



# Tsad Kadima

The Association for Conductive Education in Israel

Registered Israeli NPO No. 580115319

June 2009

## Rating Report



Midot Reflecting and Rating NPOs in Israel

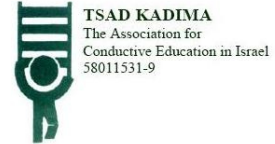
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# Analysis Summary

## Tsad Kadima



The Association for Conductive Education in Israel

Registered Israeli NPO No. 580115319

June 2009

**Educational Rehabilitative programs for infants, children, adolescents and young adults with cerebral palsy**

### Sound Investment Evaluation

4.5

Reliability Rating: 4.5

Stability Rating: 4

Goal Orientation Rating: 4.5

# Profile

## Profile

**The Organization:** Tsad Kadima – The Association for Conductive Education in Israel

**Areas:** Special | Physically Challenged

**Target Population:** Infants, children, adolescents and young adults with Cerebral Palsy

**Objective:** Developing and operating educational rehabilitative programs, frameworks and services for persons with motor disabilities whilst developing their individual abilities and inclusion into the community.

- Goals:**
1. Providing *Conductive Education* services in an equal and pluralistic way for persons with disabilities, while providing a variety of frameworks and services to meet customers' needs.
  2. Training and professional promotion of Conductors (teachers specialized in Conductive Education).
  3. Developing unique models of rehabilitative work while integrating professionals in the fields of education and rehabilitation.
  4. Widening and deepening public awareness to Conductive Education method and its contribution to strengthening and rehabilitating population with Cerebral Palsy.

**Year of Establishment:** 1987

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

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## Activities

- Main Projects:**
- Educational Rehabilitative centers: daycare, kindergartens, school and inclusive programs
  - Complementary Education programs: after-school programs for developing functional independence; training apartments and communal residence
  - Conductive Education Diploma studies
  - Residential Rehabilitative summer camp and summer programs

**Locations:** Throughout Israel

**Volunteerism:** Medium Reliance on Volunteerism

**Beneficiaries:** Direct Beneficiaries in 2008: 350  
Accrued Number of Direct Beneficiaries: 2,500

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## Scales

<b>Size of the organization</b>	<b>S</b>	<b>M</b>	<b>L</b>	<b>XL</b>
Size of Budget	S	<b>M</b>	L	XL
Seniority	S	M	L	<b>XL</b>
Geographic Distribution	S	M	<b>L</b>	XL
Employees and Volunteers	S	M	L	<b>XL</b>
Public Recognition	S	<b>M</b>	L	<b>XL</b>

**Chairman:** Anete Mozes | Appointed in 2002

**Number of Board Members:** 17

**Executive Directors:** Yossi Pinto | Appointed in 2002

## People

**Total Number of Employees:** 130

Part-time employees: 50

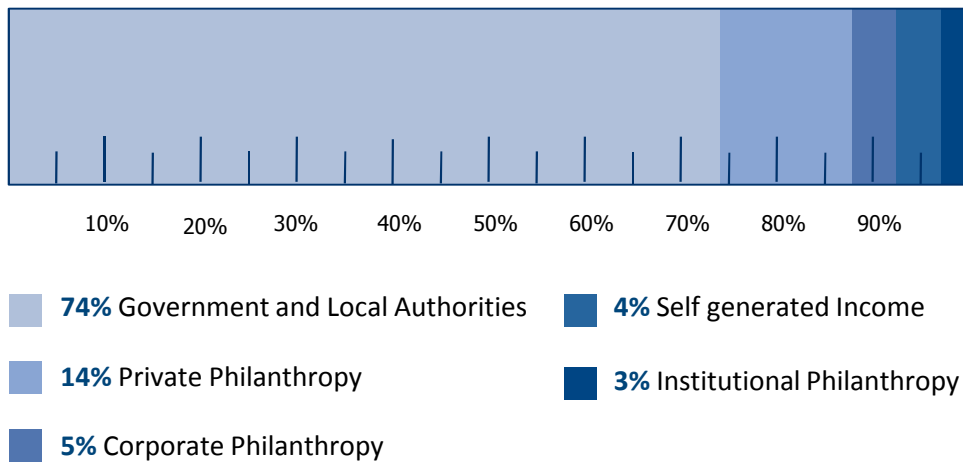
Full-time employees: 80

Total number of positions: 100

**Total Number of Volunteers:** 50



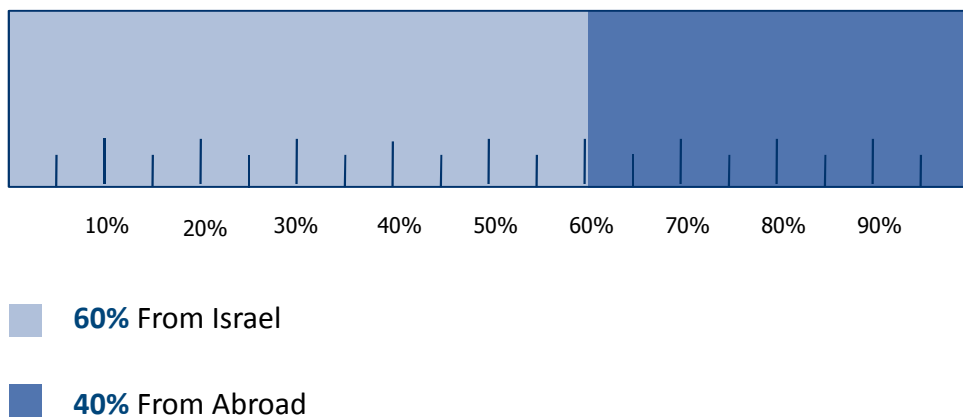
### Income (2008, in percentages)



