

The Rashi Foundation Impact Report

40 YEARS OF PROMOTING
OPPORTUNITIES IN THE ISRAELI PERIPHERY

Dear friends and partners,

We are pleased to share with you the Impact Report of the Rashi Foundation. There are a number of different ways of defining and measuring social impact. The approach we have adopted examines not only the outcomes of every activity, which involve its primary (and sometimes secondary) beneficiaries, but also the long-term change that has been set in motion in the wider circles – from the community and the region to the nationwide level.

This approach, which we hope to refine over time, relies on applied research and knowledge from Israel and abroad. The insights it offers serve as a compass that will guide Rashi's activity in the coming years. Moreover, we believe that it can lead to a better understanding of the paths and tools that other social organizations may use to increase and deepen their impact.

Meaningful social change, by its nature, is always the result of the joint and continuous work of many players. We take this opportunity to thank all our partners, past and present – in the government, the local municipalities, the philanthropic world and civil society, and the business sector. Together we will continue to advance life-changing opportunities through innovative initiatives.

Shaul Shani	Francois Leven	Michal Cohen
Chairman	President	General Director

Contents

The Rashi Foundation: Driving social mobility	4
Everyone talks about making an impact	5
How to define?	5
How to measure?.....	6
Widening the ripple effect	7
From theory to practice: Rashi's impact.....	8
Impact in the field: Case studies	9
The Rashi Foundation marks 40 years of activity.....	10
Families First (Noshmim L'Revacha).....	12
Maskila	14
Social IT Systems.....	16
School Lunch Program.....	18
Darca School Network	20
Physical facilities in academic colleges	22
Looking ahead	25

The Rashi Foundation: Driving social mobility

The Rashi Foundation is one of the leading private philanthropies in Israel. Since 1984, we have been working with our partners to promote social mobility and equal opportunity in Israel's geo-social periphery, with a focus on children, youth and young adults.

Rashi's approach combines social entrepreneurship and strategic partnerships to create a proven model for achieving sustainable impact. Our strengths include extensive experience and expertise, a broad organizational network, and working relationships with many bodies in the public, social and business sectors.



1.3 million

Reaching 1.3 million Israelis every year



170

collaborating municipalities across Israel



140

cradle-to-career programs



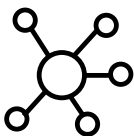
90

partners from the philanthropic and business sectors



10

Cooperation with 10 government ministries in 70 projects



8

affiliate NGOs

Everyone talks about making an impact

But how do you do it?



How to define?

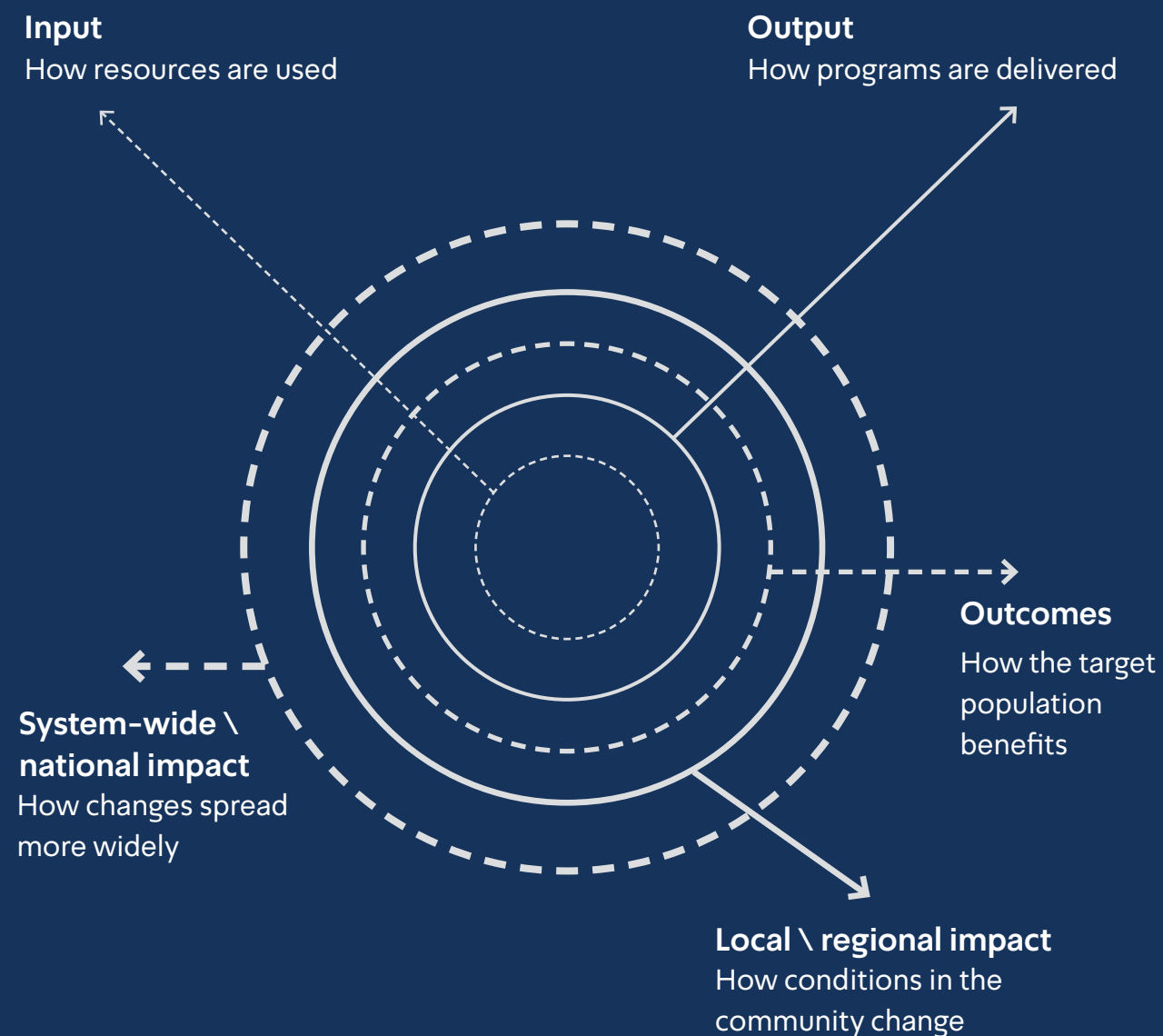
Creating sustainable impact or change is the primary goal of most social organizations. But what does this mean in practice?

