Examined those businesses that received help and are at least two years from the date loan was accepted. It is impossible to observe the place the business was on its life cycle curve at that time. To find out that, questions regarding the business activity when granted help were asked. For the study, three variables that represent different points on the life-cycle curve and can be defended after time and examined the significance of the different types of help were taken.

type of help stage number & life cycle stage	Providing guarantees for loans from bank.	Providing a loan from donor funds.	Providing mentoring & a loan from donor funds.
2. Existence & Survival			
3. Success & Take off			
4. Other			
5. Death of the business			

Table 1: Summary Table Structure

1.5 Methodology

This is quantitative research. The method chosen for collecting the data is the questionnaire. The questionnaire can be used to collect data from the type and quality needed to get empirical answers to the research questions. The quality and adaptability of the data collected by the questionnaire determine the validity and reliability of the findings and the questionnaire. Goetz & Le Compte (1984). A research questionnaire is designed to collect data of the type and quality required to achieve the research objectives and find empirical answers to the research questions.

A questionnaire is constructed according to how it will be used: by Interview, phone survey, mail survey, or web survey. The decision regarding the data collection method depends on the budget available, time available, and whether the goal is to question people or locate information from written sources.

Research Population

The study is based on data obtained from businesses that received loans from the three philanthropic funds in the years 2015-2017. The information obtained from the funds was only telephone numbers without identifying data of the businesses that received the loans.

The questionnaires did not include questions that can enable to identification of the business.

The answers to the questionnaires were automatically added to the data concentration sheet so that the answers received could not be linked to a telephone number to which the questionnaires were sent. It is also not possible to check why the other questionnaires were not returned. The We Bot software was used to collect the data via the internet.

Research tool: questionnaire

A research questionnaire is designed to collect data of the type and quality required to achieve the research objectives and find empirical answers to the research questions. The quality and adaptability of the data collected by the questionnaire determine the validity and reliability of the findings and the questionnaire. Goetz & Le Compte (1984).

The questionnaire is divided into three parts as follows:

- B. Define the fund that gave the assistance to the business. Question 1
- C. Define the business status when getting assistance in terms of business size and life cycle stage. Questions 2-8
- D. Define the business situation two years after receiving help in terms of business size and life cycle stage. From these data, it is possible to derive the effect of the help on the state of the business. Questions 9-13

The questionnaire was reviewed by three fund managers and amended accordingly.

The Research Process

1,200 questioners were sent using the We Bot -What's App system to businesses that actually received help from the funds during 2015-2017. Answers were received through the What's App. After some time, using lists that included only telephone numbers provided by the funds regarding businesses that received assistance, telephone calls were done to random businesses. The call center asked the business if he already answered the questioner if the answer was yes - they thanked him, if the answer was no- the call center asked him to do so and offered help if he needs. If the call center fills in the questionnaire by telephone, the questionnaires received from the call center did not include any identifying marks regarding

the participant. The data received from the call center was processed and mixed with the data received directly from the participants who returned the questionnaires. We got information from 226 businesses.

Five statistical tests were performed to test the relationship between the fund, the life cycle stage, and their interaction with five different Success indices:

- 1) The percentage change in the number of employees.
- 2) A binary variable indicating whether there was an increase in sales.
- 3) A binary variable indicating whether there was an increase in low level-managers.
- 4) A binary variable indicating whether there was an increase in high level-managers.
- 5) A binary variable indicating whether there was a new unique product.

1.6 Results

The following summarize the results of the study.

1.6.1 Data regarding the sending and receiving of questionnaires

We sent 1,223 questionnaires, 226 were returned of which 7 were rejected. The details of the funds and the state of business in each fund are listed in Table 2.

1.6.2. Data regarding the change in number of employees

Details of the number and percentage of employees added at each stage of life in each of the funds, as well as data regarding the total fund as presented in Table 3. Among all businesses there was an increase in the number employees.

1.6.3. Data regarding the change in turnover

Table 4 presents the details of the number of businesses in each fund and at each stage that reported a change in business turnover at the end of the test period. It shows that there was a total increase of 93% among all participants.

1.6.4. Data regarding the change in low-level managers

Details of the number of businesses in each fund and at each stage that reported a change in number of low-levels managers at the end of the test period as listed in Table 5. In some cases, there was an increase of low-level managers, and in some cases, there was a decrease in low-level managers.

1.6.5. Data regarding the change in high-level managers

Details of the number of businesses in each fund and at each stage that reported a change in number of High-levels managers at the end of the test period are presented in Table 6. There was an increase of 10% in total, whereas in some cases there was no change at all.

1.6.6. Data regarding change in Unique product or service

Details of the number of businesses in each fund and at each stage that reported adding a unique product or service at the end of the test period are listed in Table 7. In the majority of the cases there was no change in unique product or service.

