

## Neighborhoods in Change – a Theory of Change

<b>Project Objective</b>	<b>Improve quality of life in the neighborhood for the population generally &amp; for at-risk populations in particular, by empowering activist communality, education, culture, welfare &amp; personal security &amp; improving the public space.</b>
<b>Target Population</b>	<ol style="list-style-type: none"> <li>1. Mission-driven communities, neighborhood leadership &amp; local activists.</li> <li>2. Youngsters &amp; young families (18-35), children &amp; youth (0-18).</li> <li>3. Local at-risk populations (at risk children &amp; youth, at-risk elderly individuals, et al.).</li> <li>4. The entire population of the neighborhood.</li> </ol>
<b>Pilot Neighborhoods – Selection Criteria</b>	<ol style="list-style-type: none"> <li>1. <b>Number of communities in the neighborhood</b> – 4 &amp; over.</li> <li>2. <b>Number of community members</b> – at least 50 cumulatively (at least 12 on average per community).</li> <li>3. <b>Projects run by the community</b> – at least 6 projects (cumulatively), &amp; at least 1 per community over the last two years.</li> <li>4. <b>Fields addressed by the communities in the neighborhood</b> – at least one project addressing the core areas of the project &amp; at least two projects addressing at-risk populations.</li> <li>5. <b>Neighborhood socio-economic rating</b> – statistical areas 1-10.</li> <li>6. <b>Local authority socio-economic rating</b> – 1-6. Authorities rated 7 will be accepted subject to a letter from the welfare department explaining the need – review of the number of inhabitants being supported.</li> <li>7. <b>Neighborhood size &amp; geographical boundaries</b> – 8,000-12,000 inhabitants within the geographical boundaries. In towns of up to 25,000 inhabitants, a defined activity area will be delineated, but we will allow dwelling within the town even outside of the defined area, provided at least two communities dwell within the defined area.</li> </ol>
<b>The Need</b>	<p>The primary needs that exist in these neighborhoods:</p> <ol style="list-style-type: none"> <li>1. Absence of a broad perspective &amp; a comprehensive analysis of the neighborhood's needs.</li> <li>2. Shortage of satisfactory general &amp; social services, notably in the fields of education, culture, welfare, community build-up &amp; organization &amp; public spaces.</li> <li>3. Abundance of at-risk populations living in the neighborhood, &amp; conversely – shortage of activities &amp; services for those populations, notably for at-risk children, youth &amp; elderly inhabitants.</li> <li>4. A negative image of the neighborhood among established inhabitants, absence of a sense of belonging &amp; neighborhood pride.</li> <li>5. Absence of strong, solid populations &amp; strong young families.</li> </ol>

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<b>The Rationale</b>	<p>The program is a long-term, broad perspective neighborhood intervention program based on the understanding of the existence of a need to initiate a change in the neighborhood system so as to bring about a profound, long-term change in the neighborhood. The changing of the neighborhood will be effected as a result of combined action by the local authority &amp; the local inhabitants. For this to happen, a critical mass should be produced of inhabitants who are active, entrepreneurial, influential &amp; involved vis-à-vis the local authority on the one hand, while on the other hand establishing long-term cooperative alliances with the local authority. Accordingly, the action model of the program places the emphasis on:</p> <ul style="list-style-type: none"> <li>• Charting the needs of the neighborhood &amp; the at-risk populations in the neighborhood &amp; developing a strategic plan for the neighborhood.</li> <li>• Establishing a critical mass of mission-driven community members, youngsters, &amp; a network of active inhabitants who will deal with the development &amp; implementation of a range of neighborhood solutions &amp; initiatives that would provide a response to the needs of the local population &amp; the needs of the at-risk populations in particular.</li> <li>• Consolidating a neighborhood leadership that would be a part of the setup making the decisions regarding the neighborhood (in cooperation with the local authority).</li> <li>• Establishing meaningful, long-term partnerships with the local authority &amp; various other elements (government ministries, philanthropists, civil society organizations...) that would lead to a significant increase in investments in the neighborhood.</li> <li>• Establishing a leadership forum to lead the process while integrating the activities of the professionals &amp; various other elements at the neighborhood level.</li> <li>• Developing a range of neighborhood solutions &amp; initiatives in the fields of education, welfare, culture, personal security &amp; improvement of the public space, according to the needs of the neighborhood population &amp; the at-risk populations in particular.</li> <li>• Monitoring &amp; supporting all of these activities by a media effort that would relate, externally &amp; internally, the story of the change taking place in the neighborhood &amp; bring about a change in the image of the neighborhood.</li> </ul> <p>The activities will be actively monitored &amp; supported by the Shahaf Foundation &amp; the Special Enterprises Foundation who would provide the process not just with financing, but also with experience, professional &amp; administrative know-how &amp; the ability to integrate the project &amp; rally partners to join it.</p>
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## The Logical Model

