

# Arava Institute Policies and Procedures



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## I. Vision Statement

*“Vision is a realistic, credible attractive future for your organization. It is the articulation of a destination toward which an organization should turn its focus. A vision inspires action and helps shape the future through the effect it has on the people who are involved in the organization.”*  
(Quinn)

The Arava Institute for Environmental Studies will provide the Middle East a new generation of sophisticated professional that will meet the region’s environmental challenges with richer and more innovative, peace-building solutions.

## II. Mission

Our mission is to create a world-class environmental teaching and research institute at Kibbutz Ketura, which will:

- Prepare future Arab and Jewish leaders to cooperatively solve the region’s environmental challenges
- Maintain high academic standards.
- Deliver teaching and trans-boundary research opportunities at the highest quality and level to students from the Middle East and from all over the world
- Play a leading role in research, conservation, environmental protection and sustainable development in the region.
- Generate capacity for conciliation and cooperation in the Middle East, in order to transcend political boundaries and achieve positive environmental change

## III. Values Statement

- Sustainability: We strive to create a healthy balance between human activities and the earth’s ecosystems – both in teaching and research activities and in our own impacts.
- Interdisciplinary: We combine scientific, social and policy aspects in our approach to solving problems.
- Leadership: We teach and model practices of cooperation, initiative and far sightedness to help in creating a new young leadership in the region.
- Excellence: We adhere to the highest academic standards in teaching and research, maintaining the institute’s position as an internationally acclaimed center of excellence in environmental studies.
- Conciliation: We view the environment as a central tool to build understanding and peace between people in the Middle East and the world and foster cultural dialogue and mutual understanding among Jews, Arabs and other peoples.

- Diversity: We embrace a diversity of people and Invite a multitude of viewpoints – cultural, political, religious, and beyond - while encouraging the use of respectful and empathetic language by all.
- Respect: We nurture a working atmosphere based on mutual respect, empathy and inclusiveness, in a safe and a supportive environment.
- Regionalism: We are dedicated to cooperative work that transcends national borders in the Middle East and supports sustainability from a regional perspective.

25/2/2010

#### IV. Statement of Diversity

The Arava Institute from its inception has had a policy which encourages cultural diversity and non-discrimination. Recognizing that the desired diversity will not happen by itself, the Institute has a proactive approach to reaching this objective. This is first and foremost manifested in the economic realm. Over half of students attending the institute receive financial aid in order to ensure that weaker economic status does not prevent participation in the program. The Institute has initiated a program of outreach to ensure that the student body also reflects ethnic and geographic diversity. Recruiting efforts for Palestinians, for example was equally divided between Gaza and the West Bank to ensure that the latter's ostensibly weaker educational infrastructure would not prevent training for young Gazan environmentalists. Furthermore, a special scholarship program for Middle Eastern women helped balance the ratio there. In the U.S., recruiting activities take place across the country. Scholarships are granted on the basis of need and the student body has included gentiles, Jews, African-Americans, etc. This program will be conducted according to these principles.

1/8/2006

#### 1. HUMAN RESOURCES

##### 1.1 The responsibility of the Human Resources Committee is to:

- 1.1.1 Search for and recommend candidates for permanent salaried staff positions.
- 1.1.2 Nominate staff members to the Executive Committee and oversee the elections.
- 1.1.3 Implement the Human Resources Policy.
- 1.1.4 Responsible for Staff Development, Communications and Enrichment :
  - Designing and implementing workshops, training sessions and other activities for staff
  - Offering continuing education and self development opportunities for staff members
  - Providing Feedback training
- 1.1.5 HR Committee does not make recommendations regarding lecturers paid by the hour, consultants, and researchers working on research projects, self-funded interns, PA's and students

##### 1.2 The Human Resources Committee procedures:

- 1.2.1 The committee is convened on a regular basis and when needed by the Executive Director (Chair).
- 1.2.2 The committee is made up of the Executive Director, the Human Resources consultant, two additional members from the staff voted upon by the entire permanent (holding at least a half-time position) staff, and one member of the Board of Directors from the region chosen by the BoD. One of the staff members voted on by the entire permanent staff will be chosen from among the members of Kibbutz Ketura on staff and one of the staff members voted on by the entire permanent staff will be chosen from among the non-Kibbutz Ketura members on staff. 23/12/2013
- 1.2.3 The members of the HR committee are responsible for conducting themselves with discretion and in an ethical manner concerning all processes in their work.
- 1.2.4 The term of a member of the HR committee is two years. This term can be extended with a vote by the Executive Committee.
- 1.3 Human Resources Consultant
- 1.3.1 The HR Consultant is a part-time position (2 days a month) whose role would be to:
- Listen to staff grievances
  - Facilitate changes in staff positions
  - Accompany the creation and execution of a plan of action in job performance improvement.
  - Have one on one conversations with staff members as needed
  - Provide guidance to management regarding HR issues.
- 1.4 Decision to hire a new employee  
In order to create a new position at the Arava Institute:
- 1.4.1 A department interested in creating a new position brings a proposal to create the position to the Executive Director who then brings it to the Finance Committee. The Finance Committee discusses the issue from a budgetary / financial point of view.
- 1.4.2 If approved by the Finance Committee the proposal then goes to the Executive Committee.
- 1.4.3 If approved by the Executive Committee the proposal then goes to the Human Resource Committee, which is in charge of searching for the position. (The Salary Committee presets standard compensation rates).
- 1.5 In order to find a replacement for an existing position:
- 1.5.1 An announcement of the dismissal/departure of a staff member takes place in the Executive Committee. This is an opportunity to reevaluate the need for the position. After the discussion, if the Executive Committee decides the position is essential, the committee requests that the Human Resource Committee begin the search for a replacement. (The Salary Committee presets standard compensation rates).
- 1.6 The Search for a new employee:

- 1.6.1 When a position at the Institute opens up, the committee creates a tender, in coordination with the appropriate department head and simultaneously announces the tender to the staff of the Arava Institute and residents of Kibbutz Ketura. If an appropriate candidate is not found within two weeks, the HR Committee then publicizes the tender regionally, nationally and to the AIES alumni.
- 1.6.2 Candidates are required to provide a CV and references. The HR Committee checks the references and conducts an interview of each relevant candidate.
- 1.6.3 Once approved by the HR Committee the recommendation is then brought to the Executive Committee where the final decision to hire a new staff member takes place.
- 1.6.4 Under special circumstances, such as when the Institute is looking for an alumnus to fill a position funded by a designated grant directed at alumni, the Executive Committee may decide that the two week waiting period before searching outside the Kibbutz can be skipped.
- 1.6.5 These procedures apply to salaried staff only and do not apply to lecturers paid by the hour, consultants, self-funded interns, PA's or students.
- 1.7 Hiring a new employee
  - 1.7.1 The Executive Director signs contracts with salaried employees.
  - 1.7.2 The department head signs the Job Description and reviews it with the employee.
  - 1.7.3 A separate employee file will be opened which will include hard copies of the employment agreements. These will also be scanned to the server.
- 1.8 Job Performance and Performance Feedback
  - 1.8.1 All staff members will have a written job description which is included as part of the written employment agreement with the Institute.
  - 1.8.2 The Executive Director is responsible for initiating 6-month reviews with all employees. The purpose of this review is to allow the director and the employees an opportunity to give and receive feedback.
  - 1.8.3 The department heads are responsible for initiating 6-month reviews with all department staff members. The purpose of this review is to allow the department heads and the staff the opportunity to give feedback to each other on job performance.
  - 1.8.4 The last ten minutes of the feedback session is devoted to writing the summary. It is the responsibility of the staff member who is reviewed to write up the agreed upon summary. This document will be saved in a confidential file under the supervision of the Human Resources Committee.
  - 1.8.5 The HR Committee is responsible for putting systems into place for evaluation of management as well as staff.
  - 1.8.6 If a job performance problem arises, it is the responsibility of the department head or the direct supervisor to:

- Address the problem with the worker.
- Establish dialogue concerning the problematic issue and options for improvement/change.
- Allow a time frame for the worker to make a response.
- Choose a plan of action.
- Implementation of that plan.
- Create a written summary of the action plan
- The HR Consultant will work together with the department head or direct manager to formulate and execute the plan of action.

## 1.9 Firing an employee due to job performance problems

- 1.9.1 If after intervention (see previous section) there is no satisfactory improvement, it is within the authority of the management to terminate the employment of a worker.
- 1.9.2 Severance pay will be paid to an employee in the case that his/her employment is terminated by the employer (AIES), as required by law.

## 1.10 Grievances

- 1.10.1 If staff members feel that their department head (or direct supervisor) is not performing his or her job appropriately, a request for intervention should be made to the HR consultant and to their supervisor.
- 1.10.2 If a staff member strongly opposes a policy decision made by one or more of the directors, he/she has the right to raise the issue for discussion in the Executive Committee. The decision of the Executive Committee will be binding.
- 1.10.3 If a staff member feels that one or more of the directors behaved/spoke to him/her in an inappropriate manner, he/she will be encouraged to:
- Address the matter directly with the director or
  - Request a mediation meeting from the HR consultant.
- 1.10.4 AIES supports the State of Israel's Prevention of Sexual Harassment Law of 1998 and strongly encourages staff members who feel they are being or have been sexually harassed to address the matter with the HR consultant.
- 1.10.5 AIES supports the Israel Employment Equal Opportunities Law of 1988 and strongly encourages staff members who feel they are being or have been discriminated against to address the matter with the HR consultant.
- 1.10.6 After the above steps have occurred, an agreed upon written summary of the discussion and/or meeting will be created. This summary will include:
- A description of the grievance and the process of dealing with it.
  - Closure of the event or action plan for remediating the event
  - It is the responsibility of the staff member who is initiating the grievance to write up the summary, sign it and give it to the HR chairperson.
  - It is the responsibility of the HR Committee to save the summary and do a follow up. This document will be saved in a confidential file under the supervision of the Human Resources Committee.

