



Impact Measurement/ Monitoring and Evaluation Update

American Jewish Joint Distribution Committee

JANUARY 2017



Introduction

JDC has been developing its Impact Measurement/Monitoring and Evaluation (M&E) capacity over the past five years. Each region and division is implementing M&E in ways that are at once unified and customized for regional-specific needs. Overall, JDC is steadily increasing its capacity for and implementation of both global-, regional-, and program-level M&E. JDC is now working to integrate its monitoring and evaluation practice more deeply into its annual planning cycle for enhanced data-informed decision making.

Each region and division conducts a wide variety of monitoring and evaluation that reflects the scope and breadth of JDC's reach around the world. This document is designed to provide an overview of major directions in each region and division, as well as highlights of findings of major studies.



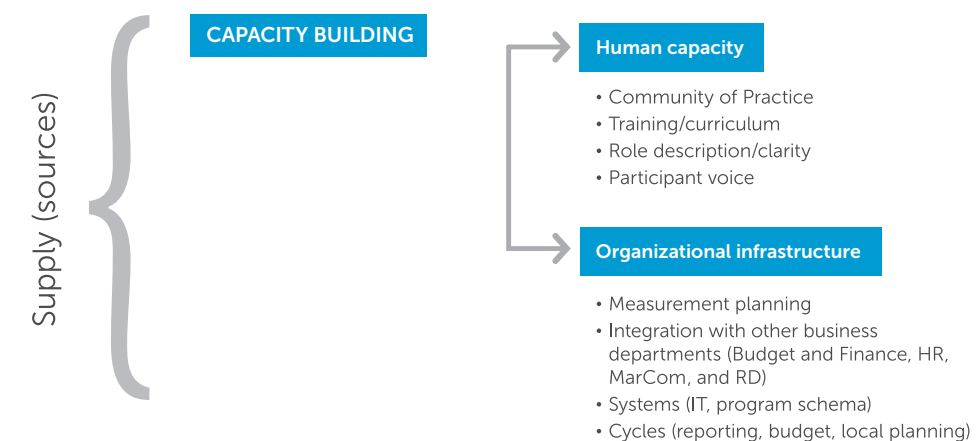
GLOBAL UPDATE

JDC, in partnership with the Myers-JDC-Brookdale (MJB) Institute, continues to make progress building its culture to incorporate monitoring, evaluation, and learning, at both a global and a regional level. In 2016, this included:

- ♦ increasing capacity to meet needs globally
- ♦ building an internal community of practice of M&E professionals—enabling cross-regional collaboration and learning
- ♦ developing and implementing a strategy and work plan to integrate monitoring and evaluation into annual planning
- ♦ deepening the use of research and evidence in program planning and design
- ♦ increasing shared measurement, across programs and across countries
- ♦ ongoing development of systems for measurement

In order to fully integrate monitoring and evaluation for data-informed decision making, JDC sees its approach through the lens of a “supply and demand” model of development and utilization of M+E capacity and products.

Model for Achieving Data-informed Decision Making



ONGOING CROSS-ORGANIZATIONAL LEARNING



Europe

GENERAL M&E UPDATE

To build its Monitoring and Evaluation (M&E) capacity, JDC Europe now has a regional director specifically charged with overseeing research and evaluation; it also added a part-time M&E coordinator. This will ensure an increased focus on M&E, as well as an important integration between the research work of JDC Europe’s International Center for Community Development (ICCD) and the evaluations conducted of regional programming. Both sources of information and data will serve as core inputs in regional planning efforts.

Strategically, JDC Europe continues to prioritize M&E efforts in areas where learning about impact can best influence program development and shape future directions for the region. In 2016, this included:

- ◆ An evaluation by MJB of the first year of the pilot Mozaik Jewish Community Hub in Budapest, a priority strategy to work within the grassroots sector of the Jewish community.
- ◆ The third year of a three-year internal evaluation of the Ronald S. Lauder Foundation/JDC International Camp at Szarvas, which has provided the robust data set needed to achieve a comprehensive understanding of the outcomes and impact of this flagship program and help shape future improvements.

- ◆ Resilience is a new program direction led by JDC Europe. As this program begins to reach full pilot operation, discussions are under way regarding the data to be measured and the best way to develop an evaluation strategy.
- ◆ Exploring an evaluation of the JCC in Warsaw that would measure its impact on Jewish life in that city in the years since its launch, and identify the activities most relevant to its members as well as the directions it should pursue.

In addition, two research studies are under way that will offer insight into program impact and/or future development:

- ◆ A study exploring the collective impact on a group of Jewish teenagers of numerous JDC—and other organizations’—program initiatives in Poland, Hungary, and the Baltic states. This will include regular interviews with the teenagers and their families over a two-year period to assess the impact of these programs on the Jewish nature of the family.
- ◆ Research into the projected needs of Jewish elderly in this region 25 years from now and the ability of local communities to meet those needs as a tool in considering JDC’s future role in this program space.

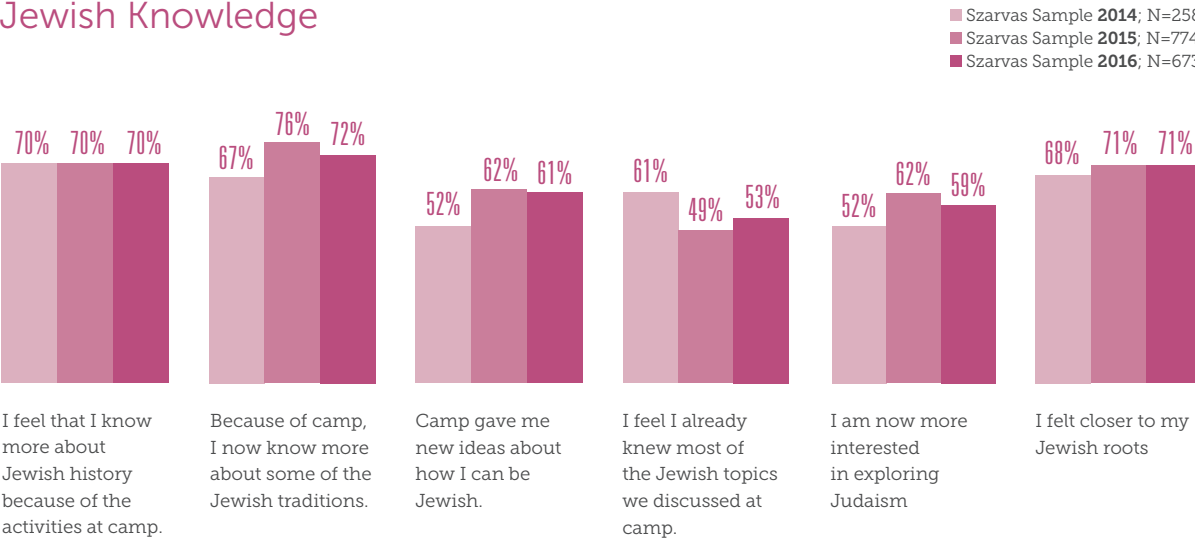
PROGRAM FINDINGS

The Ronald S. Lauder Foundation/JDC International Summer Camp at Szarvas, Hungary