According to a widely accepted definition, social impact is the broadest result of an organization's work in the context of its field of activity. Such impact is inherently long-term, and touches the direct beneficiaries of the activity as well as those who are affected by it indirectly. In addition, large-scale social change does not come from the isolated intervention of individual organizations; it requires combined and sustained efforts of many players working over time in the same arena, in collaboration or side by side.¹

¹ Based on: John Kania and Mark Kremer, Social Impact, Stanford Social Innovation Review, 2011

How to measure?

The impact of a single initiative, or the overall impact of an organization's activity, is manifested and measured on several levels:²



² Based on: Rockefeller Philanthropy Advisors, Assessing Impact (n.d.)

Widening the ripple effect

Measuring input, output and outcomes is fairly straightforward, as they derive from the program's structure and goals. However, assessing impact on the community level, and even more so on the national level, is more complicated. The key to making such an impact seems to lie in the ability of the organization to use the power of leverage by mobilizing partners from all sectors of society – government, business, nonprofits, and the public. Specifically, research identified several practices used by high-impact organizations³, among them:

Nurturing 'ambassadors' and change agents

Connecting people who are involved in the organization's activity to its mission and values, so that they recruit others in their community to the cause and continue to advance it after the end of the intervention.

Combining service delivery and policy advocacy

Initiating programs that show the feasibility of a new service and back up the advocacy for policy change, which in turn enables replication of the model and secures long-term funding.

Building networks and coalitions

Sharing resources, knowledge and expertise with other organizations that have similar goals, in order to help them succeed and in this way multiply the overall social impact.

Ongoing learning and adaptation

Remaining flexible and constantly responding to changes in the field, adjusting and improving programs on-the-go according to evaluation findings.



³ Based on: Grant, H. M. L., & Crutchfield, L. R. (2007). Creating High-Impact Nonprofits. Stanford Social Innovation Review, 5(4), 32–41

From theory to practice: Rashi's impact

Social entrepreneurship is Rashi's main channel for driving change. We identify unmet needs and develop solutions that are tested in pilot programs. After demonstrating their feasibility, we scale them and ensure their sustainability, often as state-funded public services. Impact-oriented practices are an essential part of our working principles.



Impact in the field: Case studies

In over forty years of activity, the Rashi Foundation has developed and implemented dozens of nationwide initiatives with a major social impact. In the following pages we present a few examples of these initiatives, demonstrating the widening circles of influence that reach individuals, communities, organizations and systems far beyond those at the core of the program.

The description of each initiative includes information about its scope (input and output), findings from evaluation studies (outcomes), and an overview of its local or national impact based on various sources, such as: testimonials of project managers and other closely involved people; manuals summing up the knowledge that was gathered through the initiative; publications of relevant government ministries including policy papers, and so on.

In addition, for each initiative we listed the main mobility factors it affects according to the Knowledge Map⁴, and the issues it addresses from the UN Sustainable Development Goals (SDGs)⁵.

⁴ The Knowledge Map is the outcome of applied research to chart the factors that affect social-economic mobility from birth to age 35. It serves as a practical guide for organizations, researchers and policy makers working to advance mobility in Israel. The research was initiated by Rashi, JDC-Ashalim, the Jindas Association and the Ministry of Welfare, and was carried out by the ERI Institute. Read more: rashi.org.il/en/knowledge-map