## 1.11 Sabbatical Policy/Leave of Absence

- 1.11.1 Vacation: A staff member of the Arava Institute may request up to 6 weeks vacation time and maintain his/her position.
- 1.11.2 Leave of Absence:
- A formal, written request must be brought to the HR committee a minimum of 4 months prior to the desired departure date.
  - Any staff member with 5 years or more years of seniority at AIES can request a leave of absence for 6 weeks to 3 months (or a semester) and receive their position upon their return.
  - Any staff member with 10 consecutive years of service at the institute (not including maternity leave) can request a leave of absence for up to a year. This is contingent upon the approval by their department head and/or direct supervisor. The Executive Committee must give the final approval.
  - Return to a position at the Institute is not guaranteed for a leave of absence of more than three months (or a semester).
  - It is the right of the Institute to request a change in the dates offered by the staff member.
  - Maternity Leave: as per Israeli law.
  - During the leave of absence the staff member will not receive a salary from AIES.
  - If the staff member is called upon to assist the Institute during his/her leave, he/she will be compensated for time and expenses.
  - A written memorandum of the agreement must be prepared by the HR committee and signed by the staff member and the Executive Director.

26/8/2013

## 2. BOARD OF DIRECTORS

### 2.1 Structure of the Board of Directors

- 2.1.1 According to the decision of the BoD, there will be 14 members on the BoD. The BoD will strive to maintain diversity within its membership - men and women, local residents and external nonresidents, Jews and Arabs, academics, business professionals and members of non-profit organizations, as well as AIES alumni.
- 2.1.2 BoD members shall be appointed from among the members of the association, provided that they are not employed by the association

### 2.2 Responsibility of members of the Board of Directors (as stated in the Business Standards of Conduct Booklet of the NGO Registration Authorities of Israel)

- 2.2.1 It is the responsibility of BoD members to "Advocate for the NGO within the framework of its goals and in accordance with statutes and decisions of the NGO General Assembly" (Section 27, NGO Law Assoc.).
- 2.2.2 It is the responsibility of BoD members to act with honesty, caution and expertise in their work for the Institute and in general, while working towards the fulfillment of goals. It is their duty to act with the Institute's best interests in mind and not their own personal interests.

- 2.2.3 It is the responsibility of BoD members to make sure that no profit distribution is conducted by the Institute, and in the case that stated profit distribution is enacted, board members will be culpable for infringing on their obligation to the Institute, unless they can prove that they had no knowledge of this action and had no means of knowing, or had used all reasonable means to prevent the distribution of profits.
  - 2.2.4 It is the responsibility of BoD members to take care while in the performance of their position that their actions do not adversely affect the resources of the Institute, be they assets or interests.
  - 2.2.5 It is the responsibility of BoD members to be knowledgeable in all matters regarding the Institute with appropriate qualifications for their role as a board member.
- 2.3 Obligations of a Board of Directors member
- 2.3.1 To be a member of the NGO and participate at the general meeting of the Institute
  - 2.3.2 To participate in a minimum of three BoD meetings a year
  - 2.3.3 To participate in meetings of subcommittees of the BoD at the request of the Board
  - 2.3.4 To review material sent before each meeting and be prepared and knowledgeable on issues under discussion
  - 2.3.5 To be active in meetings and direct questions to the Managing Directors of the Institute
  - 2.3.6 To take responsibility for maintaining a balanced budget and overseeing the Institute's assets
  - 2.3.7 To represent the Arava Institute at public forums
- 2.4 In order to prevent a conflict of interest between the Kibbutz and the Institute, it is agreed that the organization will uphold the following practices:
- 2.4.1 Once a year, Institute Management will present a report to the Board of Directors detailing all existing transactions and agreements between the Institute and Kibbutz Ketura, as well as any conditions defined therein. For the purpose of this annual presentation, "Kibbutz Ketura" will include other companies and entities in which the kibbutz holds voting rights, or earning interests of at least 10%, or the right to appoint a Director or Manager.
  - 2.4.2 Any new agreement or any material change to an existing agreement between the Institute and the Kibbutz requires the approval of the Board of Directors. The definition of "material change" will include, among other things, changes in payment fee amounts (beyond fluctuations in the Consumer Price Index) and liability extensions beyond the period of one year.
  - 2.4.3 Approval of any new agreement or fundamental change in the existing agreements or transactions requires a simple majority of the Board of Directors, including a majority of the board members who are not members of Kibbutz Ketura.
  - 2.4.4 In addition to the previous provisions, whenever there a question regarding conflict of interest, it is the responsibility of Institute Management to report the

dilemma to the Chairman of the Board, who will bring the issue to the Board of Directors for discussion and approval before signing an agreement. 19/1/2015

### 3. EXECUTIVE COMMITTEE GUIDELINES

The Executive Committee provides guidance and advice to the Directors of the Institute.

#### 3.1 The responsibilities of the Executive Committee are to:

- Set institute policies
- Pre-approve the annual budget before Board of Directors approval
- Implement and adjust the annual budget
- Approve partnership agreements with other organizations and institutions
- Recommend the creation of new positions to the Financial Committee
- Approve recommendations of the Human Resource Committee
- Appoint other committees
- Approve staff member trips abroad
- Approve all proposed research on the institute and its programs
- Approve the creation of new initiatives, programs and departments
- Oversee the daily functions of the institute

#### 3.2 The Executive Committee procedures:

- The Executive Committee is convened on a weekly or biweekly basis, according to need.
- The Executive Director or Associate Director sets the agenda and chairs the meeting.
- The agenda is publicized in advance (any staff member may request to delay an item on the agenda for a later meeting).
- All members of the staff of AIES are invited to attend the committee meetings and actively participate.
- The committee attempts to reach consensus on all agenda items. When a consensus is not possible, the decision will be made by the majority vote. Only members of the Executive Committee may vote.
- A quorum of 5 Executive Committee members is necessary in order to reach a decision.
- In the event that a permanent member of the Executive Committee cannot attend a meeting, he or she may appoint a proxy to represent his or her department (if no other member of the committee is from his or her department). The proxy will have the right to vote if a vote is taken.
- All major decisions are brought to the Executive Committee at least twice. First for presentation and discussion and at least a second time for a final decision. Any member of the staff may request that an issue be considered a major issue.
- The committee protocols are publicized among members of the AIES staff and the AIES Board of Directors.
- The AIES Board of Directors may overrule a decision of the Executive Committee.

## 3.3 Membership in the Executive Committee

- The permanent members of the Executive Committee are: the Executive Director, the Financial Director, the Academic Director, the Programs Director, the Development Director, a head of one of the research or development centers (CREEC, CTWM, CSA or ACSD) and the Kibbutz Ketura Business Manager.
- The head of the research or development center will serve for 2 years and will be appointed by a consensus of the heads of the center.
- A minimum of two and maximum of five additional members of the Executive Committee may be nominated and elected by the permanent members\* of the AIES staff for a period of 2 years, which may be renewed. .
- When nominating new members to the committee, the institute will take into consideration the core values of the institute and ensure adequate diversity that represents our vision and mission.
- Whenever possible, when nominating new members to the committee, an Arab permanent staff member will be included.
- The Human Resource Committee is responsible for overseeing the nominations and elections of new Executive Committee members.

*\*Permanent member – a staff member who is employed at least half-time.*

7/22/2014

## 4. OFFICE HOURS

- 4.1 The Arava Institute's normal workday is from 8:00 to 16:00.
- 4.2 The workweek for full-time staff members is 45 hours including lunch. The Institute pays staff a global monthly salary and does not pay overtime. The workweek of part-time employees is defined as 45 hours times the percentage of their employment. For example, a half-time employee is expected to work 22.5 hours a week.
- 4.3 The Executive Committee has decided to close the Institute on Fridays. In general, no meetings will be held on Fridays and there will be no public reception hours. Staff members who choose to work on Fridays may do so from their home or from their office.
- 4.4 A workday that includes travel away from the Institute or an overnight stay can be counted as maximum a 12-hour workday.
- 4.5 There are many circumstances in which staff members for work reasons or for personal reasons need to veer from the normal schedule. This is their decision and their responsibility.
- 4.6 It is understood that many staff members work longer than usual days and this policy is not meant to imply that staff members do not work hard enough or long enough at the

AIES. It is only meant to set a certain standard and to be the basis for determining what is a normal workday at the Institute.

04/01/2015

## 5. FACULTY EXPRESSION

- 5.1 The Arava Institute for Environmental Studies is an academic institute, and like most academic institutes, the Arava Institute supports the public exchange of ideas and opinions, and does not censor its staff or faculty from expressing their own views.
- 5.2 In order to ensure that faculty and staff opinions are not perceived as views of the Arava Institute, all articles, op-eds, and letters should clearly state that opinions expressed are personal opinions and do not reflect the views of the Arava Institute.

## 6. OFFICE ABSENCES

- 6.1 Arava Institute staff members are entitled to a minimum of 12 working days a year paid vacation. In addition, staff members may take additional unpaid vacation. All vacation days must adhere to the guidelines defined in this document.
- 6.1.1 When a staff member will be absent from the office for vacation or for work outside of the office, he or she must go through the following steps:
1. Staff members of a department:  
*Up to 3 days off:*
    - Must arrange this with the staff member's direct supervisor and department to make sure urgent and daily work is covered. The department head must know who is in charge of the staff member's responsibilities while he/she is away
    - The timing of the staff member's vacation must be approved by his/her direct supervisor.*More than 3 days:*
    - Must arrange this with the staff member's direct supervisor and department to make sure urgent and daily work is covered. The department head must know who is in charge of his/her responsibilities while he/she is away
    - The timing of the staff member's vacation must be approved by the staff member's department head.
    - Must inform the Associate Director/ Chairperson of the Human Resources committee\*.
  2. Department heads
    - Must inform Director and/ or Associate Director if the department head will be away from the office for one day or longer.\*
    - Must inform the department staff if the department head will be away for one or more days.\*
  3. Executive Director, Associate Director, Financial Director
    - Same as above but must arrange with and inform the other directors.\* The director must make sure that all of his/ her tasks are covered, and that there is an address for emergencies while he/ she is away. The director must inform the

staff of the institute who is officially responsible for which tasks while he/ she is away.

- 6.1.2 Department heads and directors have the right to ask a staff member to change the dates of his/ her trip if the timing of the trip is not appropriate according to the responsibilities of the staff member. If a solution cannot be agreed upon between the staff member and department head/ director, the request will be brought to the executive committee for a decision.
  - 6.1.3 Staff members leaving for more than one week must give at least two weeks advanced notice.
  - 6.1.4 Staff members are required to write their days off and work days outside of the office in the AIES calendar and to fill out their time sheet accordingly.
- 6.2 Toranut in the Office
- 6.2.1 Everyone who works here (even those only 2 days a week in the office) is expected to help out with toranut.
  - 6.2.2 Three staff members will do toranut each week. Toranut will be about once every other month.

