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## **National Insurance Funds**

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## National Insurance Funds – General\*

The main activity of the National Insurance Institute (NII) focuses on providing benefits in money or in kind to those entitled by law. These benefits are financed from the NII's budget and the national insurance and health insurance contributions it collects.

In addition to benefits, the NII also assists in the development of community services whose purpose is to improve the welfare of populations at risk and expand their circle of opportunities. This activity is carried out by means of the **National Insurance Funds**. The Funds Division (Services Development Division) was established in 2002 in order to coordinate the activities of all funds<sup>1</sup>, and through them promote projects, programs and initiatives<sup>2</sup> that will develop and implement social services and infrastructures in accordance with the NII's policy and target populations needs: children and adults with disabilities, elderly people living in the community or institutions, families and individuals in economic and social distress, long-term unemployed, children and youth at risk, workers at risk of work accidents, and other groups, such as residents of the social and geographical periphery, Arabs and ultra-orthodox.

Requests for assistance reach the funds in two main routes: following a dedicated “call for proposals” in accordance with the work plan that the funds publish or as part of a collaboration with government ministries or other funds.

The authority of the funds to develop welfare services, as well as the maximum annual budget of each fund, are anchored in the law<sup>3</sup>, which sets out regulations for examining projects or programs and the NII's participation in funding, through part of the insurance contributions collected from employers and insured at the relevant Division.

These are the five funds of the NII: The Fund for the Development of Services for the Disabled, the Fund for the Promotion of Long-term Care Programs, the Fund for Demonstration Projects, the Fund for Financing Safety and Health at Work (Manof) and the Fund for the Development of Services for Children and Youth at Risk.

**The Fund for the Development of Services for the Disabled** assists public bodies in developing services for people with disabilities in order to integrate them into society and workplace and improve their well-being. The fund operates in the following areas: special education and early childhood; vocational rehabilitation of the disabled; sheltered housing in the community; leisure and sports activities; improving physical conditions in institutions for the disabled and purchasing

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<sup>1</sup> Apart from Children's Fund, established in 2004, and the Demonstration Projects Fund which operated in the framework of the Research Administration, each of the funds operated in its relevant section until 2002. The Researches Fund which is also included in the law acts in the framework of the Research and Planning Administration (see below).

<sup>2</sup> **Project** deals mainly with building infrastructure and equipping; **program** is mainly service operation, and **Initiative** is a comprehensive project or program or done in collaboration between some funds / entities. A program serves sometimes as a general name to all routs of assistance.

<sup>3</sup> National Insurance Law (combined version), 1995.

rehabilitation equipment; the fund also helps improve the quality of life and services in institutions for the disabled.

**The Long-term Care Fund** assists in the development of services for the disabled elderly and in their improvement in the community and institutions, in the establishment of day centers for the elderly, in the purchase of equipment for special needs, in the training of personnel for the care of the elderly and in the improvement of services in long term care institutions.

- **The Children and Youth at Risk Fund** works to promote the care of children, adolescents and young people who are at risk due to neglect, abuse, violence, sexual assault, and ADHD, including children and adolescents who have broken the law, use drugs or are exposed to dangerous living conditions. The fund's activity is intended to develop and implement systemic models and programs, the purpose of which is to reduce risk situations, prevent deterioration into poverty and need, promote social mobility, and integrate those at risk into the education, welfare and employment systems.
- **The Demonstration Projects Fund** helps public and private entities to develop experimental and innovative social services in a variety of areas, especially for groups at risk: dysfunctional families, youth and children at risk, people with special needs and the elderly who suffer from violence. These programs are designed for development and implementation in the community across the country, hence most are accompanied by evaluation studies.
- **The Manof Fund** is intended to finance actions to prevent accidents at work and to encourage programs to increase safety and health: to fund research in the field of health and safety at work and to implement their conclusions in experimental establishments; development and improvement of innovative safety measures; identification of occupational risks and safety hazards in the workplace; assistance in the purchase of safety equipment, training activities and information and publicity campaigns.

Funds help develop social services in several ways. The Fund for the Development of Services for the Disabled and the Long-term Care Fund mainly assist in the development of infrastructure, equipment and technological development. The Fund for Demonstration Projects, the Fund for Children and Youth at Risk and the Manof Fund assist in the implementation of programs that develop services for the target populations. These funds typically also fund evaluation studies for programs.

## Summary of activity in 2018

As in recent years, in 2018 the NII funds operated among at-risk populations (as described above), operating day centers for the elderly and people with severe disabilities, in the areas of housing, education, employment and placement preparation, which are all cornerstones of welfare and social security policy and key areas of activity of four of the funds: The Fund for the Development of Services for the Disabled, the Long-term Care Fund, the Demonstration Projects Fund and the Fund for Children and Youth at Risk.

The main areas of activity in terms of the scope of assistance were employment, activity in day centers for the elderly and people with disabilities, education and housing. 53% of the assistance budget for new projects has been allocated to these areas. Apart from that, the funds continued this year to help in the fields of sports and leisure, early childhood, safety at work and so on.

The main areas of activity of the funds in 2018 are shown in Table 1 and Figure 1. The table highlights the different emphases of each of the funds, for instance: in the fund for service development for the disabled, about one-fifth of the amount was spent on employment; in the long-term care fund more than half was spent on housing in institutions (nursing homes) and daily support and care (mainly in day centers) and in the fund for children and youth at risk, about half of the amount was directed to employment preparation programs for youth and young people (e.g. Spark preparatory program for preparation for the army and employment for young people at risk, etc.).

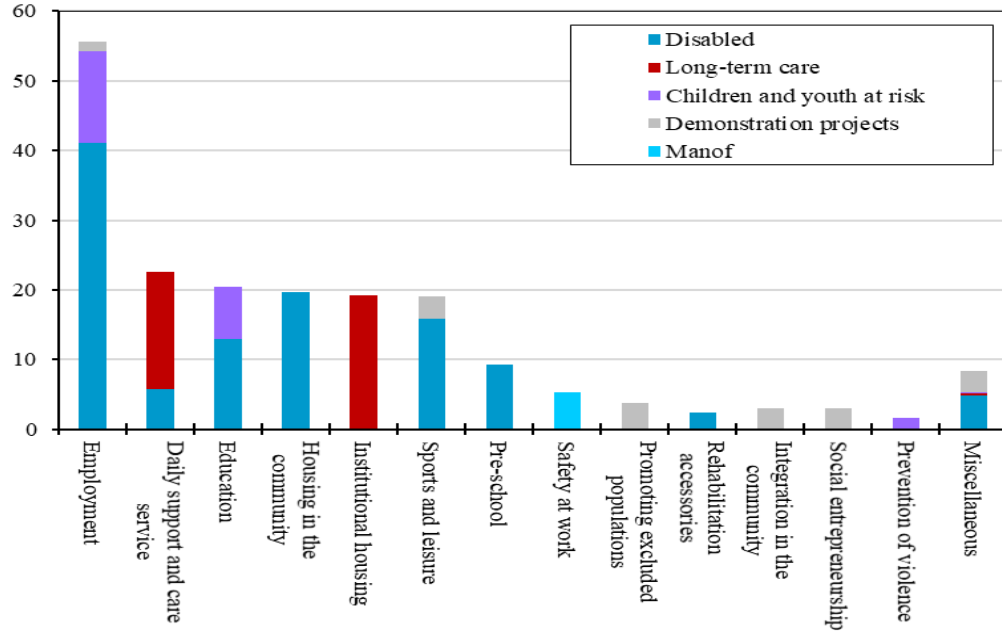
Table 1: Approved Assistance, by Fund and Field of Activity (Millions of NIS), 2018

Assistance area	Fund					Approved assistance	
	Disabled	Long-term care	Children and youth at risk	Demonstration projects	Manof	Total (NIS Million)	As percent of the funds' budget
Employment	41.0	-	13.2	1.3	-	55.6	29
Daily support and care service*	5.8	16.7	-	-	-	22.6	12
Education (including special ed, excluding preschoolers)	13.0	-	7.4	-	-	20.4	11
Accommodation in the community	19.6	-	-	-	-	19.6	10
Institutional accommodation	-	19.2	-	-	-	19.2	10
Leisure and sport	15.9	-	-	3.1	-	19.0	10
Preschoolers	9.2	-	-	-	-	9.2	5
Safety at work	-	-	-	-	5.3	5.3	3
Promoting excluded populations	-	-	-	3.7	-	3.7	2
Rehabilitation equipment	2.5	-	-	-	-	2.5	1
Integration into the community**	-	-	-	3.0	-	3.0	2
Social entrepreneurship	-	-	-	3.0	-	3.0	2
Violence prevention	-	-	1.6	-	-	1.6	1
Miscellaneous	4.8	0.3	0.2	3.0	-	8.4	4
<b>Total</b>	<b>111.9</b>	<b>36.3</b>	<b>22.5</b>	<b>17.2</b>	<b>5.3</b>	<b>193.1</b>	<b>100</b>

\* This area includes day centers for the elderly and people with disabilities.

\*\* A field that was introduced for the first time this year and includes a project to alleviate loneliness among the elderly, therapeutic intervention in the community, integrative parks and so on.

