

השותפויות המרכזיות של ג'וינט ישראל



JDC-Israel and its Major Partnerships



JDC Israel

Touching Lives, Transforming Communities

Together in Social Action

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Ruth Sinai



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Forward

Already in the 1970's, JDC made a conscious decision to work together with the government of Israel through a strategic partnership. The first such partnership, which has proven itself as a successful model for later partnerships, was ESHEL, established in 1969 to help the elderly in the State of Israel. Since then, in the last 15 years, JDC has established four more strategic partnerships with the government of Israel to help the neediest populations in the State of Israel.

In essence, for many years, JDC-Israel activity was conducted through ESHEL but also through many social projects with the government of Israel or with other partners. Only in 1998 did JDC-Israel establish the second large strategic partnership for children and youth at risk that was modeled on the ESHEL partnership and became known as Ashalim. While its guiding principles were similar, Ashalim was a different partnership that also included UJA-Federation of New York as a full partner. The decision to expand the partnership reflected JDC's policy to establish strategic partnerships with the government of Israel aimed at developing services for JDC-Israel's target populations.

The organization values strategic partnerships since they enable JDC-Israel to address social issues on a national level. Furthermore, each of the partnerships is focused on a target population and develops services and infrastructure accordingly. Finally, these strategic partnerships and the potential for system-wide impact that they represent demonstrate the central place that Israel has for the global JDC organization.

Since the founding of ESHEL, JDC-Israel has founded four new strategic partnerships with the government of Israel, together with philanthropic organizations and Jewish Federations in the U.S. for Israel's most vulnerable populations:

- ASHALIM, established in 1998 for the benefit of children and youth at risk
- Massad Klita (first called ESHEL-Klita), established in 2002 to assist veteran immigrants who had difficulties integrating into society
- TEVET, established in 2005 in order to formulate employment opportunities for individuals who are not part of the general work force
- Massad Disabilities (Israel Unlimited), established in 2009 to aid the disabled in developing independent living and leadership

The decision to establish central partnerships relies on, and is supported by, the strategic vision of the American Jewish Joint Distribution Committee. JDC's worldwide leadership in New York has reinforced the operating principles of JDC-Israel, has supported the establishment of central partnerships and has stressed the organization's activities in Israel for the poor and weak in Israeli society.

JDC's basic principles are described in its mission statement, which was prepared in 1991. In the chapter devoted to Israel, the authors determined that "Israel represents a central axis for JDC and the Jewish people everywhere and is perceived as the center for Jewish identity in the world. JDC is committed to contributing to the social development of the people of Israel, where the largest concentration of needy Jews exists, as part of its traditional role to help needy

Jews wherever they may be.” Throughout the years, JDC has been true to this vision and the organization “will continue to focus its efforts on the weakest levels of Israeli society: the elderly, children, youth-at-risk, new immigrants, the unemployed and the disabled, with the emphasis on the neediest in each one of these populations”.

“Together in Social Action – JDC-Israel’s Central Partnerships” is the latest publication in the documented series of JDC-Israel’s activities. The documentation focuses on JDC-Israel’s central partnerships. It describes the processes that created and formulated the foundations for the organization’s intervention activities, the essence of which is the planning and development of social services in the selected fields mentioned above.

This documentation has three goals:

- historical purposes, in order to preserve the legacy of the organization and its activities;
- organizational learning purposes, in order to bring together the accumulated knowledge garnered during the development of programs and services;
- presenting the organization’s work, including its operating principles and accumulated knowledge, to other organizations - JDC’s strategic partners, government ministries, local authorities, Jewish Federations, philanthropies and additional bodies.

Alongside the development of strategic partnerships, JDC-Israel has continued to develop its main operating principles through internal organizational learning

for the purpose of developing and improving the organization's performance. JDC operating principles used to implement its vision are:

1. Defining the social problems, which JDC would like to and is able to address. Most problems are in the field of service development, and the focus is on communal issues as opposed to institutional ones
2. Defining innovation and development, what they are, what they have in common and what differentiates between them
3. Economic considerations in social projects and programs – cost of a project at the developmental stage as opposed to cost at the dissemination stage; questions pertaining to cost-benefit
4. Distribution, internalization and phasing out of projects/programs
5. Measured evaluation and research and their influence on development and additional innovations
6. Partnerships – JDC-Israel as a developing body, which does not operate and provide services, must work in partnership. How we build and maintain partnerships are central issues that the organization has dealt with in the past and will continue to deal with in the future.