14/4/2010

## 7. BUDGET MANAGEMENT

- 7.1 Budget Management and Approval:
- 7.1.1 The draft budget is prepared by the MD and FD, in conjunction with the Dept heads each November for following year.
  - 7.1.2 The draft is reviewed by the AIES Executive committee at the end of November
  - 7.1.3 The AIES finance committee (CoB, member of the BoD , MD, FD, Ketura Business Manager and Ketura FD) reviews it , and it is revised as per their recommendations.
  - 7.1.4 The BoD approves the following year's budget at the end of December
- 7.2 Budget monitoring:
- 7.2.1 The annual budget is comprised of dept budgets, which are made up of separate project budgets, along with the general operating budget of AIES.
  - 7.2.2 The project budgets are based on signed agreements with grantors for the coming year or multi-year projects previously signed.
  - 7.2.3 Each project budget, once approved by the grantor, will be managed by the Project Director and the FD.
  - 7.2.4 Each project will have a unique cost center number (Moked) to facilitate monitoring the budget and enable comparison of costs incurred/disbursed and remaining project balance.
  - 7.2.5 In the event of major changes during the year, the Annual Operating budget may be amended subject to the review and approval of the BoD and the Executive Committee.
  - 7.2.6 The accounting dept sends monthly reports to dept heads to review expenses. In addition, the FD and Dept heads review budget vs. actuals, with variances

analyzed and checked to make sure project expenses are recorded and allocated correctly.

- 7.2.7 The FD and the appropriate dept head ensure that each project's requirements of reporting and auditing are met.
  - 7.2.8 The AIES income projections are reviewed with Friends of the Arava (FAI) on a monthly basis, with actuals updated and the projections revised.
  - 7.2.9 The AIES Finance committee meets every second month to review the budget vs. actuals and income projections. The Executive Committee is updated after the Finance Committee meeting.
  - 7.2.10 The AIES administration reviews the income projections and the budget vs. actuals each four months to decide if major changes need to be made to the General Operating budget.
- 7.3 Assignment of Direct and Indirect Costs
- 7.3.1 Direct Costs are classified as any costs incurred which can be specifically identified and attributed to a cost center/project and thereby to its budget. This will include all costs which receive a line in the project budget, such as salaries, communications, travel, conference costs, etc.
  - 7.3.2 Indirect Costs are those incurred in order to upkeep and maintain AIES's operations, such as network costs, rent, property tax, insurance, administrative wages and so forth, which have not been allocated to a line item in a specific project budget, but which can be allocated proportionally to project budgets.

## 8. FINANCIAL REPORTING AND RECORDS

- 8.1 The Finance Dept manages and monitors all accounts using an accounting software capable of tracking all income and expenses, with a breakdown for any designated project through Cost Center based accounting.
  - 8.1.1 AIES books are kept on an annual accrual basis.
  - 8.1.2 The books are backed up daily.
  - 8.1.3 The books and records of the AIES are kept on-site in the AIES accounting dept offices.  
All original invoices and related documents to the bookkeeping system will be filed in an orderly manner by the Bookkeeper.
  - 8.1.4 Financial records, supporting documentation and all other records relating to the financial statements of AIES will be retained as per Israeli law, for a period of seven years.
  - 8.1.5 The FD and Bookkeeping Services produce twice yearly audited financial statements, audited by an independent auditor who is a certified public accountant.
- 8.2 Banks
  - 8.2.1 AIES bank accounts are opened only with the authorization of the BoD. It will determine signatories for each account.
  - 8.2.2 The FD will be responsible for bank relations.

8.2.3 Bank reconciliations will be carried out on a monthly basis by the Bookkeeper. The reconciliations will be printed, signed by the FD, and filed in the bookkeeping system.

## 9. FINANCIAL ADMINISTRATION, PAYMENT MECHANISMS AND INTERNAL CONTROLS

9.1 The institute follows accepted standard accounting principles and proper management practices to protect the institute's assets and best manage its resources.

Accounting dept staff:

- Finance Director (FD): Uri Nusinow
- Cost accountant/comptroller: Diana Spinrad
- Outsourced bookkeeping: Yahel Bookkeeping Services ( "Yahel" )

Invoices must include all required details as specified by the tax and VAT laws.

9.2 All suppliers and service providers of the AIES must hold an up to date certificate from the tax authorities for management of books (Ishur Nihul Sfarim and required tax deduction by payee (Ishur Nicui Mas B'makor )

9.3 The AIES strives to implement segregation of duties based on the following:

- Custody of assets.
- Authorization or approval of transactions.
- Recording or reporting of transactions.

9.4 Access to the accounting system is limited to the bookkeepers and the FD by means of a password. The FD has permissions to produce reports only from the accounting software, and cannot record journal entries.

9.5 All financial commitments, such as checks or bank transfers, must be signed by two authorized signatories.

9.6 Before checks/bank transfers are forwarded to the payee, the related invoice or transfer request must be stamped "PAID".

9.7 Processing of journal entries:

9.7.1 The cost accountant prepares and reviews all documents before Yahel processes them. This includes invoices, reimbursements, payment requests, payroll, income received, bank reconciliations, allocation of costs, corrections, etc. All documents are signed and stamped by the FD and as required, signed by two authorized signatories.

9.8 Credit Card:

9.8.1 One credit card is held by a staff member, without permissions to the accounting software. The credit card is for ordering equipment, books, and supplies on-line; recurring services such as internet services, telephone bills, toll road payments, etc; deposits for reservations such as hotel rooms, conference facilities; expenses connected with travel abroad, such as border tax, flight

payments to the travel agent. In addition, it is used for costs during the annual Israel Bike ride, in order to lessen the amount of cash advanced. As for all purchases, a purchase order form, with price quotes and two signatures has to be submitted and attached to the credit card monthly statement.

- 9.8.2 Credit card use on overseas trips: advance approval for defined uses, such as hotels, car rental. In addition approval can be granted in advance for a certain amount of cash to be pulled from ATM machines. Of course signed by 2 signatories
  
- 9.9 Payment cycle for Service Providers
  - 9.9.1 Self employed individuals such as consultants and professional service providers, issue invoices only after payment has been received, in accordance with Israeli Tax Law. The service provider will send a *pro-forma invoice* along with supporting documentation to the FD who will approve it . Other service suppliers will submit a tax invoice (Heshbonit Mas).
  - 9.9.2 The Bookkeeper will confirm up to date certificate from the tax authorities for management of books (Ishur Nihul Sfarim and required tax deduction by payee (Ishur Nicui Mas B'makor ), if applicable. The invoice is entered and the payment paperwork prepared.
  - 9.9.3 The checks/bank transfers and supporting documents are submitted to the FD and additional signatories for signature. Subsequently, each check must be stamped with the AIES stamp. All checks must also be stamped "non transferable" ("L'Mutav Bilvad").
  - 9.9.4 After signing, the original check will be posted to the supplier by registered mail.
  - 9.9.5 In the case of bank transfer, the cost accountant will process the bank transfer following approval from the FD, and one authorized signatory.
  
- 9.10 Receipts
  - 9.10.1 Receipts are issued for all checks/bank transfers received by AIES (donations, expense reimbursements etc.)
  - 9.10.2 The original receipt will be sent to the donors along with a thank you letter (if this is for a donation) signed by the MD.
  - 9.10.3 Invoices/ collection:  
A report of unpaid bills will be produced on a bi-monthly basis by the comptroller. If a payment is overdue, an email reminder is sent out. If necessary, another email reminder is sent. If still unpaid and the overdue bill is from a student, the academic director speaks to the student. In general at that stage the student pays or an agreement is worked out for paying back the program fees. If the debt is from a client, the Finance Director calls the client. If the client does not take care of the debt, our legal advisor issues a letter. If the client doesn't pay the bill, we turn to the courts.
  
- 9.11 Kupot, Cash deposits, Petty Cash, credit card.
  - 9.11.1 Cash received by the institute – donations or payments for services (תקבולים) will be recorded in a designated ledger – "Payment Kupah", and held separately from the petty cash box. It will be deposited weekly to the institute's

bank account in Eilat. Cash to be credited for students or non-Ketura staff using the kibbutz store will also be recorded in the "Payment Kupah".

9.11.2 The Petty cash box is maintained by \_\_\_\_\_. It is designated for standard petty cash uses - specific costs that need to be paid with cash such as, postal charges paid-on-arrival shipping costs; traffic fines; return of rental car gasoline; reimbursements to students and interns for out of pocket costs while on research and independent study projects: travel- related costs, materials, supplies, etc. The reimbursements are against receipts. The maximum amount for petty cash reimbursements or payments is 1000NIS per transaction. The petty cash box will be replenished when it drops below 750NIS. The maximum amount which can be held in the petty cash box is 2000NIS

9.11.3 The Petty cash box **is not used** for cash advances to staff for institute activities. When a staff member has to make out-of-pocket expenses, he will use his personal funds and be reimbursed when he submits the reimbursement form.

9.11.4 The institute grants a modest stipend ( מלגות מחיה ) to Middle East students: Jordanians and Palestinians, equivalent to the shekel value of \$300 per semester, and paid in two installments of \$150 each during the semester. Because of the restrictions of entering Eilat and the few months they are at the institute, they cannot open Israeli bank accounts.

In order to give them the stipends in cash, while maintaining proper internal controls, the Arava Institute proposes the following procedures to the Rasham HaAmutot :

- The exact cash amount needed will be withdrawn from the bank, each time the stipends are paid (twice per semester)
- The cash will kept in a designated ledger and separate cash box for this purpose only.
- Upon receipt of the stipends, the students will sign that they received the stipend.

9.11.5 When not in use, the petty cash and stipend boxes will be kept in the safe.

9.11.6 Reconciling the petty cash box: on the last day of each month, the person in charge of the petty cash box will record the amount of cash inside the petty cash box. He will sum the intakes and outtakes of cash during the month and the amount of cash remaining. He will immediately report any overages/shortages to the FD and turn in the page of the notations book to the accounting department, along with any relevant documents (i.e. receipts). He may be held personally liable for losses caused by malfeasance.

9.11.7 From time to time on an ad hoc basis, an audit is performed by the head bookkeeper to count the cash and check the petty cash box notations. The head bookkeeper will sign the petty cash documents.

