

## Analytic report

# Yeladim – Fair Chance for Children

Registered charity no. 580109254, Est. 1986

Date of rating: September 2010


Rating valid until: September 2012

*\* Renewal of rating from 2008*

“The main goal is to provide each child with opportunities similar to those enjoyed by children who live with their families, so that they can grow into independent, useful adults”

(From the organization's website)

# Doing good, better



## Table of contents

Organizational profile	3
Summary	4
Recommendations	5
Findings	6
Background	11



## Organizational profile

Contact details | 11 Harugei Hamalkut St., Tel Aviv, 69714 | +972-3-6475075 | [www.yeladim.org.il](http://www.yeladim.org.il)

Chairperson Prof. Dan Shnit    Appointed 2004

CEO Yaron Brown                    Appointed 2009

**Mission** | To help children in residential group homes, to ensure their proper development, to provide them with normal opportunities in life, to protect the rights of children in residential homes and foster families.

### Objectives |

1. To care for the welfare of children at risk from all sectors of society who are being raised outside their home and to improve their chances of creating a normal life for themselves.
2. To improve the quality of life for children in residential group homes through activities in the fields of teaching, sport, free time, culture and art.
3. To protect the rights of children and adolescents through lobbying, advocacy and changing policy and legislation in order to ensure a framework for children at risk.
4. To promote and strengthen children's relationship with their parents and increase the chance of returning them to their families.
5. To accompany and support the social integration of young people who have spent time in residential group homes and foster families, but who lack family support.

**Target population** | Children and adolescents who live outside the home, and graduates of such frameworks who lack family support

**Additional information** | Budget (2010) 9.5m NIS | No. of staff: 81 | No. of full-time staff: about 30 | No. of volunteers: 300 | Direct beneficiaries (2010) 5,000 | Accumulative no. of direct beneficiaries: 50,000

### Main programs |

1. Remedial teaching: Narrowing educational gaps for kindergarten and elementary school children who live in residential homes
2. Bridge to Independence: Helping young people who have spent time in placement through supervision, teaching life skills, professional guidance and training and finding work
3. The Guardianship Body: Personal, close guardianship by social workers of children in residential group homes who have no family support
4. Cultural Enrichment Program: Educational resource centers that provide enrichment in a range of fields for children in residential homes
5. Expressive Art Therapy
6. Sports Project
7. Lobbying for the protection of the rights of children at risk

**Areas of activity** | The entire country

**Certification** | Proper Management, 46a (Tax Relief), Arrangements for donations from overseas



## Summary

### About the organization

Yeladim – Fair Chance for Children was founded in 1986 by professionals, academics and public figures with the aim of improving the quality of life of children living in residential group homes and, as far as possible, to meet the needs created by the children's detachment from their home. The organization's activities focus mainly on areas that are not funded by the state authorities and in coordination with the Child and Adolescent Department of the Ministry of Social Affairs and Social Services in about 60 residential homes around the country. The flagship program is the remedial teaching program, which helps children at residential homes to narrow educational gaps. The organization also operates the Bridge to Independence program, provides guardianship services for children in residential homes who require them, and offers enrichment programs in art and sport, and more. The organization's headquarters is located in Tel Aviv and it employs around 80 staff, of whom about 60 are teachers in the remedial teaching program. The organization's CEO is Yaron Brown, and its annual budget for 2010 was 9.5m NIS.

### Summary of the rating

Around 8,000 children and adolescents in Israel live in residential homes under the auspices of the Ministry of Social Affairs and Social Services. These children have been removed from their homes after suffering harm or because of their parents' inability to care for them. Yeladim – Fair Chance for Children is the only national organization that offers complementary services to children in residential homes in fields that are not funded by the state with the aim of giving them similar opportunities to those enjoyed by children who live with their families. This long-standing organization currently operates in 65 of Israel's 80 residential group homes in collaboration with the Ministry of Social Affairs and Social Services and with other important bodies in the field of residential homes, all of whom speak positively of the professionalism of the organization's staff and the contribution its activities make to the children's welfare.