Input	Activity	Short-Term Results – up to Two Years	Intermediate Term Results – 3-4 Years (During Pilot)	Long-Term Results – 5-7 Years
Coordinator	Establish partnerships (with the local authority, government ministries, civil society organizations, philanthropists, business sector) & raise resources for the neighborhood (through meetings)	<ul style="list-style-type: none"> <li>The municipality will invest the budget it pledged in the project activities</li> <li>Increased awareness of the project among the elements in the various sectors, increased willingness &amp; interest to participate in the project</li> <li>Investments starting to pour into the neighborhood as a result of the partnerships with organizations already operating in the neighborhood</li> </ul>	<ul style="list-style-type: none"> <li>Increase in the investment of resources in the neighborhood (in project activities) by the authority, beyond the initial pledge</li> <li>Investments will come into the neighborhood from elements who did not operate in the neighborhood in the past</li> <li>Progress will be made with regard to transparency &amp; inhabitant involvement initiated by the authority (regarding the policy &amp; implementation)</li> </ul>	<p><b><u>Authority Level Results</u></b></p> <ul style="list-style-type: none"> <li>Models for cooperation between the local authority &amp; civil society (including sharing of information) will develop</li> <li>The authority will undertake to finance at least 50% of the project cost following the end of the pilot</li> <li>The authority will maintain the neighborhood know-how databases, update them &amp; assimilate the use thereof by the various departments</li> <li>The authority will develop new solutions &amp; services beyond the ones budgeted by the project.</li> </ul> <p><b><u>Civil Society Level Results</u></b></p> <ul style="list-style-type: none"> <li>The neighborhood leadership (made up of communities &amp; inhabitants &amp; representing the civil society) will operate independently in the neighborhood, in cooperation with the local authority</li> <li>The neighborhood leadership in cooperation with the local authority will develop a strategic plan for the neighborhood for the next five years &amp; assume</li> </ul>
Coordinator	Establish a partnership between the mission-driven communities in the neighborhood (through meetings & joint activities)	<ul style="list-style-type: none"> <li>A joint forum of the communities will be established</li> <li>Cooperative alliances between the communities (communities to assist one another in their respective projects) will be established</li> <li>The community forum will become a major element of the leadership forum</li> </ul>	<ul style="list-style-type: none"> <li>The leadership forum will gradually shift to independent operation</li> <li>Joint projects of the communities &amp; other elements will be initiated</li> </ul>	
Coordinator	Establish, provide professional support & coordinate a leadership forum (made up of members of mission-driven communities, community activists, & local authority elements) & dedicated teams	<ul style="list-style-type: none"> <li>The leadership forum takes part in the development of the long-term plan for the neighborhood (in cooperation with the local authority)</li> <li>The leadership forum will assume responsibility for the</li> </ul>		