Figure 1: Assistance Approved for Each Fund by Field of Activity (Millions of NIS), 2018



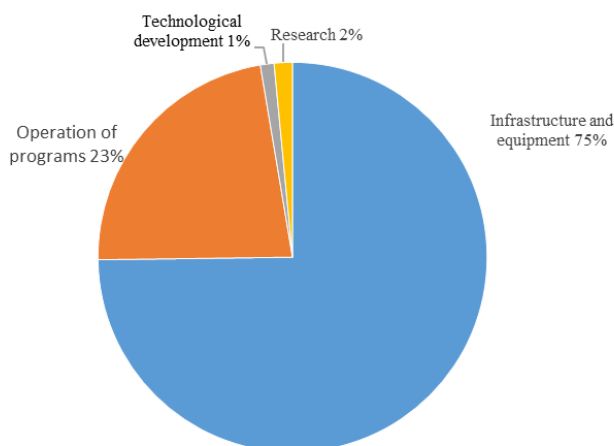
The assistance provided by the funds to organizations and authorities can be classified by type: assistance in establishing infrastructure and equipping, assistance in operating social programs, technological development and evaluation studies for programs and projects.

Table 2 below shows the scope of financial assistance in the past year, divided by type of assistance<sup>4</sup>. Most of the assistance – about 75% – is directed to infrastructure and equipment and about a quarter of it to run programs.

**Table 2: Approved Assistance, by Type (Millions of NIS), 2018**

Assistance type	Approved assistance	
	Total (NIS Million)	As percent of the funds' budget
Infrastructure and equipment	144.4	75
Operation of programs	43.6	23
Technological development	2.2	1
Research	2.9	2
<b>Total</b>	<b>193.1</b>	<b>100.0</b>

**Figure 2: Approved Assistance, by Type (Percentages), 2018**

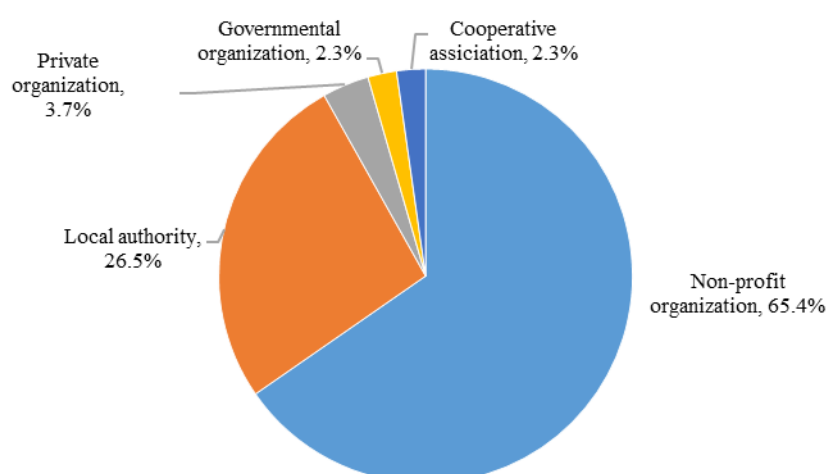


The funds assist various organizations registered as non-profit organizations in Israel (association, public benefit company, sacred property) as well as local authorities and government ministries. Figure 3 below shows the funds' assistance by the type of organization with whom the assistance agreement was signed, and it can be seen that like in the previous year most of the assistance was

<sup>4</sup> The financial data presented in the tables apply to the amounts for which an agreement was signed in the current year and not to the actual implementation, which includes the development and financing of agreements signed in previous years.

given to non-profit organizations (associations operating in the social field), another significant share (27%) is given to local authorities in which the service operates, and 8% is divided between governmental ministries (2% in 2018 compared to 5% in 2017) - usually as assistance for new and experimental programs not yet budgeted on a national scale and are operated as a partnership between them and the funds - and private bodies or cooperatives (6% in 2018 compared to 5% in 2017), which received assistance after meeting the set criteria.

Figure 3: Approved assistance by type of organization, 2018



In 2018, the funds signed agreements for the development of welfare services in the amount of approximately NIS 193 million, which were divided between 254 different programs – an increase of about 1% in the amount of participation and about 5% in the number of programs compared to 2017. Table 3 and Figure 4 below show the scope of assistance for programs approved for assistance this year.

As stated, the scope of assistance of each fund is fixed by law. The Fund for Service development For the Disabled is allocated the highest amount, half or more of the funds' budget, followed in descending order by the Long-term Care Fund, the Fund for Children and Youth at Risk<sup>5</sup>, the Demonstration Projects Fund and the Manof Fund (Table 3 and Figure 4). The activities of the fund for the development of services for the disabled, and the Long-term Care Fund, focus on investing in infrastructure, hence the large amount of assistance allocated to them (Table 3). The Fund for Children and Youth at Risk, Demonstration Projects and the Manof Fund are engaged in the development and operation of services, and their budget is lower by law. The table shows that the average assistance for programs in the Fund for Children and Youth at Risk this year was about NIS 832,000 per program (12% higher than the average assistance in 2017), in the Demonstration Projects Fund about NIS 660,000 (about 4% lower than 2017), in the Manof Fund about NIS 1 million (40% higher than in 2017), in the Fund for Service Development for the Disabled about NIS

<sup>5</sup> At the end of 2016, the total budget for the children and youth at risk fund was increased by law, by NIS 5 Million.

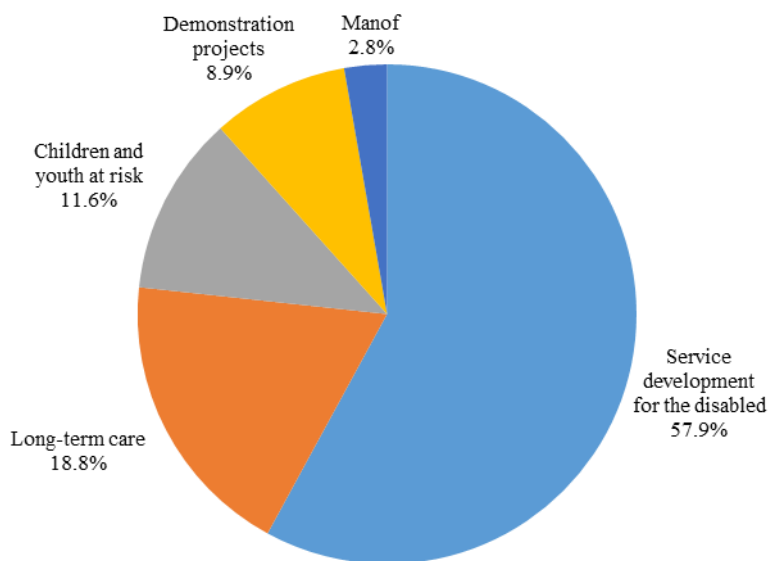
640,000 (about 25% lower than 2017) and in the Long-Term Care Fund the average assistance for the program of the year was NIS 1.7 million (about 30% higher than in 2017).

Table 3: Programs and Assistance Approved, by Fund (Millions of NIS), 2018

Fund	Approved programs (numbers)	Approved assistance		
		Total (Millions of NIS)	As percent of the funds' budget	Average per program (NIS Thousand)
Development of services for the disabled	175	111.9	58	639.4
Long-term care	21	36.3	19	1726.3
Children and youth at risk	27	22.5	12	832.1
Demonstration projects	26	17.2	9	659.9
Manof	5	5.3	3	1066.4
<b>Total</b>	<b>254</b>	<b>193.1</b>	<b>100</b>	<b>.. *</b>

\* This item is irrelevant because of the differences in the funds' programs different characteristics.

Figure 4: Approved Assistance, by Fund (Percentages), 2018





The NII Funds do not usually fully fund the programs in which they participate. The programs pool resources from various bodies. The maximum funding rate for each fund is anchored in its articles<sup>6</sup>. In some funds the rate is also determined according to the social and economic characteristics of the target population or of the local authority (according to accepted statistical indices and in accordance with the socio-economic cluster according to the CBS), and in the Long-term Care Fund the funding rate for the institutions is determined according to the economic characteristics of the entity that operates the service, in accordance with a financial review by an accountant.

Thus, the common participation rate of the **Fund for the Development of Services for the Disabled** is 80% of the total cost of the project. In the **Long-Term Care Fund**, the assistance rate ranges from 50% to 80% of the total cost of the program. The **Fund for Children and Youth at Risk** assists at a rate of up to 80% of the program costs (until 2015 it assisted at a lower rate, up to about 50%), and the **Fund for Demonstration Projects** also assists at a rate of up to 80%<sup>7</sup>. The **Manof Fund**, on the other hand, may also finance the full cost of a program.

As the funds do not fund the programs in their entirety, it is possible to increase the resources available to each program. Leveraging the funds money has great importance: the activity of the programs has greatly increased together with the possibility of developing and operating additional programs that would not have been implemented without pooling resources. The **leverage ratio** is the ratio between the total cost of the program and the amount invested by the funds. The higher the leverage, the better the funding sources can be integrated, and the resources increase. The leverage also allows for nationwide deployment, strategic outlook and setting standards to the point of changing the regulation.

