



קרן רשי

RASHI FOUNDATION

Driving Social Mobility Together





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The Rashi Foundation is one of the leading private philanthropies in Israel. Since 1984, we have been working with our partners to **promote social mobility and equal opportunity** in Israel's geo-social periphery, with a focus on the educational and social welfare systems.

The Foundation was established by **Gustave Leven** (1914-2008), a French-Jewish businessman and philanthropist with a strong commitment to Israel and its society. Guided by his legacy, Gustave's nephew Hubert Leven and his son Francois continue to lead Rashi in advancing transformational social initiatives.

Rashi's unique approach combines hands-on philanthropy and strategic partnerships in a proven model for achieving sustainable impact. This effort draws on our extensive experience, broad organizational and professional infrastructure, and long-standing relations with national and local government and civil society organizations.

The Rashi Network

Rashi is a network organization comprised of a main headquarters office and eight affiliated nonprofit associations that each specialize in different fields. Working in cooperation and coordination, the network delivers synergetic cradle-to-career solutions, thus increasing impact on the ground.



Rashi's Leadership



François Leven President

François has a professional background in the financial markets, and he also follows the Leven family tradition of community service through his involvement with the board of Alliance-KIAH and other civil society organizations.



Hubert Leven Honorary President

Hubert, the nephew of Rashi's founder Gustave Leven and François' father, has headed the Foundation from its inception for 35 years, while developing a broad network of partnerships. During his term Rashi grew to become one of the most prominent philanthropies in Israel and received a Presidential Award for its contribution to Israeli society.



Shaul Shani Chairman

Shaul Shani is a leading figure in the business and philanthropic communities, who for over four decades has applied his talents to strengthening the country's economy and society. Highlights of his business career include his founding and co-founding of highly successful global technology and investment companies.



Michal Cohen General Director

Former Director General of the Ministry of Education. Michal has a strong track record in the public service, which includes managing large-scale organizations, driving major pedagogic and structural reforms and advancing innovative initiatives, as well as facilitating cross-sector dialogue and cooperation in the social field.