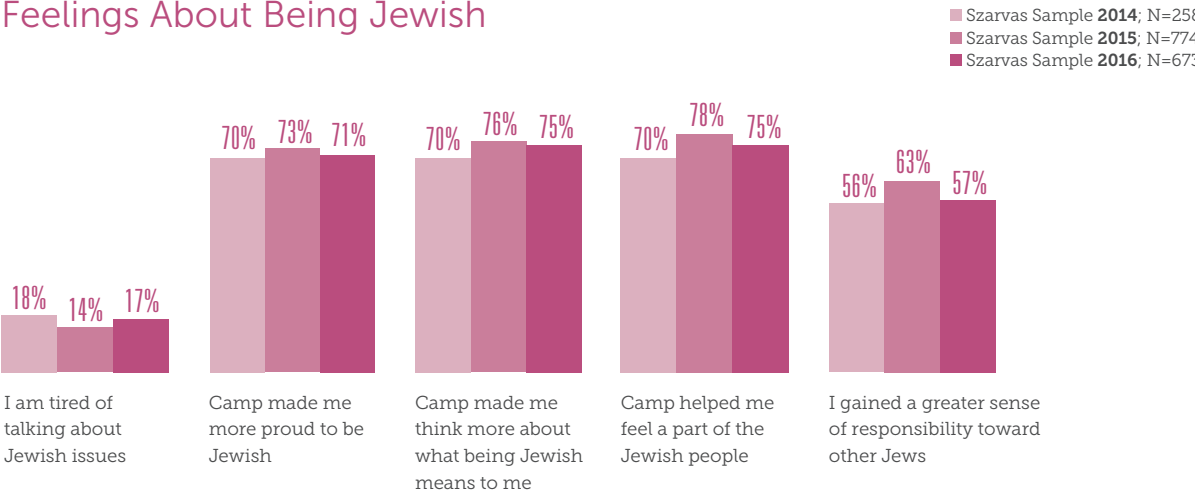
Since its founding in 1990, Szarvas has provided a transformative informal Jewish educational experience for Jewish youth from Central and Eastern Europe and the former Soviet Union, with participants also coming from India, Western Europe, Israel, and the U.S. More than 1,000 campers have been taking part in the three to four 12-day sessions held each summer in recent years. An internal evaluation process conducted over the past three summers focused on campers aged 13 to 16, who were asked to complete a multilingual questionnaire toward the end of each session.

In addition to gathering important information on the campers’ backgrounds and prior Jewish connections, the questionnaires captured the participants’ reaction to their overall camp experience, as well as the impact it had on their feelings about Judaism and the breadth of their Jewish knowledge.

Jewish Knowledge



Feelings About Being Jewish





The Former Soviet Union

GENERAL M&E UPDATE

In the former Soviet Union (FSU), JDC is building its M&E capacity through policy development and implementation, increasing integration of M&E for management purposes, and increased staffing. In addition, the region is expanding its use of research to understand context and impact.

In the FSU department, the regional policy aims to articulate what to measure, when and why.

The region is designing its M&E approach to address the multiple layers of strategy, program, and intervention or service, including regionwide programs (developing aligned M&E (i.e., for camps,

leadership); strategic initiatives that may not be cross-regional, and locally defined M&E needs and use. There is an ongoing process in place engaging senior management around logic model use and integration, as well as a focus on shifting to deeper integration of M&E practices into the organizational culture at the regional level for program management and planning purposes.

Given the wide geographic spread of the region, focal points/individuals at the field level have been identified as point persons for implementing the policy.

Assessing the Hesed Network’s Response to Loneliness Among Elderly Jews in the FSU

A survey conducted in Hesed centers in five FSU cities has produced an overview of the challenges facing elderly Jews served by or registered with the Hesed network in those locations, as well as a set of recommendations for bolstering the support services and programs that are helping to alleviate their loneliness.

Among the survey’s major findings:

- ◆ In all five cities, it was apparent that substantial relationships are created for the elderly through their participation in Hesed day center activities and social clubs, and these significantly help in alleviating loneliness.

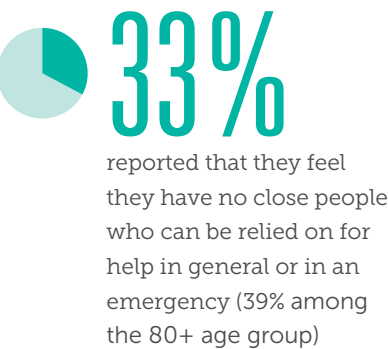
Recommendations for further alleviating loneliness included:

- ◆ Enhancing the Hesed workers’ ability to engage in meaningful communication with their clients and accompany them outside their homes by providing additional training and allocating specific time for these activities.
- ◆ Recruiting volunteers from among the Hesed clients themselves is a win-win situation; it bolsters the volunteers’ self-worth and adds to the number and variety of club and center activities. There is a need for a designated professional to recruit, train, and manage volunteers.
- ◆ The larger Hesed centers should consider developing activities that are suited for people with disabilities (while taking different types of disability into account).
- ◆ Improvement in physical conditions and provision of transportation solutions are warranted in many locations to meet the needs of an aging population.
- ◆ Basic measurement and assessment processes for program quality, satisfaction, and preferences should be performed at least once a year.

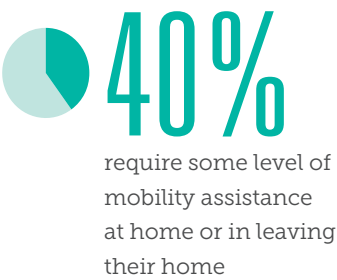
Objective Loneliness



Subjective Loneliness



Needs



Jewish Family Camps

For seven years, JDC FSU has been conducting evaluations of selected family retreats and Jewish camps. While initially this was done through external evaluators' on-site visits, three years ago a decision was made to develop an ongoing outcome measurement system for all family camps in collaboration with MJB.

Campers complete questionnaires assessing their involvement in and level of satisfaction with camp activities, how they have contributed to their Jewish

knowledge, and whether the experience has affected their plans for future Jewish involvement. This has enabled camp managers and educational teams to evaluate their camp, compare its performance to other camps throughout the FSU, and utilize their findings in planning future sessions.

The development of the system began as a pilot program in five camps in 2014; in 2015 and 2016, about 20 camps participated in this process. Selected findings are presented below.

OF 1,202 RESPONDENTS:

Camp Activities



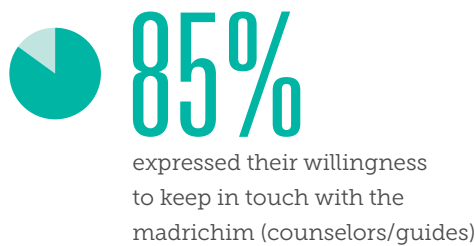
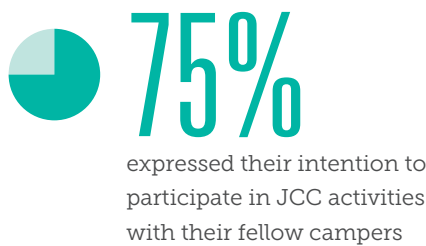
Increased Knowledge of Jewish Issues



Jewish Identity & Community Engagement



Camp Network





Disaster Relief, Recovery, and Development Programs

GENERAL M&E UPDATE

Through the JDC Disaster Response and International Development program (known as IDP), JDC aims to respond to both emergency relief and longer-term recovery needs in countries impacted by a major disaster. With the goal of providing the best possible services, JDC has a monitoring system in place for tracking progress toward program and partnership outcomes, summarizing outputs, and helping local partners perform better. This is based on the logic model it develops for each post-disaster recovery program.

The monitoring system includes partnership tracking documents, standardized monitoring reports, and proposal templates for post-disaster contexts.