Table 4: Overall Cost of Programs, Approved Assistance and Rate of Assistance, by Fund (Millions of NIS), 2018

Fund	Cost of programs (NIS)	The approved assistance		
		Total (NIS)	As percentage of the whole cost*	Leverage ratio
Disabled	171.4	111.9	65	1.5
Long-term care	77.6	36.3	47	2.1
Children and youth at risk	58.8	22.5	38	2.6
Demonstration projects	41.5	17.2	41	2.8
Manof	6.0	5.3	88	1.1
<b>Total</b>	<b>355.4</b>	<b>193.1</b>	<b>54</b>	<b>1.8</b>

\* Considering the maximal assistance and the assistance rate defined by the regulations.

<sup>6</sup> For the details of funding rates, maximum assistance amounts, and additional principles see document **Terms and action principles** in the funds' website.

<sup>7</sup> In programs funded for three years by the fund, the funding decreases gradually from 100% to 50%, depending on the year of operation.

Overall, services amounting to NIS 355 million were developed through the funds in 2018 (Table 4), so that the funds' money made it possible to leverage the programs by approximately 84% higher than their support amount. The cost of all the programs increased this year by 1% compared to 2017, and the leverage rate of fund money remained unchanged.

## Activity by Localities

The NII Funds assist in the development of services at three geographical levels: at the locality level, at the multi-locality level and at the national level<sup>8</sup>. In 2018, as in previous years, the bulk of the funds' budget, approximately 78%, was invested in programs in certain individual localities or in programs that include several localities (compared with 72% in 2017), and only about 22% in projects or programs at the national level (such as activities to increase awareness for safety at work, technological developments for people with disabilities, pre-military preparatory courses for young people at risk and more). In programs implemented in one or more localities, the main beneficiaries are residents of that locality or group of localities, whereas in national programs the population benefiting from the service is indistinguishable on a geographical basis.

**Table 5: Approved Assistance, by Fund and Scope of Deployment in Localities (Millions of NIS), 2018**

The fund	National	Local	Multi-local	Total
Disabled	12.4	95.7	3.8	111.9
Long-term care	1.8	34.4	-	36.3
Children and youth at risk	16.5	-	6.0	22.5
Demonstration projects	7.2	2.5	7.5	17.2
Manof	5.3	-	-	5.3
<b>Total</b>	<b>41.2</b>	<b>132.6</b>	<b>19.3</b>	<b>193.1</b>

The distribution of assistance by fund and by scope of deployment shows that the funds that help develop infrastructure (such as day centers for the elderly, housing, day care centers and equipment for the learning disabled) operate mainly in a particular locality for the benefit of its residents and nearby localities (Table 5). Funds that help develop and operate services operate on a larger scale. Thus, this year, like last year, 64% of the Children and Youth Fund at Risk Fund budget was invested in national programs and the rest in programs in several localities. The Fund for Demonstration Projects also invested this year, like the previous year, about 42% in programs nationwide, 44% in programs in multiple localities and another 15% in programs in individual localities. The Manof Fund invests only in national programs.

<sup>8</sup> Assistance at the locality level is intended to develop programs for the benefits of the locality's residents. The multi-locality level assistance is intended to develop programs for the benefit of all citizens, with communication and collaborated learning among all the localities involved.

Figure 5: Approved Assistance, by Fund and Scope of Deployment in Localities (Millions of NIS), 2018

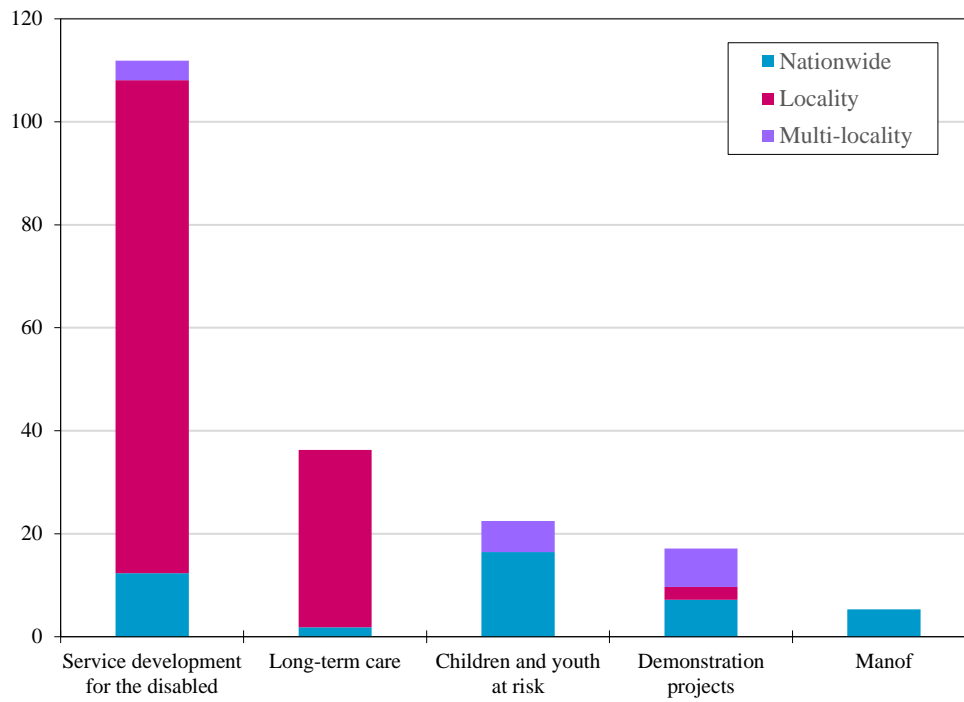


Table 6: Approved Assistance and its Percentage of Total Budget and Population, by District and Sub-district\* (Millions of NIS), 2018

District and sub-district	Approved assistance		
	Total (NIS)	As percentage of funds' budget in localities**	Population (percent of total)
<b>Jerusalem</b>	23.2	15	13
<b>North</b>	22.9	15	17
Golan	-	0	1
Ezreel	10.8	7	6
Kinneret	1.2	1	1
Acre	8.8	6	7
Safed	1.8	1	1
<b>Haifa</b>	13.2	9	11
Hedera	6.0	4	5
Haifa	7.2	5	7
<b>Centre</b>	27.1	18	25
Hasharon	8.5	6	5
Petah Tikvah	8.2	5	8
Rehovot	5.8	4	7
Ramla	4.5	3	4
<b>Tel Aviv</b>	13.4	9	16
<b>South</b>	45.6	30	14
Ashkelon	20.8	14	6
Beer Sheva	24.8	16	8
<b>Judea and Samaria area</b>	4.0	3	5
<b>Total programs in localities</b>	149.9	100	100
National programs	43.2		
<b>Total</b>	193.1		0

\* The districts and sub-districts were defined by the CBS classification (**Annual Statistical Bulletin of Israel, 69, 2018**).

\*\* The rate was calculated out of the total budget of the programs in the localities.

Along with the geographical distribution of the assistance, it is interesting to examine it according to the location of the localities – periphery versus center – and according to the socio-economic level of the locality. The socio-economic level of the locality is determined, among other things, according to its geographical location, and generally the farther the locality is from the center of economic activity and population centers, the smaller the economic opportunities of its residents. In order to express the advantages of localities in the center over localities in the periphery, the Central Bureau of Statistics has developed an index of peripherality<sup>9</sup>, which sorts the localities into ten clusters, according to their proximity to population centers and economic activity. To allow comparison to previous years, we grouped the clusters into five groups: 1-3 – very peripheral; 4 – peripheral; 5-6 – intermediate; 7 – central; 8-10 – very central.

Similar to 2017, in 2018 the volume of funds' investment in the Southern District was quite high in relation to the size of the district – about 30% of the total budget was invested in localities in this district (compared to 22% in 2017), while the share of residents in this district is less than half of its budget share – 14%<sup>10</sup>. In the Central and Tel Aviv districts, the assistance was much lower than the share of the residents in the population – 18% compared to 25% and 9% compared to 16%, respectively. In the Jerusalem, North and Haifa districts, the approved assistance rate was close to the districts' share of the population.

The distribution of assistance to localities according to the peripheral index (Table 7 and Figure 6) shows that, as in previous years, in 2018 a larger part of the funds' budget was invested in localities in the periphery: 26% of assistance was given to localities at the very peripheral to peripheral level (1-4), whereas their share in the population is about 19%; 35% of the assistance was given to localities at an intermediate level of peripherality, and 39% were given to very central and central localities (7-10), whereas their share in the population is about 50%. Overall, it means that the current policy is a preference for peripheral localities, and the data show that this policy has also been applied.