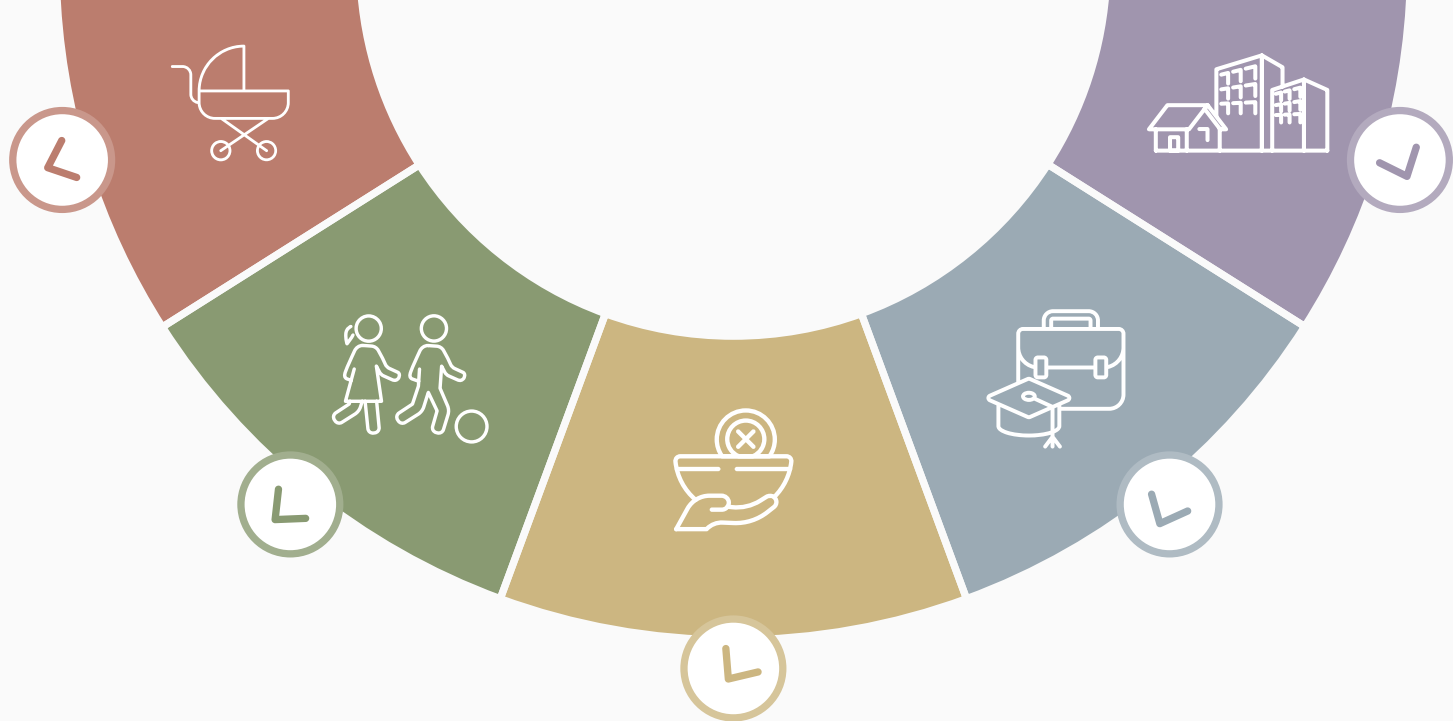
⁵ 17 goals comprising the 2030 Agenda for Sustainable Development, adopted by all United Nations Member States in 2015, as a shared blueprint for peace and prosperity for people and the planet. Read more: sdgs.un.org

The Rashi Foundation marks 40 years of activity,

during which it took part in a large number of programs and projects with a significant impact on the local, regional and national levels.

A selection of major programs and projects that were developed and implemented by Rashi and its affiliated NGOs is shown below.

The initiatives in bold are described in detail in the next section, illustrating the approach to social impact that we have adopted.



Early childhood

- Early childhood mental health centers
- Municipal early childhood centers
- Community-based infancy initiative
- Kerem – early childhood leaders program

Children and youth

- Madarom – promotion of STEM education in the southern region
- **School Lunch program**
- Milat – extended school day for educational and social reinforcement
- Ne’urim – community centers for Druze youth and young adults
- Science education centers for youth
- Future Scientists and Inventors (Odyssey excellence program)
- Magshimim – national cyber education program
- **Darca School Network**
- Science Leadership youth organization
- Pedagogic Network for Elementary Schools
- ECOSTEM21 – citywide development of STEM education and 21st century skills
- Hello Tech – technology and AI studies for youth

Populations at risk, in poverty and exclusion

- Child and Family Center, Be’er Sheva
- Community Anchor youth village
- Warm Homes – after-school centers for teenage girls
- Treatment centers for child victims of sexual abuse
- **Families First – breaking the cycle of poverty**
- Mifgash – treating children suffering neglect
- Aluma – domestic violence counseling centers
- Keshet – intervention for child witnesses to domestic violence
- Her Way – career training for women victims of domestic violence

Young adults – education and employment

- Horizons to Hi-Tech – engineering and science studies
- **Maskila – scholarship program for single parents**
- Pre-army preparation for young adults in the periphery
- Yesodot – leadership training to advance diversity in public service
- Noor – advancing young adults in the Arab Israeli sector
- Mekusharim – mentoring initiative for young adults
- Raki’a – scholarships for young adults without family support
- Ma’ale – strategic planning for young adults at the city level
- Tnufa – career-oriented national-civic service
- Pretech – preparatory program for technology studies

Physical, social and community infrastructure

- Air Force Technological School, Be’er Sheva
- Desert Shanti – relief home for runaway youth
- Ma’ase – a Rashi affiliate NGO operating volunteering programs
- Mikve Israel renewal plan
- Science Park, Be’er Sheva
- **Physical facilities in academic colleges**
- Ofek – a Rashi affiliate NGO for national-civic service
- **Social IT systems**
- City at the Center – capacity building in local municipalities
- Resilient Community – strengthening community groups
- Communities of Practice (COPs) in local government
- City-based model for exercising social security benefits

About the program

This initiative aims to change the way social services departments help families in poverty. The new approach focuses on working together with the family to build an intervention plan that considers every aspect of the family's life, and to provide tools that allow it to become self-sufficient.

In addition, "Power Centers" operating in the initiative's locales offer individual and group solutions to people in financial distress in areas such as: preparation for employment, exercising social benefits and rights, managing the household budget, and more.

Sustainability

The program has been fully funded by government budget since 2018.

The Ministry of Welfare took responsibility for operation in stages, culminating in 2024 with the management team, the IT system, and the personalized 'aid basket' system.