The story of the establishment of the large strategic partnerships attests to the simplicity of JDC-Israel's basic principles: work for the advancement of life in the community rather than in institutions, and to this end, develop the necessary services but do not supply them. Most of JDC-Israel's work is carried out within the partnership framework with government offices, local authorities, voluntary

organizations, Federations and donors. The pooling of resources and creation of partnerships between decision-makers and experts from the government sector, American Jewry through JDC, local authorities and voluntary bodies enable the development of extremely efficient services. These services, within the partnership framework, substantially contribute to the betterment of social services and the advancement of Israeli society as a whole.

Arnon Mantver

Director, JDC-Israel

Executive summary

“Israel represents a central axis for American Jewish Joint Distribution Committee (AJJDC) and the Jewish People everywhere and is perceived as the center for Jewish identity in the world. The largest concentration of needy Jews in the world exists in Israel. AJJDC is committed to contributing to the social development of the people in Israel as part of its traditional role of helping needy Jews wherever they are” (from AJJDC’s Strategic Vision Document, 2008).

From its founding in 1914, AJJDC played a role in the social development of the Yishuv and the State of Israel and responded to emerging needs. Today, JDC Israel manages the global organization’s activities in Israel and it is actively involved in almost every aspect of social welfare in the State of Israel for the weak and needy of all ages and backgrounds.

Most of JDC-Israel’s work is in the framework of partnerships with the Government, local authorities, volunteer organizations, Jewish Federations and donors. The first partnership with the Israeli Government was established in 1969 - the highly successful Eshel model for the well-being of the elderly. Eshel was an unprecedented partnership, which inspired the future partnerships. Since 1998, JDC Israel has established four new partnerships with the Government, with philanthropic foundations and with American Jewish Federations, for the benefit

of the neediest populations in Israel: Ashalim (1998), Tevet (2005), Masad Klita (2002), and Masad Nechuyot – Israel Unlimited (2009). These partnerships have made JDC Israel a leading force in the planning and development of social and community services.

In addition to the partnerships, JDC Israel directs significant efforts through Elka – the Association for Developing and Advancing Manpower in the Social Services in Israel, in encouraging philanthropy and volunteerism in Israel. JDC also develops knowledge on migration through CIMI, the Center for International Migration and Integration.

JDC has also impacted the knowledge, training and services relating to Israel's most vulnerable populations by developing new organizations and indeed many directors of organizations throughout Israel are graduates of JDC or its programs. Among the well-known organizations in Israel established and inspired by JDC are: The Association of Community Centers, Ilan; The Israel Foundation for Handicapped Children; The Baerwald School of Social Studies; the Hebrew University School for Occupational Therapy; The Tel-Aviv University School for Communication Disorders; and the Child Development Centers.

BIRTH OF AN ORGANIZATION

The American Jewish Joint Distribution Committee, formed by American Jewish organizations in 1914 to help the starving Jews in Eretz Israel and victims of the First World War, can look back proudly on nearly 100 years of activity on behalf of the Jewish people and the State of Israel. After 1948 it helped to fund the 1949 “Operation Magic Carpet” which brought 50,000 Jews from Yemen, and the 1950-1952 “Operation Ezra and Nechemiah” which brought 120,000 Jews from Iraq. In 1949, JDC Israel and the Jewish Agency founded Malben to help weak and needy newcomers, and over the next 26 years, Malben created the infrastructures for the future Israeli welfare state. Malben also helped to found the Israel Cancer Association, Nitzan for children with learning disabilities, Micha for hearing challenged children, Akim for special needs children, and the Hebrew University Baerwald School of Social Work and Social Welfare.

In 1969, the JDC, in partnership with the Government, founded Eshel, the Association for Planning and Development of Services for the Aged in Israel, stressing community development for the elderly. From the 1980’s, Eshel began establishing organizations throughout Israel for the aged and developing community programs for them. The Brookdale Institute of Gerontology, the world’s leading Jewish center for aging research, presently known as Myers-JDC-Brookdale Institute, was founded in 1974 to complement Eshel.

The Eshel work model served as a pilot, and its success led to the establishment of JDC Israel in 1976. JDC Israel operated by maintaining its principles of promoting and developing community services, focusing on the neediest.

STRATEGIC PARTNERSHIPS: VISION AND PRINCIPLES

In the mid-90's, JDC adopted a strategy of seeking long-term partnerships to ensure its continuing influence on Israeli society. In December 1995 JDC-Israel leadership decided to focus on new directions of long-term strategic partnerships with the Government and other bodies. One of the major decisions at the time was to recruit the Ministry of Finance to the partnerships (in fact, JDC Israel is now the sole social body to become a strategic co-partner with the Ministry of Finance).