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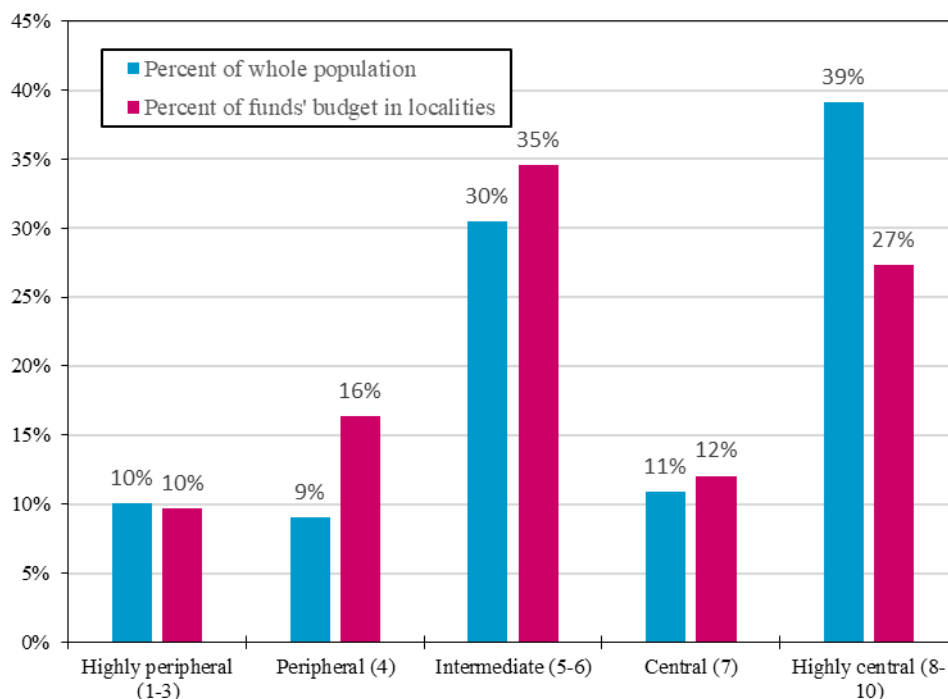
<sup>9</sup> Central Bureau of Statistics (2017). **Peripherality Index of Localities and Local Authorities, 2015** – Press Release 341/17, 16/11/2017. The index expresses the locality's proximity to each of the localities in the country, weighted by its population size and its proximity to the Tel Aviv district. It includes ten clusters arranged in ascending order from the most peripheral to the most central. The clusters are not equal in size; the localities within them are similar in index values, and there is great variation between the clusters.

<sup>10</sup> The share in the population relates to the number of residents in the district and sub-district as part of the general population in Israel.

Table 7: Approved Assistance and its Percentage of General Budget and Population, by Peripherality Level (Millions of NIS), 2018

Peripherality level	Approved assistance		Population (percent of total)
	Total (NIS)	As percentage of funds' budget in localities	
Very peripheral (1-3)	14.6	10	10
Peripheral (4)	24.6	16	9
Intermediate (5-6)	51.7	35	30
Central (7)	18.0	12	11
Very central (8-10)	41.0	27	39
<b>Total programs in localities</b>	<b>149.9</b>	<b>100</b>	<b>100</b>
National programs	43.2		
<b>Total</b>	<b>193.1</b>		

Figure 6: Approved Assistance as Percentage of Overall Funds' Budget and Population, by Peripherality Level, 2018



Another classification of localities is according to their socio-economic level<sup>11</sup>: Localities in clusters 1-3 were defined as belonging to a low socio-economic level (about 30% of the total population), 4-7 – intermediate level (about 50%), and 8-10 – high level (about 20%). According to this classification, the localities from a low socio-economic level received in 2018 about 40% of the budget; localities from an intermediate level received 45%, and localities from a high level about 15% (Table 8 and Figure 7). Therefore, the investment in localities of a low and intermediate socio-economic level has increased compared to 2017, and the investment in localities of a high level dropped significantly. Investment in localities with a low socio-economic level was higher than their share in the population (43% compared to 30%, respectively), in localities at the intermediate level the investment was similar to their share in the population (48% compared to 50%, respectively), and in localities at the high level the investment was smaller than their share in the population (9% and 20%, respectively). The affiliation of a locality to a certain socio-economic level is determined by an average of the socio-economic indices, so that even in localities that are rated at an intermediate or high level, there are groups at risk that are supported by the funds.

The policy pursued by the funds is to prefer the provision of assistance in localities classified in socio-economic clusters 1-4. Figure 7 shows that about 45% of the funds' budget was invested in localities classified into these clusters, a high proportion in relation to their share in the population. Particularly notable is the amount of high assistance for localities in clusters 3 and 5 and particularly low assistance for clusters 7 and 8.

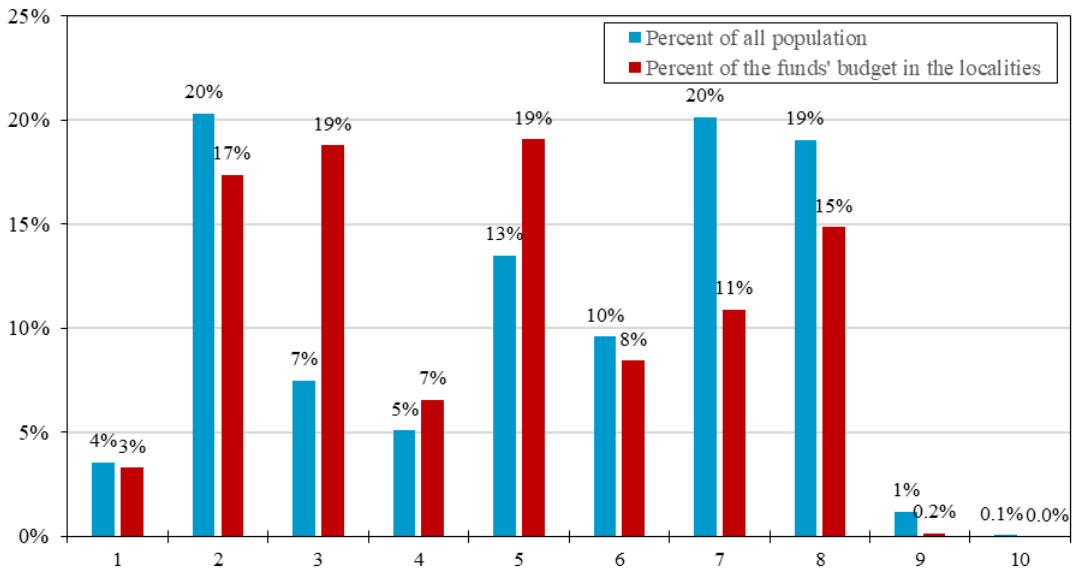
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<sup>11</sup> This index was updated with 2015 data, Central Bureau of Statistics, Press Release number 351/2018, November 2018. Therefore, it is not possible to compare the assistance rates this year compared with previous year. It should be emphasized that the funds' assistance has been given this year before the publication of the new index, in November 2018. Therefore, the information relates to data compiled by the previous index.

Table 8: Approved Assistance and its Percentage of Total Budget and Population, by Socio-Economic Level (Millions of NIS), 2018

Socio-economic level	Approved assistance		Population (percent of total)
	Total (NIS)	As percentage of funds' budget in localities	
1	5.0	3	4
2	26.2	17	20
3	28.3	19	7
4	9.9	7	5
5	28.8	19	13
6	12.7	8	10
7	16.4	11	20
8	22.4	15	19
9	0.2	0.2	1
10	-	-	0.1
<b>Total programs in localities</b>	<b>149.9</b>	<b>100</b>	<b>100</b>
National programs	43.2		
<b>Total</b>	<b>193.1</b>		

Figure 7: Approved Assistance and its Percentage in Total Budget and Population, by Socio-Economic Level, 2018





The data therefore show that the NII Funds allocate a large part of their budget to localities of the lower and medium socio-economic level, in the periphery and in the center. This allocation is consistent with their objectives.

## Main Programs in 2018

The work process in the funds is divided into three major steps:

- 1 **Mapping the needs of the target population and identifying opportunities for appropriate responses** – among the possible responses, the most appropriate programs and the organizations that will promote them are identified, taking into account, among other things, population size, proposed program rationale, measurement processes and program outcomes, program continuity and more. The identified plans are submitted to the relevant fund committee for discussion, approval for assistance in accordance with the committee's decision, and implementation.
- 2 **Execution** – in infrastructure construction or renovation projects (mainly in the Services Development for the Disabled Fund and the Long-Term Care Fund), the funds, with the assistance of consultants and experts in the relevant fields of architecture, engineering and care professions, accompany the construction process to ensure it meets the original schedules, the high standards and will suit the target population. In programs that mainly deal with operation of social service (mainly Children and Youth at Risk, Demonstration Projects and Manof funds) the funds accompany the implementation of the program and contribute their professional knowledge and systemic perspective to give the target population a professional and quality solution, improve the action model and prepare it for implementation. In many cases, the fund finances an accompanying research, in order to evaluate how the plan is implemented, its compliance with the change goals and its results.
- 3 **Completion** – in projects of infrastructure construction or renovation, the assistance of the funds ends with the beginning of the activity in the building. The funds accompany the transition to activity, to ensure the optimal use of the infrastructure in accordance with its purpose. In programs whose main purpose is to run a social service, the assistance of the funds usually ends after three years of activity and after a model has been built that allows the program to be implemented as a permanent service by a government ministry or other entity. The funds accompany the implementation phase and the transition to the ongoing operation of the program or infrastructure, in order to enable extensive and independent activity, even without financial assistance.