#### Main Contributors, 2008:

Friends of Tsad Kadima, Mayers Foundation, Sobel Foundation, Helen Bader Foundation

### Origin of Donations\* (2008, in percentages)



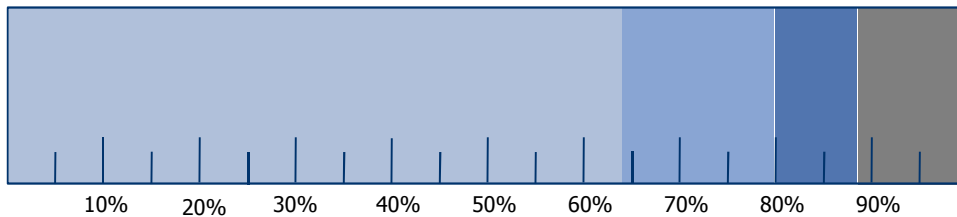
Income

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### Main Expenditures (2008, in percentages)



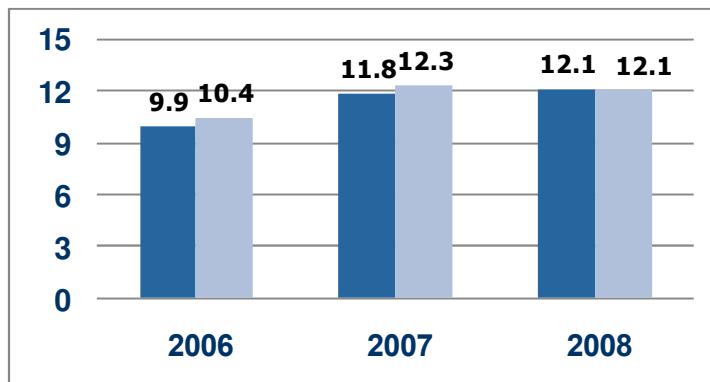
- 64%** Operating Educational Rehabilitative Centers
- 16%** Complementary Education (Training Apartments, Afterschool Programs)
- 8%** Conductors' Training (students)
- 12%** General and Administrative Expenses

### Three Highest Salaries

(2008, estimated average monthly gross salary, range)

1. 24,000 - 27,000 NIS
2. 18,000 - 21,000 NIS
3. 15,000 - 18,000 NIS

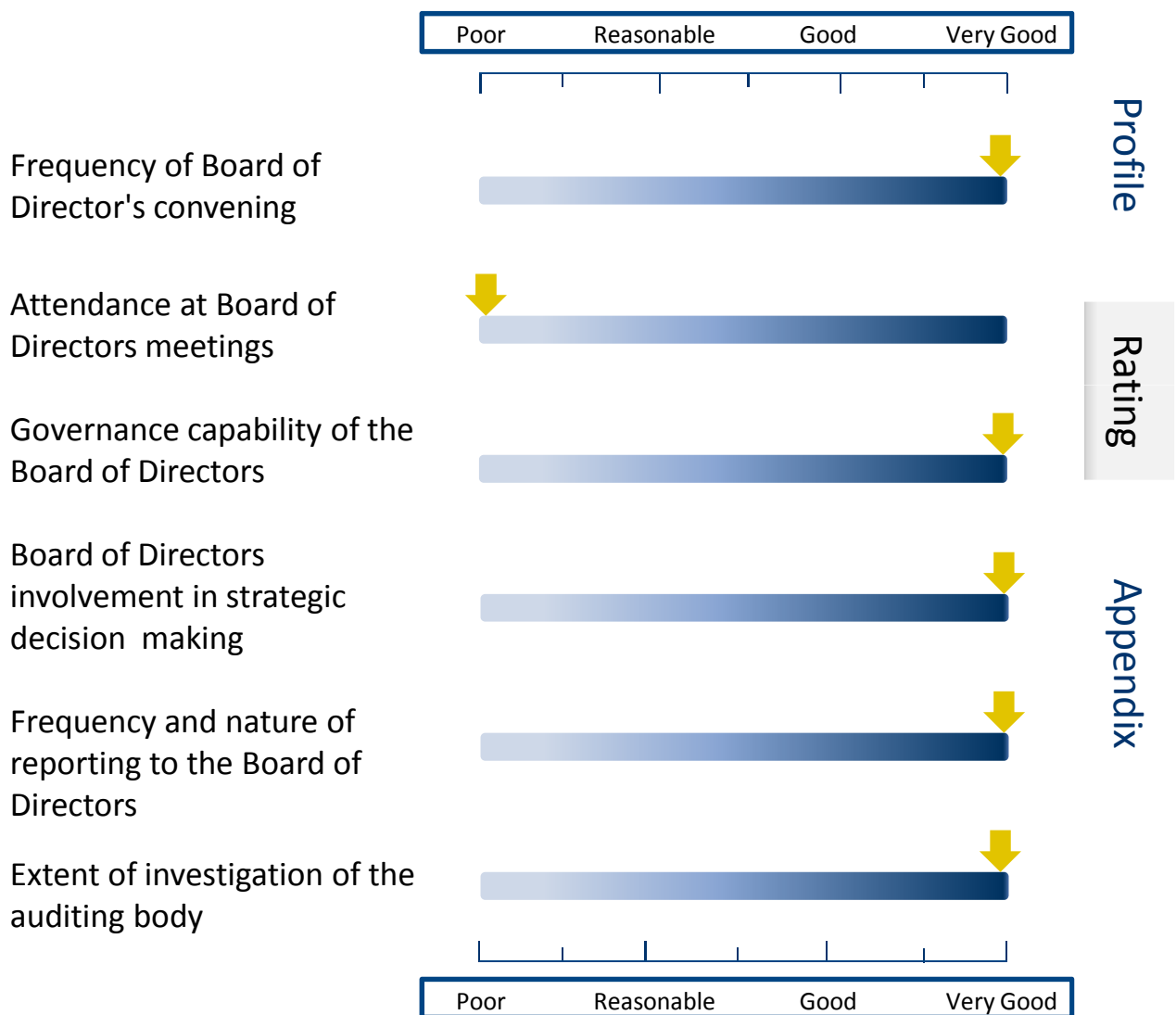
Annual Income and Expenditures in Millions of NIS (Income Expenditures):