- ◆ There is a major focus on M&E and data management among all local partners, with the aim of establishing relationships with partners that allow for honest and open discussions about programmatic and operational challenges.
- ◆ JDC professionals placed in the countries are charged with the ongoing monitoring of projects, as well as of capacity building with local partners.
- ◆ As part of the latter strategy, JDC focuses on being a convener among its various partners. This approach increases opportunities to disseminate local knowledge and expertise while developing a network of local organizations implementing disaster response and recovery activities.

The Women's Health Empowerment Program (WHEP)

In 2016, together with Susan G. Komen®, a USA-based partner, JDC began an intensive process of collecting data from the field, both in Hungary and in Bosnia and Herzegovina, on its:

- ◆ Educational programs focusing on the importance of the early detection of breast cancer and healthy living;
- ◆ Provision of direct services, including free mammograms, pap tests, and other checkups through community-based health days; and
- ◆ Patient navigation and support services for women newly diagnosed with breast cancer, survivors immediately post-surgery, and long-term survivors.

The data, which is collected on a semi-annual basis, allows JDC to critically examine its activities and provides new information regarding outcomes; it has already triggered changes in various programs to better address needs on the ground.

Simultaneously, in May 2016, JDC began a survey of participants in three of our core activities: survivor peer-to-peer support groups, educational outreach programs, and community-based health days. The surveys were designed by recent program participants in tandem with the field staff, and they were reviewed by Komen. Initial findings from these surveys are expected early in 2017.

The JDC WHEP program in Bosnia and Herzegovina is also a member of the Komen European Network (KEN®), Komen's network of European Race for the Cure® partners, a group that was formed in late 2015. JDC has been leading KEN's M&E process, which included creating an initial logic model that helped members chart their short- and long-term goals. This has become a critical tool for the network, allowing the members to better articulate their mission, create timelines for program implementation, and reaffirm their commitment to increasing awareness and reducing breast cancer mortality.



Bosniac Muslim women receiving breast cancer mammogram screening during a community-based health day in the remote village of Janjici



PROGRAM FINDINGS

Recovery in the Philippines

Mounted by JDC in response to the devastation wrought by Typhoon Haiyan in November 2013, the Philippines Recovery Program underwent an external evaluation during the summer of 2016. Major findings included:

- ♦ JDC followed best practices in prioritizing the needs of marginalized people, focusing on relatively underserved and/or hard-to-reach areas, pursuing a community-based approach, and acting in partnership with local NGOs.
- ♦ JDC's financial support enabled its partners to develop new knowledge in previously unfamiliar areas. JDC partners also highly valued the June 2016 partners' conference, and the opportunity it provided for networking and information sharing.
- ♦ JDC funding enabled its partners to improve the lives of those impacted by the typhoon.
 - Particular achievements include improved standards in school reconstruction, the popularity of community savings groups, the adaptation of new farming techniques, increased integration of people with disabilities, enhanced knowledge of disaster preparedness, and a strong appreciation for new tools in psychosocial support.
- ♦ Most partners included participatory feedback in their interventions and are pursuing phase-out mechanisms – including the community savings groups, organizations for people with disabilities, and disaster preparedness committees—that aim to sustain program content.
- ♦ At least one partner found that JDC helped them improve both their performance reporting and their proposal drafting.



JDC Entwine

In 2016, JDC Entwine received a \$3 million investment from the Jim Joseph Foundation that included revolutionizing how Entwine measures impact. Funds were allocated to cover an external program evaluation, build skilled staff capacity, and upgrade Entwine's ongoing research and evaluation systems.

JDC Entwine is committed to expanding evaluation efforts and aligning results with short- and long-term strategic planning efforts, and in 2016 it completed the following major developments:

1. A significant external evaluation of program impact for Insider Trips, Multi-week Fellowships, and Learning Networks

The external evaluation, conducted by Rosov Consulting, represented an upgrade in evaluation approaches, and it provided a wide-lens examination of impact across programs and a new framework and instrumentation for continued evaluation work moving forward.

Through this process, JDC Entwine developed an overall Theory of Change and Logic Models for three of its key program areas, and it tested program impact across those program areas using a mixed method (qualitative and quantitative) evaluation approach.

Key findings from the external evaluation:

- ♦ Entwine's Insider Trips (7 day experiences) and Fellowships (1 month to 1 year) lead to a host of value-based outcomes across measures of identity, knowledge, and behavior related to global Jewish issues.
- ♦ Multi-week Fellowships produced the highest outcomes, followed by short-term Insider Trips and then by yearlong Jewish Service Corps Fellowships.
- ♦ Impact is higher when participants combine an overseas experience with engagement in Entwine's local Learning Network programming, and higher than participating in either program alone.
- ♦ Participants are coming to Entwine with a range of prior engagement in Jewish life. While we see

significant impact among participants from all background levels, impact is much higher among those with low and medium Jewish backgrounds, representing 41% and 25% of our participants, respectively.

- ◆ Over one-third of participants report they had no previous involvement in local Jewish life, yet they are coming to Entwine for very intense Jewish experiences, and two-thirds of them walk away inspired to participate in their local Jewish communities.
- ◆ Of those who come to us without any previous leadership involvement, 80% are inspired by their Entwine participation to pursue leadership roles.
- ◆ Our programs are attracting an important cross-section of Jewish professionals: largely those in business, marketing, Jewish communal work, and public service, followed by medicine, law, tech, and higher education. Of those working in the Jewish communal sector, approximately one in five report that Entwine influenced or reinforced their choice to work in the Jewish community.

2. Internal capacity for measurement and evaluation

A newly hired Director of Research and Analytics has been heading ongoing evaluation efforts and working together with senior leadership on impact-based strategic planning. The director is working toward the implementation of new program tracking and evaluation software, and is charged with designing, implementing, and reporting on new internal evaluation efforts.

3. A long-term evaluation plan

Completed by JDC together with external consultants, this plan outlined research methods and approaches, timing, areas of inquiry, and the financial, technological, and human resources needed to carry out a robust evaluation program. JDC Entwine is working toward securing funding to begin carrying out this evaluation plan in 2017.

Additional M&E-related efforts in 2016 included:

- ◆ An evaluation of our Giving Circle pilot program, using qualitative in-depth interviewing methodology to probe participants' motives for participation, as well as the program's ability to build connections to JDC, Entwine, and the global Jewish community. The pilot was deemed an overall success, with very clear actionable suggestions for improvement related mostly to logistics and scheduling. Participants saw the Giving Circle as a platform for continued engagement and involvement (not just a way to give money), one that allowed them to express an already deep level of commitment to global Jewish causes, while deepening their knowledge of JDC's global programs.
- ◆ An examination of drop-off rates in applications to our Multi-Week and Insider Trip programs via a survey of potential participants who subsequently withdrew their program applications. Significant reasons for withdrawal included the cost of participation and competing opportunities that ranged from solo travel, educational pursuits, paid employment, and other organized volunteer activities.
- ◆ Design and planning for evaluation efforts to commence in 2017, including a full-scale evaluation of the yearlong JDC Jewish Service Corps program and a continued review of the Multi-week Fellowship program, to better understand program successes and constraints in both cases.
- ◆ Efforts toward implementing better tracking and evaluation software and tools will also continue in 2017.