In this chapter, examples or programs in various stages of activity in the various funds will be presented:

1. **Programs in planning and organization** – programs that were approved in the previous year and are currently at first organization stages. In describing these programs, an emphasis will be put on the challenge and the rationale according to which they were chosen, as well as on their objectives as a reflection of the needs mapping

process and identification of opportunities that have led to approval of assistance to those programs.

2. **Programs in execution** – in describing these plans, emphasis will be placed on the scope of activity in the field, its deployment and the challenges in its operation.
3. **Completed programs** – in the description of these plans, emphasis will be placed on examining their compliance with the goals set for them and on the question of whether the funds helped to establish a strong enough infrastructure for the continuation of activities, after the cessation of funding.

## The Fund for Development of Services for the Disabled

### A program in planning and organization: software development for youth movement activities from home, for children confined to their homes – Variety scouts

The need for society and social activity is one of the basic needs of man. In children and adolescents, social activity is the basis for personality development and the development of social skills. Apart from the social activity, the activity in the youth movement imparts values and as such is a factor in the education of the child. Membership in a youth movement strengthens the children's sense of belonging and helps form their identity. Integrating children with special needs into such activities may strengthen their positive image in their own eyes, their families' and the community in which they live.<sup>12</sup>

Social activity usually takes place in the public space, so people with disabilities in general, and those confined to their homes in particular, have difficulty integrating into it. Technological development has created a new opportunity for active participation in social gatherings without having to leave home, through cyberspace. The **Variety Scout** Project, a joint venture between the Scout Movement and the Variety Association, is designed for children and adolescents with cerebral palsy (CP) and other diseases that do not allow them to leave home and reach the Scout tribe closest to their home. The activity is a social-moral activity of the Scout movement in the afternoon, mainly in cyberspace, through a video conference, with the participation of the trainees and instructors. The instructors build the activity so that it is adapted to the virtual space. The Fund for the Development of Services for the Disabled assisted in the development of a dedicated software infrastructure for this activity, in order to enable the implementation of the program for the benefit of a wide population of participants all over the country. The development of the software relies on technology used in the business field and its adaptation to social activities for children with disabilities and the expansion of the available options so that they will provide a suitable solution for the activities of the Scout movement.

<sup>12</sup> For more information, see Miri Munk and Dr. Hagit Klivensky (2009) **Integration of Children with Special Needs in the Scouts**, Jerusalem: The National Insurance Institute (Final report of an evaluation research of the funds' previous program with the scouts youth movement, to integrate children with special needs in the youth movement activity).

### **A program in execution: varied and attractive employment – a design terminal in Bat Yam**

The Fund for the Development of Services for the Disabled promotes adapted, diverse and empowering employment for people with disabilities, which will enable them to integrate into the labor market and earn a decent living in the fields in which they are interested in working. Diverse and adapted employment requires proper physical infrastructure, appropriate equipment and an innovative planning concept. Studies show that the purpose of employment for people with disabilities is not only to reduce income disparities, but also to reduce social disparities. Most jobs involve contact with people – other employees or service recipients – and this can alleviate isolation and help build social capital. Integrating into work and maintaining it has even greater significance for people with disabilities, because they contribute to their integration into society, to the promotion of their independence, to raising their self-esteem and to improving their quality of life.

From this perspective, the fund assists in the establishment, expansion and renovation of infrastructure that allows people with disabilities a diverse vocational rehabilitation. For instance, it is helping to build the **design terminal** in Bat Yam, a new compound of the **Out of the Box** association where people with mental disabilities will be integrated and employed<sup>13</sup>. A design terminal is an “incubator” for designers in various fields. The terminal enables participating designers a shared workspace and guidance in personal and business development. It also serves as a site for visitors, offering cultural and social activities around the field of design and the arts in general.

As part of the terminal’s relocation and expansion of activities, a large-scale integration of people with disabilities in its ongoing activities is planned: a designer incubator, the terminal’s activity center; rehabilitation workshop for people dealing with mental assault – the participants will perform prototypes of products made of different materials according to the designers’ requirements; factory – the factory will employ participants in the mass production of products whose design process has ended; store – a store for design-intensive products, most of which were manufactured in a factory; cafe and site for events.

The wide variety of activities planned at the terminal will allow people dealing with mental disabilities to choose where they want to develop occupationally. Participants will enjoy personal and professional rehabilitation, which includes a personal rehabilitation program, personal training, professional fitness and more. Emphasis will be placed on creating employment horizons for the participants and an integrative approach that will enable them to deal with various situations, preparing them towards integration in the labor market while being in a supportive and inclusive environment.

The Fund for the Development of Services for the Disabled assists with the renovation of the site and the purchase of equipment intended for the activities of people with disabilities in the site. The new site is expected to open during 2020.

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<sup>13</sup> The **Out of the Box** association was established in 2010 to promote the area of design in Israel and use design as a tool for financial, social and cultural change. The association develops educational programs that apply design as a tool to leverage weakened populations, in order to promote narrowing gaps in society.

### **Completed program: career development and entrepreneurship for people with mental disabilities – Afikim, an advanced technology center for career development and personal skills**

The Fund for Development of Services for the Disabled works to provide a comprehensive response to people with disabilities in the field of employment. Promoting employment among people with disabilities requires assistance, not only in integration into the workplace, but also in career planning and development and in adapting developmental and training pathways to the new trends emerging in the labor market.

In order to expand its activities in the field of career development and include peer learning of managers, teams and entities that work in the field of rehabilitation and promotion of employment and careers, the fund has assisted in establishing **The Center** – a center for simulation for career development by **A Different Rehabilitation Association**<sup>14</sup>, in cooperation with the Ministry of Health and the Weinberg Foundation.

The site covers an area of 320 square meters in Petah Tikvah, and serves as a center for growth, learning and career development for people with all types of disabilities. The site also serves as a center for professional learning and mutual inspiration for managers, teams and various bodies that work in the field of rehabilitation and promotion of employment and careers.

It has four main types of activities:

**A Simulator** – enables practicing scenarios from the world of labor and studies and to discover one's personal and social values. Participants receive feedbacks that allow them to acquire skills to improve their integration into society, studies and the labor market. Professionals can also use it to study the challenges faced by people with disabilities in the field of employment and the available solutions to these challenges. It also serves as a strategic tool for changing attitudes in the business sector, corporations and various businesses, and promoting the integration of people with disabilities into work.

**A Classroom** – designed for group meetings and complementary workshops in parallel with work in the social simulator. In these sessions, participants work in small groups on various skills and issues related to career development and advancement in the job and study market.

- 1 **Shared workspace** – contains up to about 80 people and serves as a meeting place and acquaintance for younger and older people with and without disabilities, a place for discussions and mutual inspiration, inclusion and joint projects on computers and technological devices. It also serves as a space for workshops, lectures and discussions with employers, the business sector, experts and educators in various fields.

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<sup>14</sup> **A Different Rehabilitation Association** was established in 2004, to promote social change and integration of people with mental disabilities in the competitive labor market and community. It operates, among other things, a program to build a personal advancement path and career development while experiencing in the community and in the labor market.

- 2 **Platform for entrepreneurs and employers involved in social activities** – offices for entrepreneurs for meetings with customers and promotion of social processes.
- 3 The Fund for the Development of Services for the Disabled assisted in the purchase of the building and the equipment required for the operation of the center. With the initiation of operation, the fund accompanies the first steps and marketing of the model to organizations around the country that will take part in the center's activities.

### **The Fund for the Development of Long-Term Care Services Program in execution – second shift in day centers for the frail**

The Long-Term Care Fund, in collaboration with the Long-Term Care Division of the NII and Service for the Elderly at the Ministry of Welfare, has initiated a program for optimal utilization of day center buildings for the benefit of the elderly population, enabling continuous and flexible activity, adapted to the needs and preferences of the elderly population.

The activity in the day centers for the elderly around the country ends at 2 pm. From this time the buildings are not utilized. The current situation does not address the needs of the elderly who have difficulty integrating into morning activities (for a variety of reasons). Therefore, the fund decided to maximize the utilization of the day centers established with its assistance and to initiate an experimental program to operate the day centers on a second shift, in the afternoon<sup>15</sup>. The second shift operates in a format like the morning shift, and it includes all the personal, social and cultural services as required by the Social Work Regulations<sup>16</sup>.

The program operates as a three-year pilot program in 4 day centers:

1. Regional day center for the elderly, Pardes Hana;
2. Hashlosa day center, Bat Yam;
3. Tirosh day center, Nazareth Illit;
4. Multi service day center, Kfar Shalem, Tel Aviv.

The program is accompanied by research conducted by the Myers-Joint-Brookdale Institute, which examines the advantages and disadvantages of applying the standard day center model to a second shift (afternoon time). Among other things, it examines the program's contribution, in all its components, to improving services for the elderly with disabilities in the community and the future feasibility of expanding activity into flexible hours.

The study focuses on assessing the operating components of day centers: the financial aspect, hours of operation, contents, variety of participants, quality of service, satisfaction of the elderly

<sup>15</sup> "Frail" are elderly people who need some help in their daily activities, such as bathing and dressing. In contrast, independent elderly people do not need any help in their daily activities and nursing people need full help in most of the daily activities, or all of them.