A significant relationship was found between the interaction variable of fund and life cycle stage with the change in the number of employees. In Galilee fund at stage - 1, the average employees increase is 389 percent while in the Jewish Agency at the same stage it stands at 158 percent and in Israel Free Loan Association at 47 percent. As the life cycle stage increases to stage 2 and 3, there is a sharp decline in Galilee fund, which becomes relatively like the average of the other foundations.

Another two significant relationships were found between the fund and the increase in the number of sales, and between the life cycle stage and the increase in the number of sales. As the life cycle stage increases, the probability of an increase in sales is bigger. In addition, this probability found to be the highest in the Galilee fund. The odds ratio higher by 5.5 compared to the base group of the Israel Free Loan Association, and higher by 2 than the Jewish Agency. The other indices do not appear to be statistically significantly related to the independent variables fund and life cycle stage.

A significant relationship was found between the fund that gave the help at a defend life cycle stage with the change in the number of employees. The increase in employees due to the loan from the Galilee Fund was significantly greater for businesses in Phase 1. As for businesses that were in Phases 2 and 3, the differences between the funds were not significant. A significant relationship was found between the fund that gave the loan and the increase in sales. A significant relationship was found between the life cycle stage and the increase in the number of sales. As the life cycle stage increases, the probability of an increase in sales is bigger. In addition, this probability found to be the highest in the Galilee fund. The other indices do not appear to be statistically significantly related to the independent variables fund and life cycle stage.

The research has proven both hypotheses. The highest impact was of the Galilee Fund which offered a combination of both a loan and consultation. This impact was significant especially for businesses which were in the first stages of their life cycle. Hypothesis 2 was proven as well: the loan helps the small businesses to move from one stage to another in their life cycle.

The finding of my study has proven that small businesses which are at stage 1 that are before starting the business or at the very beginning, business that are still struggling to find their customers, product and market place need more help than business at stage 2 and above on the life cycle that have managed to establish themselves products, market place and gaining clients. For them, the loan from the philanthropic fund would be for expansion or for stabiles the

business. At this stage owners of small businesses feel secure enough to run their business by themselves and will ask for assistance or a bit of advice only when they sense a problem. The conclusion of the research is that there is a correlation between the state of the business on his life cycle and the impact of the help format received from the philanthropic fund.

Fund	Questionnaires sent	Questionnaires received	Stage on the life cycle	Questionnaires received
The Galilee fund	135	67+5	1	24
			2	28
			3	15
Total				67
Israel Free Loan	610	91+1	1	46
			2	31
			3	14
Total				91
Jewish Agency	478	61+1	1	25
			2	28
			3	8
Total				61
Total	1,223	219+7		

Table 2: Sending and receiving of questionnaires

Fund	Stage on the life cycle	Employees		
		Change in number	% Increase	Standard deviation
The Galilee fund	1	110	239	7.98
	2	156	89	10.96
	3	32	84	3.29
Total		298	124%	
Israel Free Loan	1	14	15	2.04
	2	41	63	2.81
	3	18	69	1.07
Total		73	40%	
Jewish Agency	1	181	75	10.4
	2	60	25	5
	3	25	35	5.44
Total		266	48%	

Table 3. Change in number of employees.

Fund	Stage on the life cycle	sales			
		Increase	% Increase	No change	Decrease
The Galilee fund	1	23	96%	1	0
	2	22	79%	6	0
	3	15	100%	0	0
Total			90%		
Israel Free Loan	1	31	67%	14	1
	2	28	90%	2	1
	3	13	93%	1	0
Total			79%		
Jewish Agency	1	25	100%	0	0
	2	24	86%	4	0
	3	8	100%	0	0
Total			93%		

Table 4: Change in sales

Fund	Stage on the life cycle	Low level-managers change			
		Increase	% Increase	No change	Decrease
The Galilee fund	1	8	33%	15	1
	2	5	18%	23	0
	3	12	80%	12	1
Total			37%		3%
Israel Free Loan	1	5	11%	39	2
	2	3	10%	27	1
	3	1	7%	13	0
Total			10%		3%
Jewish Agency	1	3	12%	18	4
	2	2	7%	25	1
	3	1	13%	7	0
Total			10%		8%

Table5: Low-level managers

Fund	Stage on the life cycle	High level-managers change			
		Increase	% Increase	No change	Decrease
The Galilee fund	1	2	8%	22	0
	2	1	4%	23	4
	3	0	0%	15	0
Total			4%		
Israel Free Loan	1	2	4%	44	0
	2	3	10%	28	0
	3	0	0%	14	0
Total			5%		
Jewish Agency	1	1	4%	24	0
	2	2	7%	26	0
	3	3	38%	5	0
Total			10%		

Table6: High-level managers

Fund	Stage in the life cycle	Unique Product or service		
		Increase	No change	Decrease
The Galilee fund	1	0	23	1
	2	2	23	3
	3	1	14	0
Israel Free Loan	1	8	31	7
	2	1	20	10
	3	2	11	1
Jewish Agency	1	1	21	3
	2	2	19	3
	3	0	7	1

Table 7: Unique product or service

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