Reaching out



400 K
400,000 beneficiaries per year



75
75 philanthropic partners



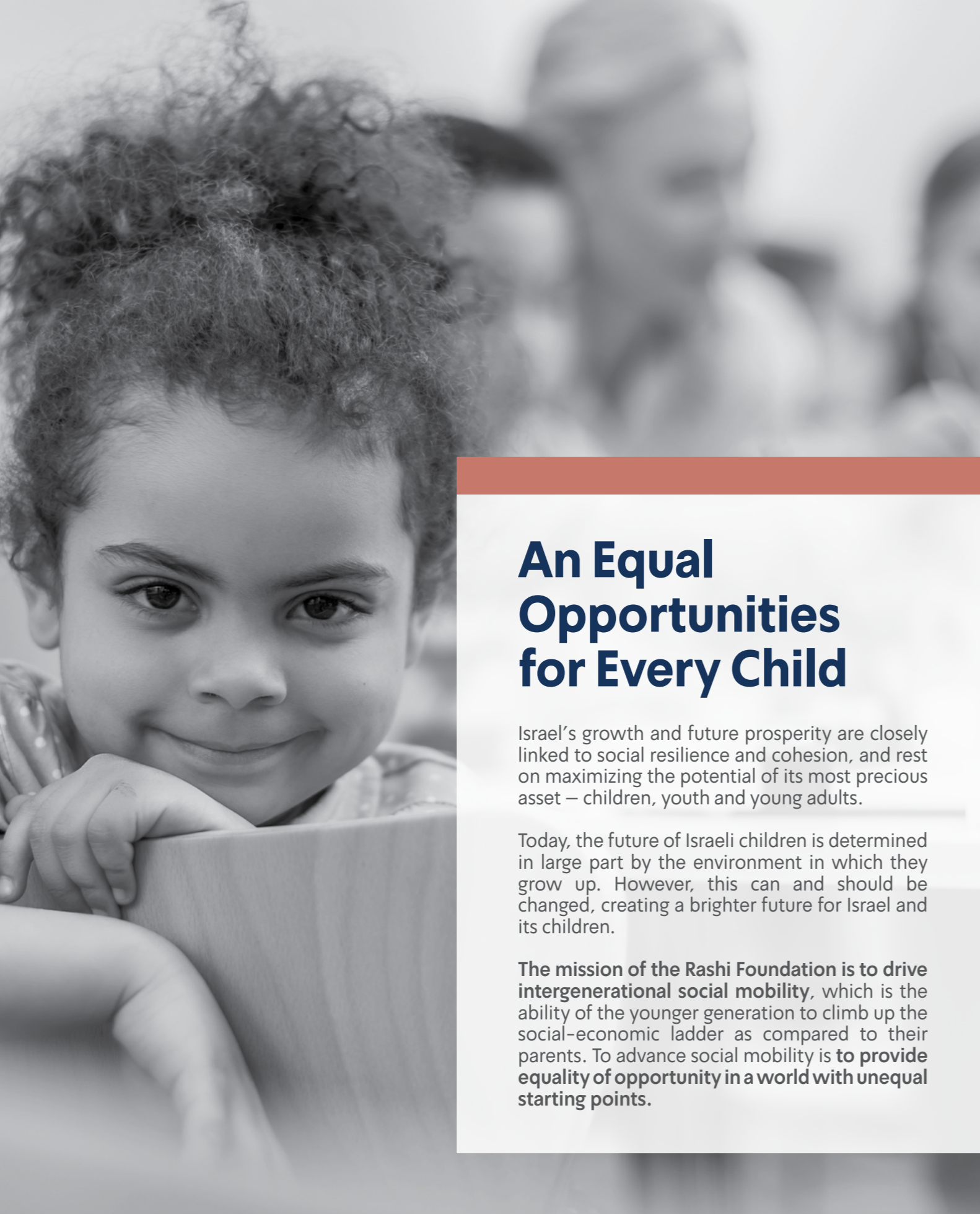
8
The Rashi Network: 8 affiliates



170
Projects in 170 municipalities across Israel



10
Collaboration with 10 government ministries



An Equal Opportunities for Every Child

Israel's growth and future prosperity are closely linked to social resilience and cohesion, and rest on maximizing the potential of its most precious asset – children, youth and young adults.

Today, the future of Israeli children is determined in large part by the environment in which they grow up. However, this can and should be changed, creating a brighter future for Israel and its children.

The mission of the Rashi Foundation is to drive **intergenerational social mobility**, which is the ability of the younger generation to climb up the social-economic ladder as compared to their parents. To advance social mobility is to **provide equality of opportunity in a world with unequal starting points**.

Inequality from Cradle to Career

Social gaps start at birth and grow wider over time



By age 3, children from affluent families know **twice as many words** as children from low-income homes

Parents in the top decile spend **9 times more** than in the lowest decile on **private lessons and enrichment activities** for their children

81% of young adults from affluent municipalities **pursue academic studies**, compared to **22%** in weaker communities

Individuals holding a BA **earn twice as much** as those who finish high school without a diploma

Making a Difference

Aiming to achieve a significant long-term impact, Rashi works on several fronts at the same time:



Partnerships & circles of influence

Joining forces with partners and shaping public agenda



Advancing policy change

Influencing decision-making processes, priorities and allocation of resources



On the ground

Planning, developing and implementing initiatives with a direct impact on social mobility



Applied research & knowledge

Supporting and guiding programs via data analysis, measurement and evaluation



Partnerships and circles of influence



Rashi believes that working together with partners is the best way to create effective and systemic change. Partnerships, and cross-sector collaboration in particular, form the basis for developing initiatives, scaling them and ensuring their sustainability. The overall impact is multiplied when the different partners – government ministries, municipalities, philanthropies and the business sector – pool their strengths and resources.

Aiming to broaden the network of partners and its influence, we build coalitions around key issues; participate in public councils, round tables and other forums; meet with policy makers; and use media channels to shape public discourse.