<sup>16</sup> Social Work Regulations – the regulation that define the social services to which the citizens of the country of Israel, from the various sectors, are entitled. For the regulations concerning day centers, see Directive 13 of Chapter 4 of the Social Work Regulations.

and their families, utilization of the long-term care benefit hours, tailoring services to the personal needs of the elderly, impact of program on morning activities and more.

### **Completed program – support groups for family members caring for elderly people with dementia**

In 2013, the National Program for Dealing with Alzheimer's Disease and Other Types of Dementia was launched. One of its courses of action is to provide a direct response and support to family members, including by expanding the development of social and emotional support services for family members, such as support groups, family therapy and individual support if necessary. These services should also include providing of information about the disease and the existing responses and impart treatment skills<sup>17</sup>.

To advance this direction, the Long-Term Care Fund has initiated a program for support groups for family members caring for elderly people with dementia. The program was operated in the years 2014-2017 by the **Amda** Association, in collaboration with the Counseling Service for the Elderly of the NII and the Ministry of Welfare – the social services departments in the localities. This program is a continuation of a program for family members who care for the elderly operated by the fund in previous years<sup>18</sup>, which aims to assist in the future in building a supportive, effective, professional and accessible system for family members, to enable the elderly with dementia to remain in the community while receiving optimal care .

As part of the program, 74 support groups were established throughout the country, with a total of about 1,050 participants. Each group has met for 12 weekly sessions of 1.5-2 hours each. The activity combined emotional support, information about illnesses, rights and services and imparting skills for care and relief to the therapist. The program was accompanied by an evaluation study by Dr. Ayelet Berg-Verman of the Myers-Joint-Brookdale Institute to examine the various models of the program (a closed group with regular participants throughout, and a “train” group in which some participants left and new ones joined) and its long-term impact on the caregivers, on the patients, on the treatment load and on the relationship between the caregiver and the patient, various indices were examined among the participants before the participation in the group, about a month and a half after it ended and about eight months after it ended.

The study raised the following findings: participants' satisfaction with the program was high (96% rated their degree of great to very great satisfaction); in relation to the following topics: information about the disease, improving the relationship and concern for self-health, the group's contribution to the participants is maintained over time; in relation to the topics: ability to cope with providing care, information on rights, care skills, ventilation and stress relief, the contribution of the group fades over time. Regarding the comparison between the different models, as far as the limitations of the study allowed, no significant differences were found in most of the indices.

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<sup>17</sup> See **The National Program for Dealing with Alzheimer Disease and Other Dementias, a Multi-Expertise and Multi-Organization Expert Group: a Final Document**. Ministry of Health, 2013.

<sup>18</sup> See National Insurance Institute, Annual Report 2012, Chapter 5.

The Amda association currently continues to run support groups with the model based on the findings of the accompanying study. In the future, the research findings will be processed into a guideline for professionals who can establish and operate such support groups independently .

## **The Fund for Children and Youth at Risk**

### **A program in planning and organizing – at risk young parenting initiative, a joint venture by the Children and Youth at Risk Fund, the Demonstration Projects Fund and the Toronto Friendship Association**

About one million young people aged 25-18 live in Israel today, of whom about 20% are at risk. This population is characterized by a lack of material resources, a weak, absent or abusive family home front, a lack of a positive role model, difficulty in establishing optimal interpersonal relationships, emotional disconnection, low self-esteem and difficulty in exercising rights. Young people who are at risk will, for the most part, marry spouses in a similar situation, and the distress and difficulty will be passed on to the next generation (intergenerational transmission)<sup>19</sup>.

The period of life between the fetus and the age of three is crucial in terms of human development. It is during this period that his character, abilities and perceptions towards the world around him are shaped, as well as the relationships with the human circle that surrounds him. Intervention and positive impact in the life stage of young parenting can put the family on a positive route and prevent many difficulties and damages in the future<sup>20</sup>.

**The Fund for Children and Youth at Risk, the Fund for Demonstration Projects and the Toronto Friendship Association** are about to launch a project to develop innovative models for intervention among young parents (aged 18-35) to preschoolers who are at risk, and for those who are about to become parents.

The goals of the project are to build and strengthen parental capacity among parents who are at risk, to create an optimal parental environment for the normal development of their children and to promote the normal development of the children at the cognitive, emotional, social and physical level.

Prior to the launch of the project, a call for proposals was issued for innovative intervention programs. 85 applications were received, of which up to 15 intervention programs will be selected for approximately 400 families. The proposals are being tested and developed and will start operating in 2019.

The project is accompanied by a professional round table, and strategic partnerships have been formed with the relevant government ministries (Ministry of Labor, Welfare and Social Services, Ministry of Health, Ministry of Social Equality and Ministry of Education). At the beginning of the activity, local round tables will be set up to accompany the programs at the local level, and an evaluation study will be conducted that will accompany the programs and examine their success.

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<sup>19</sup> For mor information see Yated program, the national program for youth at risk, operation model April 2018.

<sup>20</sup> For more information, see literature review prepared for this initiative by Dr. Hagit Turgeman, from the Academic College West Galillee.



## Box 1: Continuity of care for elderly with dementia

During 2018, through the **Long-Term Care Fund** of the NII and the **Ministry of Health**, programs operated by the Meuhedet and Leumit health maintenance organizations (HMOs) have been promoted, with the intention to improve the continuity of care for the elderly with dementia, within the community and in the interface between the community and frameworks inside and outside the health system.

Continuity of treatment is a multi-expertise approach, the purpose of which is to maximize the quality of care and improve the patient's quality of life while placing him at the center. Its rationale is continuous and quality care, over time, by different caregivers, different frameworks and different systems, which are all linked to each other and the transitions between them are coordinated.

These programs are integrated into the National Program for Dealing with Alzheimer's and Other Dementia Diseases, and complement previous moves made in the field.

In May 2013, the National Program for Dealing with Alzheimer's and Other Dementia Diseases was launched, with the following main goals: to enable people with dementia and their families to live a life that is as full, independent and dignified as possible with the help of quality and accessible assistance from the state; to treat dementia already at the stage of prevention of risk factors, to act for early detection and diagnosis, to treat patients at all stages of the disease and until the end of life; to assimilate multi-professional work and care principles; to increase coordination and cooperation between all the bodies involved.

The plans express a holistic view and are based on the joint work of all parties involved: relevant government ministries, the NII, the sick funds, volunteer organizations and private organizations. One of their main goals is to improve the health services that diagnose and treat elderly people with dementia<sup>1</sup>.

In 2015, all the sick funds responded to a joint project with Joint Israel-Eshel, the Bader Foundation and the Ministry of Health, which focused on dementia in primary care. In 2016, the Ministry of Health and Joint Israel-Eshel launched a project to develop and operate services in hospitals in the field of identification, treatment and discharge suitable for dementia patients<sup>2</sup>. At the end of 2017, the Long-Term Care Fund and the Ministry of Health published a call for proposals, to the HMOs, to submit proposal for development of programs for improvement and promotion the continuity of care in the elderly with dementia who live in the community and are at increased risk for deterioration. The proposals received under this call are the basis for programs promoted during 2018.

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<sup>1</sup> See The National Program for Dealing with Alzheimer Disease and Other Dementias, a Multi-Expertise and Multi-Organization Expert Group: a Final Document. Ministry of health, 2013.



The plans address the following components of the treatment continuum:

1. Ensuring the **continuum of medical care** within the framework of primary care in the clinic (outpatient service) and at the home, between primary care and counseling, between community care bodies and emergency medical centers (emergency rooms), general hospitals and geriatric hospitals. Improving the continuum of medical care is reflected in the following: performing a follow-up of all the patient's diseases; placing the patient at the center and cooperating with family members; management of all pharmacological treatment; communication between professionals, the various systems and the family and guiding the family regarding the optimal balance of behavioral and psychological disorders resulting from dementia (BPSD); monitoring functioning in relation to morbidity and pharmacotherapy and referring if necessary to rehabilitation in the community; providing access to information on how to adapt the home environment to the changing needs of the elderly (towards discharge from the hospital and while staying at home).
2. Ensuring the **continuity of health care** by maintaining the level of function and quality of life during transitions between systems, and in particular in the transition between general hospitals and geriatric hospitals to the community, while addressing nutrition, exercise, employment and the like, connecting to existing community programs and construction of mechanisms for informing, and referral to such programs.
3. Ensuring the **continuity of treatment goals** through the formulation of treatment goals<sup>3</sup>, in collaboration with the patient and family members, including the appointment of a power of attorney and the transfer of information about the goals between the systems.
4. Ensuring the **continuity of information transfer** between caregivers within the community and between them and the inpatients, and upon discharge from hospital update the institutions in the community and systems outside the health system, such as welfare services and the NII.
5. Ensuring the **continuity of administrative treatment** through the exploitation of rights, shortening processes for obtaining approvals, discounts and references.
6. Ensuring the **continuity of family support** by strengthening the relationship between the care giving bodies and the family members, improvement of information flow, developing coping and support plans or making practices accessible, at the individual and group level, to family caregivers.

