



The Matanel Foundation
Ani Shlishi
2021 Report and 2022 Request

Ani Shlishi (I Am Third) is a nonprofit organization providing workforce training, financial education, and re-engagement opportunities for Israel's low-income, at-risk youth ages 16–18 regardless of gender, religion, or ethnic background. Ani Shlishi's mission is to prepare youth to enter the workplace, support their personal and financial stability, and develop their ability to lead and mentor others. Ani Shlishi collects second-hand clothes for resale at its thrift stores in



Tel Aviv, Rishon LeZion, and Jerusalem, and assists teens in acquiring hands-on retail experience and customer service skills through six-month paid internships. While working at Ani Shlishi, participants receive instruction in managing their finances and assistance in finding employment or resuming their education. After graduation, the Alumni Program offers ongoing training in interview skills, resume writing, and online job search techniques. Ani Shlishi provides these young people with the tools and motivation they need to succeed; in the words of one participant, "For the first time, I believe that my future will be better than my past."

We thank the Matanel Foundation for its generous grant of 50,000 NIS, which has enabled Ani Shlishi to provide our at-risk youth with these critical skills. Following is a description of activities supported by the Foundation in 2021, a summary of organizational objectives for 2022, and a request for continued funding.

ORGANIZATION SUMMARY

Ani Shlishi's philosophy is "First comes the greater good, the welfare of others is Second, and I am Third." This principle guides the organization's efforts in support of youth – 75% are girls --who have dropped out of school, live in youth shelters, and struggle with significant social, emotional, and behavioral issues. Ani Shlishi's stores operate as alternative schools, training young people with no prospects for employment or achievement within conventional educational frameworks. Ani Shlishi builds self-confidence through accountability and structure; teaches practical workplace, financial, and interpersonal skills that are transferable to any working environment; and provides mentorship and guidance in a supportive atmosphere. While working as a team toward a common goal – creating a satisfying shopping experience for Ani Shlishi's customers -- participants gain self-esteem, a strong sense of community, and a recognition of their own potential.

Ani Shlishi's participants are referred by the Otot Shelter in Herzliya, ELEM: Youth in Distress, and the cities of Jerusalem, Tel Aviv, Rishon LeZion, Or Yehuda, and Bat Yam. In collaboration with social workers and case managers, Ani Shlishi guides teens through hands-on experience in



sales and service as they work with customers in the stores. As they learn the many aspects of store operations, their responsibilities are steadily increased. They coordinate donation pickups, help with store displays and signage, and assist in training new participants; they also receive budgeting assistance so they can spend their salaries wisely, avoid debt, and learn to save for the future.

After completing their internships, these teens are more likely to complete their education, find sustainable employment, and further themselves financially. They are also more likely to become leaders who can mentor others, and in so doing, help to address the social challenges they themselves have faced.

As they prepare to graduate, Ani Shlishi begins working with participants on interview skills and helps to connect them with potential employers. After graduation, the Alumni Program continues to support them, offering ongoing financial education and training in resume preparation and job search methods.

Because of the considerable challenges these teens must overcome, the Ani Shlishi youth cohort is kept at 24 per store per year to allow each participant a full six months of individualized training. **In 2021, despite the obstacles presented by COVID, this has led to remarkable success: 48 teens have graduated from the program and 93% have found jobs, are resuming their education, or have registered for national service.** Graduates' jobs include work in restaurants, clothing, and jewelry stores; a hair salon, bakery, and automobile repair shop; and national service in education.

2021 ACCOMPLISHMENTS

Expansion to Jerusalem

In October 2021, Ani Shlishi opened its third store in the Mevaseret Zion section of Jerusalem, and its first group of youth participants is already immersed in the program. The store has been warmly welcomed by customers and promises to become a community gathering place.

