



# Accelerating Impact

## JDC-Israel Program Accelerations

March 2021

### **Program Acceleration is Central to JDC's Strategy in Israel**

JDC's mandate in Israel is to strengthen Israeli society's capacity to care for all its people, in order to close social gaps and promote resilience and social justice. Central to our strategy is program development – and one of the things that differentiates us is our ability to hand over our innovations to government, non-profit, or business partners who go on to operate, sustain, and scale them up.

Through this method, JDC has made substantial contributions to the development of social services in Israel – contributions that continue to bring benefit well after we have phased out our involvement and moved on to developing new innovations.

### **A Selection of Accelerated Programs**

This document presents a small selection of programs that were accelerated in the last ten or so years. These programs were chosen to show the range and diversity of our programs overall, as well as the range and diversity of different types of program accelerations.

It is important to note that **about 70% of JDC's programs developed over the last ten years were adopted by the Government of Israel**, and many are integral elements of Israel's social service system today.

### **Collecting Program Data**

Once a program is handed over to partners, client monitoring becomes the latter's responsibility – so producing a data-based picture of the impact JDC-developed programs is achieving following handover can sometimes be difficult. We are developing mechanisms to improve this going forward.

**Note:** Six of the program write-ups are accompanied by a shareable video about that program's acceleration story. Find out which ones in the table of contents.



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## Programs for Older Adults

**Programs for Holocaust Survivors:** JDC began developing social and therapeutic programs for Holocaust survivors in 2006, because most services for survivors at that time focused only on actualizing legal and monetary rights and accessing medical and housing assistance – leaving loneliness and traumatic memories unaddressed. These issues have become increasingly substantial as Holocaust survivors age and spend more time in their homes.

The following two programs are examples of this work.

### **Photography with Joy**

This phototherapy program brings small groups of survivors together for weekly meetings over four months. Participants learn photography and create a portfolio of photographs that helps them process and share their experiences of the Holocaust and its continued impact on their lives.

- **Pilot program:** First program launched in Nir Galim in 2014; five groups ran per year through 2019
- **Where it is today:** Handed over to Photo Israel (NGO) in 2020; adapted to older adult populations beyond Holocaust survivors; 120 groups ran in 2020, each group reaching some 10-15 people

### **Café Europa**

At Café Europa, survivors meet together weekly to socialize and participate in activities like memoir writing, lectures, music appreciation, physical fitness, and computer lessons. Café staff utilize therapeutic techniques while building a community of peers who support one another and spend meaningful time together.

- **Pilot program:** First Café launched in Tel Aviv in 2008
- **Where it is today:** Handed over to the Ministry of Labor, Social Affairs, and Social Services in 2018; 120 cafes operating across the country with 8,500 participants

### **Elder Abuse and Neglect Prevention and Treatment Units**

About 15 years ago, research by JDC, the Government of Israel, and the University of Haifa found that 18% of older adults in Israel reported experiencing abuse<sup>1</sup> or neglect.

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<sup>1</sup> Elder abuse includes physical, sexual, emotional, psychological, and financial abuse at the hands of caregivers or other people in positions of power.



This was an extremely high number on global scales and indicated a need for services.

JDC developed a program to increase capacity of professionals who work with older adults for identifying abuse or neglect, raising community awareness of the issue and its signs, and providing treatment for elderly victims. The program is now carried out through Prevention and Treatment Units within the municipal divisions of Social Services, thereby leveraging existing community infrastructure while expanding the skills of municipal professionals.

- **Pilot program:** 3 units launched in 2005 (Bat Yam, Afula, Beersheva)
- **Where it is today:** Handed over to the Ministry of Labor, Social Affairs, and Social Services in 2016; over 150 units run through local authorities across the country; estimate that some 20,000 people have been served to date

### **Warm Homes: Social Clubs for Older Adults**

The Warm Homes program was first developed in JDC's department for the former Soviet Union. The program recruits a volunteer to create a small social group of peers and neighbors of similar backgrounds, and to host that group at home on a weekly/bi-weekly basis for conversation and activities based on shared interests.