Advancing policy change



Rashi's efforts to influence national priorities focus on promoting **social mobility as a national goal**. As part of these efforts we launched the "Springboard to Social Mobility" campaign, designed to bring the crucial need for increasing social mobility to the top of the public agenda.

The policy brief we drafted for this campaign includes recommendations for immediate steps the government can take to promote social mobility, among them: differential budgeting of public services, building municipalities' service delivery capacity, and increasing access to educational opportunities from early childhood to higher education.

In addition, we are working to advance policy changes in specific areas such as: early childhood education, 21st century skills, employment, volunteering, and more.



Applied research and knowledge

Data-based and outcome-oriented work is a main principle guiding Rashi's day-to-day work. Evaluation allows us to monitor the implementation of programs and to adjust and improve them on the go; it also indicates how effective they are in reaching their objectives. Gathering knowledge and analyzing data are important elements in developing our initiatives, as well as in planning the overall strategy in different fields and in guiding the activity to advance social policy.

On the ground

Social innovation accelerator

Rashi's approach to social entrepreneurship combines innovative thinking, professional expertise and cross-sector collaboration into a proven strategy for achieving sustainable impact. The Foundation acts as a 'startup accelerator' to develop solutions that address some of Israel's most pressing challenges, based on ground-breaking concepts and models that set new standards for the provision of social services. The models we develop, focusing mainly on education and welfare issues, are tested in pilot programs; after demonstrating their feasibility we scale them and ensure their sustainability, often as state-funded public services.



From concept to reality



Guiding principles: continuity, outcomes, sustainability

The initiatives we invest in are intended to continue driving social mobility over time with **long-term sustainability**. Accordingly, these initiatives focus on **strengthening social infrastructure and building capacity** for individuals and communities, and empowering change agents to carry on after our exit.

Rashi's activity is based on a holistic view that addresses the needs of individuals and families **from cradle to career** while taking into account the wider circles that affect their lives – the community, the city and the state, and defining **goals, indicators and outcomes** for every level and stage.

We apply this multi-dimensional approach in developing solutions that combine education, welfare and health aspects, to create continuity of care.





Selected programs

Early childhood

Birth-6

Early childhood is a crucial period when foundations are laid for wellbeing and achievements throughout life. We invest in community-based services for young children and their parents to advance optimal development, as well as in enriching the educational environment to encourage learning through play.

The community-based **Infancy Initiative** generates systemic change in how infancy (birth-3) is perceived and handled, with the local authority taking a leading role and developing community resources to answer the needs of children and parents.

Hundreds of children in **MadaKids** kindergartens enjoy a learning environment enriched with STEM-related experiences that encourage them to explore and learn. With the understanding and skills they acquire, they will be able to enter school ready and eager to build on their basic knowledge.

Social Mobility from Cradle to Career

Our areas of activity reflect the understanding that in order for people to climb the social-economic ladder effectively, they must be able to maximize their abilities at every meaningful milestone, from infancy to adulthood.



Early childhood



Children and youth



Young adults and employment



Family and community



Mobility-oriented city





Children and youth

6-18

In view of the large gaps within the education system, our efforts focus on building the pedagogic and management capabilities of the teams in low-performing schools, and create opportunities for children and youth to develop their talents and excel through informal education programs. At the same time, we provide community-based solutions for at-risk populations to facilitate their integration in mainstream frameworks.

In the **Pedagogic Network**, low-performing elementary schools receive intensive pedagogic support that empowers the school team. This is expected to help them become schools that provide top-quality education whose students enjoy equal opportunity, reach high achievements and have a strong sense of capability.

Magshimim, the national cyber education program, is part of a range of informal education programs that drive social change by allowing youth in the periphery to maximize their potential in technology fields. The training course of Magshimim equips thousands of high school students with knowledge and tools that significantly improve their chances to join the IDF's elite technological units, and to continue afterward to high-tech careers.

The **Science Leadership** program sparks children's interest in science and technology subjects through creative games, experiments and model building; the youth who instruct them develop their own leadership skills and gain confidence in their ability to pursue academic studies in science and technology fields.

