

## IEC Evaluation: Annotated Executive Summary Of the Myers-JDC-Brookdale Institute Report

This document summarizes the first evaluation report of IEC programs that was submitted by the Myers-JDC-Brookdale Institute. The evaluation is based on qualitative data garnered from in-depth interviews conducted with 13 key professionals within the local municipalities and quantitative data collected through questionnaires completed by the program directors of 81 (88%) of the 92 IEC programs.<sup>1</sup>

### General findings

The unique feature of the IEC implementation process is that dozens of new projects were introduced simultaneously within a number of local authorities. All programs are functioning successfully and in coordination with local authorities and operating bodies in each municipality are striving to maximize cooperation in order to provide more comprehensive services to residents. Successful program implementation (including nearly 100% of planned programs are in operation, high attendance and low drop-out rates, and a high degree of coordination with local authorities) is particularly commendable given the high number and wide range of IEC programs.

- Over **21,000** people participate in IEC programs in four cities and throughout the Galilee Panhandle.
  - UJA Federation of Greater Toronto adopted Acco and Hatzor.
  - Montreal Federation CJA is heavily involved in Kiryat Shmona.
  - Coast-to-Coast Federations expanded their investments in their partnership region, the Galilee Panhandle.
- At each location, a significant proportion of the local population benefits from IEC programs, in each of the 7 fields in which we are strategically invested.
- All programs are operated by highly qualified and well-trained staff members.

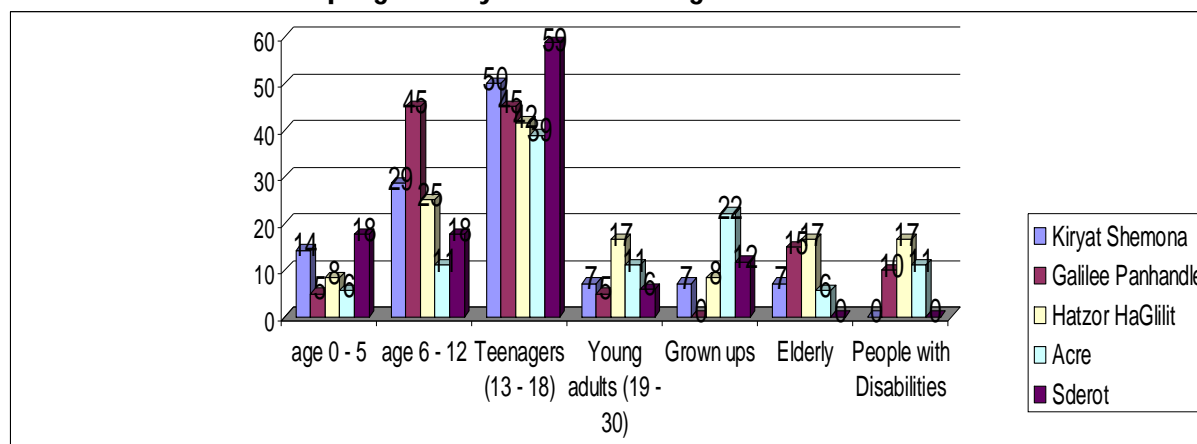
**Table 1.1: Percentage of residents impacted by IEC programs, by location**

	% of local youth (aged 0– 17) participating in IEC programs	Total % of local population
Kiryat Shmona	<b>89%</b>	<b>29%</b>
Sderot	<b>71%</b>	<b>19%</b>
Acco	<b>17%</b>	<b>8%</b>
Hatzor	<b>47%</b>	<b>26%</b>
Galilee Panhandle <sup>2</sup>	data unavailable	8,532 participants

<sup>1</sup> Four of the programs that were planned have not been implemented for various reasons; the remaining seven were not included in the evaluation report because data was not provided by the program directors for various reasons (see appendix 2 of the full report).

<sup>2</sup> Percentages for the Galilee Panhandle are unavailable. There are 8,532 participants from the region involved in IEC programs.