The Ani Shlishi Alumni Program

Program development is well underway and we are in the process of training our new Alumni Director. This position has been filled by one of our longest-standing employees, Lia Bordo. Lia has worked as a shift manager at our Allenby location for two years, is a credentialed Life Coach, and is looking forward to fulfilling our goals for the program, which include:

- Facilitating the smooth integration of Ani Shlishi graduates into normative frameworks (work, school, military service, community service)
- Ensuring that Ani Shlishi alumni have the practical skills and the tools they need to develop into confident, capable, and contributing members of the community

The program will include group workshops and one-on-one sessions, on the following topics:

1. Employment:

- Resume Writing: How to recognize and describe your skills and talents (group session followed by one-on-one assistance); facilitated by a professional job coach provided



- through the City of Tel Aviv
- Navigating the job search
 - Interview skills and public speaking
- 2. Financial Skills:**
- Opening a bank account and understanding bank and credit card statements
 - How to manage a budget and live within it, understanding the difference between wants and needs, fixed and variable expenses
- 3. Communication and Social Skills:**
- Learning to resolve interpersonal and workplace challenges through role-playing
 - Setting strong personal and professional boundaries and making positive choices
- 4. Leadership and Mentorship:**
- Aspects of Leadership 1- What makes an effective leader?
 - Aspects of Leadership 2 - Mentoring others from similar backgrounds personally and professionally to help them achieve their goals
 - Guest Speakers:
 - Local business owners; how they got started, what they look for in an applicant.
 - Women business leaders (spotlight on Women in Tech)

During the pandemic, a majority of Ani Shlishi participants surveyed have said that they feel insecure about the future. These vulnerable teens need all of the skills and support available to them in order to succeed in the competitive COVID-19 and post-COVID 19 economic environment, and Ani Shlishi is here to meet those needs. The Alumni Program represents a long-term investment in our participants, providing continued training and education that will offer them a path to independence and socio-economic mobility. As one graduate says, “After Ani Shlishi, I walked into a job interview with confidence. I know that I’m valuable.”



Partnership Development

Ani Shlishi is one of ten Israeli nonprofits and/or social businesses selected to participate in the 2021 **WeWork Israel Impact Program**, which offers meeting space for the Ani Shlishi management team and structured opportunities for networking and collaboration. This partnership also provides access to each company working within the WeWork ecosystem, providing an additional source of volunteers.



Ani Shlishi has also been accepted into the **PayPal Israel Community Impact Program**, which encourages PayPal employees to volunteer at grantee organizations. PayPal staff members will assist in providing workshops for Ani Shlishi's alumni in the subject areas outlined above.

Funding

1. Midot: In early November, Ani Shlishi was awarded the **Midot Seal of Effectiveness**, a respected credential. Midot carries out an extensive interview-and-data-based assessment process that evaluates the ability of an Israeli nonprofit organization to create social value and generate positive change in the lives of its beneficiaries.

2. Government Funding: The **City of Rishon LeZion** refers at-risk youth for participation in Ani Shlishi's training program, and in a significant gesture of support, the city has offered to underwrite a portion of staffing expenses at Ani Shlishi's Rishon Lezion store.

3. VINVO: As a result of the COVID-19 crisis, the unanticipated closing of stores in 2020 and early 2021, and the concurrent loss of sales revenue, Ani Shlishi has joined VINVO, a virtual marketplace that helps nonprofits to raise money via online sales. High-end clothing donated to Ani Shlishi is listed and sold on the VINVO platform; VINVO handles the logistics of each sale including processing payment and delivery of each item, and Ani Shlishi receives a majority of the purchase price.

Recognition

An article about Ani Shlishi in the Bat Yam city newspaper is entitled, "The Clothing Costs Almost Nothing, But the Idea is Pure Gold." The article can be found at https://batyam.mynet.co.il/blogs/article/BJLn6cQiD?fbclid=IwAR19_VU3nlg1rfnfvjcc41VaVOhw92LbAhzny5HtGCFY8zH_r4Kqp7PaM4.

2021 Metrics of Success

Goal: To enhance the readiness to enter the Israeli workplace, personal and financial stability, and self-esteem of Ani Shlishi program participants.

In 2021, Ani Shlishi met its objectives, which included:

Process Objective: At least 48 at-risk youth will complete paid Ani Shlishi staff internships.

In 2021, Ani Shlishi employed and provided workforce education for 48 youth.