The rich programming of **Ne'urim Youth Centers** reaches more than 3,000 youngsters per year in 16 Druze communities, and has a significant impact on their personal development, while driving change in the community by strengthening the identity and social involvement of the young generation.

After-school programs such as the **Warm Homes** and **Challenge Centers** apply a holistic social-educational approach to help teenage boys and girls at risk build a sense of self-worth and autonomy and advance towards integration in mainstream society.





Young adults and employment

18-35

Rashi's programs for young adults acknowledge the need for support and guidance at this critical time of emerging independence, particularly for those from underprivileged backgrounds such as residents of the periphery and graduates of youth villages or out-of-home care. Our initiatives aim to help them shape their own future with personal empowerment and career-oriented higher education.

The **Yesod Program** provides leadership training and guidance that allow young men and women from all sectors of Israeli society to take part in shaping the public-social agenda and policy, from decision-making positions in the public service or in civil society organizations.

The **Mentoring Initiative** builds a nationwide platform for programs that guide young people towards realizing their potential as independent adults through a meaningful relationship with volunteer mentors, and develops optimal mentoring models for different at-risk populations.

Thousands of high school graduates join our **gap-year volunteer programs** every year, which include national-civic service, pre-army service leadership training and more. The personal growth the volunteers experience has a proven impact on their higher education and career opportunities, while bringing together young people from different backgrounds, to help build a shared civil society.

The **Employment Zone** initiative applies a new approach based on a comprehensive view of employment opportunities and obstacles, and focuses on assistance to young adults in building long-term career paths and on training geared to future-oriented job opportunities. Another program in this field targets at-risk young people, advising and guiding them towards gainful employment through **post-secondary education** including professional certification courses and academic studies.





Family and community

Enlarging our perspective beyond individuals to their families and communities, we work to enhance the family's inner resources and provide it with tools for self-reliance, and at the same time to increase community resilience. This includes strengthening parents' ability to fulfil the needs of their children with the support of community services. In addition, our programs for people with disabilities facilitate their integration into the community as they reach a higher level of independence.