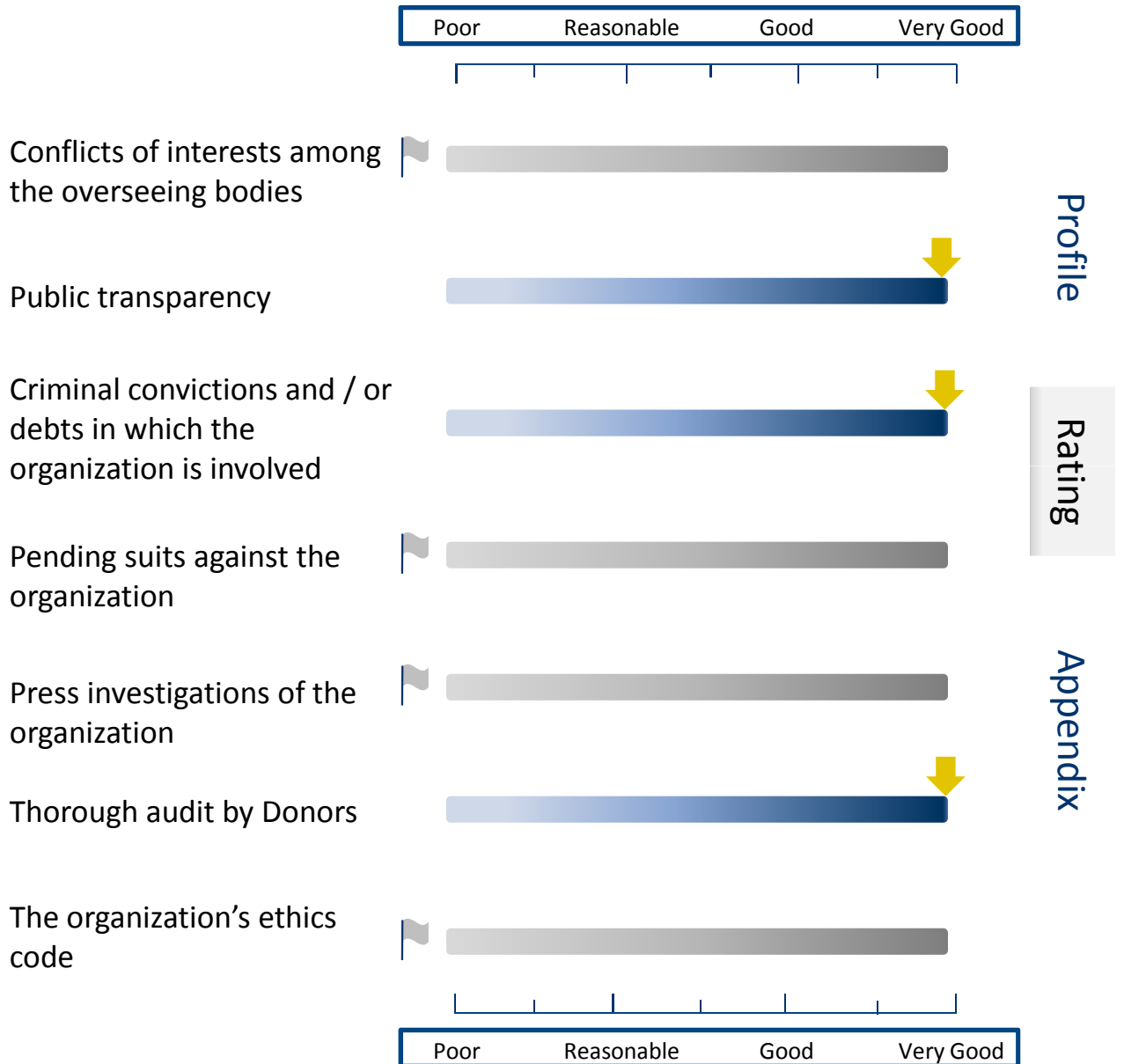
# Rating


## Reliability 4.5

The scope and depth of monitoring and supervision over the organization and its ethical administration.