By 2010, Government funding of partnerships with JDC-Israel rose to \$70 million from \$36 million in 1996. The overall JDC Israel managed budget for 2010 was \$120 million due to the fact that every basic dollar received from JDC was substantially leveraged with government and donor funding to specific projects.

In each strategic partnership, long-term planning of four to five years is undertaken, based on examining needs, sometimes with the aid of Myers-JDC-Brookdale Institute research studies.

The following sections describe the activities and growth of the various strategic partnerships.

ESHEL

In June 1968, JDC approached Ralph Goldman, then deputy director of Malben and Acting Chairman of JDC-Eshel, to establish and head an organization to develop services for the aged in Israel. Eshel was designed to be a natural follow-up to Malben and ensure the continuity of AJJDC's activity in Israel.

Eshel, the Organization for the Planning and Developing of Services for the Elderly in Israel, was established in January 1969. Its declared goals were to build, develop and improve the institutional services, to develop community services, to promote the health of the elderly, to strengthen their image and social status and to better their quality of life. All the programs were aimed at changing the conditions of life for Israel's aged at all levels of functioning and of all origins- veterans, immigrants and Arabs.

Over the years Eshel has established partnerships with over 100 local authorities as well as close contacts with many national volunteering organizations such as Yad Sarah (medical equipment), Ezer Mitzion (medical services), Meir Panim (food), Matav (nursing caregivers) and the Association of Community Centers (leisure activities).

The significant strategic partnership with the Government placed Eshel, and thus JDC, as a leading force in creating innovative programs and services, which changed the lives of thousands of elderly throughout Israel. Together with its partners, JDC-Eshel was involved in practically every aspect of developing services for the elderly – on the local, regional and national levels.

ASHALIM

In 1998, Arnon Mantver, Director of JDC Israel asked the Director General of Eshel, Professor Yitzhak Brick, to found Ashalim, the Association for Planning and Development of Services for Children and Youth at Risk and their Families. Apart from JDC Israel, the Ministries of Welfare, Education and Health, the NII and UJA-Federation of New York are partners in Ashalim.

Ashalim acts as a laboratory for development and planning of services, and has developed and piloted dozens of innovative models and work methods. New models are introduced to fill gaps in the Israeli service system. Up to date best practices and approaches are integrated by the Government ministries into social and educational services, such as kindergartens, schools, therapeutic treatment centers and community settings.

Ashalim has increasingly developed partnerships with local authorities, disadvantaged communities and marginalized population groups. In addition, Ashalim has reached out to Israeli professionals working with children and youth at risk and their families. Close to 3,000 professionals use the Ashalim “Mayda” Knowledge and Learning Center which preserves and disseminates know-how learned in the field. Approaches developed by Ashalim are also integrated in curriculum at leading teachers colleges.

MASAD KLITA

In 2002, the seed for JDC Israel's third strategic partnership, Masad Klita, came from Yuli Edelstein's and Natan Sharansky's expressed desire to see JDC Israel extend its activities to immigrant absorption. Unlike Eshel and Ashalim, Masad Klita is not a separate non-profit organization but an integral part of JDC Israel, and the only one in which JDC provides 25% of the budget and not 50.

The major target populations of Masad Klita are the immigrants from Ethiopia, Kavkazi and the Former Soviet Union (FSU). Masad Klita aids local authorities in helping veteran immigrants from these groups by developing program models based on integration into a multi-cultural, heterogeneous society with egalitarian and tolerant relations between different cultural groups. Examples include: a literacy program for children of immigrants which was incorporated into the education system; a study kit for teens to improve their Hebrew language prior to being drafted into the Army; occupational and educational programs to help integrate 18-30-year-olds into adult society; and Hebrew as a second language teaching programs for older immigrants.

In its first 3 years, Masad Klita developed 14 programs for some 25,000 participants from the different immigrant communities. TEVET

TEVET

Over the years, JDC Israel has been engaged in developing employment programs, especially for new immigrants from Ethiopia and the FSU who arrived during the 80s and 90s. For these immigrants, JDC, in partnership with the Jewish Agency, founded Mati entrepreneurship centers. JDC also developed programs to integrate the ultra-Orthodox into the labor market.