**Table 1.2 Breakdown of programs by location and age of beneficiaries:**



\*This data is based on the telephone survey with program directors.

\*\*This figure does not include four programs (Two that operate in the Galilee Panhandle, one in Kiryat Shmona and one in Sderot) that serve a mix of population groups.

\*\*\* The report does not include money allocated for capital programs (buildings, renovations, and equipment)

### Efficiency of IEC implementation

- Representatives of the UIAC in Israel and the Canadian Federations abroad shared the same aspirations and goals, and emphasized their personal involvement and commitment to each city and all the constituent programs.
- Canadian Federations IEC intervention is perceived as holding the potential to strengthen local infrastructures by increasing the ability of local authorities to work systematically, expanding cooperation within the municipality and providing a basis for more efficient local management.
- The local authority representatives repeatedly stressed that working with the UIAC and Canadian Federations representatives is meaningful and critical to each program's success. Local representatives emphasized that UIAC professionals and the Federations Israel and Overseas Committee were highly involved in systematic implementation efforts.

### Ensuring sustainability after phase-out

Several programs have already taken steps to ensure feasibility following phase-out. These steps include:

- Drafting fundraising plans (38% of the programs in Kiryat Shmona).
- Mapping potential sources of future funding (28% of the programs in Acco).
- Sending proposals to new potential funding sources (42% of the programs in Hatzor).
- Communication with new potential funding sources (38% of the programs in the Galilee Panhandle and 33% of those in Hatzor).

Although the NGO's are aware of the need to ensure the continuity of their programs at the end of the three-year funding period, most of the respondents did not report on concrete steps that they have taken toward this end. Furthermore, **both program staff and representatives of the local authorities stressed the need for the help of UIAC and Canadian Federations to formulate plans that will ensure**

**continuity.** UIAC and Canadian Federations (in particular the I & O committee of UJA of Greater Toronto) emphasized the importance of creating synergy among the programs, which will enhance the value, efficiency and long-term sustainability of every program.

### ***A response from UIAC:***

A unique and innovative feature of IEC implementation is the emphasis on ensuring stability following phase-out from the very allocation of funds. UIAC has continually emphasized that Canadian Federation investment is for three years only and that programs must develop their own fundraising plans and develop cooperation with other local bodies in order to ensure program continuity following this period.

To facilitate this process, UIAC is working to increase the degree of involvement of the municipal authorities in roundtable meetings and program management. Our goal is to encourage local leadership to recognize the importance and impact of Canadian IEC-funded programs on their community so that these local leaders will assume responsibility for securing funding and ensuring program continuity.

### **Strategic points and considerations for the future**

1. November 2008 is an election year for mayors and local council representatives. As a result:
  - In the period prior to elections, mayors will be preoccupied with their upcoming campaigns and less available for long-term planning processes with external forces.
  - New leadership in local authorities and a new political map may create new priorities and will influence working relationships in each community.
2. Within 12 to 18 months (by the end of 2009) a shift towards phase-out will begin as several other IEC funders will begin pulling out of projects in the northern region. There is a risk that projects that are primarily funded through philanthropic efforts will discontinue, resulting in a perceived downgrading of civil services. It is possible that UIAC and the Canadian Federations will be asked to consider providing Canadian funding for the continuation of additional projects.

### **Future evaluation reports**

Additional reports evaluating each of the subsequent phases of IEC implementation will be provided in **October of 2008, 2009, and 2010**. These future evaluations will focus on the impact in each area of intervention (geographic and thematic) based on a detailed examination of core IEC programs and open-ended interviews with program directors, focus groups with program staff and participants, and surveys of program participants. The next report (October 2008) will focus on trauma response and programs for at-risk youth in Sderot.

**Follow-up reports** reviewing changes implemented as a result of these formative evaluations will be provided in **March 2009 and 2010**.

**We thank the Federations for their continuous support partnership and involvement.**