JDC-Israel

GENERAL M&E UPDATE

Over the past year, and with generous support from the Harry and Jeanette Weinberg Foundation, JDC-Israel launched a major effort to upgrade its Monitoring & Evaluation (M&E) capacity, both within each of its five divisions and across a number of strategic areas. This effort has been guided by a steering committee led by Professors Gordon Berlin (MDRC) and David Weisburd (George Mason and The Hebrew University) and Dr. Aviva Zeltzer-Zubida. This section describes the work done across JDC-Israel as well as within each of its five divisions:

- ◆ **Ashalim:** Children and Families at Risk
- ◆ **ELKA:** JDC Institute for Leadership and Governance
- ◆ **ESHEL:** Elderly
- ◆ **Israel Unlimited:** People with Disabilities
- ◆ **TEVET:** Workforce Integration

The JDC-Israel Measurement & Evaluation Task Force

JDC-Israel established an M&E Task Force at the beginning of 2016, building on the M&E point persons designated by each division three years ago as part of JDC’s global efforts to advance M&E throughout the organization. The Task Force includes the divisional point persons, as well as a representative from the Myers-JDC-Brookdale Institute (MJB), which plays a critical role in the development of tools and guidelines. It meets for several hours each month.

The developments described below are the result of the Task Force’s focused efforts.

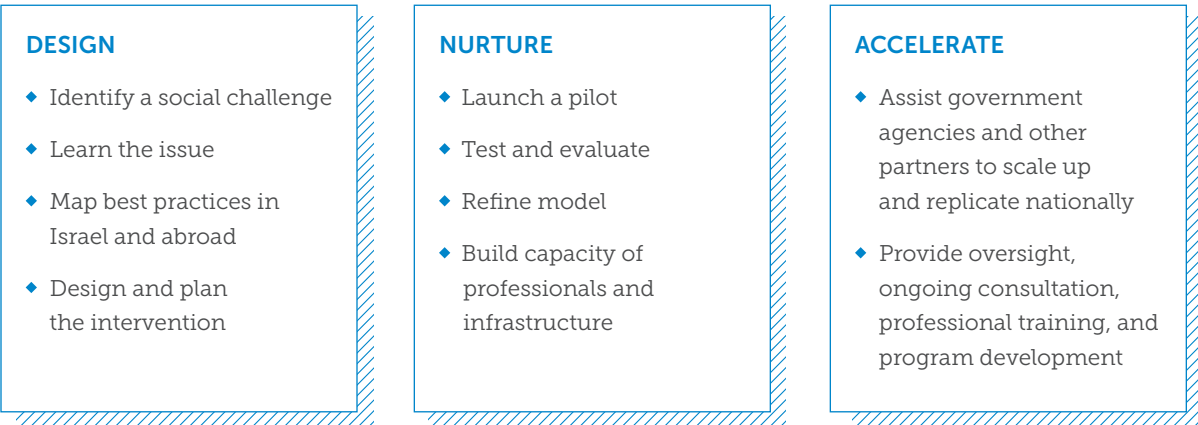
Standardized DNA Criteria for All JDC-Israel Programs

JDC-Israel created the DNA (Design, Nurture, and Accelerate) model a few years ago to describe its program development strategy.

The M&E Task Force was tasked with taking the model to the next level so it could be used as a tool to conceptualize, plan, manage, and monitor the different stages of program development across JDC-Israel. But first, the different stages needed to be defined more precisely and standardized criteria developed to gauge advancement from one stage to the next.

Together with MJB, the task force created a tool that determines:

1. A program’s current stage of development
2. Clear criteria for when, if, and how it should advance to the next stage.



Task Force members have now begun integrating this tool into the work processes of their divisions. In Eshel, Ashalim, and Tevet, detailed definitions of the steps required to implement each stage of the DNA model were developed and the new workflows are now being disseminated across the divisions. The divisions have begun training their staff on the DNA model, and a cross-JDC Israel seminar was held in 2016.

Evaluation Policy

The M&E Task Force drafted a JDC-Israel Evaluation Policy putting the global M&E principles introduced by JDC in 2012 into the local context. The policy has been approved by the JDC-Israel Management Team and includes:

- ◆ Goals and aims of M&E in JDC-Israel programs
- ◆ Basic standards for all evaluation studies of JDC-Israel programs
- ◆ Specific M&E objectives that need to be accomplished at each stage of the DNA process
- ◆ Organizational capacities needed to support M&E in JDC-Israel
- ◆ Strategic partnership on M&E with Myers-JDC-Brookdale Institute, and clarification of its role vis-a-vis external evaluation
- ◆ The evaluation policy lays out a number of strategic directions that will shape M&E work in the upcoming years:

1. Greater emphasis on evaluation of outcomes—both at the level of individual programs, but more importantly at the level of an area, a division, and across JDC-Israel. This includes defining shared outcome goals as well as shared measures.
2. Developing data systems for ongoing outcome measurement
3. Promoting more rigorous evaluation studies
4. Investing in long-term outcome studies in order to measure impact after programs have been handed over to the government

A number of steps in these directions have been taken by the different divisions:

SHARED OUTCOMES AND MEASURES

The M&E task force is in the process of developing key JDC Israel-wide shared goals and outcome measures that will serve as the basis for evaluating all JDC-Israel programs. As JDC-Israel’s mission is to improve the system of care for Israel’s most vulnerable populations, these outcome measures relate both to the vulnerable populations and to the necessary changes in the system of care.

These JDC-Israel outcomes serve as the foundation for developing a set of shared measures for programs for children and families (Ashalim), for elderly (Eshel), for people with disabilities (Israel Unlimited), and for programs that promote integration into the workforce (Tevet).

In Ashalim, a “program success team” was created to identify key crosscutting program outcomes and measures for children and youth, families, and the community. The team prioritized measurements that are already in use by Ashalim partner ministries and/or were validated and are well known in the international literature.

Both Eshel and Israel Unlimited have launched a similar process to define crosscutting program outcomes and develop shared measures in collaboration with MJB.

Tevet, working with MJB, has taken a major step forward by launching a process to develop shared measures for employment together with all relevant government agencies. These shared measures would serve as the standard for evaluation of all government-funded employment programs in Israel.

In 2016, Tevet, MJB, and the Ministries of the Economy and Social Affairs reached an agreement on measures that relate to key employment outcomes such as integration into the work force, job placement, and job retention.

2017 will serve as a pilot period for experimenting with the integration of these measures into the work of the different partners. The inter-organizational working group will follow the implementation of these measures with the aim of deciding on their permanent use. The group will also begin developing shared measures next year for additional employment outcomes, such as job advancement, soft-skills, and employability.

Within Tevet, the shared measures are being integrated into the ongoing measurement system and system reports are being adjusted accordingly. The shared measures will also be used in all forthcoming evaluations.

ONGOING OUTCOME MEASUREMENT

Tevet utilizes an ongoing outcome measurement system, called Spot, in all its pilot programs. Many programs continue to use that system even after they have been transferred to the government for full-scale implementation. In the past year, Tevet began reviewing the requirements of the Spot system with the aim of developing a more updated model.

Ashalim will pilot the data system developed by the National Program for Children and Youth at Risk in five Ashalim programs. If this proves successful, and based on the lessons learned, it plans to integrate this data system into most Ashalim programs in the coming years.

As part of the global JDC initiative, similar systems are currently in development in all other divisions. These systems will integrate all relevant program materials, serve as the exclusive database for programs, and support data-informed decision-making processes and ongoing program monitoring.