The program expanded its reach from its original target population of immigrants from the former Soviet Union to serve Holocaust survivors, veteran Israelis, immigrants from Ethiopia, older adults in rural areas, ultra-Orthodox, Druze, Bedouin, people with cognitive decline, and bereaved parents of fallen IDF soldiers.

- **Pilot program:** 1998 Jerusalem, Beersheba
- **Where it is today:** Handed over to municipalities and local agencies in 2017; 330 Warm Homes operating in 80 locations today, reaching 4,000 older adults

### **Supportive Communities for Aging in Place (with video)**

See the video [here](#).

Established by JDC in 1991, the Supportive Community model enables older adults to "age in place" – that is, live in their homes in the community safely, independently, and comfortably, regardless of age, income, or ability level. The program offers services such as subsidized emergency medical care, access to an emergency call switchboard, practical assistance from a neighborhood facilitator (a community "father/mother") and organized social activities.



Today, the demographics of the older adult population has changed, as has this populations' needs. People are living longer and more actively after retirement; and new laws in Israel create new opportunities for services. JDC is thus returning to Supportive Communities and modifying the model accordingly. The adapted model will include a range of unique services which may be selected according to needs (these include cleaning, shopping, purchasing medicine), as well as pairing with volunteers who share a common interest with the older adult (like art, music, singing). As of 2021, this adapted model will be disseminated throughout all 330 supportive communities.

- **Pilot program:** 1991 in one neighborhood in Jerusalem
- **Where it is today:** Handed over some 40 neighborhoods to the Ministry of Labor, Social Affairs, and Social Services in 2004; today there are 330 locations across the country (300 existing and another 30 being established) reaching 85,000 older adults

## Programs for Children, Youth, Young Adults, and Families at Risk

### Quality of Arab Early Childhood Education Initiative

With the aim of substantially improving opportunities for Arab children aged 3-6 and to shrink educational gaps, JDC piloted this program together with the Ministry of Education and the Bernard van Leer Foundation. The program works to upgrade the quality of outdoor play areas and indoor learning spaces in preschools, enhance the quality of learning in preschools, and foster positive relationships between kindergarten teachers, assistants, and parents – all of whom are all involved in a young child's education.

Investments in early childhood education are key to JDC's work in promoting social mobility, and this program now serves as a platform for continued work to improve Arab early childhood education. For example, JDC is continuing teacher training and parents' groups in the Bedouin Negev.

- **Pilot program:** 2014, 150 preschools in 10 Muslim, Bedouin, Druze localities in the North and South
- **Where it is today:** Handed over to the Ministry of Education in 2020, continues in the same 150 preschools, reaching 4,000 children annually. Expanded to provide pedagogical training to an additional 50 preschools, and professional development to Arab early childhood educators and ministry supervisors at



Ministry of Education teacher training centers in the pilot localities and in additional cities.

### **Better Together: Neighborhood Resilience**

This neighborhood resilience program was designed to improve the wellbeing of children and their families living in highly disadvantaged neighborhoods. Better Together brings residents and service providers together in partnership to build a better future for the next generation by building a better neighborhood – one with more services, programs, and facilities for children, more resident-led activism and program implementation, and more cooperation and shared decision making between residents, professionals, service providers and policy makers. The program also serves as a platform to recruit resources from national, city, public, and private agencies.

Today, JDC is using the Better Together platform as a basis for a large-scale initiative to promote thriving communities all over Israel.

- **Pilot program:** 2005 in four neighborhoods in Kiryat Malachi, Tel Aviv, Haifa and Jerusalem and expanded to 44 neighborhoods in 27 cities from Kiryat Shemona in the north to Dimona in the south.
- **Where it is today:** 11 neighborhoods fully handed over to the Ministry of Labor, Social Affairs, and Social Services; the Ministry plans to gradually take on additional neighborhoods in the coming years.