<sup>2</sup> See a call for proposals for a project to develop and operate services in hospitals in the field of identification, treatment and appropriate discharge of dementia and delirium patients, a joint venture of the Ministry of Health and the Eshel Association, August 2016.

<sup>3</sup> On the spectrum between curative treatment and treatment that relieves the symptoms (palliative).

In 2018, a unique program was developed for each of the four HMOs. The programs will be accompanied by an evaluation study that seeks to assist in the design of the operating model of each program, to examine its compliance with the goals of the treatment continuity, and to indicate the optimal components and the recommended model for improving treatment continuity mechanisms.

### **Program in execution – Nur initiative to promote Arab girls and young Arab women**

The Nur project for the advancement of girls and young women in the Arab society is the result of a partnership between the **Children and Youth at Risk Fund, the Ministry of Labor, Welfare and Social Services, the Rashi Foundation and the Bader Foundation.**

The program includes Arab girls and young women aged 16-25, who face social, economic and family distress situation, and with lack of opportunities, but are motivated to bring about a fundamental change in their lives for the sake of their future and to realize their abilities and aspirations.

The main objectives of the program:

- Reducing the number of girls and young women who are at risk and distress;
- Empowerment, improving self-image and self-confidence;
- Promoting girls and young women to higher education according to their abilities and desires;
- Promoting leadership among girls and young women for activism, influencing the agenda and creating social change;
- Creating economic independence among Arab girls and young women;
- Expansion of services for the population of girls and young women and their accessibility in three areas: in the personal field (welfare, empowerment and leisure) in the field of education (education and training) and in the field of employment (tracking and placement).

The program is designed to address approximately 100 girls and young women in each locality each year and includes the establishment of a dedicated center in each locality, where a range of programs and services in the areas of emotional therapy, employment and education are located. The center offers a universal solution, accessible and adapted to the range of adversities and difficulties that young women face in daily life, whether in individual work or in group work. In parallel with the development of new solutions, the program pools resources from the various government ministries that provide services to that population.

The project began operating in 2018 as a gradual pilot program in eight local authorities: in the first four authorities (Turan, Daliyat al-Carmel, Ramla and Kuseife) it will run for four years, and starting in the second year four more localities will join the program for three years.

In the first year of the project, the activity began in the localities selected for the first phase: connections were established with the local authority and with the body that operates the program in each locality; The different characteristics of the population in each locality were studied; girls and young women were identified and recruited for activities at the center.

### **Finished program – We Did Business in Meitarim**

The Children and Youth at Risk Fund works to improve the services that these children receive from the Ministry of Welfare and the authorities in charge of their care by integrating innovative solutions in these services. The program “We Did Business” in Meitarim initiated by the fund is an example of implementing an innovative solution to an existing service.

**Meitarim** (multidisciplinary support day centers) are centers for therapy, rehabilitation and education for youth detached from formal education systems. They are operated by the Service for the Youth and Young Adults in the Ministry of Labor, Welfare and Social Services. The main treatment tool in some of the Meitarim is employment. The youth are integrated into paid jobs in employment spaces that operate in a rehabilitative-therapeutic orientation, and their goal is to integrate them into follow-up frameworks.

The “We did business” model operated in Meitarim is a model for youth at risk, which teaches them the principles of starting a business and enables them to achieve normative function in society through their integration into a dedicated business venture. The model operates in various, formal and informal settings, from the early 2000s, and it was initiated by **Zionism 2000** in collaboration with other entities<sup>21</sup>.

**Zionism 2000** also implements the We Did Business program in Meitarim. Its goal is to develop the employment spaces in Meitarim through a dedicated internal business venture run by the Meitarim boys according to the We Did Business model. The project is a social business, in which the Meitarim boys work for a salary. They partner in its operation and in raising its profits.

Based on research conducted at an early stage of the program **We Did Business** in 2008<sup>22</sup>, in each center of Meitarim that participates in the program a business venture was built, tailored to the needs and preferences of the boys in it, its organizational structure, the competitive market around it and conditions for creating positive change among the boys. The business venture is the core for the change in the employment perception of the Meitarim in general, and in the training and placement program that the boys go through in particular. Preference is given to trainings that have an affinity for the field of the project, and emphasis is placed on a continuous transition from training to placement.

The program operates in five Meitarim centers and employs 50 or more boys at any given time. The program has established various business ventures: a chocolate manufacturing business in Hedera, a candle manufacturing business in Araba, a gardening business in Ashdod, a carpentry in

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<sup>21</sup> Ashalim, The First International Bank through Matan, The Children and Youth at risk Fund, The Ministry of Education, The Ministry of Labor, Welfare and Social Services.

<sup>22</sup> See Chaya Amzaleg-Bahr, Dr. Hagit Hacoheh Wolf and Anat Medson, A Final Evaluation Report of the Program “We Did Business”, May 2008.

Betar Illit and a banquet hall in Tel Aviv. In 2018, the sales turnover of these ventures was NIS 650,000, and the boys' salaries amounted to NIS 220,000 and more.

The learning process in the program execution phase led to the understanding that running the business venture requires a dedicated staff member who is not part of the Meitar organic team. As a result, a new position was formed defined as business development and employment coordinator in Meitarim. Currently, 17 such coordinators are employed in Meitarim throughout the country, who operate according to the concept of the role formulated within the framework of the program and in cooperation and peer learning.

In the coming years, it is planned to expand the scope of activity in the ventures and to implement the program in the local authorities as a service of the Ministry of Labor, Welfare and Social Services.

New Meitarim centers that will soon be opened by the Ministry of Labor, Welfare and Social Services are being built in accordance with the concept formulated in the model. This model will also be used in the Ministry of Education's technological education centers<sup>23</sup>.

## Demonstration Projects Fund

### **A program in execution – Head Space, prevention and early intervention among youth and young adults with emotional difficulties**

The **Head Space** model offers early intervention at times of crisis to young people aged 12-25 years, who suffer from mild to moderate emotional difficulties, and to their families, to prevent continuing and severe mental injuries.

**Head space** is Australia's flagship youth mental health program. The model was copied to Israel by the Demonstration Projects Fund, at the initiative of Enosh association, which is also the operating body of the Head-Space center in Bat Yam. The goal is to advance the model and integrate it into mental health insurance reform.

The Head space center treats a variety of emotional difficulties among young adults, resulting from various conditions, such as anxiety, depression, life crises, alcohol and drug abuse, behavioral problems, attention deficit and hyperactivity disorder, questions of identity and more. The center's activities are divided into three foci: short-term intervention by clinical psychologists, clinical social workers and psychiatrists for young adults and their families; increasing community awareness; training professionals and community members who meet youth and young adults.

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<sup>23</sup> The technological education centers are intended for pupils who had difficulties studying in high schools and other schools due to learning and attendance issues. These schools combine theoretical and professional studies. They operate throughout the country and provide services to all society sectors, and their goal is to provide a centralized solution to prevent dropping out from school. Currently, about 110 education and youth centers operate throughout the country, teaching for a technological matriculation certificate, a full matriculation certificate and technological certifications.

The center in Bat Yam began operating in 2014. Its activities were accompanied by a research team from the University of Haifa. During the study period (2016-2018), 695 young men and women reached out to the center. About two-thirds of them came for an intake meeting. During the years of its operation, the center has undergone a strategic change, the main thing being working in collaboration with the sick funds. The change required adjustments in its economic and clinical model.

In 2019, another head space center was opened in Jerusalem.

### **Completed program – enrichment studies to ultra-orthodox boys**

The **Enrichment Program for Ultra-Orthodox Boys** is designed to increase the chances of ultra-orthodox boys aged 8-12 to integrate into the labor market in the future, through participation in sciences and English classes that will bring them as close as possible to the level of knowledge and achievement the Ministry of Education curriculum achieves in these areas. It is also intended to bring about a change in the perception of secular studies for children in the ultra-orthodox environment. The program operated between the years 2015-2017 in community centers and schools in Jerusalem and its surroundings and was attended by 288 boys in 21 classes. The operating body was the **Zahav Trail Company**.

The program was accompanied by an evaluation study by Dr. Shlomit (Shuli) Bachar and Dr. Galit Aharon from Beit Berl College. The findings of the study show that the boys who participated in it internalized the contents taught. Tests designed to test pupils' level of knowledge, compared to the Ministry of Education's curriculum objectives in these areas, revealed a real improvement. Most pupils achieved an average score of 80% or higher at the end of the course. It was also found that lesson plans that are adapted, interesting and connected to the cultural experience of the pupils and their families have led to the sharing of the immediate environment with knowledge and the learning experience.

The study also examined the differences between two models: the school model, in which pupils participate in classes as part of their schooling curriculum, and the community center model, in which parents enroll children in the class voluntarily and are responsible for their attendance and perseverance. In this context, the study shows difficulty to create commitment and perseverance in community centers; however, operating in schools requires an appropriate organizational climate and professional staff, which are not always present, and reduces the target audiences benefiting from the program. The summary of the comparison between the two models shows the need for programs of this kind and that they can work well, both in non-formal education, as an afternoon class, and in a school setting.

During the operation of the program, its implementation was regulated as a service of the Ministry of Education. The Ministry currently operates through the community centers organization a program named **A class for every ultra-orthodox child**, both in community centers and at schools. The program includes experiential learning of English, math and sciences.