PROMOTING RIGOROUS EVALUATION IN JDC-ISRAEL

To improve the sophistication and rigor of evaluation studies conducted on behalf of JDC-Israel, each division is seeking to expand the use of control groups and experimental research designs, including randomized control trials (RCT), where appropriate. A number of RCTs are now in active planning in Tevet, Eshel, and Ashalim and will be implemented starting next year.

While some JDC programs have too many changing variables or other factors hindering the ability to implement experimental research designs, it is our intention to continue to promote rigorous evaluation studies in order to best support learning and decision-making processes.

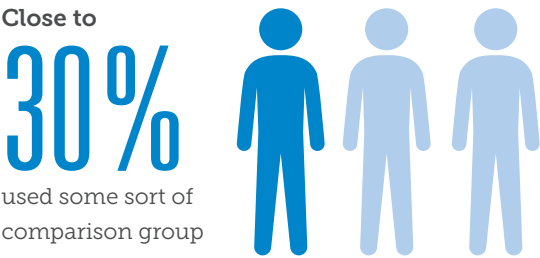
CROSSCUTTING AND LONG-TERM IMPACT STUDIES

The Institute for Leadership and Governance has decided to initiate follow-up studies that examine longer-term outcomes of capacity building programs as well as holistic studies that examine the impact of a portfolio of interventions that are meant to move the needle on a shared challenge.

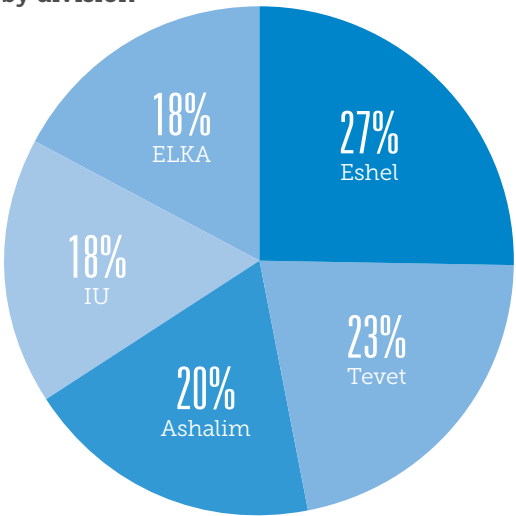
Tevet has launched two major efforts in collaboration with MJB: an evaluation of the integration and expansion of Tevet programs by the government after the completion of their pilot stage, and an assessment of long-term employment outcomes for Tevet graduates based on data from the Central Bureau of Statistics.

PROGRAM FINDINGS

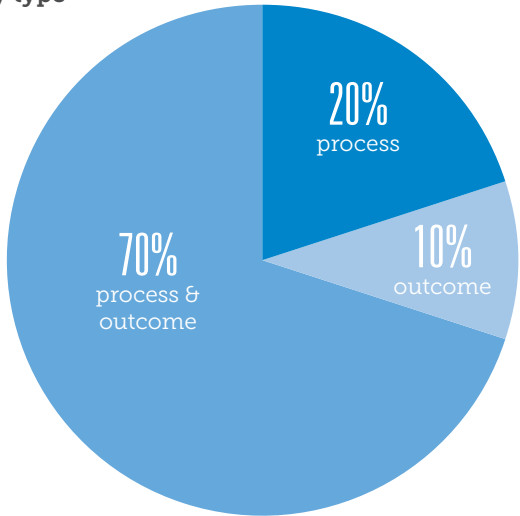
All of JDC-Israel’s programs are evaluated at some point in their life cycle. In the past 6 years there have been:



Breakdown by division



Breakdown by type



The following pages highlight program findings from flagship programs in each of the five JDC-Israel divisions.

Ashalim: Children and Families at Risk

Better Together

Better Together is a neighborhood change program that promotes the creation of effective community-based systems in which professionals and residents work together to improve the wellbeing of children and youth in Israel's disadvantaged communities and reduce their exposure to risk situations.

Since 2006, the program has been implemented in some 43 communities with a broad range of ethnic backgrounds. Ashalim serves as the backbone organization in these communities and promotes an organized process of networking and learning.

In the belief that it does indeed take a village to raise a child, Better Together emphasizes three levers of change:

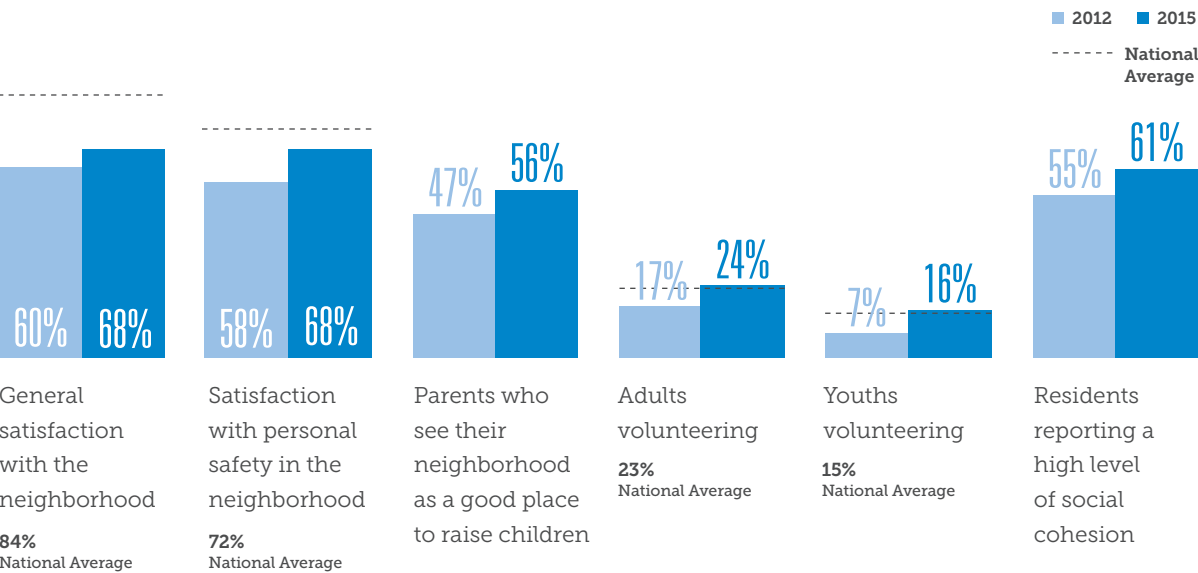
- ◆ Voice and involvement of the residents—from a passive to a proactive community
- ◆ Integrated multi-disciplinary and multi-organizational mechanisms—from silos to coordination and cooperation among key communal organizations and their leaders. This facilitates a comprehensive approach to addressing challenges.



- ◆ Responses for children and youth—from fragmented services to a service continuum

Program interventions and activities are chosen to fit the specific needs of each neighborhood. They include one-time special events to increase awareness of the program and mobilize resident support and engagement, and ongoing initiatives such as after school learning centers, leisure activities, and the improvement of public spaces.

A multi-year evaluation by MJB found improvement in many of the key measures being evaluated in these neighborhoods:



ELKA: JDC Institute for Leadership & Governance

Merhav Meshutaf

Merhav Meshutaf (Common Ground) was created within the framework of the Government-Civil Society Initiative, which was established in 2012 as a joint venture of seven government ministries, Diaspora Jewry, and the JDC-Israel Institute of Leadership and Governance. The initiative's overarching goal is to enhance the interface between the government and civil society in order to strengthen social resilience in Israel.