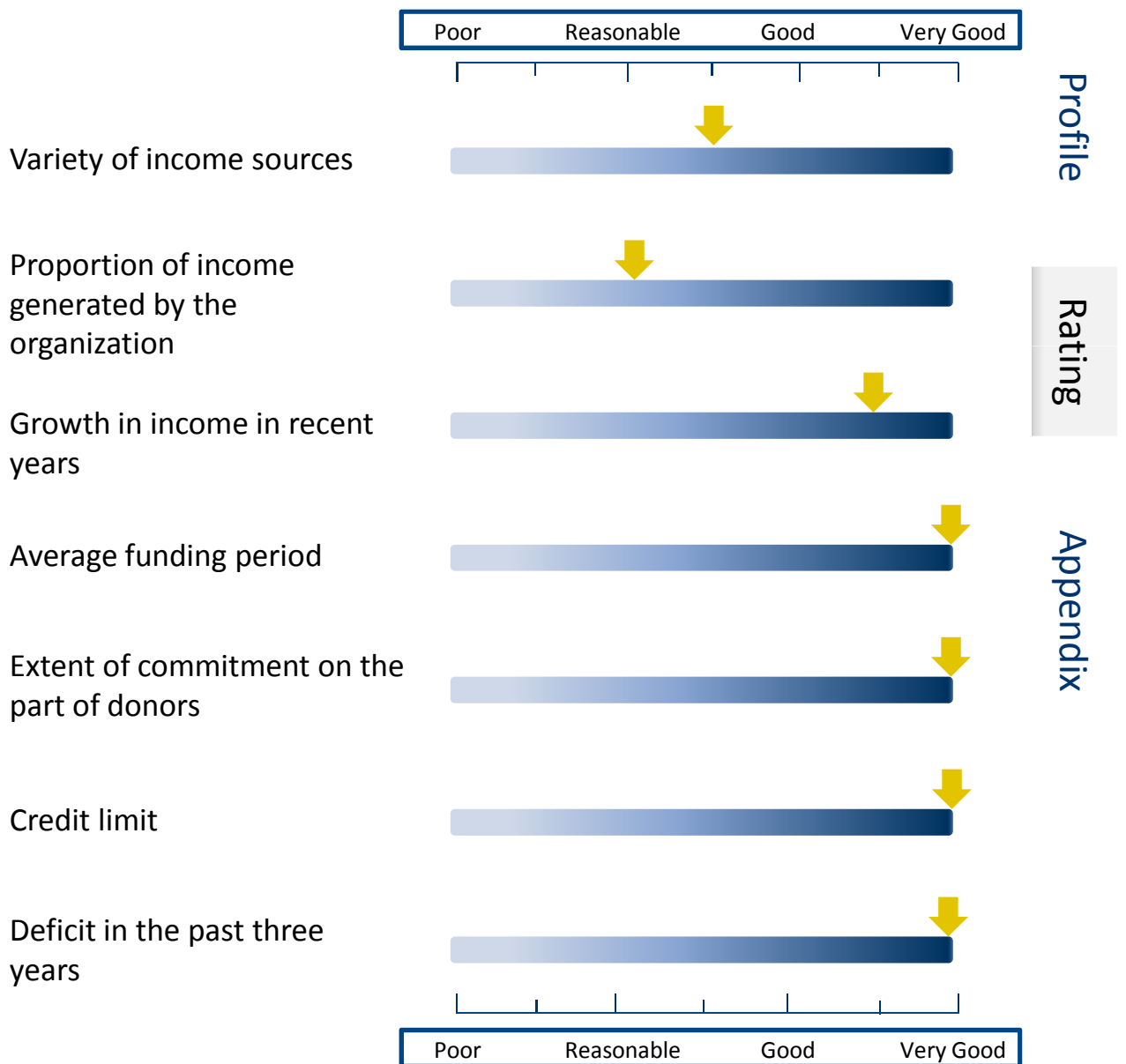
## Reliability



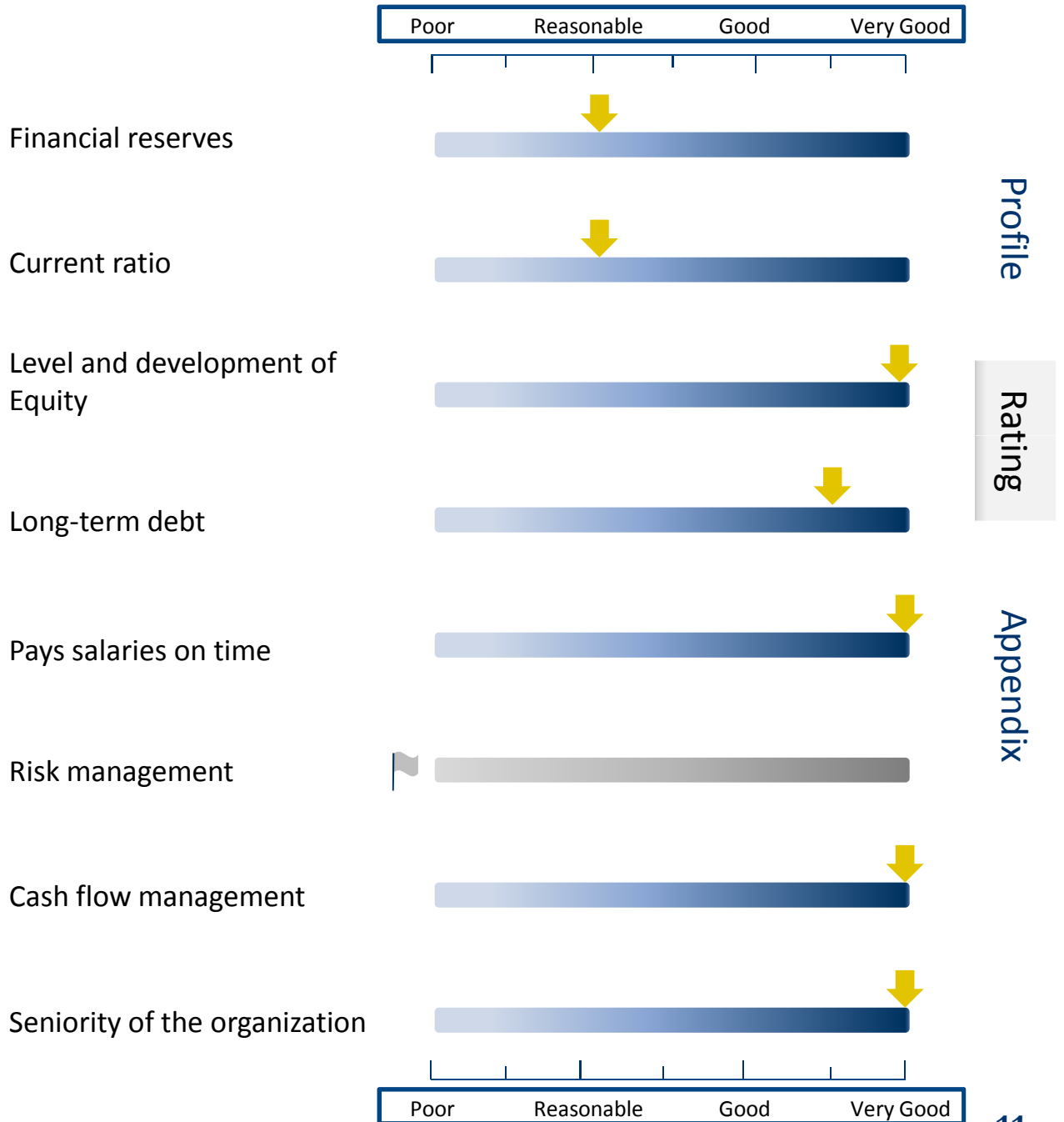
 These items were taken into consideration only if relevant information was found; otherwise, a score was not awarded to them.

## Stability 4

Assessing the organization's financial solidity and its ability to meet its monetary commitments.