Input

Human resources

280 social workers
300 family mentors
200 Power Centers staff

Training for the field teams

Personalized aid basket

ILS **8,000** a year per family

Total investment until 2023

ILS **840** million

Output

Operating in **130** municipalities across Israel

3,000 families receive intensive guidance every year; each family is accompanied for two years

Total number of participating families: **13,500**

The Power Centers serve **13,000** people per year

Outcomes

(according to an evaluation study conducted between 2017-2022)

Change in the families' situation

- **50%** improved their employment status or work income
- **56%** improved the way they manage their finances
- **34%** improved their personal and community resilience (coping with difficulties, optimism, etc.)
- **89%** of the families experienced an improvement in at least one aspect
- **1.5-3** years after completing the program, families show long-term improvement in employment status

Change among the program teams

- They now have a higher recognition of the value of expertise in poverty
- They now have a high sense of capability to carry out their tasks
- They have adopted an outcome-oriented and data-based approach
- The role of family mentors has been defined as a unique occupation
- Poverty-aware practices were used in working with **68%** of the families

Local impact

Professional development: many family mentors decide to pursue a degree in social work.

Some graduates of the program become mentors for other families.

The process that the family goes through has a steadying influence on the children.

National impact

In municipal social services departments

- Incorporation of norms and practices of poverty-aware social work
- Positive change in the way department staff relate to impoverished families
- Creation of cross-department mechanisms for cooperation and sharing of knowledge
- Incorporation of digital skills and working norms

In the national social services system

- The new approach has spread to government ministries, public bodies, service providers, and so on
- Introduction of credit cards to provide personalized aid in a quick, flexible, non-stigmatizing way
- Adoption of data-based management

Partners: Ministry of Welfare and Social Security, JDC Israel, Klaff Family Foundation



The Knowledge Map

Social mobility enhancing factors at home and in the community

Parental wellbeing, parental stress, material resources, time & availability, social capital, trust & a sense of belonging



Sustainable Development Goals (SDGs)

No poverty, reduced inequalities, decent work & economic growth

About the program

Maskila ("An educated woman") is a scholarship program that enables single mothers to earn an academic degree through a tuition grant and a living stipend as well as personal and group support.

The program began in 2006 as part of Rashi's Katzir Scholarships, which aimed to increase access to higher education as a key to social mobility. It has expanded over the years thanks to philanthropic partners, while proving its effectiveness in evaluation studies. In 2021, the Ministry of Welfare entered into a joint initiative with Rashi leading the Ministry to adopt Maskila as a new national service for single parents.

Sustainability

In 2024 Maskila became a state-funded program that is implemented nationwide as part of the national services for single-parent families, in order to minimize their dependence on social services and allowances.

Input

Investment of ILS **22,000** a year per student

Total investment: ILS **64** million (2007–2022)

Output

300 scholarship recipients every year

Personal guidance by a regional coordinator on behalf of Rashi and a college program coordinator

Comprehensive support including academic reinforcement, personal coaching, social enrichment, and preparation for employment