### **PACT (Parents and Children Together) for Ethiopian Israeli Preschoolers**

PACT was a unique initiative for young Ethiopian-Israeli children intended to enhance their successful integration into the education system and Israeli society. The program was established to address the language and cultural gaps and the profound financial hardship facing the Ethiopian immigrants, which had led to considerable disparities between the scholastic performance of the Ethiopian-Israeli children and their non-Ethiopian counterparts.

PACT promoted inter-organizational cooperation and the involvement of the Ethiopian-Israeli community, and created a continuum of services and to cope with the unique needs of the community. These services included providing enrichment and scholastic assistance for children in preschools and elementary schools; working with Ethiopian-Israeli parents on parenting issues; developing culturally sensitive models of

interventions; training professionals working with Ethiopian-Israeli children and parents in order to enhance their awareness of the cultural characteristics of the community.

- **Pilot program:** 1998 in Beer Sheva
- **Where it is today:** 15 cities; gradual handover process to local municipalities and Ministry of Education completed in 2020

### **Community Courts: Reducing Recidivism among Offenders**

This program works to reduce Israel's high rates of recidivism among offenders through reorienting the way the justice system deals with them. The Prison Service data indicates that 42% of all adult prisoners return to prison within a few years of release. Among young offenders up to age 25, the return rate is even higher.

The Community Courts model replaces ineffective prison sentences with a rehabilitative approach using existing community-based services and addressing the socioeconomic and personal problems underlying the majority of the offenders' criminal behavior.

Recidivism is considered to be driven down to zero when a defendant does not commit another crime over the five years following completion of a sentence or an alternative program. Initial findings from the evaluation of 200 graduates of Community Courts shows that 90% have not re-offended in 18 months since completing the program.

- **Pilot program:** two courts Beer Sheva (Southern Judicial District) and Ramle (Central Judicial District) in 2014
- **Where it is today:** A Community Court has been established in each of Israel's six judicial districts, with completion of handover to the Ministry of Justice planned for 2022. Legislation has been drafted to expand the model further to establish between 16 to 18 community courts across the country.

### **YATED: Young Adults at Risk Initiative (with video)**

See the video [here](#).

This initiative is a coordinated, national response to the needs of at-risk young adults. Yated broke new ground, shining a light on a large-scale problem that had not previously been recognized, and convening all major stakeholders – government and NGO partners – to address the needs on the individual, local, and national levels. Yated is creating infrastructure, work methods, and national initiatives to help at-risk young adults become productive, secure adults.



In 2020, Yated directly touched the lives of 18,343 at-risk young adults through local welfare departments and another 15,000 through partner NGOs, in total reaching about 17% of the estimated young adults at risk in Israel.

- **Pilot program:** Launched in 2017 following a government resolution for the creation of a national program for young adults. National headquarters team established, 100 new positions allocated and trained for specialized social workers for young adults at risk in local welfare departments.
- **Where it is today:** The Yated program has an established headquarters team, four regional coordinators, and 450 social workers, counselors and mentors working with thousands of young adults in 114 localities across Israel. The program is in the process of handover to the Ministry of Labor, Social Affairs and Social Services; full handover planned for end of 2021.

## Employment Programs

### **Shachar: Haredi Career Development through Army Service**

Service in the Israel Defense Forces (IDF) is an asset for finding employment in Israel, and for many potential employers it is reflective of the applicant's teamwork, discipline, and decision-making skills. Many functions within the IDF provide practical training relevant to employment, and connections useful to developing career. While many Haredi men recognize that army service is a gateway to career opportunities, they are discouraged by the army's secular environment.

Shachar helps Haredi men benefit from the vocational training and job skills that the IDF provides, through special army units that adhere to religious stringencies consistent with the participants' civilian lives. Today Shachar provides a critical pathway to employment for thousands of ultra-orthodox soldiers, and a main touchpoint between ultra-orthodox and secular in reducing polarization.