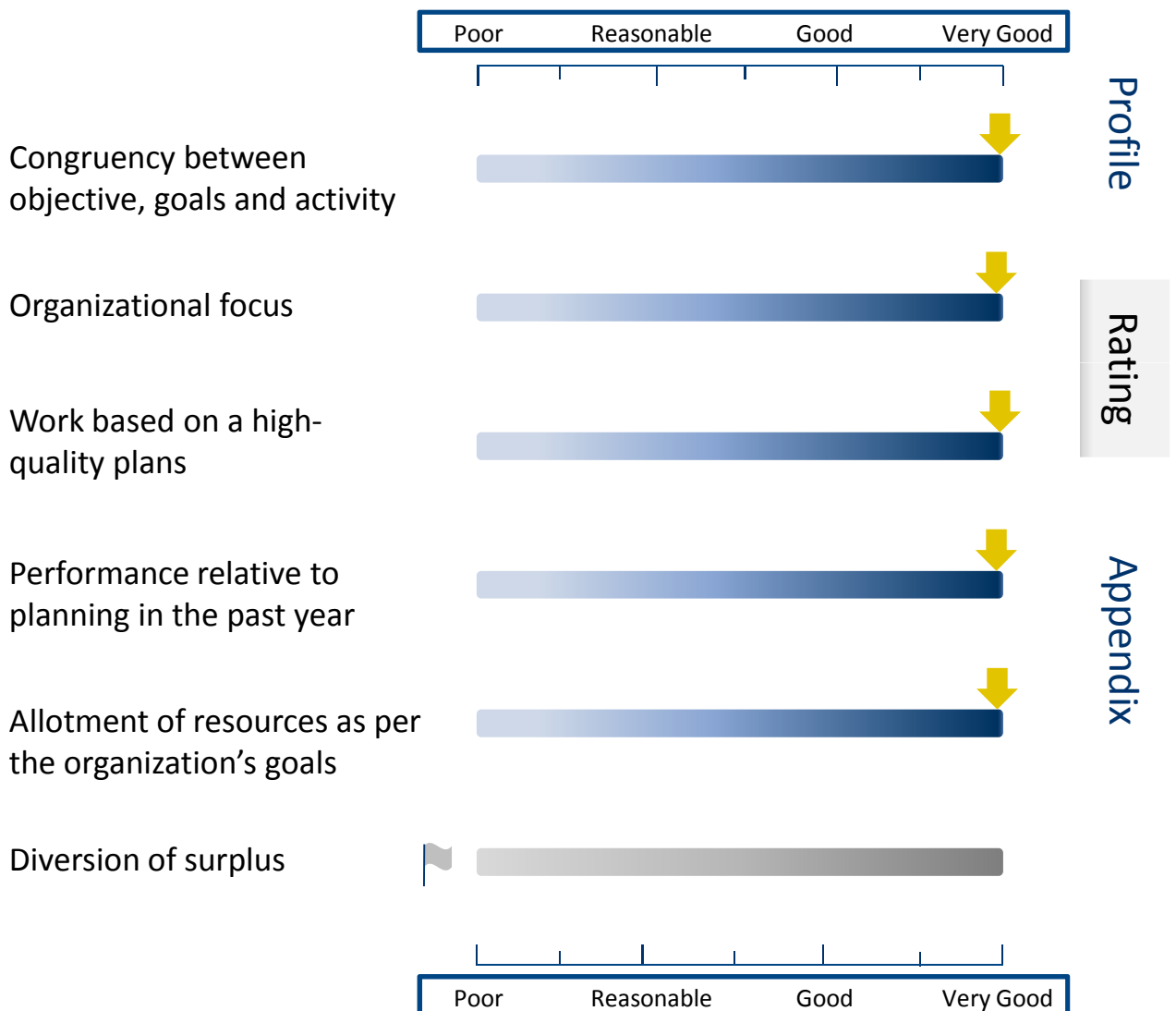
## Stability




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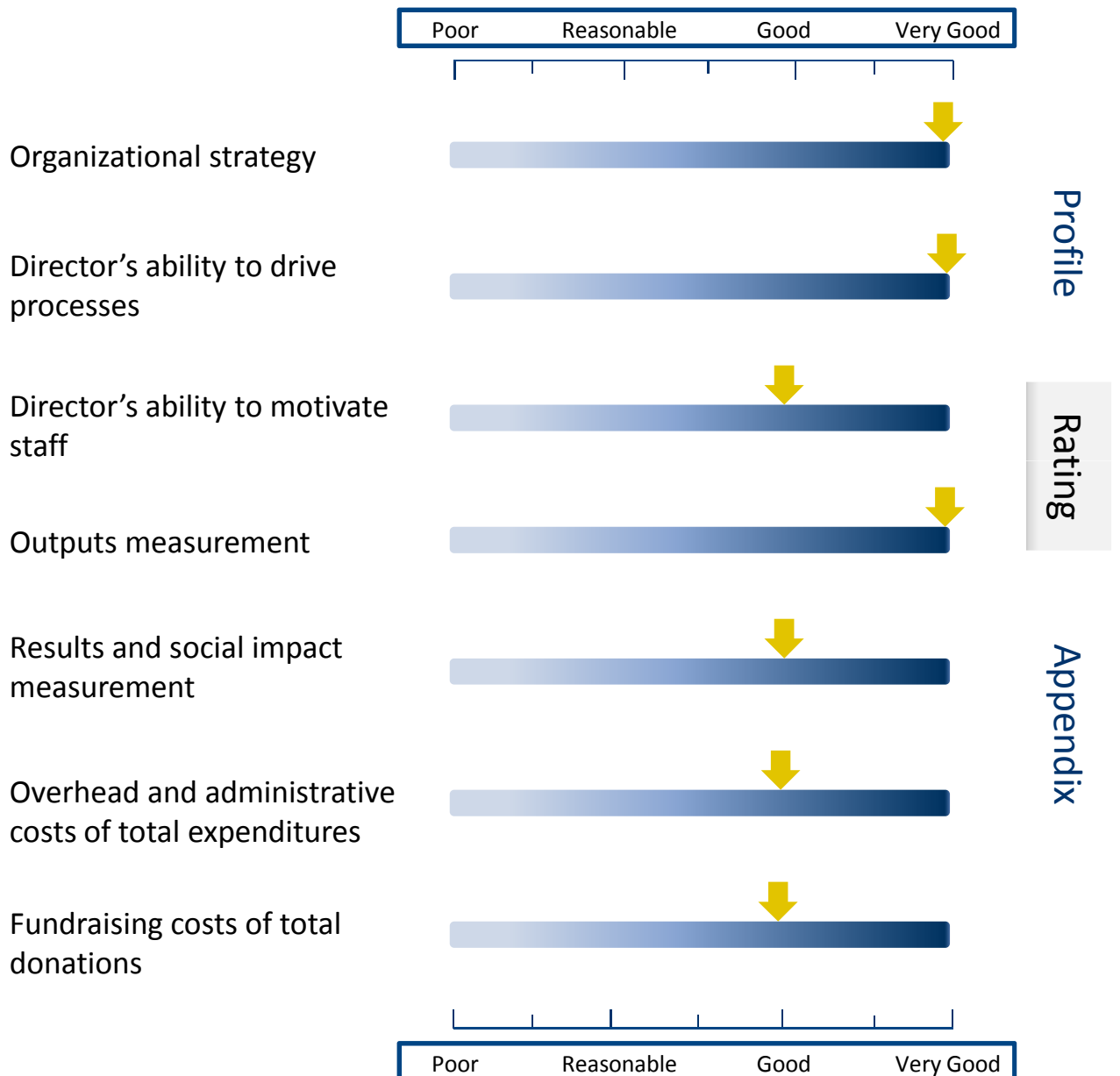
## Goal Orientation 4.5

Assessing the organization’s commitment to realizing its vision and objective and reaching its goals.