Impact Objective:

At the end of their internships, program participants responding to a survey will state that they have gained at least four of the following during their rotations:

- Skills that will help me to find employment
- Skills that will help me to manage my finances
- Increased motivation to work hard and succeed in life
- Positive relationships with peers and adult mentors
- Increased self-esteem and confidence that I can become a leader

In 2021, 100% of Ani Shlishi graduates stated that they had gained all of the skills listed in the



survey.

Evaluation: Professional store staff and social workers from referring agencies monitor the progress of Ani Shlishi's program participants. Following each internship, surveys measure participants' personal growth and satisfaction with the skills and information they have received. A financial quiz is also administered to assess how much knowledge has been acquired. This data is collected and analyzed to evaluate the program.



Feedback is also solicited from participants' social workers and case managers. Comments from these partners have included: "I can see that Ani Shlishi has affected [her] in so many ways. She's developed such a strong will to succeed," and "Your belief in the youth, your sensitivity, and not giving up on them and not giving in to them is what makes Ani Shlishi so special."

Partnerships and Recognition

Ani Shlishi's nonprofit and city government partners operate youth shelters, refer at-risk teens to the program, and monitor their progress:

- Amutat Otot Youth Shelter Herzliya
- City of Jerusalem
- City of Tel Aviv-Yafo
- City of Rishon LeZion
- City of Or Yehuda
- City of Bat Yam
- ELEM/Youth in Distress in Israel

Additional partners:

- Google: Provides advertising at no cost through Google Ad Grants.
- Heseg Foundation: Charitable foundation that offers educational scholarships to former Lone Soldiers. Volunteers assist youth with resume writing and job search skills.
- Kaima Youth Social Services: Trains/empowers youth through organic farming. Provides mentorship to the Ani Shlishi team.
- Marom Group Consulting: Assists with strategic planning, capacity building.
- Masa Israel Journey: Provides volunteer marketing interns.
- Nefesh b'Nefesh: Provides office and meeting space at no cost.
- Onward Israel: Provides volunteer marketing interns.
- PayPal Israel: Volunteers provide workshops for the Alumni Program.



- Skilled Volunteers for Israel: Provides business/operations consulting.
- WeWork Impact Program: Provides meeting space and opportunities for networking and collaboration.
- WIZO Family Social Services: Receives clothing donations from Ani Shlishi.

2022 OBJECTIVES

Process Objective: At least 72 at-risk youth (24 per store) will complete paid Ani Shlishi staff internships.

Impact Objective 1: After their internships, program participants responding to a survey will state that they have gained at least four of the following during their rotations:

- Skills that will help me to find employment
- Skills that will help me to manage my finances
- Increased motivation to work hard and succeed in life
- Positive relationships with the peers and adult mentors at Ani Shlishi
- Increased self-esteem and the confidence that I can become a leader

Impact Objective 2: At least 85% of Ani Shlishi graduates will find jobs, resume their education, or register for national service.

Ani Shlishi's success continues to generate a significant number of youth referrals and we have an extensive applicant waiting list; our goal is to expand into more Israeli cities.

Ani Shlishi requests a renewal of 50,000 NIS in funding for 2022 from the Matanel Foundation; this funding will ensure that more of Israel's youth at risk have the opportunity to gain the skills and experience they need to succeed. We are extremely grateful for our partnership with the Matanel Foundation as we continue our impactful work.



TESTIMONIALS FROM ANI SHLISHI'S PARTICIPANTS

1. "Ani Shlishi is the place that I feel at home, the place I feel comfortable, and the place I feel I am appreciated. Here I learned how to believe in myself and serve customers!"
Amit
2. "When I finished at Ani Shlishi, I felt proud to show potential employers my resume. I knew that people would want to hire me."
Adi
3. "I feel responsible for the store, for the customers, and for my team. When we have a great sales day, I know that I was a part of it. It's such a good feeling!"
Ayelet
4. "Being promoted to the shift manager position is the most important thing that has ever happened to me. I will never forget that conversation. I felt like my hard work was recognized and that my managers really trusted me."
Matan
5. "At Ani Shlishi, I feel I gained so many skills that I never had before. I learned how to speak to people with confidence, how to lead people, and how to contribute to my place of work. I love everyone I met here!"
Ilana

Because Ani Shlishi's program participants are at or below the age of 18 and many come from difficult backgrounds, we have not provided their full names in order to protect their privacy.