9.11.8 One credit card is held by a staff member, who doesn't not have permissions to access the accounting program. The credit card is for on-line purchases which cannot otherwise be ordered and paid for, i.e books from Amazon, purchases from international on-line suppliers, recurring services such as internet services, telephone bills, toll road payments, etc As for all purchases, a purchase order

form, with price quotes as per AIES procedures and two signatures has to be submitted before executing the purchase.

14/07/2014

9.12 Reimbursements for out of pocket expenses: Staff will submit project reimbursement form with receipts attached, to the bookkeeping dept for checking and recording. The FD will approve the expenses and have two authorized signatories sign it.

9.13 Payment advances for Ketura members

Providing cash advances for trip costs that can not be paid in advance by Ketura

9.13.1 It was agreed with the kibbutz treasurer and Accounting dept:

- Ketura members that have Institute positions need a certain amount of cash.
- Estimated frequency of cash advances are 2 to 4 times a year.
- The amount of the cash advance can be up to 3,000₪, and will be granted according to the recommendation and authorization of the CFO.
- Bike Ride – the ride will be allotted a total of 15,000-20,000 shekels in cash once a year.
- Ketura will open an account project number (moked) for the Arava Institute named "Arava Institute cash".
- This account can not be in deficit.
- Arava Institute will deposit funds into this account as needed.
- To withdraw the money, the CFO of the Institute will send an email request at least seven working days in advance. The email will include the amount of withdrawal, the name of the member receiving the advance and the date of withdrawal.

The request for a cash advance for the Bike Ride must be sent two weeks in advance.

- The withdrawal will be made by the Ketura member/AIES employee using the regular withdrawal procedures of Kibbutz Ketura and the person in charge of cash disbursement from the kibbutz (presently Bat-Sheva) provided there is a positive balance in the account and the request was received in advance.
- The Institute staff member receiving the advance will be immediately charged on their account at the Institute, and must submit a reimbursement form for the expenses paid out by the advance monies as soon as the corresponding activity is completed.

9.13.2 Institute staff members whose job position requires them to have cash on hand but are not members of Kibbutz Ketura (presently Lex and Amit) may also receive cash advances for expenses incurred on Institute outings that cannot be paid for in advance.

- The staff member is entitled to receive an advance before the trip/outing only upon authorization from the CFO.

9.13.3 The Institute requested approval from the NGO Registration Association for the following procedure:

Credit card usage based on Business Code of Conduct Standards:

In their official capacities, our employees organize and operate professional tours, student tours, student recruitment sessions and a yearly bike ride.

According to Section 2 above, the Institute is prohibited to supply the accompanying employees with cash. In these circumstances, where it is sometimes necessary to pay fees and other expenses that are not known in advance, and considering the bylaws enacted in order to control and limit spending, we request authorization for the following financial procedure, despite the slight deviation from the Business Code of Conduct Standard:

- Those employees who accompany Institute activities will be allowed limited use of personal AIES debit cards for expenses that can not be paid in advance (such as roadside restaurants, entrance fees, etc.).
- AIES debit cards are designated exclusively for use during these activities, and will be kept in a safe.
- Debit cards will have an expense limit determined in advance of each trip according to the activity budget and payment demands.
- In order to remove a card from the safe, the employee accompanying the activity is required to provide written authorization, signed by two authorized signatories, as well as documents stating the intended purpose and specific expenditure (i.e. meal payments for (specific) trip participants on a specified day, all details to be provided) and the maximum possible amount of the approved expenditure.

One credit card is held by a staff member who does not have access/authorization to the accounting program. The credit card is for on-line purchases which can not otherwise be ordered and paid for (i.e. books from Amazon, purchases from international on-line suppliers, recurring services such as internet services, telephone bills, toll road payments, etc). As is the case for all Institute purchases, a purchase order form must be submitted which includes price quotes and two authorized signatures before finalizing the purchase, as per AIES procedures. The credit line for the card is 2,500 NIS and the limit for a single transaction is 1, 500 NIS.

19/1/2015

#### 9.14 Cell Phone Policy

- 9.14.1 The Institute is changing its cellphone policy in light of the significant consumer changes in the Israeli cellphone market. The goal is to enable staff to upgrade their cellphones and cover the now lower cost of a phone package, while generally divesting the Institute of owning and maintaining a "fleet" of phones. The process of transitioning monthly packages must be completed by the end of December 2014 (when the current Orange agreement ends).
- 9.14.2 The Institute will participate in the cost of upgrading a cellphone for staff. The staff member will decide where he buys the phone, the monthly package and service agreement. The staff member will therefore own and be solely responsible for the phone and repairs. The amount for upgrading a phone - 1,400 NIS. The gross amount will be credited in one payment in the payslip, with the taxes paid by the staff member.
- 9.14.3 The institute will participate in the cost of upgrading a cellphone every three years.

- 9.14.4 The Institute will add up to 81.50 NIS per month to the payslip (with taxes paid by the Institute) to cover the cost of a monthly package. A staff member can choose to have the institute continue to pay Orange for his monthly package.
- 9.14.5 Staff whose present Orange cellphone is paid off can upgrade at any time and receive the amount specified above.
- 9.14.6 Staff who still have payments left on present Orange cellphone can upgrade, but the remaining payment due will be deducted from the amount.
- 9.14.7 The Institute will participate in the cost of upgrading a cellphone after one year of employment as per Para 2. The Institute will add up to 81.50 NIS per month to the payslip (with taxes paid by the institute) to cover the cost of a monthly package from the start of employment.
- 9.14.8 Payment for upgrade for part time employees will be prorated according the percentage of their position at the Institute.
- 9.14.9 The ad-hoc committee will have the authority to decide on exceptions to the above policies on a person to person basis until the end of 2014.

04/01/2015

## 9.15 USAID Projects

- 9.15.1 Whenever possible, payments to suppliers, reimbursement for disbursements, and other payments will be paid from the designated USAID bank account. If not possible, the funds will be transferred from the said account to the AIES regular bank, up to 5 working days before payment is due.
- 9.15.2 Invoices which are eligible for VAT refund will be issued to AIES-USAID/WBG.
- 9.15.3 Sub agreements will be prepared as per USAID/WBG requirements, such as including mandatory provisions.

## 9.16 Loan Policies

- 9.16.1 Any loan or line of credit must be approved by the Finance Committee of the Board of Directors of the Arava Institute.
- 9.16.2 The total amount of outstanding loans and credit lines cannot exceed more than 25% of the annual budget of the Institute.
- 9.16.3 The procedure to take out a loan, open or enlarge a line of credit is as follows:
- 9.16.3.1 Taking out a loan:
- The Institute's Director of Finance brings a proposal to take out a loan to the Finance Committee.
  - The Director of Finance must provide the following information:
    - The source of loan
    - The guarantee of loan
    - The schedule of repayment
    - Cash flow projection for the next 12 months
- 9.16.3.2 Opening or enlarging a line of credit:
- The Institute's Director of Finance brings a proposal to open or enlarge a line of credit to the Finance Committee.
  - The Director of Finance must provide the following information:

- The source of line of credit
- The guarantee of line of credit
- The projection of how long the line of credit will be needed
- Cash flow projection for the next 12 months

#### 9.16.4 Reporting and control

- 9.16.4.1 If the Finance Committee approves the loan or line of credit, the Director of Finance will report to the committee on the status of the loan or line of credit, no less than once every two months.
- 9.16.4.2 Any extension of the loan or line of credit beyond the approved date of repayment of the loan or projected use of the line of credit must be approved by the Finance Committee.
- 9.16.4.3 All financial costs of loans and lines of credit will be listed as a separate line item in the Annual budget approved by the Board of Director.
- 9.16.4.4 All loans and outstanding credit are fully reported in the Annual Audited Financial Statements approved by the Institute's Audit Committee and General Assembly. 19/1/2015

#### 9.17 CASH RESERVES & CREDIT LINE PROCEDURES

- 9.17.1 There is a closed deposit account at Bank Mizrachi totaling ILS 614K, with the funds dedicated as follows: (i) ILS 490K to guarantee the Institute's credit line, and (ii) ILS 124K for bank guarantees to government ministries for activities such as Mashav courses and to guarantee hedging of foreign currency.
- 9.17.2 The credit line costs approximately ILS 50K annually in interest charges and bank fees. The following procedures are proposed in order to save these costs, while continuing to carefully protect the cash reserves:
- 9.17.2.1 The major portion of the cash reserves will be moved out of the closed deposit account and deposited in short-term interest bearing accounts at Bank Mizrachi, to earn the greatest interest rate possible. The ILS 115K, or other amounts as may be required for bank guarantees and foreign currency hedging activities, will be maintained in the closed deposit account.
- 9.17.2.2 Each time the Institute receives cash transfers or exchanges foreign currency, the funds will be moved immediately to the appropriate short-term deposit account. As the checking account at Mizrachi reaches zero, the Finance Director will move monies from the short-term deposit accounts to the Institute's checking account to cover upcoming payments.
- 9.17.2.3 The Institute will maintain a credit line of ILS 25K to cover commitments possibly missed due to the timing of moving funds between the accounts.
- 9.17.2.4 A representative will be appointed by the Finance Committee to supervise the status of the Institute's cash reserves and ensure to the extent possible, that the Institute's Finance Director manages the original cash reserves deposited in the short-term deposit accounts so as not to allow the

funds to be dissipated over time by negative cash flow, unless with prior approval of the Finance Committee. The Finance Committee will convene bi-monthly and receive a report from the Finance Director on the status of the short-term deposit accounts and a projection of when the level of the deposits will return to its original amount of ILS 490K.