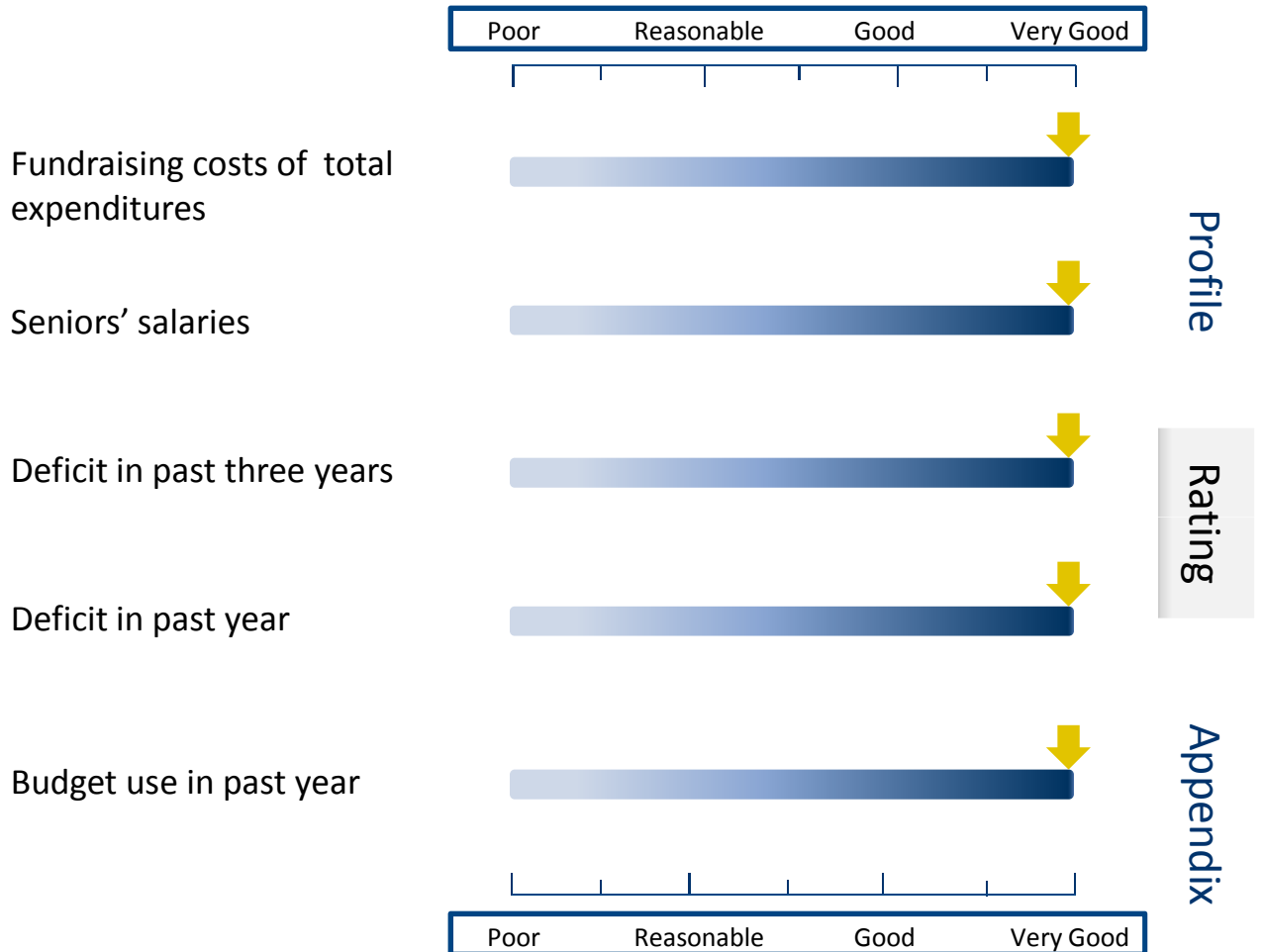


 These items were taken into consideration only if relevant information was found; otherwise, a score was not awarded to them.

## Goal Orientation



## Goal Orientation



## Items Evaluated

### Reliability

Item name	Explanation
Frequency of Board of Director's convening	No. of times in the past year on which the Board of Directors convened officially
Attendance at Board of Directors meetings	Average Board of Directors meeting attendance in the past year
Governance capability of the Board of Directors	The Board of Director's ability to serve as a monitoring and supervisory body
Board of Directors involvement in strategic decision making	The nature of issues of long-term importance discussed by the Board of Directors
Frequency and nature of reporting to the Board of Directors	Nature of official reports from the administration to the Board of Directors on various matters
Extent of investigation of the auditing body	The matters dealt with by the auditing body (Audit Committee / accountant), scope of audits, and enforcement ability

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## Items Evaluated

### Reliability

Item name	Explanation
Conflicts of interests among the overseeing bodies	Conflict of interest among the overseeing bodies (executive board / Auditing Committee) that are liable to compromise their independence and / or their ability to oversee the organization's proper administration / governance
Public transparency	The extent and nature of the materials presented for public perusal on the organization's site
Criminal convictions and / or debts in which the organization is involved	Convictions to which the organization and / or any of its seniors are a party, calling into question the organization's credibility
Pending suits against the organization	Open cases in court in which the organization and / or one of its seniors is at its center, calling into question the organization's credibility
Press investigations of the organization	Press or independent investigations on the organization and / or one of its seniors, calling into question the organization's credibility
Thorough audit by Donors	The existence of donors who conduct significant research as a condition of donating to the organization
The organization's ethics code	The organization has drafted an Ethics Code that defines norms and professional practices

