



MATANEL FOUNDATION

ACTIVITY REPORT

Program: *Lishma Municipalities Program*

Year: 2021

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: 2021

Name of the report's writer: Miri Rozen

Function of the report's writer: CEO

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Number of active participants in the program: 14

Estimated number of impacted participants: Directly-14; **Indirectly-** tens of thousands of ultra-Orthodox residents in the participating municipalities

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

The 2021 Municipalities Program cycle concluded with fourteen alumnae who joined the Lishma network for further guidance on the fourteen social-civic change initiatives in their respective communities. Findings from the evaluation indicated a very high satisfaction rating of the program, and a willingness to recommend the program to others. The topics were seen as highly relevant. The participants reported gaining a clearer understanding of what is required of them and an increased sense of competence. Lishma is in the midst of planning for not only the upcoming cycle but also developing tailored programs for other municipalities who approached Lishma requesting to immerse their entire staff in the key Lishma principles. Lishma enlisted fourteen females executives for the class of 2022 from seven municipalities.

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

Fourteen women participated in the fifteen-session full day program. The main achievements include the following:

- ❖ There are now sixty alumni of the Lishma Municipalities Program.
- ❖ Participants noted the programs' significant contribution to their management skills and receiving relevant professional tools. These will benefit both their municipal role, and enable them to promote and lead broad change processes. This is particularly interesting in light of the fact that most women have over ten years of professional experience, and the ability to impart new knowledge and tools that was valued by the women is not trivial.
- ❖ The program significantly contributed to their degree of interest and motivation in seeking even higher-level positions and furthering their academic education.
- ❖ The average satisfaction assessments of various program aspects ranged from very high (5) to high (4.36), in all indices.
- ❖ The highest ratings were granted to the program facilitator, the study conditions and the learning atmosphere.



- ❖ There was a significant and statistically significant change in the way the women perceived the tools and skills they had at the beginning, and the way they perceived their 'toolbox' at the end of the program with which to promote change processes. They also added it increased their willingness to take on additional areas of activity.
- ❖ High ratings were granted to the programs' contribution to increasing their sense of capability and competence, confidence to face challenges and obstacles along the way, and motivating others to action.
- ❖ A comparison of assessments at the beginning and end of the program, shows distinct changes in their perceptions and skills. At the onset of the program, the participants assessed their sense of ability as high - very high. At the end of the training, the women noted that the program contributed to an increase in their abilities to face challenges and to motivate others. The assumption is that the women's definition of 'ability' changed, and hence the program impact.
- ❖ The participants highly valued the homogeneity (professional and ultra-Orthodox identity) of their group. This is a valuable validation of Lishma's guiding principle to serve as a role model, it greatly contributed to creating an open and in-depth dialogue on personal, professional and social issues.
- ❖ All participants expressed interested in further professional development opportunities through the Lishma Network Program where there are group peer study sessions and structured personal guidance.
- ❖ In addition, it is evident that participation in the training helped to form a professional women's community, which takes place beyond the program. A community where women feel comfortable consulting with each other, and getting a response to the challenges they contend with professionally.
- ❖ All participants reported at the end of the program that they felt comfortable consulting with other colleagues and even rated at a high level the benefit they gained from such consultations. This figure is particularly significant in light of the fact that only 36% reported pre-program that they maintain professional consultation relationships with colleagues. This data indicates that the program helped to increase the scope and the quality of the professional and social relationships among the women.

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

Orderly and systematic evaluation and measurement of short and long-term results as well as the degree of effectiveness and impact is an inherent part of Lishma's activities. The process informs the organizational strategy, goals and activities.

In order to create a basis for comparison, and to enable the assessment of the process of change and individual and group development, upon entering the program the participants completed a quantitative questionnaire. They also completed a questionnaire at the end of the training which included reference to their satisfaction with the program, their attitudes toward the degree to which it affected them, their sense of ability, and appreciation for their sense of connection and belonging to the Lishma network.

The rating scale ranged from 1-5 (1 = very low, 5 = very high). The analysis of the findings presented the average estimates and / or prevalence of the respondents in the higher categories.(4,5)

In addition, comparative data was also presented at the beginning of the questionnaire completed by the participants upon entering the program, in which basic attitudes and a sense of ability were examined.

Please see attached and above for results.

Comparisons with the preceding year:

- Same number of participants
- As per attached syllabus, there were fifteen full days of study versus twelve last year.
- In 2020 there were seven social-municipal change initiatives and in 2021 there were fourteen.

Conclusions for the future:

- Add time for open discourse between the participants for peer learning
- Preserve the character and profile of the group.
- Continue to invest in innovative and high-quality study environments.
- Deepen the familiarity with ultra-Orthodox societal issues.
- The need for post-program guidance and instruction.
- The logic model data and budgets were mentioned as content requiring clarification- making it more accessible and practical.
- Lishma will need to address the need for more study units focused on collaboration, team management, and organizational politics.

Provisional guide lines for the advancement of the program in the next year:

Lishma will accompany seven municipal change processes with the assistance of relevant experts . as per participants

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.

Lishma was approached by several municipalities who wish to have staff members, not only senior management, become well-versed in the Lishma principles. These are municipalities whose alumni have attended the training program and now realize that there is a need for the entire professional environment to 'speak the same language'.

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

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.

See attached

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.

Owing to the cultural norms and codes of the Ultra-Orthodox women, there is no film.