9.17.2.5 It is intended that on January 1<sup>st</sup> of each year, the balance in the short-term deposit accounts should be at least the original sum placed in the short term deposit accounts (ILS 490K). If by December 15<sup>th</sup>, the Financial Director projects that the short-term account balances won't reach that sum, he/she will call an emergency meeting of the Finance Committee and report on the situation. 25/1/2015

## 10 PROCUREMENT

- 10.1 No employee or officer of the AIES shall participate in the selection of a contract for procurement of goods and services, if a real or apparent conflict of interest could be involved. Such conflict might arise when the employee or officer, or any member of the employee's immediate family, has a financial or other interest in the firm selected.
- 10.2 The institute has an agreement with Kibbutz Ketura whereby the kibbutz has first right to make offers for services, such as dining room facilities, B&B guest house, laundry service, project management, maintenance services, etc. The institute is located at Kibbutz Ketura, and therefore the kibbutz is the main source of these services.
- 10.3 The officers and employees shall neither solicit nor accept gratuities, favors, or anything of monetary value from contractors or parties to sub agreements, unless the gift is an unsolicited item of nominal value.
- 10.4 All procurement transactions shall be conducted in a manner to provide, to the maximum extent practical, open and free competition. The AIES shall keep a procurement file in which all documents relating to the purchase including all quotes received and the quote signed and chosen along with any additional information regarding the basis for selection.
- 10.4.1 The forms will be signed by the FD and one signatory.
- 10.4.2 The purchase orders with attached quotes (two copies of all documents) will be attached to the signed and approved invoice upon receipt of equipment and services.
- 10.4.3 ZAP - <http://www.zap.co.il/> can be used for price quotes for equipment.
- 10.4.4 For expenditures up to NIS1000, one quote is sufficient, but it is good business practice to request at least two quotes.
- 10.4.5 For expenditures between NIS1000 and NIS5000, two quotes are required, but it is good business practice to request three quotes.
- 10.4.6 For expenditures above NIS5000, three quotes must be requested ; except as noted in Para 9.1.4-9.1.5

- 10.4.7 For expenditures above NIS10,000, the AIES Bid Evaluation committee (comprising the Executive Director, the Finance Director and department head of relevant department) will execute the evaluation and procurement decision process - based on price, technical specs, service and delivery options (i.e. ability to deliver to the Palestinian Authority) and previous experience. The dated BEC selection memo will include the basis for assigning the scores and specify the committee members names, with signatures.
- 10.4.8 If a supplier is chosen whose quote is higher than the other quotes, the reasons will be specified on the Bid evaluation report.
- 10.4.9 If there is a sole source for equipment or services, the reasons will be specified on the Bid evaluation report.
- 10.4.10 Pre-approved vendors: for continuing projects or activities, a pre-approved vendor can be chosen for a one year period, based on price quotes as per above policy. This will be specified on the purchase order.
- 10.4.11 All project expenditures over NIS500 will be coordinated with the FD to confirm they are within the project budget lines.

04/01/2015

## 10.5 Consultants, translators and lecturers

- 10.5.1 Consultants, translators and lecturers are whom contracted or *hired* by AIES are selected on the basis of previous professional experience and expertise, and the relevance thereof to the needs and goals of AIES work in general, and/or specific project goals and workplan.
- 10.5.2 Consultants and lecturers will be chosen and approved by the relevant Dept head.
- 10.5.3 Terms and conditions will be negotiated on an individual basis, and following that, an agreement will be signed between the Parties. Lecturers teaching for one semester or more are hired and sign an employment agreement. In the case of single lectures, the Invitation\_Lecturer-Speaker form will be used.

## 10.6 Capital Expenditures

- 10.6.1 All the above procedures apply to AIES Capital Expenditures.
- 10.6.2 Capital Expenditures are brought to the Executive committee in February of each year after the annual budget is approved.
- 10.6.3 Departments can purchase equipment up to NIS1,000 if it is within the department budget.
- 10.6.4 Requests for Capital Expenditures above NIS1,000 will be submitted to the FD.
- 10.6.5 Approval by the Executive Committee is not approval to actually purchase equipment. Only the Financial Director can give approval to execute the purchase, therefore all purchases will be coordinated with him.
- 10.6.6 All equipment purchases that are approved from the equipment budget must be charged to Cost Center (MOKED) 10002 to keep track of the Capital Expenditures budget.

27/12/2004

## 11 FIXED ASSETS AND VALUABLES

- 11.1 Title to fixed assets shall be vested with the AIES, with the exception of buildings on Kibbutz Ketura. When a project includes the purchase of a fixed asset, the use of this asset will be for the authorized purpose of the project and as long as it is needed. Any disposition, sale or other use of a project's asset will be made in accordance with the terms and conditions of the donor.
- 11.2 The fixed assets register (*Sefer Rechush*) will be divided into groups such as computers, furniture, building electrical equipment, etc. The capitalization threshold for an to be recorded as an asset and capitalized is 1000 NIS.
- 11.3 The register will be updated once a year, and will match the financial statements of the AIES.
- 11.4 Depreciation of fixed assets will be calculated once a year according to the rate of depreciation prescribed by the Israeli Tax ordinance. All assets will be depreciated according to the straight line method.
- 11.4.1 Disposal policy / tracking equipment / printing the fixed assets register
- 11.4.2 All assets, including items purchased within the framework of a project, will be insured by the AIES.
- 11.5 Assets Acquired under the USAID Grant
- 11.5.1 A record of all equipment acquired with Federal funds shall be kept in compliance with 22.CFR 226.34(f)(1) as follows:
- 11.5.2 Equipment records shall be maintained accurately and shall include the following information:
- A description of the equipment;
  - Manufacturer's serial number, model number, Federal stock number, national stock number, or other identification number;
  - Source of the equipment, including the award number;
  - Whether title vests in the recipient, the Federal Government, or other specified entity;
  - Acquisition date and cost;
  - Location and condition of the equipment and the date the information was reported;
- 11.6 AIES Capital Investment Policy
- 11.6.1 The annual budget will include a total amount for capital investments, which will be administered by the Administration Department.
- 11.6.2 Once the budget has been approved, all Institute departments will be asked to submit recommendations for capital investments for the coming year.
- 11.6.3 The full list will be submitted to the Executive Committee and the committee will set the priorities.
- 11.6.4 The Executive Committee may approve a general budget such as, "1,000 NIS for furniture" or "20,000 NIS for computers" for specific departments without getting into details.

- 11.6.5 The Executive Committee will attempt to make sure that all departments have the opportunity to make necessary purchases at some point.
- 11.6.6 The Executive Committee will try to leave over some undesignated funding that can be used during the year when unexpected capital expense needs arise.
- 11.6.7 The Executive Committee must approve all capital investments (durable items) over 1,000 NIS.
- 11.6.8 Though the Executive Committee must approve all capital investments, if the need for additional investments arises during the year, departments may choose to request funding from the capital investment budget or take the expense out of their operational budget.
- 11.6.9 Capital investment budgets for research projects remain separate and independent of the general capital investment policy.

## 12 TRAVEL

AIES employees travel regularly inside Israel and abroad as part of their work, either by invitation to meetings or conferences, or by their own initiation as necessary to fulfill their job responsibilities. Regular staff are authorized to travel inside Israel and Jordan in the framework of their professional duties and are not required to receive specific permission.

### 12.1 International Travel Policy

- 12.1.1 All trips abroad for Arava Institute work related purposes must be brought for approval to the Executive Committee. The request for approval must include the following information:
  - Dates and destination of trip.
  - Budget and funding source.
  - A trip itinerary and an invitation by the hosting agency.
  - Clarification of which days of travel are considered work days and which are non- work days.
  - Clarification of how the staff member's tasks will be covered while abroad (especially for those staff members who are teaching a class during the period of the trip).
- 12.1.2 The request for approval should come to the Executive Committee in a timely manner (before the purchase of the plane ticket).
- 12.1.3 Trips to Jordan are not considered trips abroad however staff members who travel to Jordan are requested to coordinate these trips with their department supervisor and to remember to arrange for travel insurance.
- 12.1.4 Non-Arava Institute work related trips (professional trips by part-time staff members for their other work) do not need the approval of the Executive Committee. However, out of a recognition of the impact that trips abroad may have on other staff members,(due to the length of time and lack of accessibility) staff members planning on travelling abroad for non-Arava Institute work related reasons are requested to bring the trip to the attention of the Executive Committee by way of an announcement.

- 12.1.5 Staff members who travel abroad for work related purposes must submit a trip narrative as well as fill out the excel trip report for the bookkeeping office. See attached appendix.
- 12.2 Reporting and reimbursement following Overseas Travel
- 12.2.1 After approval of the trip by the Executive Committee, the staff member will inform the Cost accountant so she can open up a Moked for the specific trip. In the case of a student\alumnus, the staff member initiating the trip will instruct the cost accountant to open the Moked.
- 12.2.2 AIES is required to maintain a file with details of each overseas trip funded by the institute.  
The file is required by the tax authority issues. The file must include:
- Trip narrative written by staff member
  - Copy of the invitation to the conference, or activity connected to the trip (if relevant).
  - Excel trip report
  - Overseas reimbursement request with attached receipts/invoices.
- 12.2.3 When an employee is sent overseas it is his/her responsibility to submit the abovementioned forms upon return. When the institute sends a student or alumnus, the staff member who initiates and organizes the trip is responsible that the forms are submitted..
- 12.3 Domestic Travel – Taxis, buses, trains, meals (Eshel)
- 12.3.1 Journeys by taxis are reimbursed against receipt from the meter, or are ordered through the Eilat taxi service for Eilat-Ketura journeys which invoices AIES.
- 12.3.2 Public transportation is reimbursed against receipts.
- 12.3.3 Meal costs are reimbursed against receipts, lunch or supper, up to NIS 80. Staff members are required to pay the taxes levied (per diem equivalency).  
Permission to entertain Institute guests for dinners costing above NIS 100 per person, requires advanced approval by the Executive Director. Maximum lodging expense will not exceed US State department ceiling:  
[http://aoprals.state.gov/web920/per\\_diem.asp](http://aoprals.state.gov/web920/per_diem.asp)
- 12.3.4 Staff who live off Kibbutz Ketura can eat meals in the Ketura dining room when working at the AIES offices. They are required to submit a meal report or record meals in their timesheet and pay the taxes levied (Shovi Aruchot).
- 12.3.5 Private car use is recorded on the timesheet and reimbursed through the payroll slip (tlush). Staff are required to pay the taxes levied (Shovi K" M)
- 12.4 Internal flights
- 12.4.1 Staff orders ticktacks (ARKIA flight vouchers) from the OM. The OM will inform staff of the cost of the ticktack.
- 12.4.2 It is charged directly to the staff's personal AIES account(HOZ).
- 12.4.3 Be sure to save the boarding pass!!
- 12.4.4 After the flight, record the cost of the flight in the reimbursement form, specifying the date, Moked, and the reason for flight. Attach the boarding pass

with the other receipts.

- 12.5 The above applies to all salaried staff and interns/PA's/MA students who are flying in the framework of AIES activities. In the case of the Science Center, guests lecturers, consultants or other AIES guests, the flights will be directly charged to the Cost Center (MOKED).

