

MATANEL FOUNDATION

ACTIVITY REPORT

Program: Lishma Municipalities Program
Year: 2020

Please present your activity report according to the following lines. The whole rapport will not exceed 2 or 3 pages (as word document).

Name of the Program: Lishma Municipalities Program

Year of activity: 2020

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Function of the report's writer: Resource Development

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Number of active participants in the program: 15

Estimated number of impacted participants:

Lishma Municipalities Program trains ultra-Orthodox female municipal executives to use their professional strengths to initiate, develop and drive social welfare projects to benefit the communities where they work. Through their key municipal positions and the community welfare projects they developed in the Program, they target large-scale issues, thereby directly impacting tens of thousands of ultra-Orthodox residents in the participating municipalities (Jerusalem, Bnei Brak, Ashdod, Modi'in Illit, Beitar Illit, Elad, Emanuel).

For example, in Beitar Illit, an ultra-Orthodox city with a high dropout rate, two Lishma program alumnae initiated a city-wide emotional and social evaluation system in the lower grades for early detection of students at-risk to drop out and to offer redress at a young age. This program will benefit the 17,000 city students and their families.

Lishma Municipalities Program's impact goes far beyond the populations directly benefitting from the municipal projects. Lishma's year-long senior-level management training program transforms the women, who are well-regarded at work, and broadens their horizons beyond their regular job responsibilities, fostering in them a passion for social activism and enhancing their skills so that they are both motivated and knowledgeable, with a toolbox to initiate, develop, and drive community welfare programs.

The Program's influence is not limited to the specific projects developed that year but creates a systemic change in approach to managing issues and the manner in which municipalities serve their constituents. This impact cannot be measured only by the immediate direct benefit, but also by the future ramifications which continue to grow and benefit the resident populations.

The Program's increasing local and national impact will be demonstrated by the transformation of its alumnae into a cadre of skilled ultra-Orthodox women

able and driven to propel systemic change effecting hundreds of thousands of members of ultra-Orthodox society.

Give the actually state of the program (where the program stands at the date of the activity report, no more than ten lines):

The 2020 program cycle concluded. Lishma is accompanying members to implement their municipal projects. Projects stayed due to the pandemic will be assisted when implemented. At the same time, Lishma is helping members deal with new challenges brought by the pandemic. Alumnae from 2020 joined Lishma Network, an alumnae program with educational programming to enrich and update alumnae's knowledge and toolbox; and offering workshops customized for Municipalities Program graduates. Lishma enlisted the 2021 class from senior executive levels, and 4 new municipalities. First third of the cycle concluded. Lishma's guidance is now focused on solving 14 significant municipal challenges participants face at work.

The main achievements during the last year of activity (main achievements, number of events, number of participants, etc.):

- An increase in enlistment collaborations in 2020 from 2019: 15 participants from seven municipalities (set forth above)
- As per attached syllabus, twelve full days of study
- Eight additional professional webinars (due to COVID-19) on management topics, including 3 focused on municipal work such as internal municipal politics, emergency budgeting (click for webinars' abstract) <https://www.lishma-pec.org/%d7%aa%d7%95%d7%9b%d7%9f-%d7%9e%d7%a7%d7%a6%d7%95%d7%a2%d7%99/>
- Seven change processes for social-municipal initiatives
- Lishma's program members undertook an in-depth study of the effects of COVID-19 on the ultra-Orthodox population and surveyed its network of members who are professionals managing a variety of aspects of the pandemic (e.g. welfare, education, communications, youth-at-risk, governance) for operative solutions for a host of challenges which presented. The attached study, edited by Dr. Neri Horowitz, was sent to municipal and national policymakers.

The evaluation (methodology, results, comparisons with the precedent year, conclusions for the future...):

The evaluation methodology utilized (as per attached report) was online questionnaires sent to the participants following each session, measuring the session's added value. The resulting scores were high in all categories evaluated.

One of the conclusions for the future is that for wider impact, program participants must be senior executives. With this change, participants no longer need to apply in pairs from municipalities but can join individually. This will enable Lishma to select from a wider pool and make more precise decisions. In addition, the women are no longer required to bring municipal objectives for practical hands-on experience during the program. Women at a senior level have significant work challenges they need to address.

The study units were also revised and expanded, especially topics relating to municipal management (see attached 2021 syllabus). The changes are focused on three areas:

1. Systemic understanding of the general local and municipal space: its structural, economic, and administrative aspects; and expanding the perspective of their job/department in relation to the municipal space.
2. Study of various methodology for leading systemic social change processes, in conjunction with management tools and practical work; such as change theory, result-focused thinking, logic models, work programs, etc. In addition, engaging in a process of practical exercise of the learned materials and skills, as a way to develop and advance solutions to substantial challenges from the participants' municipal work.
3. Study of personal professional skills necessary for their senior management positions, such as active leadership, managing and leading staff, presentation methodology, etc. Individual work focused on individual strengths and fulfillment of personal potential capabilities.

In addition, Lishma developed two annual workshops through its Network Program, concluding that continuous study is necessary to maintain alumnae's professionalism, and to facilitate the creation of a network of alumnae, with shared values and objectives, to enhance their personal professional development; which will transition into a platform for Lishma participants and alumnae to collaborate to advance social initiatives. Lastly, Lishma has strengthened its partnership with additional municipalities and the Ministry of Interior's Professional Forum for Haredi Municipalities.

Provisional guidelines for the advancement of the program in the next year:

Lishma will accompany 14 municipal change processes with the assistance of relevant experts.

At the end of the two-year pilot, Lishma will conduct research on the Program's results and impact. The researcher and evaluator will be Limor Bar Nadav and include anonymous questionnaires and interviews with the 45 participants thus far, the 12 municipalities represented, and other partners. All of the program alumnae will join Lishma's Network program for continued professional training and support. Lishma Network Program will transform its alumnae into a cadre of skilled Haredi women able and driven to implement social and civic initiatives, which propel systemic change effecting both Haredi and Israeli society.

Please join the Evaluation Report, the Financial Report and the list of the participants to the program (**as PDF documents**)

Please join photos – as **JPG files** – and any link or any other document connected to the program which will seem to you relevant – as **PDF document**.

Please join a 5 minutes movie which presents your institution and the particular project supported by the Matanel Foundation. The movie should be accessible to the philanthropic world and to other potential donors.