- **Pilot program:** 2007; reached 2,500 Haredi men in five years
- **Where it is today:** Handed over in 2012 to the IDF in cooperation with the Ministry of Labor, Social Affairs, and Social Services, and has reached well over 8,000 soldiers since its inception.





## **STRIVE for Advancing Employment among Low-Income Young Adults**

JDC adapted STRIVE to the Israeli context from an American program born in Harlem, New York to help low-income, at-risk young adults take responsibility for their life, start working, and set themselves on a path for a career.

The program was originally designed as a high-end job center offering a bootcamp for self-esteem and personal responsibility, then moving on to job searching, training, and study towards longer term career goals. But the model underwent radical rethinking between the pilot and acceleration stages because the cost per person was too high to be feasible. So, JDC took the most important features and integrated them into existing employment services to upgrade them. So, for example, STRIVE methodologies now drive the way the national Israeli Employment Service works with clients, as well as guiding practices in Mafteach, Riyan and Ministry of Labor, Social Affairs, and Social Services' Opportunity centers across the country.

- **Pilot program:** 2006; four STRIVE job centers in Israel Employment Service employment centers in Tel Aviv, Haifa, Jerusalem, and Beer Sheva; reached 2,506 clients
- **Where it is today:** Handed over in 2014 to the Israeli Employment Service; Strive methodologies now disseminated through the Service's employment centers across Israel and through the Ministry of Labor, Social Affairs, and Social Services' Opportunity Centers to support welfare clients – reaching thousands per year

## **Mafteach: Haredi Employment Centers (with video)**

See the video [here](#).

In 2007, JDC opened the first job center designed for the Haredi sector in Jerusalem. It provided both Haredi men and women with a spectrum of culturally sensitive employment services under one roof. As the models developed and new centers opened, they integrated staff members dedicated to conducting employer outreach, creating job opportunities for participants, and training non-Haredi employers to understand Haredi culture and how to hire and retain Haredi employees.

JDC continues to work closely with the centers, which now stand as a completely independent network operated entirely by the government. JDC continues to work with the centers, running workshops, pilot programs, and staff development and training.



- **Pilot program:** 2007, Jerusalem
- **Where it is today:** 12 centers handed over by 2016 to the Ministry of Labor, Social Affairs, and Social Services; a center exists in every Israeli city with a large resident Haredi community; reached 117,807 individuals as of January 2021; network has capacity to serve 10,000 Haredim each year with a 53% success rate in job placement

### **Riyan Employment Network for the Arab Sector (with video)**

See the video [here](#).

Riyan centers are one-stop shops providing personalized employment counseling and pathways to professional advancement and higher education to the Arab community.

JDC recognized that establishing a network of employment centers across Arab society would require developing professionalism and leadership among the Arab community in the field of employment. Equally evident was that this pioneering effort to boost Arab employment must be led from within Arab society - given the strong community-based nature of Arab society, particularly in more traditional communities, the need for the center to have political legitimacy in the eyes of public was essential to the success of these efforts. Thus JDC partnered with Yad Hanadiv and the GOI to create Alfanar – an Arab NGO - for the purposes of developing and running the centers. In a sense this was the first stage of the handover – directly to the community.

Riyan continues to be a base for ongoing innovation and program development. JDC pilots new programs through the network, such as Hebrew Language, Mentoring, Link E-commerce training, and Career Advancement.

- **Pilot program:** 2007 in Segev Shalom
- **Where it is today:** 25 centers and satellite branches handed over by 2019 to the Ministry of Labor, Social Affairs, and Social Services; reached approximately 110,000 individuals since piloting

## **Programs for People with Disabilities**

### **The Masira Fund: Developing Philanthropy in the Arab Sector for People with Disabilities**

The Masira Fund develops programs in partnership with key religious, municipal and business leaders, and activists within the disabilities community. The Fund, which encompasses over 70 Arab philanthropists and leading media personalities, also brings

together disabilities organizations within Arab society to form a coalition composed of 12 new and veteran disabilities organizations.