10/3/2014

### 13 ACADEMIC AND ADMISSIONS POLICIES

#### 13.1 Copying and Plagiarism Policy

- 13.1.1 At the beginning of each semester students are given a tutorial about standard citation practices.
- 13.1.2 Unless explicitly stated otherwise, papers and exams should contain only the student's own work.
- 13.1.3 Bibliographic sources, internet sites, or other information must be cited clearly according to standard citation formats, and leave no ambiguity about if and how they rely on the work of others.
- 13.1.4 In the event that a faculty member receives work that does not conform to these practices, they should determine whether to give this a grade of zero, and/or return it to the student for correction and rewriting.
- 13.1.5 In either event, such work must be brought to the attention of the academic committee, where further action will be considered including dismissal from the AIES program or denial of an official transcript.
- 13.1.6 Students caught plagiarizing will receive a warning that plagiarism is grounds for suspension or dismissal from the program. Each case will be dealt with on an individual basis according to the degree of the act.

#### 13.2 Registration and Course Credit

- 13.2.1 The institute requires a minimum number of 7 students enrolled for credit for each course. The institute retains the right to cancel any course if it does not have a minimum number of 7 students enrolled for credit.
- 13.2.2 Auditing courses is allowed only with specific authorization of the academic director and the course lecturer.
- 13.2.3 Students may be granted graduate level credit with permission of the academic director subject to requirements set by the lecturer. This applies to courses with a graduate level number.
- 13.2.4 The students register for classes during orientation and then have two weeks to decide whether or not to remain in the course. Final registration forms are to be handed in two weeks later-students cannot add, drop or change courses after this date.
- 13.2.5 Only one course may be taken as a pass/fail basis. All others must be taken for a grade. The decision must be made in the first two weeks of the semester and cannot be reversed

- 13.3 Each lecturer is expected to have office hours. The students are required to set appointments by telephone or email.
- 13.4 Student Decorum
- 13.4.1 Attendance is required and part of the final grade. Students are expected to be in class on time - faculty may choose not to allow entry by late arrivals.
- 13.4.2 Assignments should be handed in on time. Points should be deducted from the grade for late assignments.
- 13.4.3 If a need is determined, a student will be required to attend tutoring and English support sessions provided by the Arava Institute. All students are invited and encouraged to take advantage of tutoring to improve their writing.
- 13.4.4 Students appealing grades should inform the Academic Director, as should lecturers responding to student appeals. The Academic Director should be notified about the outcome of the appeal. If needed, the academic committee will make the final decision.
- 13.4.5 Students are required to fill out course evaluations for all courses at the end of the semester.
- 13.4.6 Extension for final exams will be considered only with a doctor's note, or by agreement *in advance* by the teacher. Papers submitted after the due date without prior approval or doctor's note (or health or family emergency) will have 5 points deducted, and after that an additional point deducted for each late day.
- 13.4.7 Papers will not be accepted after the first day of the coming semester's orientation.
- 13.4.8 Every student is expected to give once a semester one toranut in the evening. However, if this is compulsory it then becomes a source of conflict between the students/machon and Ketura. As such, the decision was made to present the toranut as an opportunity for students to experience the community of Ketura, to get to know Kibbutz people, to give back a little and feel a sense of belonging. In order to prevent conflicts – it's recommended that one PA will send a reminder to the toranim.
- 13.4.9 Students who fail to complete any of the course requirements, (papers, exams, etc.,) during the period of instruction, will have an INC (INCOMPLETE) recorded on their transcript. A student may complete the course requirements after the semester only with permission from the course lecturer. The time limit for satisfactory completion of course requirements will be set by the individual lecturer and academic coordinator. After that time "F" (FAILURE) will be automatically recorded
- 13.5 Joint Master Student Policies
- 13.5.1 A student in the Environmental track of Albert Katz International School of Desert Studies, who studies with us for one year and then continues on to AKIS for one year or more, is considered a joint masters student
- 13.5.2 Courses, and credits from courses, taken at AIES will be counted in the requirements for the program of the environmental track

- 13.5.3 In the case of a joint Masters student, AIES is responsible for covering the expenses for the first year of students at AIES, and 1/2 of the second year at Sede Boqer in the event that research funding is not available. AKIS is responsible for covering 1/2 of the second year.
- 13.5.4 AIES will be acknowledged in the students' final thesis along with AKIS.
- 13.5.5 Students who are interested in participating in the joint program can apply to AIES for a grant to cover the cost of their studies.
- 13.6 Overseas Masters Students
- 13.6.1 Overseas Masters Students are not provided with a scholarship. They pay \$21,000 for the two year program. Must be paid in full at before the end of the first year. Includes all costs for the first year at AIES.
- 13.6.2 2 months rent and food over the summer.
- 13.6.3 Rent for the 12 months in the second year at AKIS
- 13.6.4 Cost of living stipend for 12 months in the second year at AKIS.
- 13.7 Middle Eastern Masters Students
- 13.7.1 Middle Eastern Masters Students receive a full scholarship:
- 1st year of their studies at AIES – full scholarship, \$15,500 is covered by the AIES scholarship fund.
  - 2<sup>nd</sup> year of studies at AKIS - full scholarship - half the cost is covered by AKIS and half the cost is covered by the Research Project The student is not expected to pay anything. The scholarship includes the monthly food stipend and housing which is about 52,000 NIS total for the year.
- 13.8 New Immigrants and Returning Israelis Masters Students
- 13.8.1 New immigrants are immigrants who have been living in Israel for less than three years. Returning Israelis are Israelis who, having spent most of their life outside of Israel but have now been residing in Israel for less than three years.
- 13.8.2 1st year of their studies at AIES – partial scholarship, \$6,000 is covered by the AIES scholarship fund and the student is expected to pay \$9,500
- 13.8.3 2<sup>nd</sup> year of studies at AKIS - full scholarship - half the cost is covered by the AKIS and half the cost is covered by the Research Project The student is not expected to pay anything. The scholarship includes the monthly food stipend and housing which is about 52,000 NIS total for the year.
- 13.8.4 A new immigrant or a returning Israeli who has been residing in Israel for 3 years or more will be treated as a Middle Eastern Masters Student.
- 13.9 Internship Policy
- 13.9.1 The Executive Committee must approve the creation of any new intern positions at the Arava Institute as well as approve all candidates for an intern position.
- 13.9.2 A request to the Executive Committee for approval of a new intern position must include the following information:
- 13.9.3 A budget, which shows where money will come from to pay for the position.
- 13.9.4 A housing solution

- 13.9.5 A workstation and computer solution
  - 13.9.6 A written job description
  - 13.9.7 The name of the liaison with the Institute from among the staff who live on the kibbutz.
  - 13.9.8 Once the creation of a new intern position has been approved, the Executive Committee must then approve the specific candidate to fill that position.
  - 13.9.9 Interns will be reminded that they must come with their own laptop, cell phone and Israeli health insurance (preferably Kupat Holim).
  - 13.9.10 Finance Director is responsible for preparing and ensuring that interns sign all necessary documents including an agreement with AIES, insurance forms, and health forms etc.
  - 13.9.11 The intern coordinator coordinates all AIES internships. All requests for an intern must go through them, and all potential interns must contact or be put in contact with them. The coordinator will make the matches and bring them to the Executive Committee for approval.
  - 13.9.12 All interns and PA's pay a \$120 deposit, and sign the rental agreement and the room checklist.
  - 13.9.13 The preferred way to give the deposit is by a check which we keep in the safe till they leave and return to them (or its cancelled) after they leave and the room condition approved by Campus Life. If they don't have a check, they give cash deposit.
  - 13.9.14 The Executive Committee places a cap of a total of 8 interns at once including PA's. If we reach that number and there is a request for an additional intern, the Executive Committee must first discuss changing the cap before discussing the individual request.
- 13.10 Per Diem Policies
- 13.10.1 Jordanian students will be offered a \$350 a month per diem allowance for 3 months of the Academic program.
- 13.11 Scholarship Policy
- 13.11.1 Israeli applicants are eligible for a scholarship of up to \$6,000 for one semester or up to \$12,000 for two semesters. Additional scholarships requests will be considered only for Israeli applicants in severe financial need. In that case, the Additional Scholarship Request Form must be submitted with necessary supporting financial documents and a full explanation of the reason for the application.
  - 13.11.2 New Israeli Immigrants (registered with the Ministry of Immigration) who have been in the country for less than three years are eligible for a scholarship of up to \$3,000 for one semester or \$6,000 for two semesters. Israeli immigrants who have been living in Israel as immigrants for the past three years or more are eligible for a scholarship of up to \$6,000 for one semester and up to \$12,000 for two semesters.
  - 13.11.3 Israeli citizens who return to Israel (Returning Israelis), who have lived more than half of their life in Israel, and who have been living outside of Israel for the

- past 5 years or less are eligible for a scholarship of up to \$6,000 for one semester or \$12,000 for two semesters.
- 13.11.4 Returning Israelis who do not meet the requirements listed above are eligible for a scholarship of up to \$3,000 for one semester or \$6,000 for two semesters if they declare their intention (in writing) to remain in Israel after the program and make Israel their permanent residence.
- 13.11.5 Palestinians, Jordanians and other Middle Eastern applicants are eligible for full scholarships up to \$8,000 for one semester or up to \$15,500 for two semesters. Some foreign students may be eligible for a cost of living stipend.
- 13.11.6 Other sources of funding (such as research grants) will be taken into consideration when determining the final scholarship allocation to each student regardless of nationality.
- 13.11.7 AIES does not have funding available for non-Middle Eastern students. When ever possible, AIES will provide documentation such as acceptance letters to help students apply to other sources for scholarship funding and loans.
- 13.11.8 All scholarship funding may only be applied to expenses incurred at the AIES including tuition, food, housing etc.
- 13.11.9 Turkish students are eligible for the same AIES scholarships as middle eastern students.
- 13.12 International student / self-paid intern program fees payments
- The prospective student/intern can pay the registration fee by check or on-line to FAI/AIES. If accepted he/she can pay the Program fees by check or on-line to FAI.
- 13.12.1 After the student/intern pays the registration fee to FAI/AIES, the AIES head bookkeeper (Smadar) sets up account for the student/intern .
- 13.12.2 If the student/intern is accepted the AIES Admissions coordinator (Laura) issues a pro-forma invoice to the student/self-paid intern.
- 13.12.3 FAI and the AIES head bookkeeper are copied on the email.
- 13.12.4 The AIES head bookkeeper debits the student/self-paid intern and credits income.
- 13.12.5 After the student/self-paid intern pays FAI, FAI issues the student a receipt, specifying the program, i.e. AIES Fall semester/2013. The student will need this for his/her visa.
- 13.12.6 FAI immediately sends an email to the AIES head bookkeeper and the AIES Admissions coordinator, updating them that the student has paid.
- 13.12.7 For accounting in AIES books, FAI will record the payment in the monthly Grant Letter. The AIES head bookkeeper will credit the student/self-paid intern according to the monthly Grant Letter.
- 13.12.8 The AIES head bookkeeper checks the student accounts after the beginning of each semester, and as necessary during the semester, to ensure that all students are have fully paid up.
- 13.12.9 If a student has an outstanding debt, the AIES head bookkeeper informs the AIES Admissions Director and the AIES Program Director who make the initial follow-up with the student regarding their debt. If the student does not take care of the debt, the AIES Finance Director contacts the student.
- 13.12.10 If the debt is not taken care of by \_\_\_\_\_?