## The Manof Fund

### Plans in planning and organizing – integrating advanced safety solutions in the work processes as a lever for changing the safety culture

The Manof Fund has engraved on its banner support and promotion of innovative activities in occupational safety. A worthy model for innovation in safety, based on advanced technologies, can be found today in the world of driving safety; for example: advanced technological systems that are integrated into the driving processes of the vehicle and alert in real time or even correct the driver's errors on the basis of emergency braking, etc. In the world of occupational safety, advanced protection systems have been developed in industrial machines ("machine protection"), which are integrated into the work processes in the machine and protect the worker proactively. These systems are based, among other things, on advanced technologies.

According to the fund, a built-in integration of advanced solutions in the work processes can greatly increase the level of safety at work. Based on this concept, the Manof fund has funded several projects that promote it and use advanced technology to improve safety in daily work processes.

Among other things, the fund assisted **Safeguard** in the development of automated systems, which include applications for smartphones, for the management of safety at construction sites. The fund also assisted the **H. B. Safety** company in developing automated systems adapted to the management of safety in industrial plants, with an emphasis on high-risk plants. Furthermore, it assisted **Just Mang** in developing targeted safety training, using the smartphone, for construction workers: the workers at the construction site receive safety training to their smartphones at the beginning of the work day, tailored to the type of work they will perform during the day.

### Plan in Execution – Etgarim yard, increasing safety at work through simulation and augmented reality

Another model of innovation in safety is the use of simulation and illustration of reality in the tools of augmented reality or virtual reality. Various applied studies demonstrate that these learning aids increase the effectiveness of learning and improve workers' readiness to deal with risks and improve safety at construction sites.

**Etgarim yard** (yard of challenges) is a space that allows an employee to learn through simulation in field conditions about safety risks in construction and risk management. Learning in the Etgarim yard combines real constructions with the use of means of illustration, including those from the augmented reality area. The Manof fund assisted in the planning and fully financed the construction and initial operation of the yard. It was built by the Israeli Standards Institute in Tel Aviv, which is also in charge of operating it.

A learning day for employees in the yard is divided in three parts: in the first part, the workers stay in a facility that simulates a defective construction site and are required to inspect the site in terms of safety, identify defects, perform a risk assessment and build a risk management plan using a hand-held tablet and an interactive learning software. In the second part of the day, the workers stay in a facility that simulates a proper construction site and discuss the detection of defects in the

defective facility and the risk management plan. The third part of the day takes place in the classroom, is based on advanced technological teaching aids and focuses on work accident investigations in construction.

### **Finished program – apprentice for new safety supervisors**

A safety supervisor who has just completed his training is required to arrive at the construction site or plant and deal immediately with defects, hazards and risks. He must act, both with the employees, to guide them and make sure that they work safely, and with the management of the site, in order to manage the risks and remove the defects. The knowledge acquired in the training is not always enough to overcome the practical challenges of managing safety.

To support the new safety supervisor, help him get through the adjustment period to the workplace and accompany him professionally, the Manof fund developed, through **Shalhevet** company as an operating body, a program designed to inaugurate a new safety supervisor in his daily work.

The training program, which included five mentoring sessions with a mentor, who is an experienced safety supervisor with training and experience in the field of the new safety supervisor (construction, industry, agriculture), was attended by 50 new safety supervisors. The meetings held at the workplace of the new safety supervisor included practical work to manage safety at the site and concluded with a test and feedback for each new supervisor.

## **Box 2: Age-friendly city**

The NII Funds have initiated a collaboration between the Tel Aviv-Yafo and Jerusalem municipalities, the purpose of which is to develop innovative programs for the growing public of retired residents. In both cities, the Bloomberg Fund urban innovation teams<sup>1</sup> are leading Phase A of development. The teams use the **Design-Thinking** methodology to analyze customer characteristics and develop tailored service with greater chances of success.

What does this crossroad mean in the municipal activities for the veteran city residents? Along with the many opportunities offered by the retirement period, it may also inevitably involve new adversities or negative social phenomena such as these:

1 For mor information about the urban innovation teams see:

<https://www.btl.gov.il/Funds/Documents/Skira2018.pdf>



**Loss of sense of vitality** – sometimes, following retirement and moving away from frameworks that society attaches importance to, a person feels less relevant, unnecessary, unhelpful, not contributing, feels empty.

**Increase in loneliness** – in old age, with the decrease of social circles, belonging groups, social and marital relationships, and with the long time that was made available, the feeling of loneliness increases, which is a subjective feeling that usually stems from the gap between the number and quality of relationships a person has and his expectations and needs.

**Decreased sense of independence and impairment of active lifestyle** – the increase in life expectancy also leads to an increase in the number of people living with disabilities or exhaustion. More and more people are coming to the moment when there is a decrease in their level of mobility, which impairs their ability to live an active lifestyle as in the past. For those who have experienced a steep decline in the level of mobility, the level of dependence on the help of others in performing simple actions increases.

These phenomena emphasize the importance of healthy aging in the neighborhood and community. In old age, both in the new life period and in old age, the geographical and community space becomes especially important. In an age where only some of the elderly live near their children or families, the post-retirement social network is built in their area of their residence. Moreover, as the level of mobility decreases, the space in which the person spends most of his time decreases. For people with reduced mobility, the residential neighborhood becomes the relevant living space, and there is a growing need for accessibility of services to the extent of a few hundred meters around the house<sup>2</sup>.

The increase in the old-age population, with the changes and needs involved, requires a different approach to the basic living space of the residents – the neighborhood and the city. It requires municipalities to adopt new plans and a different course of action.

As part of the collaboration between the innovation teams and the NII Funds, a number of joint initiatives were identified during the strategic development in each city, which provide a comprehensive solution to the challenge of social participation and the development of preventive perception in the neighborhood and community and for promotion of the age-friendly city perception.

<sup>2</sup> See: Irene H. Yen, Yvonne L. Michael, Leslie Perdue Neighbourhood Environment in Studies of Health of Older Adults: A Systematic Review, American Journal of Preventive Medicine Volume 37, Issue 5, November 2009, Pages 455-463. Same was shown in a study done in Tel Aviv and Jerusalem by Bloomberg's innovation teams.



<sup>3</sup> For mor information, see The National Insurance Institute, Annual Report 2017, Chapter 5 (National Insurance Funds). For the full report, see the Funds' website.

The main initiatives promoted in the framework of the collaboration:

A multi-purpose neighborhood center for the elderly – diverse and rich social participation

As part of the municipal initiative, a reform will be implemented in the structure of the day care centers for the elderly and their purpose. Its essence is the expansion and enrichment of the contents and activities they offer and their transformation into centers of lively activity from morning to evening, for all elderly residents in all functional states, including nursing seniors. This reform is based on the recommendations of a committee established in 2016 by the Long-Term Care Fund and the Service for the Elderly in the Ministry of Welfare. The committee, headed by Prof. Hillel Schmid, examined the activities of the day centers for the elderly and formulated an action strategy for the future<sup>3</sup>.

Community locating and navigation – identifying emotional and social crises and navigating back to function

Residents who experience mild declines in functioning, with an emphasis on the emotional aspect, do not report them and do not reach out for help, until the situation worsens. When they finally reach out and get an answer, some of their abilities have already been damaged, and they find it difficult to adjust to change, adapt their lifestyle to the new situation and return to social activity and optimal functioning. Although there are people in the community who recognize that “something happened” to someone, they do not always know how to help and how to motivate the person to act on their own.

This is the role of an array of locating residents who have experienced a functional decline, and no report has been received about them through various bodies in the community. This service will be enhanced by connecting the locating capabilities to a “community navigation” service – individual assistance to residents who have experienced a functional decline, return to social activity and meaningful functioning and provide guidance in new beginnings of social participation, until a new and adapted routine is created.

Neighborhood pick-up – cooperative economy in the service of neighborhood mobility

When there is a decrease, even a slight one, in physical functioning, many residents find it difficult to get out of the house and move around. At the same time, the usual forms of transportation are expensive (private car or accessible taxi) or inaccessible. Understanding the mobility challenge together with the opportunity for the development of a technology-based cooperative economy, the development of a smart, efficient and affordable system of public transportation will be examined as part of the initiative. Such systems can be characterized according to parameters such as high flexibility in operation in terms of hours and destinations and the optimization of the travel route, thus lowering their operation.

The combination of these initiatives, as well as the implementation of pioneer programs and other programs in the two cities, will make it possible to examine correct models for assimilating the concept of age-friendly city, towards the possibility of expanding funds activities in this area in other cities, with the goal of improving the quality of life of the

elderly and expand the active participation and its quality in the community, throughout the new period of life and the various functional states after retirement.

The mentoring process included tests and feedback that sought to measure the success of the process and improve the role of the supervisor. The indices examined included, for instance, the number of safety deficiencies in the workplace (between audits), the way and frequency employees used personal protective equipment, number of safety incidents, gaps in test surveys for lifting machines and forklifts by qualified testers and professional safety training of workers and more. The data show a continuous improvement in all indices throughout the project in the work of the new supervisors and high satisfaction of the participants.