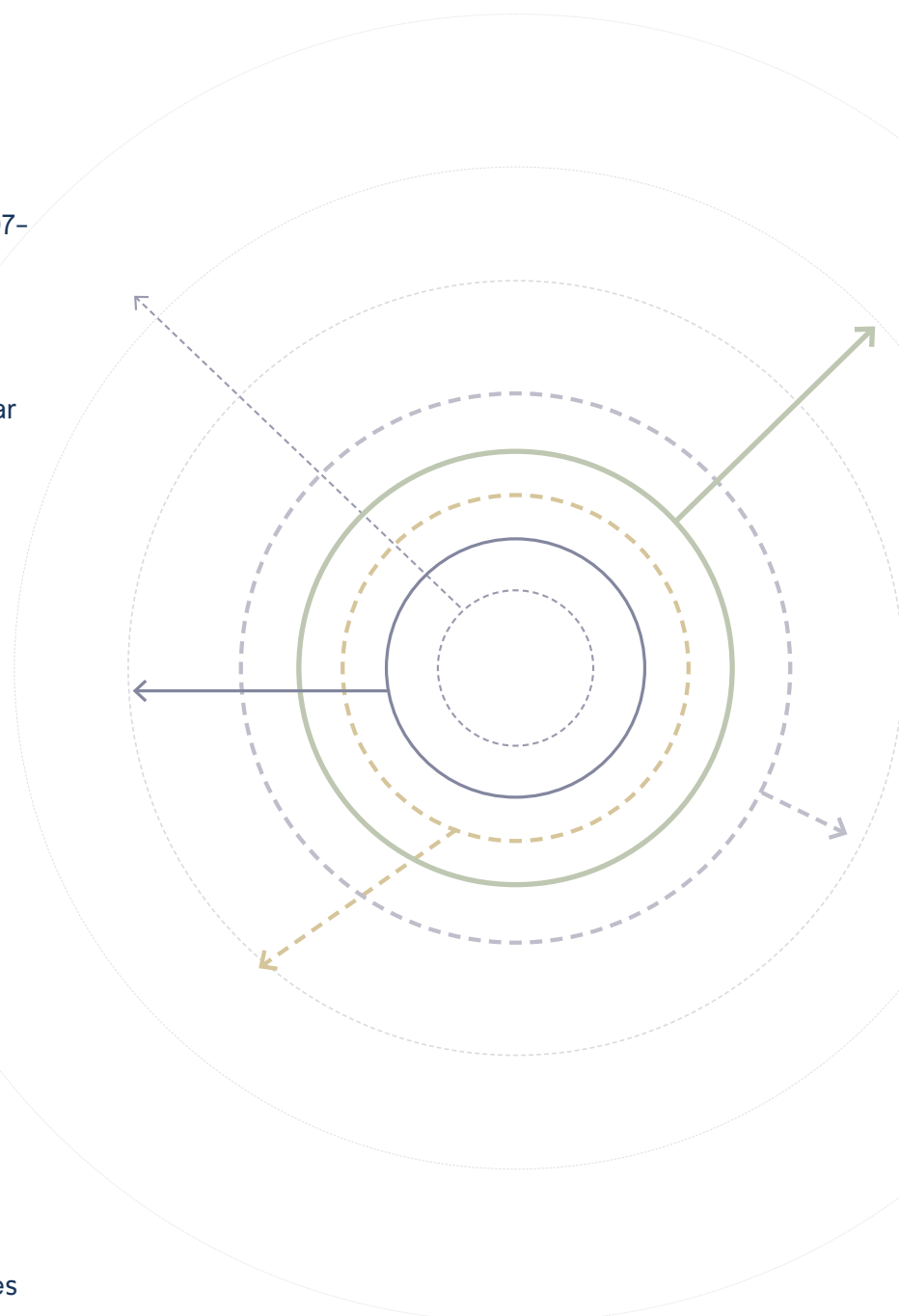
Outcomes

1,100 graduates

97% of all participants earned an academic degree, **15%** of them with distinction

Follow-up on graduates

- **47%** earn ILS 8,500 per month or more, compared to 5% when entering the program
- **82%** hold a job that requires academic education
- **25%** went on to graduate studies



Graduates reporting improvement

- In self-confidence **88%**
- In sense of capability **84%**
- In serving as a role model for their children **88%**

Local impact

The home environment: the beneficiaries' children understand the importance of education and take school more seriously.

The community: most of the beneficiaries are the first in their families to pursue academic education. As such they serve as a source of inspiration and motivation for other women of their acquaintance.

The academic institutions: the number of single parent students is 4–5 times higher than at the beginning of the program; more institutions apply every year to take part in the program.

National impact

- **The social services system:** adoption of Maskila as a State-funded national program.
- **The higher education system:** creation of specialized solutions for single parents, such as pre-academic preparation and academic counseling, along with vocational training and job placement.
- **The job market:** increased presence of single parents in the workplace promotes diversity and awareness.

Main partners over the years: Ministry of Welfare and Social Security, 25 academic institutions, Yedidut Toronto Foundation, Ted Arison Family Foundation, Samis Foundation



The Knowledge Map

Social mobility enhancing factors for individuals

Self-efficacy & sense of control, future outlook, bonding social capital (connections within the affiliation group), bridging social capital (connections outside the affiliation group), academic education



Sustainable Development Goals (SDGs)

No poverty, quality education, gender equality, reduced inequalities, decent work & economic growth

About

Development of specialized IT systems that support management and decision-making processes in various initiatives, particularly those involving the formation of new social services.

So far Rashi has developed 7 IT systems that are used nationwide for initiatives in three main areas:

- Families in poverty and neglect
- At-risk young adults
- Domestic violence

Each system is integrated into the initiative as permanent infrastructure that serves its managers, professional staff, and service recipients. The system is designed to make the recording of data as easy and efficient as possible, and to allow real-time analysis and insights with business intelligence (BI) tools. This helps to improve both the quality of the services and their effectiveness.

Sustainability

The government has decided to adopt all of these systems and to incorporate them on both the national and local levels.

An example of an IT system in the Families First initiative

Input

Development costs (on a Salesforce platform):

Initial setup ILS **350,000**

Ongoing development, technical support, maintenance ILS **800,000**

Output

The IT system serves more than **1,300** users.

Municipal social services departments received **800** computers and **500** cellular modems.

The system is used to manage personalized aid funds totaling ILS **40** million per year, and can handle much more.

The technical support staff answers dozens of calls a day.

Outcomes

Managing more than **4,000** family cases a year, including data about each family's work plan, progress, and utilization of the aid basket.

A total of **17,000** family files and **13,000** individual files have been managed with the system so far.

The system provides reports to all participating municipalities on a regular basis.

Evaluation of the system (according to staff reports):

Rating of the system: **4.4** on a 1-5 scale

Level of confidence in using the tools: **88%**

71% of the families assisted through the system have reached their goals

Local impact

- Setting quality standards for data management has driven the participating municipalities to improve their other systems.
- Local small businesses have benefitted from simplifying the processes for joining the suppliers' portal, submitting invoices, and getting payments.
- Hundreds of family mentors and social workers gained digital skills and work experience.
- NGOs and other organizations have come to learn from the system's success.

National impact

- The success of our IT system has led to widespread adoption of a method for providing personalized aid, which respects the recipients while serving as an efficient tool for day-to-day work with them.
- In light of the system's proven benefits, its technological infrastructure was expanded to serve other welfare initiatives.
- The system has changed the way social services are delivered, introducing national standards regarding case management, supervision and monitoring tools, measurement and evaluation, etc.
- The government has started to draft a standard for working on cloud platforms, which will facilitate the introduction of new technologies.

Partners: Ministry of Welfare and Social Security, JDC Israel



The Knowledge Map

Social mobility enhancing factors at home and in the community

Material resources, public services, community services



Sustainable Development Goals (SDGs)

No poverty, reduced inequalities

School Lunch Program

About the program

Launched in 2004, the program was intended to provide a nutritious meal as an essential part of an extended school day, especially for children from low-income families. The Rashi Foundation has undertaken to advance this initiative, including placement of direct responsibility for the implementation with its affiliate Tafnit Association, while expanding it to reach hundreds of thousands of kindergarten and elementary school children.