## 13.13 Criteria for acceptance:

### 13.13.1 A completed application including:

- A basic application form
- US \$50 application fee
- An essay indicating the candidates' goals and reasons for applying for admission to the Arava Institute and evidence of a clear personal interest in environmental issues.
- Three references: academic, personal, and medical
- An official transcript from the university at which the applicant most recently studied.
- Minimum 3.0 grade point average from that university
- A high level of English proficiency. Non-native English speakers are required to have a personal interview and pass an English exam.
- Based on the above document, students must demonstrate a suitability to study within a diverse student body, in an international rigorous academic study abroad program. On occasion an interview may be required for native English speakers.

13.13.2 Students with psychological background (that have been treated before arriving) should get a letter that they carry the cost of psychological treatment in Israel during their participation in the AIES program, and that they will take counseling on our terms and conditions.

## 13.14 Admissions Procedure

13.14.1 All applications are reviewed by the admissions committee. The admissions committee will accept or reject a candidate based on the above admissions criteria. In some cases, if a student is missing some of the criteria, but shows exceptional academic promise and suitability for the program, the admissions committee can make an exception. If accepted, he/she will be accepted on a conditional basis for one semester at a time only.

13.14.2 The admissions committee ensures that the academic program is made up of an appropriate and balanced student body regarding academic level, demographic make up, and suitability of individual candidates.

13.14.3 The admissions coordinator will send a letter of acceptance or rejection to the student once a decision has been made. Appeals for rejected students may be considered on an individual basis.

13.14.4 The admissions committee is not required to explain its decisions to the candidates.

13.14.5 Once a student is accepted, an acceptance packet will be emailed to the student with all the information the student needs prior to his/ her arrival.

16/7/2013

## 14 CRISIS SITUATIONS

- 14.1 The Arava Institute views the safety of its students as a paramount value and would not continue to run its program if doing so involved placing students at risk. The Institute administration reevaluates the security situation periodically and is committed to taking any additional steps if there is an indication that such measures are necessary.
- 14.2 To ensure student safety, during times of heightened political tension, the campus life program distributes a travel advisory for Arava Institute students and interns, specifying areas that should be avoided and when necessary suggesting strongly that they limit their travel. Guidelines for non-Israeli students about normal security practices in Israel such as checking bags at entrances to malls or stores, the concept of “suspicious objects”, etc... are presented to students. An armed guard accompanies all official AIES overnight trips in the country.
- 14.3 Students travelling in Israel independently are requested to maintain contact with the Arava Institute campus life department and the department has their cellular phone numbers so students can be reached when they are away.
- 14.4 Please note that Kibbutz Ketura is not in a contested area, and that its isolation adds a significant margin of safety to the Institute’s other measures. The Institute considers the Kibbutz Ketura community, in which the Institute campus is located, to be an extremely safe place. In the unlikely event of security threats in the region resulting in the Arava Civil Defense Authority declaring a high state of alert, the institute would help students make arrangements to immediately reserve flights from the Eilat airport to Ben Gurion airport where they would continue on to their home country. In such a case, the Institute would also notify the home country’s embassy for students so they would know the whereabouts of their citizens.
- 14.5 If a student has to leave the program early in such a situation, the Institute would evaluate the requirements of each course separately for completion. If a course has a conventional exam, the Institute would arrange with its lecturer to either have it administered at the students’ home university or to allow the student to take the exam early. The Institute will make whatever arrangements are necessary so that students can complete the program.
- 14.6 In case of emergency you can always reach our executive director:  
David Lehrer at cellular phone number 052-3691-533  
– from overseas dial +972-52-3691533  
Or program director Cathie Granit at cellular phone number 052-3097495  
– from overseas dial +972-52-3097495

7/25/2014

## 15 CAMPUS LIFE POLICIES

- 15.1 Dining Room and Kitchen
- 15.1.1 The Arava Institute pays Kibbutz Ketura on a monthly basis for meals in the dining room for students and staff who are not members of Kibbutz Ketura.

Students are allowed to take food to their rooms in plastic containers. Students are asked not to take more food than for one meal and not to store food for the week.

- 15.1.2 Arava Institute staff and students do not take dishes out of the dining room.
- 15.1.3 When the dishwasher breaks down, due to limitations of kashrut and logistical issues, the available options for staff and students are:
  - Use the disposable plastic plates offered by the kibbutz
  - Use biodegradable disposable plates and silverware provided by the Student Life Staff
  - Bring a container and take the food in the container out of the dining room to eat.
- 15.1.4 In order to facilitate these options (especially 2 & 3), the institute requests that the dining room staff let the Student Life Staff know, as soon as possible, regarding dishwasher breakdowns.
- 15.1.5 Students, PA's and interns are requested to do weekday toranut (dining room duty) once a semester as an extra person on toranut. Due to the demands of the Academic Program, there will not be a student toran every night of the week. Students, PA's and interns do not do toranut on Friday nights, Saturday lunch or Saturday night.
- 15.1.6 Students should not go into the kitchen
- 15.1.7 Students have no need to enter the kitchen and will be reminded not to do so unless they are on toranut.
- 15.1.8 As everyone else who eats in the dining room, students are asked not to take vegetarian food if they are taking meat at the same meal.

23/2/2010

- 15.2 Attendance of students at special kibbutz events (weddings, etc.)  
Students are invited to any kibbutz event to which volunteers and garin members are invited. The additional charge to the institute for such events will be worked out between the Kibbutz Treasurer and the Arava Institute Director of Finance.
- 15.3 Guests  
The Arava Institute is responsible for paying for the meals of all guests of the institute and guests of the students.
- 15.4 Pets  
The Executive Committee strongly requests that 111, the caravans, the computer shelter and the library shelter be dog free. It is also recommended that dogs be left at home so that they don't block the door to offices, attempt to enter offices, stand outside the offices barking or whining and don't frighten off the new students.
- 15.5 Outward expressions of solidarity or protest by students
  - 15.5.1 The Arava Institute supports the right to freedom of expression. This freedom must be tempered with respect and sensitivity to fellow students, to staff of the Arava Institute and to the members of Kibbutz Ketura.

- 15.5.2 The Arava Institute differentiates between freedom of expression on the campus and freedom of expression within Kibbutz Ketura as whole.
- 15.5.3 Students of the Arava Institute are guests of Kibbutz Ketura. Kibbutz Ketura is hosting a group of Palestinian, Jordanian, Israeli and international students, who are politically aware during highly turbulent political periods. Kibbutz members are asked to understand that these adults will want to be able to express themselves. It is the Institute's responsibility to define a safe space where political dialogue can take place in such a way as to answer the needs of the students while at the same time, respect and protect students, staff, kibbutz members, residents and guests.
- 15.5.4 Students should have the freedom to express their political beliefs in the area of the Arava Institute dorm rooms. Below are the places that *are permitted* for outward expression of solidarity, such as flags, posters, or signs, *as long as they are not inciting or hurtful to other students and AIES staff*:
- Inside the campus apartments and room
  - Outside between the buildings and the walls of Argania (the walls that are facing each other on the grassy area of the campus)
  - Outside between the May Mann Dorms (the area of the dorms that are facing each other)
  - During hours of the PELS sessions
- Places that are *not* permitted for outward expression of solidarity or protest, such as flags, posters, or signs:
- On the walls facing *outward* toward the kibbutz. This includes the paths of the kibbutz, the roads of the kibbutz, and the Keren Kolot guest rooms
  - Anywhere on the Kibbutz other than the campus, including the dining room, Mercaz building/ classroom or entrance to Kibbutz Ketura

24/10/2011

- 15.6 Kibbutz Car Use Policy of the Arava Institute
- 15.6.1 In general, the Institute is aware of the demand for cars from the kibbutz car pool by members of the kibbutz and will make an effort to minimize the use of kibbutz cars for institute related purposes.
- 15.6.2 An Institute staff member who is a member or resident of the kibbutz may order a car for work related purposes directly from the kibbutz car pool.
- 15.6.3 An Institute staff member who is not a member or resident of Kibbutz Ketura is allowed to drive a car for work related purposes if he or she has received an orientation for car use and passed the internal driver's test by the kibbutz mechanic. A list of approved drivers will be given to the Kibbutz Car Committee.
- 15.6.4 Placement of a car order for a work related trip for a member of the Arava Institute staff but who is not a member of the kibbutz, will be made by two people at the Institute; the Director of Campus Life for the Academic Program and the Office Manager for the rest of the Institute staff.
- 15.6.5 An Intern or a Program Associate (PA) of the Institute who is on the kibbutz for 4 months or longer is allowed to drive a kibbutz car for work related or personal reasons if he or she has received an orientation for car use and passed the internal driver's test by the kibbutz mechanic. Placement of the car order will

be made by the Director of Campus Life. The Director will ensure that the kibbutz car coordinator and the public in general are aware of the intern or PA's privilege to use a kibbutz car. A list of approved intern/PA drivers will be given to the Kibbutz Car Committee.