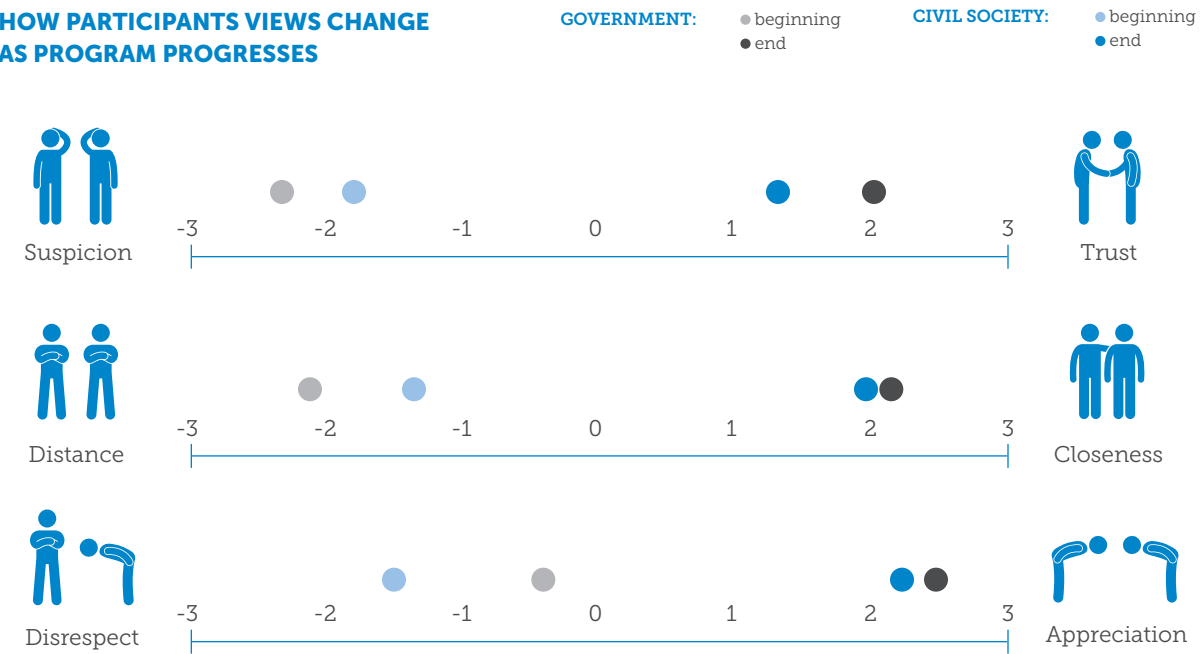
To further this goal, Merhav Meshutaf is cultivating change agents, a group of key personnel within government ministries and civil society organizations. Twenty-seven directors from government ministries and civil society organizations took part in the first round of the program, which ran from December 2015 to April 2016.

An evaluation implemented by MJB found that:

- ◆ While participants from each sector harbored very negative and suspicious views toward participants from the opposite sector at the start of the program, they finished the program with a significant positive change in attitude.

- ◆ Many of the participants reported that they had already begun to implement what they learned in their work, particularly with regard to incorporating dialogue with the other sector during the planning and design phase of new projects.
- ◆ On the other hand, the study also revealed that the government participants felt less equipped with tools and less prepared to lead inter-sector projects than their civil society counterparts. They were also somewhat less inclined to see themselves leading inter-sector dialogue in their workplace.
- ◆ Participants also pointed to the need to include local government representatives in future cycles of the program, and the next cohort will indeed include significant representation from local governments (30%).

A follow-up study of the graduates of all programs that aim to create agents of change as part of the Government-Civil Society Initiative will be implemented next year.



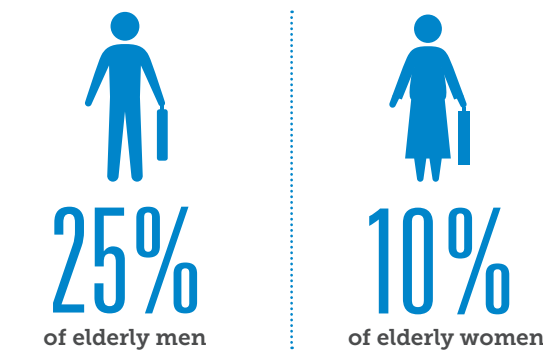
ESHEL: Elderly

Needs Assessment for the Strategic Planning Process

As a basis for Eshel’s five-year strategic planning process (2016-2020), the Myers-JDC-Brookdale Institute gathered information on key indicators relating to Israel’s elderly population (aged 65+), as well as the 55–64 age group that will become part of Eshel’s target population in the coming years.

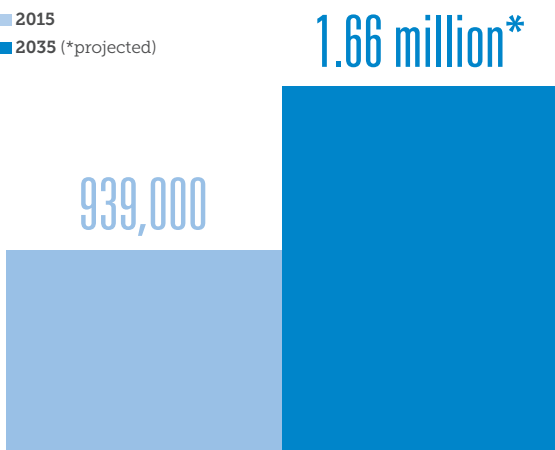
Among the key findings:

Elderly men more likely to take part in the workforce



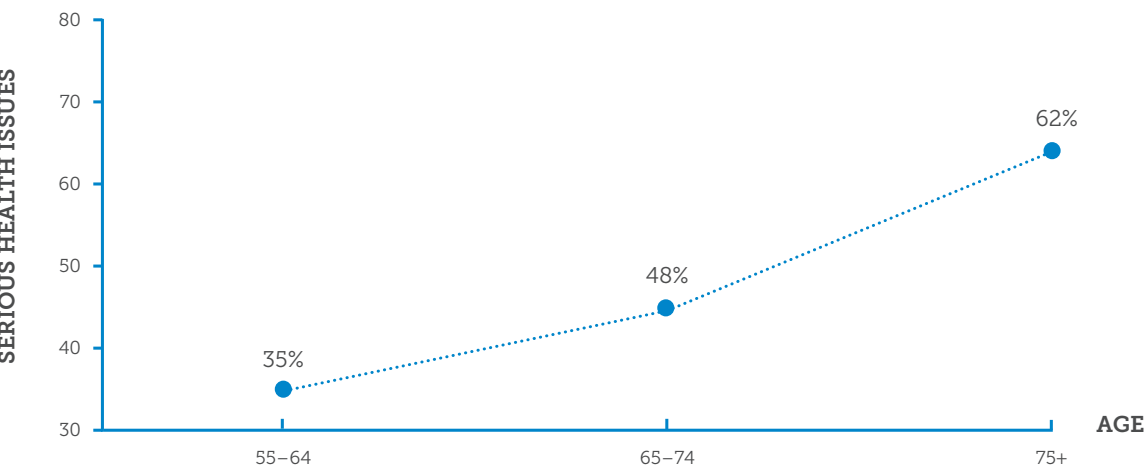
Yet life expectancy is higher for women and their retirement age is currently lower. This has significant implications for Eshel since it now places more emphasis on elderly employment and better planning for retirement.

Growing elderly population



Israel’s elderly population will go from 939,000 in 2015 to a projected 1.66M in 2035, with the proportion of elderly in the total population going from 10.6% to 14.6%.