Sustainability

The Daily School Lunch Law was enacted in 2005 and amended in 2008 to cover kindergartens as well, thereby affirming for the first time the obligation of the State to provide meals to children within the education system.

Input

Total annual cost at the peak of the program: ILS **280** million

Output

Providing **200,000** meals a day to school and kindergarten children in hundreds of localities
More than **100** million meals delivered in total between 2004–2014
Building a pool of local school lunch suppliers
Establishing an allocations committee to determine the number of portions to be delivered per school
Hiring a chief nutritionist for the program
Delivering training sessions for the school teams

Outcomes

Main findings from a survey of teachers, school principals, and heads of municipal education departments:

- Improvement in students' level of concentration and in school climate
- Decrease of school absenteeism, violence, and discipline issues among students

Reports by the program's managers:

- Improved nutrition security for participating children
- Making lunch an integral part of an extended school day
- Setting quality standards for school meals, including supervision processes
- Using lunch as a learning opportunity regarding proper nutrition and a healthy lifestyle

Local impact

Supporting local caterers and creating employment opportunities in the periphery

National impact

Policy change: legislation of the Daily School Lunch Law that ensured the program's sustainability.
Replication of the model: adoption of the program's model by the IDF, the Prisoner Rehabilitation Authority, and other Education Ministry initiatives.
Standards: setting of national quality assurance (QA) standards for provision of hot meals, accommodating special dietary requirements (gluten/lactose intolerance, etc.), and working with local suppliers.
Supplementary programs: development of educational programs on nutrition and a healthy lifestyle.

Main partners: Ministry of Education, local municipalities, HaKeren LeYedidut (IFCI)



The Knowledge Map

Social mobility enhancing factors at home and in the community

Prevention of obesity, prevention of morbidity

Social mobility enhancing factors at school

School & class climate



Sustainable Development Goals (SDGs)

Zero hunger, good health & well-being

About the initiative

The Darca school network was established in order to create opportunities in education for high school students in the periphery and in socioeconomically weak cities. It was founded in 2010 by Rashi and Alliance-KIAH, with the support of other partners and backing by the Ministry of Education. The network operates in a variety of communities and aims to strengthen the social fabric in Israel. Its public advisory council includes leading intellectuals, educators, and activists.

Sustainability

The Darca network is ranked among the best school networks in Israel and has recruited strategic partners that ensure its continued activity for years to come, even after Rashi's exit.

Input

Darca's schools are part of the public education system and are funded by the Ministry of Education's budget.

The network also secures philanthropic funding totaling over ILS **80** million per year (ILS **3,000** per student).

Output

The network has grown from 7 schools in the first year to **47** schools in **24** communities across Israel.

Darca's schools have **27,000** students and **3,000** teachers.

The network puts an emphasis on pedagogic innovation in all fields of study.

In addition to the standard Ministry of Education curriculum, the member schools offer a variety of programs to promote excellence, develop leadership, and so on.

Some **90** school principals have participated in Darca's management training course.