- 15.6.6 Arava Institute students do not have the privilege to order or use kibbutz cars.
- 15.6.7 Members of the staff will order a kibbutz car for trips outside of the area (to travel to Sde Boker or further north) only under exceptional circumstances and with the permission of one of the Institute Directors or the Financial Director. The policy of the Institute is to rent a car for such a trips but it is not forbidden to use a kibbutz car for such a purpose when necessary.
- 15.6.8 Under certain circumstances if the institute has a need for a large car, the institute will rent a 7 seat car to replace a large car of the kibbutz. In coordination and with the permission of the kibbutz car coordinator, the institute will place the rental car at the disposal of the kibbutz car pool while using the large car of the kibbutz for an institute related needs.
- 15.6.9 The car designated for use during the day to go to the regional health clinic may be used to bring interns, PA's or students to the clinic.
- 15.6.10 Students, interns and PA's may sign up for the kibbutz car shuttle in the area (נהג (תורן) and will be driven and picked up by the designated kibbutz member who is driving according to the list just as any other kibbutz resident.
- 15.6.11 When a member of the staff signs out a car for an Arava Institute work related purpose, they must sign their name and state that the purpose of the trip is work related. The purpose of this request is in order to gather information about car use and not as a means of setting priorities of who gets a car.

14/07/2014

## 16 GIFT ACCEPTANCE POLICIES

### 16.1 Introduction

AIES welcomes the interest of prospective donors and encourages gifts that will further and fulfill its mission. The following governs acceptance of gifts made to AIES.

### 16.2 Mission

The Arava Institute for Environmental Studies (AIES) is the premier environmental teaching and research institution in the Middle East, preparing future Arab and Jewish leaders to cooperatively solve the region's environmental challenges.

### 16.3 Purpose of Policies and Guidelines

These policies and guidelines have been developed to facilitate the sound administration of the current and deferred giving programs of AIES and to ensure that gifts and donor recognition are consistent with the purpose and mission of AIES. The intent is to encourage funding for AIES programs, daily operations and future growth without burdening the organization with gifts that may generate more cost than benefit or that are restricted in a manner which is not keeping with the goals of AIES. All gifts must be in accordance with AIES's overall mission.

- 16.4 Solicitations  
The role of AIES's volunteer and staff solicitors is to inform, serve or otherwise assist donors in fulfilling their philanthropic wishes, but never to pressure or unduly persuade.
- 16.5 Gift Planning  
All prospective donors to AIES will be urged to seek the assistance of independent legal and tax advisors relating to their gifts and the resulting tax and estate planning consequences.
- 16.6 Use of Legal Counsel  
When appropriate, AIES will seek the advice of legal counsel in matters relating to acceptance of deferred gifts and other gifts. In particular, no agreement relating to deferred giving will be executed without the advice of legal counsel. Review by legal counsel will generally occur in the case of:
- Closely held stock transfers that are subject to restrictions or buy-sell agreements
  - Documents naming AIES as trustee
  - Gifts that require AIES to make payments or assume obligations
  - Transactions with potential conflicts of interest
  - Transactions that raise tax issues regarding the tax status of AIES
  - Other instances in which use of legal counsel is deemed appropriate by the Executive Committee of the AIES Board of Trustees (the "Executive Committee").
- 16.7 Donor Confidentiality  
In general, information concerning donors or prospective donors shall be kept confidential by AIES and its authorized personnel. Donor names and giving levels may be published in AIES publications for recognition purposes, however, unless a donor requests anonymity pursuant to procedures that AIES will offer.
- 16.8 Restrictions on Contributions
- 16.8.1 With respect to the purposes to which contributions will be used and the manner of such use, AIES will generally accept both unrestricted and restricted contributions as follows, provided that doing so is consistent with the mission, purposes, priorities and the best interests of AIES
- 16.8.2 New funding sources will be subject to review by the Director of Development and the Executive Director of AIES. Any decisions to solicit and/or accept potentially controversial gifts must come to the Executive Committee for review. In such a case, a person will be assigned to do background research on the funding source and present reasons not to apply for the gift.
- 16.8.3 Gifts Subject to Prior Review include, but are not limited to: Gifts from unknown or unfamiliar donors with which AIES does not have an established funding relationship; Gifts from institutional donors (including [foundations](#), foreign government agencies, corporations, corporate foundations, or for-profit entities) that might not implicitly or explicitly share AIES' mission; Gifts that

require review by legal counsel; Gifts that could lead to [conflicts](#) of interest;  
Gifts that include significant restrictions

## 16.9 Unrestricted Contributions

16.9.1 *General Unrestricted Contributions.* AIES will accept general unrestricted contributions in any amount, which will be placed in AIES's general fund and used for operating expenses or for any other purpose.

## 16.10 Restricted Contributions

16.10.1 *General Restricted Contributions.* AIES will accept restricted contributions of \$5,000 or more which are designated for a specific purpose. AIES shall maintain a donor opportunities list featuring restricted giving opportunities.

16.10.2 *Named Fund with Restricted Purpose.* Donors may establish and name a "Named Fund for a Restricted Purpose," i.e., a separately-maintained bookkeeping account that will be used for a specified purpose. The minimum contribution for the establishment of such a fund shall be \$9,000 or the minimum amount of a semester scholarship.

## 16.11 Endowed Funds

Donors may establish an "Endowed Fund," which may or may not (i) be named by the donor, (ii) require that the corpus in whole or in part be invested permanently and the income there from be utilized by AIES and (iii) be restricted as to purposes. The minimum contribution for the establishment of such a fund shall be \$200,000. The AIES will not accept an endowment unless the Institute is named the direct beneficiary and not through a third party.

## 16.12 Current Gifts

The solicitation and acceptance of current donations will be subject to the following:

### 16.12.1 Cash

Cash (including checks, credit card payments, money orders, wire transfers, etc.) is always acceptable. Checks and similar instruments should be made payable to "Arava Institute for Environmental Studies"

### 16.12.2 Tangible Personal Property

Tangible personal property will be accepted, provided that the property is useful, safe and appropriate, as determined by the Executive Director and the Director of Development. In addition to accepting tangible personal property that will be directly used in AIES's or AIES's operations, in appropriate circumstances AIES will accept tangible personal property that will be converted into cash. All determinations in this regard will be made by the Executive Committee. Generally, the donor shall be required to pay any costs of delivery.

### 16.12.3 Publicly Traded Securities

Publicly traded securities will generally be accepted. Unless the Finance Committee of AIES otherwise directs, such securities will normally be sold as soon as practicable after receipt. The Executive Committee may decline to

accept donations of publicly traded securities due to restrictions, encumbrances, a lack of market activity or for any other reason.

16.12.4 Closely-Held Securities

Closely-held securities (including, but not limited to equity and debt instruments issued by non-public corporations, partnerships, limited liability companies and limited liability partnerships) will be accepted if and only if the Executive Committee believes that doing so is in the best interests of AIES. In making this determination, the Executive Committee (and AIES's legal counsel, if appropriate) will consider marketability, tax consequences and any other matters deemed appropriate.

16.12.5 Real Property

Donations of real estate (including remainder interests) will be accepted only after a complete analysis by the Executive Committee and AIES's legal counsel. If environmental reviews, title binders or any other similar items are deemed appropriate, the costs shall generally be borne by the potential donor. Before accepting a donation of real estate, the Executive Committee will consider, among other things, potential use, marketability, restrictions, carrying costs, environmental liability and, in particular, the existence of financial encumbrances. Only in unusual cases will AIES agree to hold donated real property in perpetuity.

16.12.6 Other Property

AIES will accept current contributions of other types of property (such as intangible personal property, including patents, licenses, etc.) on a case-by-case basis.

16.13 Deferred Gifts

The solicitation and acceptance of deferred donations will be subject to the following:

16.13.1 Bequests

AIES will actively encourage bequests of property and will work with all appropriate parties in this regard to ensure that all bequests comport with both the wishes of the testator and the policies of AIES. The AIES will not accept a bequest unless the Institute is named the direct beneficiary and not through a third party.

16.13.2 Trusts

AIES will accept beneficial interests in trusts, including but not limited to charitable lead trusts and charitable remainder trusts. AIES will not, however, accept appointment as trustee of a charitable lead or charitable remainder trust.

16.13.3 Retirement Plans

AIES will accept being named as beneficiary of a retirement or similar plan.

16.13.4 Life Insurance

AIES will accept being named as a beneficiary of a life insurance policy. In no event, however, will AIES endorse any insurance product or representative or make mailing lists available in this regard.

16.14 Corporate Gifts

- 16.14.1 In ensuring that the acceptance of gifts is in keeping with the mission of AIES, it is understood that there may be occasions in which a gift is offered by a corporation which is directly engaged in activities that are viewed to be inconsistent with and/or detrimental to the mission of AIES (as opposed to a bank, insurance company, investment company, professional service, etc. that provides services or support to or invests in an organization which engages in such activities).
- 16.14.2 The decision as to whether or not to recognize corporate gifts in AIES publications or materials is at the discretion of the Executive Committee. No organization can use the AIES name or logo for any purpose without the permission of AIES. Accepting a contribution shall not constitute an endorsement of the donor.
- 16.15 Miscellaneous Provisions
- 16.15.1 Legal Rights and Powers  
No gift shall be accepted if there is a question as to whether the donor has the legal right, power or competency to effectuate the proposed transfer.
- 16.15.2 Legal Fees and Appraisals  
Donors will be responsible for their own legal fees and the costs of any appraisals that may be needed for tax or other purposes.
- 16.15.3 Crediting of Gifts  
With respect to development goals and other purposes, the following guidelines shall be followed in crediting gifts:
- 16.15.4 Cash  
Outright gifts of cash will be credited to the donor for the full amount contributed or pledged. In the event that a pledge is not fulfilled, the donor will be credited with the total amount actually gifted.
- 16.15.5 Outright Gifts of Property  
Gifts of property will be credited for the actual or estimated cash value.
- 16.15.6 Life Insurance Policy and Retirement Plan Beneficiary Designations  
Life insurance policy and retirement plan beneficiary designations will not be recorded as gifts until such time as the gift becomes irrevocable. When the gift is irrevocable, but is not due until a future date, the present value of the gift will be recorded.
- 16.15.7 Bequests  
Bequests of cash or other property actually received will be credited at full cash value. Bequests will not be recorded as gifts until such time as the gift is irrevocable. When the gift is irrevocable, but is not due until a future date, the present value of the gift will be recorded.
- 16.15.8 Other Deferred Gifts  
Other deferred gifts to AIES will be credited as a gift from the donor as the Executive Committee may determine.
- 16.16 Modifications  
These policies and guidelines have been reviewed and accepted by the Executive Committee of AIES. The Executive Committee of AIES is charged with the responsibility

of annually reviewing gift acceptance policies and guidelines, reviewing unusual gifts, and making recommendations to the Board of Directors on gift acceptance issues.

27/01/2014