Professional Support Coordinator	Chart the neighborhood's needs during normal times & emergencies, develop a neighborhood strategy & support the implementation of the plan	implementation of the plan & for raising support from the local authority <ul style="list-style-type: none"> <li>The leadership forum will endeavor to ensure transparency &amp; to become involved in the local authority's decision-making process (policy &amp; implementation)</li> </ul>		responsibility for the implementation thereof <ul style="list-style-type: none"> <li>Increase in the number of activist communities operating in the neighborhood &amp; in the number of members of new &amp; established communities</li> <li>Increase in the number &amp; diversity of civil organizations &amp; activists in the neighborhood</li> <li>Numerous services in the fields of education, culture &amp; welfare will operate in the neighborhood, providing solutions to the needs of the population generally &amp; of at-risk populations in particular</li> </ul>
Professional Support Coordinator	Establish/empower the neighborhood leadership	A leadership that meets on a regular basis has been established / consolidated	The leadership develops interfaces & cooperative alliances with the local authority Representatives from the forum become a part of the neighborhood leadership	
Budget Coordinator	Develop & implement a range of neighborhood solutions & initiatives in the fields of education, welfare, culture, personal security & improvement of the public space, according to the needs of the neighborhood population generally & at-risk populations in particular	The communities in cooperation with community organizations/ activists will lead the establishment & operation projects that would provide solutions to the needs in normal times & emergencies, supported by the project, & to the needs of the at-risk populations in particular	<ul style="list-style-type: none"> <li>The projects are consolidating – additional funds raised, activity hours extended, the number of beneficiaries increased</li> <li>The number &amp; diversity of activists from among the various populations of the neighborhood expand</li> <li>Fulfillment of privileges for at-risk populations improves</li> <li>The consumption of services by the at-risk populations in the community increases</li> </ul>	<p><b><u>General Neighborhood Results</u></b></p> <ul style="list-style-type: none"> <li>The physical aspects of the neighborhood (associated with the project activities) will improve</li> <li>The personal welfare of at-risk populations will improve (a sense of having an address to turn to, of getting noticed, of suitable solutions to the needs becoming available with regard to quality, standard &amp; availability)</li> </ul>
Coordinator, Community Coordinator,	Establish at least one new mission-driven community (a community of locals or a	<ul style="list-style-type: none"> <li>Operate a new mission-driven community in the neighborhood (10 persons minimum)</li> </ul>	<ul style="list-style-type: none"> <li>The new community is consolidating (has institutions, mechanisms, goals &amp; objectives)</li> </ul>	<ul style="list-style-type: none"> <li>The attractiveness of the neighborhood to youngsters</li> </ul>

Professional Support, Budget	community imported from the outside)	<ul style="list-style-type: none"> <li>The community will initiate the establishment of a partnership with the local authority</li> </ul>	<ul style="list-style-type: none"> <li>Cooperative activity with the local authority</li> <li>The community operates a neighborhood project</li> </ul>	<p>&amp; young families from outside will improve</p> <ul style="list-style-type: none"> <li>Incoming migration of youngsters &amp; young families will increase (or negative migration will decrease)</li> </ul>
Coordinator, Network Coordinator, Budget	Establish & coordinate a network (a network of activist inhabitants, or a network to develop community resilience) in cooperation with the welfare department, according to a model that is suitable for the neighborhood	<ul style="list-style-type: none"> <li>A network (at least 30-50 persons) exists, network mechanisms (management team, organizational structure) have been established</li> <li>The network undertakes at least 2 community-social/welfare initiatives (e.g. emergency operation, community cultural events, various pastime activities, etc.)</li> </ul>	<ul style="list-style-type: none"> <li>Neighborhood inhabitant participation expands (the diversity of the populations participating, the diversity of participation types &amp; the scope of participation)</li> <li>Community resilience improves</li> </ul>	
Coordinator	Develop & maintain information & know-how databases regarding the neighborhood	The know-how databases will be used regularly to plan the activity in the neighborhood & monitor the changes taking place therein	Assimilate the use of know-how & information in the planning processes of the neighborhood & the local authority	
Coordinator, PR Firm	Rebranding of the neighborhood (public relations, advertising...)	<ul style="list-style-type: none"> <li>Neighborhood inhabitants' sense of belonging &amp; pride enhanced</li> <li>Inhabitants' awareness of all of the activities taking place in the neighborhood increased</li> </ul>	<p>Improvement in the image of the neighborhood as a good place to live in among youngsters &amp; young families from outside the neighborhood</p> <p>Improvement in the image of the neighborhood in the eyes of the local authority, as a neighborhood worth investing in, a developing neighborhood</p>	