The Fund has formulated a strategic plan for raising funds in Arab society. It holds major gala events to raise awareness, promotes the issue of disability among major employers in Arab society, promotes employment for people with disabilities, and operates a monthly fundraising drive among Arab companies. Each year, the Fund awards grants to projects addressing disability-related issues. The Fund also works to train disabilities organizations operating in the Arab sector in issues relating to organizational management, public participation, and the development of community programs. The training program is delivered by experienced organizational consultants, lawyers, and accountants.

- **Pilot program:** 2012, began with JDC's raising funds from the Arab business sector to found and train NGOs working with Arabs with disabilities.
- **Where it is today:** JDC's financial support of elements of this program are ending in 2021, at which point the Masira Fund will be entirely independent.

### **Centers for Independent Living: Accessing Rights, Tools and Support**

JDC's Centers for Independent Living are multi-service facilities for people with disabilities run by people with disabilities who help their peers integrate into their communities and craft the independent lives they want. The centers are places where people with disabilities are seen for their strengths, where they actively participate in determining the services they need for themselves, and where they access rights and gain skills to support independent living. They are also places where people with disabilities can learn from one another, share experiences, and gain emotional support.

JDC developed seven centers across the country that serve people with all types of disabilities - physical, visual, hearing, and learning disabilities, as well mental illness and cognitive impairments. Five of the centers are located in mixed cities and serve people of all religions and ethnicities; one is located in a Haredi city, and one in an Arab city. JDC is also developing a virtual Center for Independent Living to provide ongoing services in times of emergencies. This center has been especially relevant during the COVID pandemic.

- **Pilot program:** First center launched in Jerusalem in 2003



- **Where it is today:** Handed over all seven centers to the Ministry of Labor, Social Affairs, and Social Services by 2020, run by local municipalities, the centers reach approximately 1,200 people annually

### **Supported Housing: Transitioning into Independent Living (with video)**

See the video [here](#).

Supported Housing helps adults with disabilities to transition into living independently in the community without giving up on having access to adequate services and support. The program's care coordinators work individually with each participant to set goals and build a plan towards reaching them. The care coordinator works to meet each individual's needs at each juncture of the transition including obtaining family support, finding suitable accommodations and adapting these to one's needs, utilizing community services, accessing government assistance, opening a bank account, learning independent living skills, developing a group of friends, and finding appropriate employment.

This program has served as the basis for our expanded work in the field of independent living for people with disabilities, including helping people with severe disabilities transition into independent living, providing tailored high-tech solutions that foster independence, providing "training apartments" to teens with disabilities to practice independent living in a safe environment, and developing long-term housing solutions.

- **Pilot program:** Started in 2012 in 7 locations – by 2013 there were 40-50 participants.
- **Where it is today:** Handed over 36 locations to the Ministry of Labor, Social Affairs, and Social Services; serving 338 participants

## **Programs to Improve Public and Social Service Systems**

### **Developing Lay Leadership in Israel (with video)**

See the video [here](#).

The development of Israel's robust civil society (NGO sector) began to take off in the late 1980s, with thousands of NGOs established in the decades since. However, the concept of lay leadership - of people strategically volunteering to be board members of nonprofit organizations – did not take off with it. Boards did exist but were vaguely defined and roundly underutilized. Lay leaders were not perceived as committed fiduciaries who actively assist the NGOs in meeting their goals – from helping to set



policy and define strategy, to consulting on operational guidelines, work plans, and budgets, to building professional connections beyond the organization, raising awareness, and fundraising.

To strengthen the capacity of the entire NGO sector, and to give potential board members the chance to contribute in concrete ways to the issues about which they care, JDC set out to develop the concept of meaningful boards, to train and place senior business leaders and managers as NGO board members, to help NGOs effectively recruit, absorb, and benefit from quality lay leaders, and to develop best practices in the field.