Prevalence of serious health issues grows significantly with age



As Israel’s population ages, overall needs will grow, and the service system will need to address this challenge.

INTEGRATED CARE

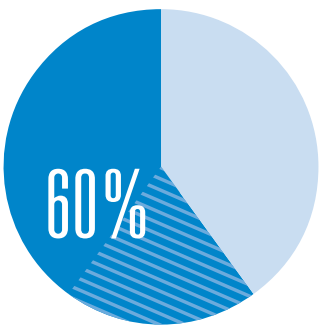
In Israel, as in other developed countries, the challenges of coordination, continuity of care, and an holistic approach to the needs of the elderly have become more salient as public services have evolved.

An inter-ministerial steering committee formed to deal with this issue implemented a pilot program of integrative care for the elderly in one municipality in collaboration with Eshel. The goal of this initial pilot was to examine how to introduce a model of care management suitable for the Israeli service system. The pilot was accompanied by a study conducted by MJB to evaluate its implementation and help further develop the model.

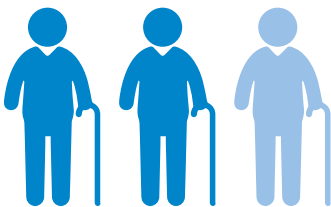
Among the main findings:

- ◆ The study reaffirmed that there is an elderly population that is not utilizing services in an optimal way due to service fragmentation and the absence of an holistic view of their needs.

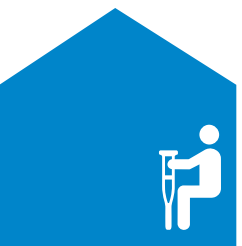
Based on the findings, it was decided to implement an adjusted program model in three additional municipalities, accompanied by an evaluation that will focus on outcomes for the elderly, their families, and the service system.



Most program participants suffered from multiple health problems: 60% have three or more serious health problems, and a third have seven or more.



About two-thirds of the participants received services that they had not received prior to the intervention, even though they were known to the system.



Most participants have various social and economic difficulties, and

57%

have no family support.



68%

of participants succeeded in implementing at least one recommendation given by a care coordinator in areas such as health, social services, daily activities, etc.

The study raised important issues relating to the implementation of the model, such as:

- ◆ Need to create a clear address that participants understand they can contact in time of need.
- ◆ Need for a structured, systematic solution for monitoring participants and regularly assessing their needs.
- ◆ Need to clearly establish care managers’ responsibilities and provide them with further training.

Israel Unlimited

Supported Housing in the Community for People with Disabilities



In recent years, there has been growing recognition of the importance of increasing the opportunities for people with disabilities to make choices about their lifestyle. One major decision relates to the choice of living in independent housing rather than a parent’s home or an institution. But in order to move into independent housing, people with disabilities need significant preparation, assistance, and support.

In 2012, a pilot was launched with three community organizations for Supportive Housing programs in three different areas of Israel. The program provides the participants with personal assistance in dealing with many aspects of their lives: finding an apartment and roommates, household management, employment, social and recreational activity, marital relationships, and contact with services in the community.

An evaluation conducted by MJB Institute in 2014 examined the implementation and outcomes of the program in order to provide feedback for its improvement and as a basis for decisions regarding its expansion and dissemination. It included interviews with the participants and their parents, representatives of MOSAS (Ministry of Social Affairs and Social Services) and the local social service departments, program directors at the implementing organizations, and the care coordinators.

Among the main findings:

- ◆ Participants who moved into independent housing during the program noted that it had helped them make the transition or had made the move easier and more successful. Participants who had not yet moved said that the program had helped them to believe that they were capable of moving and helped them to plan the move.
- ◆ One of the key issues debated by the program developers was whether to limit its duration in advance. According to the participants, setting a limit in advance could undermine their confidence in their ability to make the transition. Some felt that they would always need assistance, while others believed that over time they would need less and less support. In fact, several participants discontinued their participation once they had completed the transition and did not feel the need for further assistance.

Based on the initial findings with respect to the assistance provided, a decision was made to proceed immediately to expand the program in a number of directions:

1. Geographic areas: expand the program into



37 in **12**
municipalities areas

2. Target population: expand the target population to include people with sensory and intellectual disabilities.

3. Population groups: adapt the model for the ultra-Orthodox and Arab populations.

4. Areas of assistance: expand the areas of assistance in light of the diverse needs of the participants.

Tevet: Workforce Integration

Employment Advancement Program

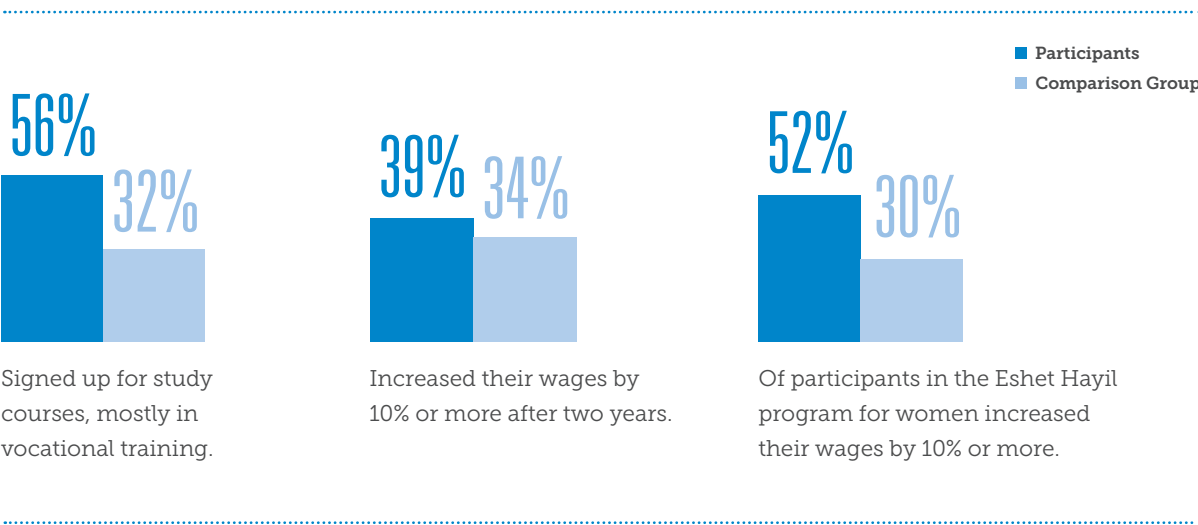
JDC-Tevet develops programs to integrate populations with low labor force participation into the workforce. But while many program participants have succeeded in gaining jobs, they are often employed at minimum wage levels. Job advancement has therefore been adopted as one of Tevet’s strategic directions in its multi-year planning process.

The Job Advancement Program was created in 2012 to help program participants increase their wages and improve their work conditions. Participants, aged 20-45, were given personalized work plans and guidance and support to implement those plans.

Selected participants were encouraged to enroll in vocational training or academic studies, and they received financial assistance for their studies.

MJB evaluated the implementation of the program in its first two years, tracking the employment outcomes of the participants against a comparison group of similar individuals who qualified for the program but did not participate. This served to assess the extent to which the job advancement found among participants could be attributed to the program.

Among the main findings:



- ◆ **Feedback from participants:** Participants reported that the job advancement professionals’ support and guidance and the financial assistance toward studies that they received were the most important services offered by the program.
- ◆ **Implementation:** Job advancement professionals assumed responsibility for coordinating the program in addition to their regular work at the employment center. They reported that the increased workload and lack of funding limited

their ability to allocate appropriate time to the participants.