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## Items Evaluated

### Stability

Item name	Explanation
Variety of income sources	The variety of income sources (institutional, private, and corporate philanthropy; government and local authorities) and donations (domestic and foreign)
Proportion of income generated by the organization	Proportion of income generated through sales of products and services to the public
Growth in income in recent years	Rate of growth of the organization's total income in the past three years and of income from main donors
Average funding period	Total average periods in which main donors have been supporting the organization
Extent of commitment on the part of donors	Existence of long-term commitments on the parts of donors
Credit limit	Credit limit in relation to average monthly income
Deficit in the past three years	Annual deficit in relation to total expenditure in the past three years
Financial reserves	No. of months that the organization could survive in the event of loss of all income and capitalization of all assets (calculated as current assets after deduction of current liabilities in relationship to average monthly outlay)

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## Items Evaluated

### Stability

Item name	Explanation
Current ratio	Capacity to pay off debt from current assets rapidly (current assets in relation to current debt)
Level and development of Equity	Extent of equity in relation to total balance; rate of increase therein in the past three years
Long-term debt	Nature of long-term debt and its portion of total balance
Pays salaries on time	Delays in paying salaries in the past year
Risk management	Existence of regular processes for identifying factors or scenarios jeopardizing the organization in certain spheres, assessing their potential damage and measures taken in order to deal with these risks
Cash flow management	Cash flow is managed in such a way as to not place the organization's ongoing activity at risk.
Seniority of the organization	No. of years of operation since the organization's registration

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## Items Evaluated

### Goal Orientation

Item name	Explanation
Congruency between objective, goals and activity	Extent of congruency between the organization's objective and goals and the activity it conducts in order to achieve these
Organizational focus	The organization's focus on achieving its objective; the extent of interconnection between its various activities
Work based on a high-quality plans	Extent of use of a high-quality work plans which define goals, measurable objectives, timetables and responsibility for carrying out tasks
Performance relative to planning in the past year	Rate of carrying out of the work plan in the past year
Allotment of resources as per the organization's goals	Extent of congruence between the organization's goals and resource allotment to various activities / budget items
Diversion of surplus	Accrual of monetary surplus that is not directed toward the organization's activity and not intended for future activity
Organizational strategy	The organization has a strategy that defines goals for the upcoming years and that furthers the achievement of its vision
Director's ability to drive processes	The Director's ability to drive both intra- and extra-organizational processes that advance the organization
Director's ability to motivate staff	The Director's ability to motivate employees to perform their duties and utilize their abilities to the organization's benefit

## Items Evaluated

### Goal Orientation

Item name	Explanation
Outputs measurement	Scope, methodology and frequency of measuring the organization's outputs
Results and social impact measurement	Scope, methodology and frequency of measuring the organization's social impact
Overhead and administrative costs of total expenditures	Proportion of overhead and administrative costs of total expenditures in the past three years, including fundraising costs
Fundraising costs of total donations	Proportion of fundraising costs to total donations in the past three years
Fundraising costs of total expenditures	Proportion of fundraising costs to total expenditures in the past three years
Seniors' salaries	Level of seniors' salaries in relation to the average for organizations with a similar number of full-time positions, based on Midot data
Deficit in past year	Proportion of annual deficit to total expenditures in past year
Budget use in past year	Remaining within budget during the past year

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# The Rating Index

## Sound Investment Evaluation

- 5  A highly sound investment
- 4  A sound investment
- 3  A reasonably sound investment
- 2  An unsound investment
- 1  A highly unsound investment

## Scales

Scopes	Scales				Remarks
	S	M	L	XL	
Budget Size	0-10	10-25	25-50	50-100	In Millions of NIS.
Seniority	1-5	5-10	10-15	Over 15	In Years.
Geographical Distribution	Local	Regional	Multicentric	National	Irrelevant for Advocacy Organizations. Refers to core activity only.
Positions and Volunteers	0-2	3-10	11-50	Over 50	The number of employees under consideration of number of volunteers.
Public Familiarity	An adjusted calculation of the organization's and Midot's assessments in addition to web-based measuring tools.				

MIDOT is dedicated to promoting the professionalism of third sector organizations and influencing donor decisions by providing comprehensive evaluations of non-profit organizations that operate in Israel. The assessment relates to a variety of areas and assists social investors in educated gift-giving decisions. It supports the differentiation of the rated organizations in the competitive market of resource development and negative public image and presents the general public with a full picture of the various organizations that operate in Israel.

## Transparency Seal



## Midot Rating: Sound Investment Evaluation

3.5

## Extended Rating



The MIDOT Index is based on an innovative analysis model inspired by tools from around the world, and developed with the professional guidance of organizations from the social and the business sectors including **TACK** Growth Strategies and **Standard & Poor's Maalot** .

MIDOT, which was established as a unique partnership between **Meitav Investment House** and **JDC Israel**, is a professional independent non-profit organization that is guided by a wide Public Council that includes representatives from the third sector and from the business and academic worlds.

Additional information regarding the analysis process and the non-profit organizations that have been rated can be found at [www.midot.org](http://www.midot.org) |