Ani Shlishi Budget January-December 2022

| EXPENSES | | |
|--------------------------------------|----------------------------------|--|
| Personnel | Projected 2022 Budget NIS | Narrative |
| CEO | ₪ 150,000 | Including benefits @ 25% |
| Director of Resource Development | ₪ 150,000 | Including benefits @ 25% |
| Director of Finance | ₪ 37,500 | Part-time, including benefits @ 25% |
| Director of Youth Development | ₪ 120,000 | Including benefits @ 25% |
| Director of Logistics and Operations | ₪ 150,000 | Including benefits @ 25% |
| Store Managers | ₪ 276,000 | 3 part-time, including benefits @ 25% |
| Shift Managers | ₪ 180,000 | 5 part-time, including benefits @ 25% |
| Program Participants | ₪ 216,000 | Program participants are employed from |
| Accounting (professional fees) | ₪ 33,568 | Preparation of annual report to Israeli |
| TOTAL PERSONNEL | ₪ 1,313,068 | |
| Non-Personnel | | |
| Rent | ₪ 284,661 | 3 store locations |
| Operational Expenses | ₪ 143,126 | Store supplies, maintenance |
| Utilities | ₪ 107,263 | Electric, property tax, water bills |
| Insurance | ₪ 11,913 | 3 stores @ 3,971 NIS per |
| Marketing | ₪ 4,767 | Social media marketing, event marketing, |
| TOTAL NON-PERSONNEL | ₪ 551,731 | |
| TOTAL EXPENSES | ₪ 1,864,799 | |
| REVENUE | | |
| Store Sales | ₪ 1,135,200 | |
| Foundations | ₪ 175,000 | |
| Private Donors | ₪ 425,000 | |
| Total Philanthropy | ₪ 600,000 | |
| TOTAL REVENUE | ₪ 1,735,200 | |
| To Raise | ₪ 129,599 | |



Ani Shlishi Budget January-December 2021 NIS

| Personnel | Projected 2021 Budget | כוח אדם |
|--------------------------------------|------------------------------|----------------------------|
| CEO | ₪ 168,300 | מנכ"ל |
| Director of Finance | ₪ 37,500 | נשיא |
| Director of Resource Development | ₪ 168,300 | מנהלת גיוס משאבים |
| Director of Youth Development | ₪ 148,974 | מנהלת כוח אדם |
| Director of Logistics and Operations | ₪ 148,974 | מנהל תפעול |
| Store Managers | ₪ 148,974 | מנהלי חנויות |
| Floor Managers | ₪ 238,381 | מנהלי משמרת |
| Program Participants | ₪ 216,000 | משתתפי התוכנית |
| Accounting (professional fees) | ₪ 33,568 | חשבונות |
| TOTAL PERSONNEL | ₪ 1,308,971 | סה"כ הוצאות כוח אדם |
| Non-Personnel | | הוצאות תפעול |
| Rent | ₪ 397,302 | שכר דירה |
| Operational Expenses | ₪ 95,418 | הוצאות תפעול |
| Utilities | ₪ 71,509 | מנהלות |
| Insurance | ₪ 7,942 | ביטוח |
| Marketing | ₪ 4,767 | שיווק |
| TOTAL NON-PERSONNEL | ₪ 576,937 | סה"כ הוצאות כוח אדם |
| TOTAL EXPENSES | ₪ 1,885,908 | סה"כ הוצאות |
| REVENUE | | הכנסות |
| Store Sales | ₪ 1,080,000 | הכנסה מחנויות |
| Contributions | | תמיכות |
| TOTAL REVENUE | ₪ 1,080,000 | סה"כ הכנסות |
| To Raise | ₪ 805,908 | יעד גיוס |