Yeladim – Fair Chance for Children has an active and involved Executive Board, whose members contribute greatly to advancing the organization's objectives. In terms of its finances, the organization is stable and closely managed. In recent years, there have been a number of CEOs, following a long period of time during which the organization was run by the Executive Board and without a CEO. The current CEO, who has been in the position for around 18 months, has proved himself to be a man who gets things done and as able to initiate and see through significant processes within the organization. A strategic process led by the new CEO examined which activities are most important in creating equal opportunities for children in residential homes, and it was decided to focus on those. It would appear that this setting of organizational priorities was an important step that will help the organization be more effective in the future. Another important change was to define the Executive Board's authorities: in the rating carried out by Midot in 2008 we noted that the Executive Board was over-involved in everyday management, which left little de facto power in the hands of the CEO. This situation prevented the organization from operating effectively. Today the situation has changed, and, as part of the organizational change led by the new CEO, the Executive Board's authorities have been clearly defined, such that its involvement focuses on issues of strategy and in overseeing the professional staff.

It is our impression that these developments, alongside the fund-raising successes of the last calendar year, show the organization to be growing, shaking off the stagnation of recent years, meeting its targets, and increasing the support it enjoys.

At the same time, it should be noted that the measurement of the outcomes and social influence of the organization's activities is extremely partial and mainly focuses on the short term and on a small proportion of its programs. Wider-scale measurement would allow the organization to concentrate its resources on programs that have proven to be effective and that help it attain its objectives



## Recommendations

- ✓ **Planning:** Over the past year the organization has gone through an important process of defining its priorities, but these strategic decisions have yet to be translated into practical measures. We recommend that the organization formulate a multi-year work plan with organizational and financial targets for the years ahead, and that this provide the basis for its annual work plans.
- ✓ **Measuring outcomes:** Today, the organization's results are only very partially measured. It is recommended that wider, longer-term and more frequent examinations are carried out regarding the outcomes of each and every program. This would enable the organization to verify that the services it provides are succeeding in improving the quality of life of children in residential homes, and contributing to their ability to lead a normative life when they leave them.



## The Rating

### **Planning – Very Good**

The organization is run in accordance with a vision that clearly defines the social change that the organization seeks to attain. Over the last year the CEO has led a strategic process during which organizational priorities were set and the professional fields on which the organization should focus were defined. It would seem that, since Midot's previous rating, a clearer view of the model of action that would enable the organization to realize its vision and objectives has been formulated. However, this conceptual change has not been translated into a work plan that defines professional, organizational or financial targets for the years ahead, and the departments are now run according to separate work plans that are not derived from a unified organizational plan.

### **Performance – Excellent**

In order to operate in those areas where the organization's intervention is most effective and contributes to providing equal opportunities for children living in residential homes, it was decided to dedicate the bulk of the organization's resources and attention to programs that have been proven to be the most efficient in realizing the organization's vision. As well as these, the organization continues to operate its long-running educational activities, which are not expensive to carry out, and which serve a large number of beneficiaries. The organization's budget reflects its priorities. Last year, the organization's primary objectives were met, even if follow-up of the implementation of the work plan is not particularly frequent. Most of the office staff have been at the organization for some time and are very experienced, while the field workers receive appropriate training.

### **Learning and Measuring – Good**

The organization is closely familiar with its beneficiaries' needs, both at the systemic and individual level. This is due to the ongoing working relations with staff at the residential homes and from the welfare authorities, as well as to the involvement of external bodies and individuals in the projects' steering committees. This was the basis of the prioritization process undertaken recently by the organization, which aimed at clarifying the activities that are most meaningful and contribute the most to children in residential homes. It was ultimately decided to focus on two main areas – remedial teaching and the Bridge to Independence program. The organization's results are measured comprehensively and regularly, and the data are used in subsequent decision making. Measurement of the organization's results and the social influence of the organization's activities is partial – the flagship program is the only one whose outcomes are measured, and even here only short-term results are measured. The organization does not operate measurement processes that might shed light on the effectiveness of its treatment of the beneficiaries, and no data are collected that might testify to the long-term influence of its interventions.