Outcomes

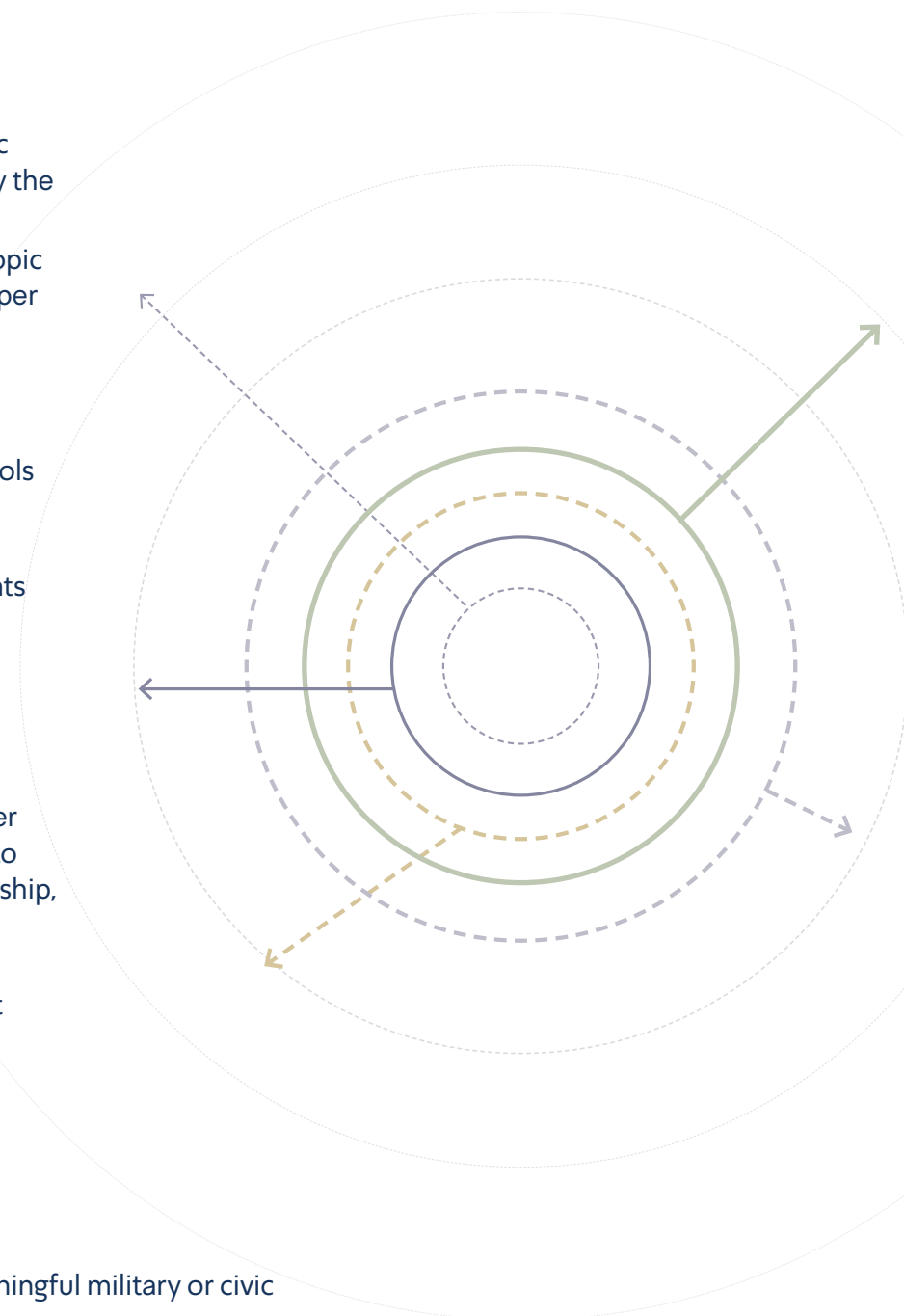
Matriculation (bagrut) rate: **93.5%**

97% of the graduates perform meaningful military or civic service

Darca ranks high according to excellence criteria defined by the Ministry of Education:

In 2017 it was ranked #1 among school networks for the percentage of students who pass the matriculation exams, and who study math and English at the highest level (5 units).

In 2017-2019 it received the highest mark for overall quality.



Local impact

- Darca's presence in small peripheral towns has set in motion processes that change the local education system as a whole.
- The success of member schools is a source of local pride and helps to attract new residents.
- Many network school graduates have made notable academic achievements and fill key positions in the public and private sectors.

National impact

- The Darca Network does not use Ministry of Education funds for its overhead costs, but rather it invests funds for this purpose from its own sources. This has led other school networks to lower their overhead charge, so that a bigger portion of the budget benefits the students.
- After Darca launched its training program for principals, additional programs were started to address the need for high quality leadership cadre for high schools.
- The Ministry of Education has adopted Darca's on-the-job training model, which helps to overcome the national shortage of principals.

Partners over the years: Alliance-KIAH, Adelis Foundation, the Israel Center for Excellence through Education, the Youth Renewal Fund, Azrieli Foundation, the Gerald and Gail Ronson Family Foundation, the Ministry of Education



The Knowledge Map

Social mobility enhancing factors at home and in the community

Math skills, social skills, soft skills, sense of belonging, growth mindset, occupational aspirations & expectations

Social mobility enhancing factors at school

Teachers' characteristics, school & class climate



Sustainable Development Goals (SDGs)

Quality education

About the initiative

As part of its sizable investment in capital projects that house activities in the fields of education, welfare, and health, the Rashi Foundation contributed to the national effort to improve access to higher education through development of physical facilities at academic institutions. This included the construction of teaching facilities in academic colleges in northern Israel, as well as student dormitories and Bar-Ilan University's Faculty of Medicine in the Galilee. Rashi's capital projects department played a significant role in initiating, planning, and implementation of large-scale projects in the colleges. Its involvement in all stages of the projects was a key factor that helped the colleges to realize opportunities, tap into government budgets, and build trust among philanthropic partners.

Input

Investment of funds totaling ILS **50** million
 Help in recruiting matching funds totaling ILS **310** million from donors and public sources
 Development and supervision of the projects with regard to construction, legal, and financial issues

Output

Tel Hai College: planning and construction of the new eastern campus with faculty buildings, library, and multi-purpose building; the academic center for youth on the western campus; student dorms.

Kinneret College: construction of a central library and a multi-purpose building on the main campus; planning for the new southern campus.

Zefat College: planning and construction of the Beit Bussell complex, including renovation of the library and auditorium; establishment of a center for education and training in healthcare.

Western Galilee College: construction of the school of management and student dorms.

Bar-Ilan University Faculty of Medicine in the Galilee: renovation and adaptation of buildings in Zefat to allow the medical school to open as soon as possible.