In 2003, JDC-Israel established an employment authority, in cooperation with the Ministry of Trade, to promote programs such as the future “Wisconsin Program” (Tochnit Me’Halev). This spurred Prof. Yossi Tamir, director-general of Ashalim at the time, to suggest to Arnon Mantver that JDC Israel create a strategic partnership with the Government in the field of employment, aimed at people who had never taken part in the labor market. This led to the founding of Tevet at the start of 2005.

The core budget of Tevet in 2009 was NIL 90 million for three years, shared 50-50 between JDC and the Government (Ministries of Trade, Finance, Welfare and the NII. JDC contributes NIS 30 million shekels annually, half of which is donated by the Harry and Jeanette Weinberg Foundation.

In-depth studies, including research by the Myers-JDC-Brookdale Institute, identified five target populations for Tevet : Young people aged 22-34; immigrants who arrived in Israel at an older age from Kavkazi and Ethiopia; Arab women; Ultra-Orthodox men and women, and people with disabilities.

Since its founding Tevet has invested more than NIS 200 million shekels in developing sources of employment and building career tracks for the target populations. The results are impressive. Over 30,000 people have been integrated into the workforce at an implementation rate of over 70%.

ISRAEL UNLIMITED (MASAD NECHUYOT)

While the strategic partnership with the Government was founded in 2009, JDC Israel's activities for people with disabilities began already almost a decade earlier.

Some 697,000 disabled adults live in Israel. Of these 241,000 are severely disabled, and about 456,000 are partially disabled.

The big public demonstrations by the disabled in 1990 and 2001, and the Equal Opportunities for the Disabled legislation, led to increased public support and a change in Government policy. The intention was to encourage the disabled to work and reduce as far as possible their dependence on allowances.

In 2002, the JDC Israel Unit for Disabilities and Rehabilitation, began to develop a model of "supportive communities" for the disabled, on the basis of those Eshel had developed for the elderly. Five communities were established in 2006. Following the Second Lebanon War (2006), JDC established eleven more communities, in coordination with the Ministry of Welfare. The emergency situation in the north and south of Israel was a major factor in the Unit's activity.

In September 2007, the then Minister of Welfare and Social Services, Isaac Herzog, asked the JDC to consider establishing another partnership with the Israel Government, the fifth in number, for the benefit of people with disabilities. “We believe that the time has come to set up an additional long-term partnership to answer the needs of Israelis with disabilities.” In September 2009, the “Israel Unlimited” partnership accord between the Government and JDC was signed. The partners in Israel Unlimited with JDC and the Ruderman Family Foundation are the Ministries of Health, Welfare and Finance and the National Insurance Institute. The basic budget is \$6 million for four years, of which two million are from the Foundation, and the rest shared equally between JDC Israel and the Government.

NEW DIRECTIONS

By the beginning of 2012, JDC Israel has both visibility and a clear target audience -social policymakers in the Government and in the local authorities, operators of social services, directors of non-profit organizations and philanthropic funds, leaders in the Israeli economy and Jewish Federations in the United States

The relationship between JDC and the Government is mutually beneficial and ultimately serves to create a stronger and more effective set of services for Israel's most vulnerable populations. JDC Israel relies upon the Government to disseminate successful pilot programs and to allocate more resources for the weaker segments of society, while the Government relies on JDC as a research and development laboratory for social programs, as well as a conduit for donations from abroad and for internalizing and maintaining new programs.

Yet JDC's sources of overseas funding to support activities in Israel are not guaranteed. Nonetheless, under its present leadership, JDC has maintained its influence, boosted income for programs and ensured the continuity of most programs, through the establishment of four partnerships with the Government.

In order to ensure JDC's continued cooperation with the Government and its impact on the system of services in the future, JDC Israel is taking a number of steps to

secure the organization's funding sources and operations in the coming years.

Since 2010, JDC has been vigorously promoting, through partnerships with the Government, twenty to thirty large-scale interventions in weak local authorities. The Maccabi (acronym for "overall involvement in the community") project operates several key programs simultaneously in a locality to deal with a variety of social problems affecting the young and the elderly. The Maccabi approach will supply solutions for thousands of people.

In recent years, JDC has been increasingly working to arouse Israeli philanthropy. These efforts are beginning to bear fruit, and Israeli private individuals and corporations are starting to provide support and fund the expansion of specific JDC programs.

In the next decade, along with increasing partnerships with local authorities and with the business sector, Arnon Mantver also visualizes an additional national partnership in the sphere of environmental quality from the social angle.