### **Leadership – Commendable**

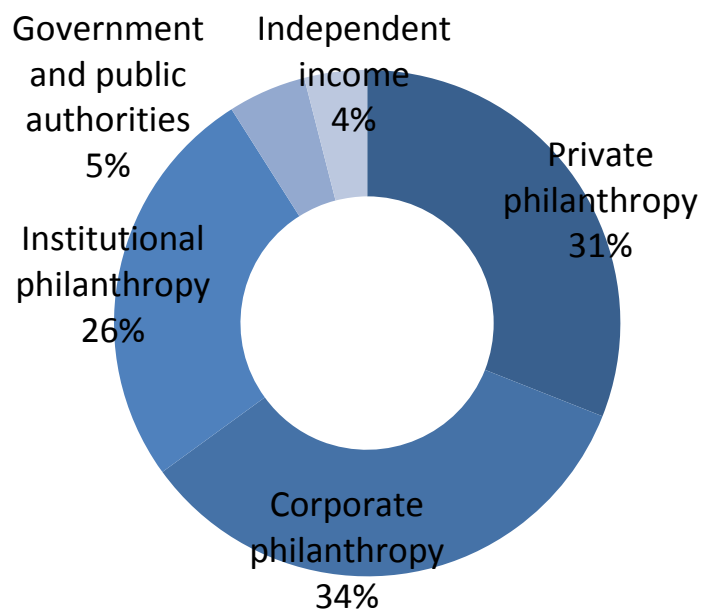
The Executive Board is comprised of professionals and academics from the relevant fields, as well as people from business and the media. The Board's members deploy their great experience and ability in order to advance the organization's objectives. For years the organization was run by the Executive Board. Even when there were CEOs for short periods of time, the Board's involvement left them with little de facto authority. Members of the Board themselves were cognizant of this, and, following the resignation of the previous CEO, it was decided to clearly define the Board's authorities and to separate it from the professional staff. The Board is currently less involved in ongoing management, largely due to the work of the new CEO, who has proved himself to be a man who gets things done and as able to initiate and see through significant processes within the organization. Since his appointment, the CEO has managed to institutionalize collaborations with external bodies, to lead an internal process of defining a new management structure and strategy, and to imbue the organization with a spirit of renewal and activity.



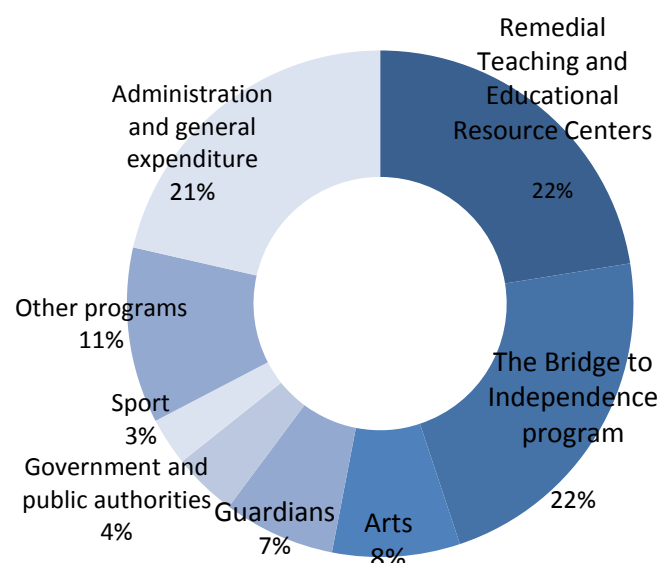
## Finances – Excellent

The organization has a wide range of income sources, including tens of private and corporate donors, institutional foundations and government ministries. The wide distribution of income sources, and the long-term commitment of the foundations that support the organization mean that it is financially stable. The organization has cash reserves that enable it to expand the scope of its activities, even when incomes are slightly down. There is no evidence of cash-flow problems, and the organization estimates that, unlike previous years, 2010 will end with a surplus, after its fundraising surpassed expectations. The financial management is meticulous, and there is regular supervision of the organization's cash flow and budget utilization, strictly overseen by the Executive Board's Finance Committee. Administrative costs are reasonable given the organization's size and objectives.