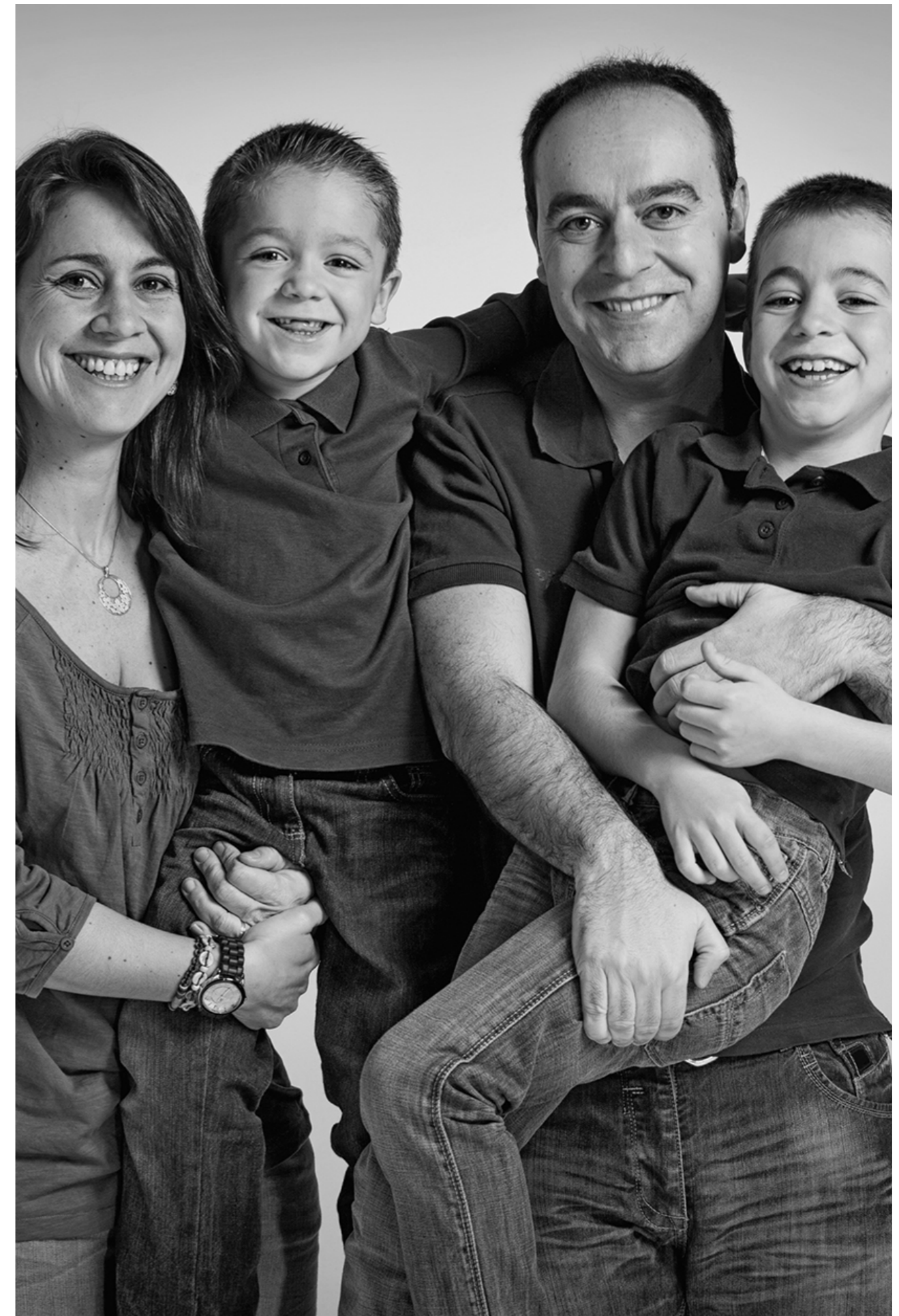
The comprehensive support of our **scholarship program for single mothers** allows them to acquire employment-oriented higher education, thereby allowing them to improve their socioeconomic situation and to become role models for their children and for other women in a similar situation.

Following the successful development of a new model for working with families of **children in neglect**, the initiative is focused on an extension program of intensive intervention for families in high-risk situations, in order to avoid having to remove the children from home.

The **Families First** initiative has led to adoption of a new, multi-dimensional approach to poverty, enabling thousands of families every year in more than 100 communities to move towards economic self-sufficiency by increasing their income and realizing their social security rights.

Community Together is a nationwide multi-sector effort to build the capacity of communities to enhance their members' quality of life and social mobility from birth to old age. The initiative aims to develop knowledge and best practices and to identify the social infrastructure that allows communities to thrive in a sustainable way.

People with visual impairment across Israel use the services of **Migdal Or** to acquire skills for self-reliance at home and outside, at work or at school, as the basis for optimal integration in the community where they live, as well as in larger society.





Mobility-oriented city

Ease of access is of utmost importance where opportunities for social mobility are concerned. Therefore, the quality of municipal services has a direct impact on residents' lives and on their future prospects. Recognizing the potential of city-based intervention, we invest in building the capacity of local authorities in the periphery to drive social mobility for their residents.

Municipalities taking part in the **City at the Center** initiative develop the capacity for self-management and take the lead in providing cradle-to-career opportunities to their residents, based on long-term reinforcement of social structures, organizational and professional capabilities, and cross-sector partnership of all stakeholders.

ECOSTEM21 focuses on creating an environment that supports STEM education and development of 21st century skills from kindergarten to higher education and employment, in coordination with and cooperation between all the relevant parties in and around the city.

The model is being implemented within City at the Center, and also in a unique regional format in Bet Hakerem – a group of seven local councils in the Galilee around and including Karmiel.

The **Learning Communities Network** strengthens human capital in local government by allowing the municipal staff to share knowledge and experience with each other. The network serves as a platform for peer learning, personal and professional development and advancement of joint ventures, and in this way improves services and opportunities to residents.





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