Based on the findings, improvements have been made to the program model, including assigning more full-time dedicated job advancement professionals. It was also decided to expand the program to provide effective advancement support services to a larger number of low-wage workers. The expansion will be accompanied by an RCT study.



Latin America

GENERAL M&E UPDATE

In May and June of 2016, JDC conducted a vulnerability study aimed at measuring the living conditions of impoverished Jewish families in the provinces of Argentina. The study was based on a vulnerability model designed by the Catholic University of Argentina. It was adapted to Jewish families and conducted among beneficiaries of the Mezonot program, JDC's largest welfare program in Argentina. It was also carried out in Uruguay among beneficiaries of the Tzedaka Foundation in that country. The results are helping JDC and other welfare organizations better understand the needs of families under their care, as well as the obstacles they face for full economic and social integration.

Another recent investigation was conducted under the direction of sociologist Gabriel Kessler, a renowned poverty specialist. Titled "Diagnosis and Future Scenarios of Poverty and Vulnerability in the Argentine Jewish Population," Dr. Kessler's research is based on data collected throughout the country. It analyzes the current state of poverty and needs within Jewish communities in order to provide information for future welfare policies. This type of investigation had not taken place in Argentina for many years.



Myers-JDC-Brookdale Institute

During the past year:



MJB's overall focus is on programs that promote a comprehensive, coordinated, and integrated approach that involves cooperation among multiple governmental and non-governmental organizations, one that can bring about more significant, substantive change and create an ongoing positive momentum. Some of the major themes are:

Promoting opportunities for minorities

MJB is engaged in the evaluation of several key initiatives for the Arab population such as the Comprehensive National Program to Promote Early Childhood Education for the Arab Population, the National Council for Higher Education's Multi-year Comprehensive Program to Promote Access to Higher Education among Arab Israelis, and the national network of Riyan Arab Employment Centers.

Ethiopian-Israelis are a second major focus. In addition to evaluating the Ethiopian National Project to Promote Educational Opportunities for Ethiopian-Israeli Youth, MJB is assessing the huge gender gap in educational achievement levels, key aspects of the integration of Ethiopian-Israelis into the Israel Defense Forces, and special programs to enhance their opportunities for advancement in the workplace.

Efforts to improve and reform major social service systems that affect all groups, including:

- ◆ The Ministry of Social Affairs and Social Services' reform of services for neglected and abused children.
- ◆ The reform of the mental health care service system.
- ◆ The reform of the vocational training system, with an emphasis on disadvantaged groups.
- ◆ The effort to create an effective model for integrated care for the elderly.

Strengthening the infrastructure of the public sector to enable it to function more effectively, with a focus on:

- ◆ The Ministry of Social Affairs and Social Services' initiative to develop its system for quality assurance and the regulation of social services.
- ◆ Efforts to enhance collaboration between government and civil society implemented through the JDC Institute for Leadership and Governance.
- ◆ The effort to create a common set of agreed outcome measures across government ministries and within JDC's work with government.

JDC global M&E development

The Institute is a partner in the development of policies and strategies to promote monitoring and evaluation throughout JDC. In addition to its extensive work with JDC Israel, MJB supports the work of JDC in other parts of the world through efforts to promote more outcome-based planning and evaluations of selected programs.

Social Integration of Ethiopian-Israeli Adolescent Boys and the Gaps Between Them and Adolescent Girls: Status, Factors, and Programmatic Directions

As part of the national effort to promote the social integration of young Ethiopian-Israelis, MJB, in cooperation with the Bader Philanthropies, undertook an in-depth study of this critical issue.

The study revealed an enormous gap between Ethiopian-Israeli boys and girls in educational achievement.

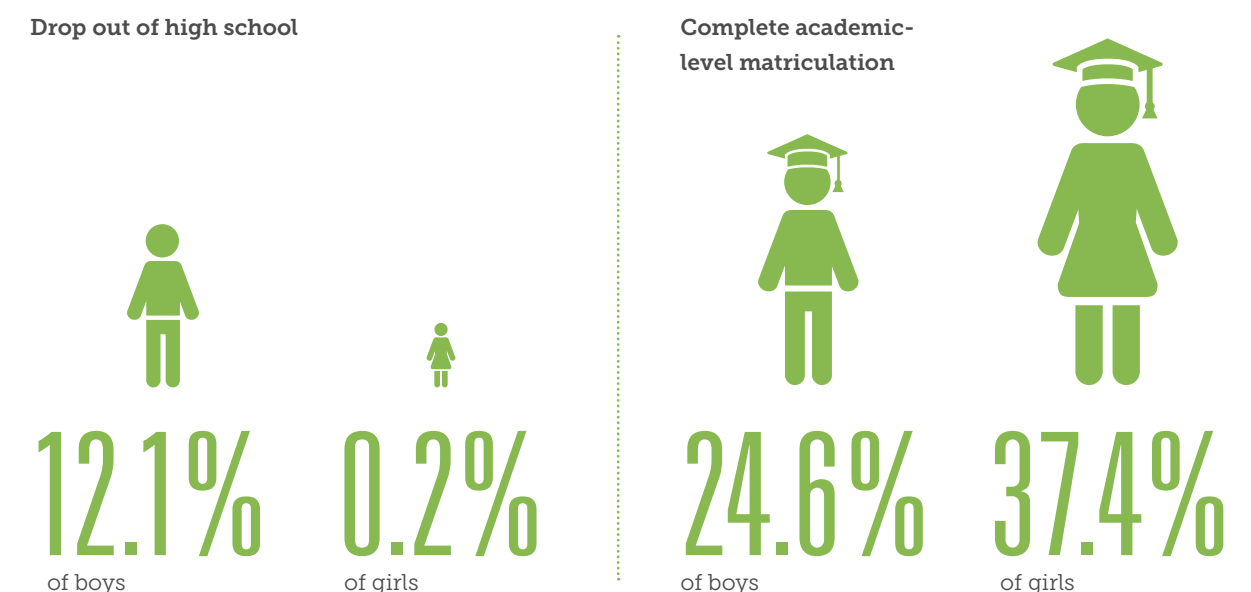
This gap is also reflected in the boys' lower reported feelings of motivation and sense of self-efficacy, including a lack of interest in receiving scholastic assistance despite their greater needs. Finally, boys report much more exposure than girls to ridicule based on their skin color and origin.

A national survey carried out by MJB reveals that many of these gaps find expression and are even exacerbated in the second generation.

The current study also found that there is almost no attention being paid to the special needs of Ethiopian-Israeli boys within existing policies and programs. The study points to some 25 actions that can be taken to address this situation, building on the international literature dealing with boys from disadvantaged and immigrant backgrounds as well as key informant interviews with leading Ethiopian-Israeli and non-Ethiopian-Israeli professionals in Israel.

This study is serving as a major resource for the effort to implement the new national inter-ministerial policy on the integration of Ethiopian-Israelis into Israeli society.

Gap in educational achievement between Ethiopian-Israeli boys and girls





JDC.org

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The American Jewish Joint Distribution Committee (JDC) is the world's leading Jewish humanitarian assistance organization. JDC works in more than 70 countries and in Israel to alleviate hunger and hardship, rescue Jews in danger, create lasting connections to Jewish life, and provide immediate relief and long-term development support for victims of natural and man-made disasters. To learn more, visit www.JDC.org.