To date, we have placed 200 board members in 150 NGOs. Their influence has a ripple effect, which we observed when we traced the impact of 21 of our placements. These 21 lay leaders influenced 190 additional board members who oversaw 1,687 professional staff members who worked with 5,473 volunteers, servicing 118,554 people from Israel's disadvantaged populations.

Most recently, JDC established a national digital platform that matches people who want to become lay leaders with NGOs that have needs on their boards.

- **Where did it start:** 1999, JDC set up a small unit to develop lay leadership, and expanded it with donor support in 2012.
- **Where it is today:** The concept of lay leadership today is defined and has been adopted and effectively implemented to build the capacity of the entire civil society sector in Israel. JDC continues to develop programs to build and advance lay leadership.

### **Regional Clusters: Developing a Regional Level of Governance to Improve Services**

Over half of Israel's 256 cities, towns, and regional councils, are in Israel's periphery. Many are home to underserved populations that could benefit from strong leadership, improved services, and regional development projects to improve their lot. Yet, with each town acting as a local government unto itself, none has the economy of scale and sufficient resources to do the work.

The Regional Clusters program addressed this issue by developing a regional governance layer – which is common to most OECD countries – to combine governance decision-making with regional understanding of needs. Through the Regional Clusters program, leaders of small municipalities are able to pool assets and work together to address region-wide challenges, improve service provision, and strengthen their

strategic capabilities. The use of economies of scale and collaboration results in improved services and better quality of life for Israeli citizens living in outlying areas.

JDC is currently developing programs to advance economic development in the North through the Regional Clusters.

- **Pilot program:** 2013, five Regional Clusters in the North and South of Israel
- **Where it is today:** The five clusters were handed over to the Interior Ministry in 2017. Today, 11 Regional Clusters connect 145 municipalities and local authorities in these regions, reaching more than 2 million residents. The Government of Israel has just accepted a policy recommendation to implement regionalism across the country – meaning that many more clusters will be established in the coming years if the recommendation is accepted.

#### **Segel Bet: Strengthening Senior Staff in the Public Sector**

JDC was the first agency in Israel to invest in the senior leadership tier of the public sector through its Program for Policy-Making and Administration in Public Service (also known as Segel Bet).

Segel Bet was designed to keep senior civil servants abreast of best practices and new developments in the policy-making and managerial fields, and to improve and develop their abilities to shape public policy effectively and fairly in the context of societal, political and technological changes in Israel and the world.

- **Pilot program:** 1987, in conjunction with the Civil Service Commission under the auspices of the Prime Minister's Office
- **Where it is today:** Handed over in 2016 to the Civil Service Commission after training 600 senior civil servants in 26 cohorts. Was precursor for the Commission's National Academy of Leadership, Governance, and Management. The Academy is now an inseparable part of Israel's civil service career management processes. Program alumni have gone on to fill senior positions in the public service sector and have received significant promotions throughout the years.

#### **MY5! Networks for Regional Resilience**

This program was launched in partnership with the Jewish Agency of Israel and JFNA to strengthen the resiliency of Israelis living in the Western Negev – an area that contends with ongoing security emergencies. Utilizing the Jewish Agency's Partnership2Gether



platform and the JDC-developed Western Negev Regional Cluster, MY5! works with organizations, grassroots activists, volunteers, community leaders and municipal and regional councils to maintain a regional network. This network initiates regional projects that respond to needs shared by multiple municipalities, but that no one municipality is able to address on its own.

Since its inception, MY5! has initiated some 40 projects in the Western Negev, with the majority focusing on enabling residents to mobilize quickly and help each other in times of emergency.

- **Pilot program:** Launched in 2016 in the Western Negev
- **Where it is today:** MY5! in the Negev was handed over to the Ministry of Social Equality (Emergency Division) and Ministry of Labor, Social Affairs, and Social Services (Community Services Division) to continue funding. The Government of Israel has now decided to expand the programs to the JDC-developed Eastern Galilee Regional Cluster. The Jewish Agency of Israel will continue operating the program.