### Main sources of income (2009, in %)



### Main expenditures (2009, in %)





Overall grade	Planning	Performance	Learning and measuring	Leadership	Finances
Excellent	Very good	Excellent	Good	Commendable	Excellent

*The rating scale expresses Midot's estimation of the organization's chances of being effective in the future. An effective organization is one that succeeds in bringing about a significant impact and change while maximally exploiting its resources*



**Commendable**

**Excellent**

**Very good**

**Good**

**Adequate**

**Requires improvement**

**Fail**





## Influence and the creation of social value

Yeladim – Fair Chance for Children is the only organization in Israel devoted exclusively to helping children living in residential group homes. Some of its services, such as the Bridge to Independence program, are unique to this organization; others have similar counterparts that are run by the residential homes or other external bodies. The organization operates in about 60 of the 80 residential homes under the supervision of the Ministry of Social Affairs and Social Services. The organization has an excellent professional reputation, and experts in the field note that the organization's services are relevant to the lives of children in residential homes and contribute to their welfare. There is support, therefore, for two important findings: (1) An examination of the achievements of children in the remedial teaching project found that most of them had improved their educational functioning by the end of the year; and (2) In an evaluation study of the Bridge to Independence program that accompanied the first years of the program, the researchers found that the program met the main needs of the target population and that most of the participants were satisfied with it.

As part of its public activities, the organization has been involved in a number of successful lobbying campaigns, such as attaining funding from the Ministry of Social Affairs and Social Services for the night protection of home children, as well for sports and arts programs in residential homes. Its most impressive achievement, however, was recorded recently when the Ministry of Education committed to supporting the remedial teaching project, and the Ministry of Social Affairs and Social Services offered to contribute to the funding of the Bridge to Independence project.

Neither we nor the organization has data on the effectiveness of other programs or the overall activities of the organization.

	Remedial Teaching	Bridge to Independence	The Guardianship Body	Arts enrichment	Sports programs	Educational Resource Centers
No. of beneficiaries (2010)	730 children	230 young people	41 children	Over 3,000 children	4,000	4,000
Frequency of intervention	Twice a week	Ongoing accompaniment	Ongoing accompaniment	Once every few weeks	Once a fortnight	Once a fortnight
Length of intervention	Year	Up to 5 years	Up to 18 years of age	A few hours	A few hours	A few hours
Depth of potential impact on the beneficiary's life	Large					
Number of accumulative beneficiaries	5,000	500	180	14,000	12,000	14,000
Proportion of beneficiaries of total beneficiaries in Israel*	About 7%		About 0.5%	About 40%	About 50%	About 50%

\* Out of about 8,000 children in residential homes, and see section 4 below.



## **Ethics, supervision and transparency**

No ethical shortcomings were found in the organization during the rating process. In its ethics declaration to Midot, the organization declared that there are no conflicts of interest among members of the Board or other stakeholders. Yeladim – Fair Chance for Children has a Comptroller Committee that meets a few times a year, examines substantive aspects of the organization's management, and makes recommendations to the organization about how to improve them. On its website the organization presents detailed information about its activities, including financial reports, budgetary information, and work plans. The organization was extremely transparent with Midot's team as well.



## Background

### The social issue

In Israel there are currently around 10,000 children and adolescents living in frameworks outside the home – residential and foster homes – where they have been placed by the welfare services after their biological families proved incapable of caring for them.<sup>1</sup> Around 8,000 of them live in residential homes run by the Child and Adolescent Department of the Ministry of Social Affairs and Social Services. These children often suffer from emotional problems, behavioral issues, and learning and adaptation difficulties. Many come from large families, single-parent families, or families where one of the parents is an addict or mentally ill. A significant proportion of them have experienced physical or emotional abuse or neglect at the hands of their parents.

The residential home is meant to provide these children with all that is required for their proper development and has a diverse therapeutic staff, depending on the type of home and the needs of the children who live there. However, funding from the Ministry of Social Affairs and Social Services is insufficient to provide all of the children with the same services and conditions they would receive at home. Yeladim – Fair Chance for Children operates mainly in those areas that are not funded by the government so as to provide every child with opportunities similar to those enjoyed by children who live with their families, so that they can grow into independent, useful adults.

### Environment

The Child and Adolescent Department of the Ministry of Social Affairs and Social Services is responsible for about 300 residential homes all over Israel. Around two thirds of them are educational homes, while the remaining third are for children facing different risks – rehabilitation, therapeutic and post-operational homes. These homes differ from one another in terms of the harm suffered by their residents and in terms of the intensiveness of the care needed to rehabilitate them.