Outcomes

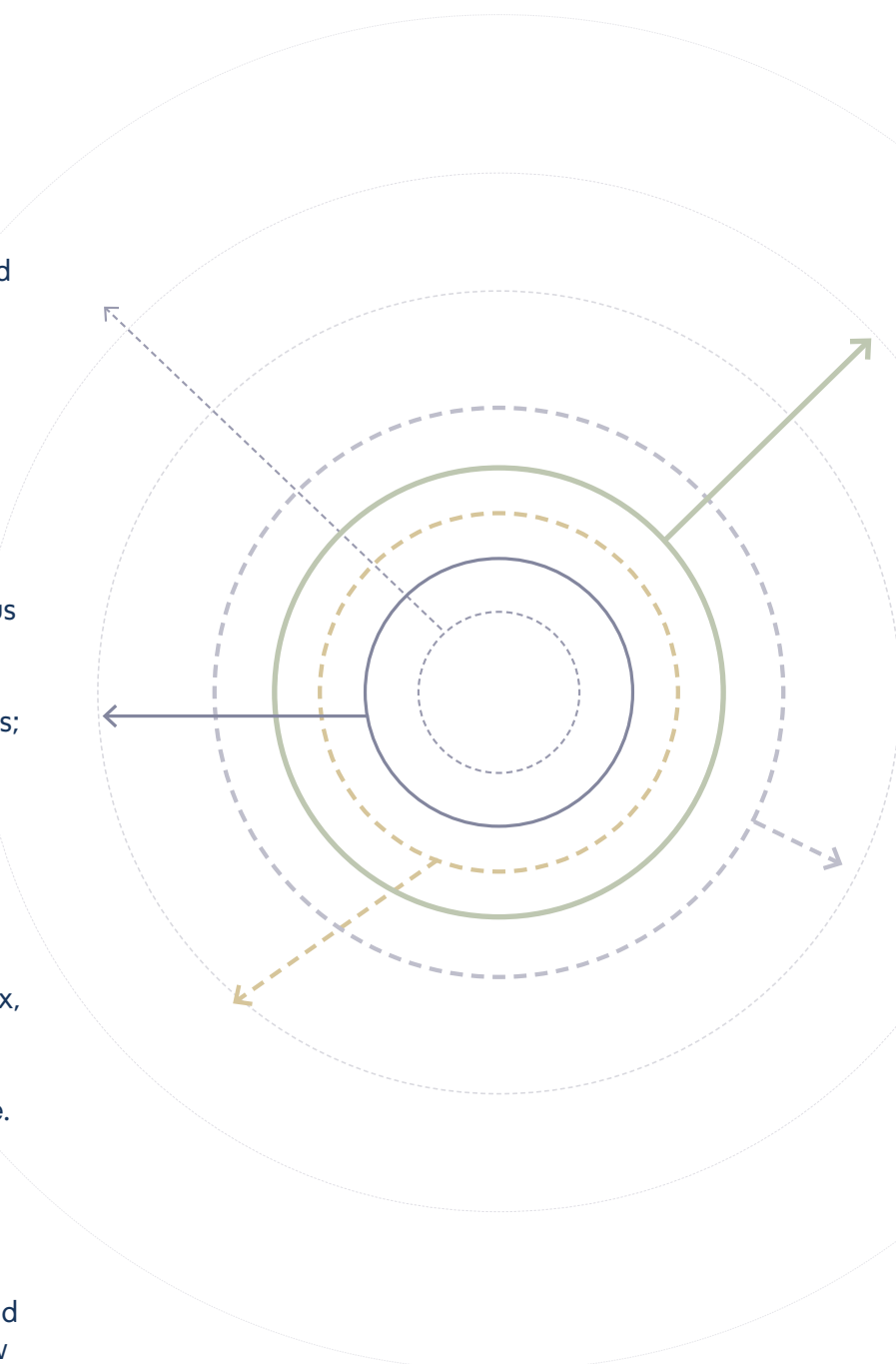
Increase in the number of college students during the years of Rashi's involvement:

Tel Hai: from **1,200** to **3,000** (2002–2020)

Kinneret: from **170** to **1,630** (2007–2017)

Zefat: from **50** to **2,600** (2007–2023)

Western Galilee: from **80** to **2,700** (2001–2020)



Regional impact

Expansion of opportunities for residents of the periphery to access academic education.

Development of regional initiatives led by the colleges, for example:

- The Tel Hai Industrial Park employs 450 workers and hosts cultural and educational activities.
- The apprenticeship program for Tel Hai college students helps to develop their careers, in collaboration with the companies at the industrial park.
- The Kinneret Academic Center for Rural Communities provides management training and advances social activists in the region.
- The Kinneret Innovation Center hosts startups and entrepreneurs and connects them to investors from Israel and abroad.
- Western Galilee College operates various community programs and external studies in Acco and Nahariya.
- The Bar-Ilan medical students do their clinical rotations in hospitals and other medical institutes in the north.

National impact

The construction of first-rate physical facilities was an essential element in the national plan to strengthen the regional colleges and turn them into independent academic institutions. It supported the colleges' growth by allowing them to build highly qualified faculty and to attract students from inside and outside the regions they serve.

Partners over the years: the Council for Higher Education, Keren Hayesod, the Jewish Agency for Israel, the Jewish Federations of Canada–UIA, the UIJA, the JNF, the ICA Foundation, the Sklare Family Foundation, the Achi-Ezer Fund, Wohl Legacy, Legacy Heritage Fund, the Helmsley Charitable Trust, the Jewish Funders Network, PPSNI, IDB, Koor Industries, the Carasso Group



The Knowledge Map

Social mobility enhancing factors at home and in the community

Higher education, future outlook

Social mobility enhancing factors in the community

Infrastructure, public services, norms & expectations



Sustainable Development Goals (SDGs)

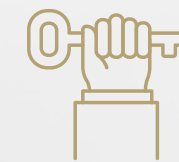
Quality education



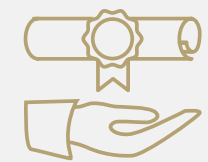
Looking ahead

What will remain after our exit? This is the main issue that guides our work to level the playing field in the periphery and to create and expand opportunities for Israel's younger generation. In order to drive real change, we put an emphasis on building capabilities and social infrastructure that will form the basis for sustainable growth and prosperity in Israel's periphery.

In the coming years, the Rashi Foundation is focusing its activity on several strategic fields that will allow us to maximize our impact:



Advancing experiential education for children and youth as an effective avenue for acquiring life skills



Developing solutions for young adults and guiding them towards employment-oriented education and training



Strengthening local municipalities and building their capacity to provide opportunities to their residents



Supporting parents and families to ensure children's optimal development, especially in early childhood



Nurturing change agents and advancing management and leadership in the social field



In all fields, we respond to the needs and challenges that arise out of the emergency situation Israel is facing, aiming to bolster the resilience of the individuals and communities most affected by the war, and the resilience of Israeli society as a whole.



www.rashi.org.il