A number of NPOs, as well as some of the residential homes themselves, provide complementary services to children placed outside the home by the Ministry of Social Affairs and Social Services.

- Ashalim – Association for Planning and Development of Services for Children and Youth at Risk and the Families: An organization founded by the JDC-Israel that develops and implements solutions within the Israeli system of social services so as to advance the quality of life of children at risk.
- HaLev – Center for At-Risk Alumni of Residential Homes: An organization that helps alumni of residential homes without a stable family background in the transition to an independent life.
- LaMerchav – An NPO that helps youngsters without family support attain personal welfare and social and economic independence

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<sup>1</sup> Talel Dolev. Residential Home Care for Children and Adolescents “At Risk” in Israel, Recent Developments and Future Challenges, background paper for Ashalim, 2003.



## The rating process

The rating process at Yeladim – Fair Chance for Children was carried out between August-November 2010. During the data collection stage, a number of different documents were received from the organization, and information was also gathered from online and other sources. We also drew on a questionnaire that was answered by 17 of the organization's staff. At the same time, interviews and conversations were held with various people:

- Prof. Dan Shnit, Chairperson of the Executive Board
- Udi Gelbard, member of the Executive Board
- Amir Feldman, member of the Executive Board and Treasurer
- Yaron Brown, CEO
- Iris Zalcha, Director, Graduate Bridge Program
- Sofri Kfir, Remedial Teaching Program Coordinator
- Galia Cohen, responsible for National Resource Center
- Sara Ashur, remedial teacher
- Shmuel Ron, Principle, "Ahuzat Sara" Residential Home
- Shachar Schuman, Head, Children and Youth Unit, Ashalim – Association for Planning and Development of Services for Children and Youth at Risk and the Families
- Efrat Katzur, Spokesperson and External Relations Manager, HaMifal, Educational Children's Homes



## Disclaimer

Midot strives to produce professional and impartial reports with the aim of promoting the effectiveness of the Third Sector and making information about Non-Profit Organizations available to social investors (donors) and the general public.

However, Midot's reports do not claim to replace the independent examinations and judgment of their readers when investing in an organization, donating to it, volunteering with it, making use of its services, or any other need. To this end, Midot takes no responsibility for the use of its reports as an exclusive mechanism for the sake of investing, donating, or for any other use by the report's readers or the organization.

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**Midot** wants to make effectiveness, a focus on results, measurement and learning into key aspects of NPO management and part of the considerations of social investors – private donors, governmental offices, foundations and businesses. Midot carries out sector analyses, which map fields of activity in Israeli society with the aim of presenting various social issues to social investors and putting forward measurements and recommendations for effective models.

For Midot, an effective organization is one that has a significant positive impact on the lives of its beneficiaries while maximally exploiting its resources.

Midot's rating model incorporates qualitative and quantitative evaluative tools that offer a multi-dimensional view of the NPO under study, its abilities, and its chances of realizing its mission and objectives. The rating report analyzes the organization on a number of levels: planning, performance, learning and measurement, leadership, finances, supervision, social influence, and ethics. The rating process is carried out in full cooperation with Midot and with the organization's consent. As part of the process, Midot's social analysts collect information from various sources both within the NPO and outside it: the NPO's leadership, staff and volunteers, experts, documents and public information. At the end of the process, if it has met the necessary criteria, the NPO is awarded the "Midot Seal of Effectiveness" or the "Midot Seal of Excellence".

Midot, a non-profit organization, was formally established in March 2008 as a community interest company (CIC 514108574) having launched its activities a year previously. It was set up by Meitav Investment House and the JDC, who signed up to the idea presented to them by Midot's founder and first manager, Zvika Arran, Adv.

Board of Directors: Jacob Burke (Chairperson), Talia Aharoni, Dr. Orna Drizin, Zvi Ziv, Eli Hutar, Dr. Michal Hamo-Lotem, Davida Lachman-Meser, Adv., Avner Stepak, Raya Strauss (Observer), and Meir Shani.

The Public Council, which represents Midot's stakeholders, is headed by Talia Aharoni.

CEO: Dubby Arbel

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