

Shanti House

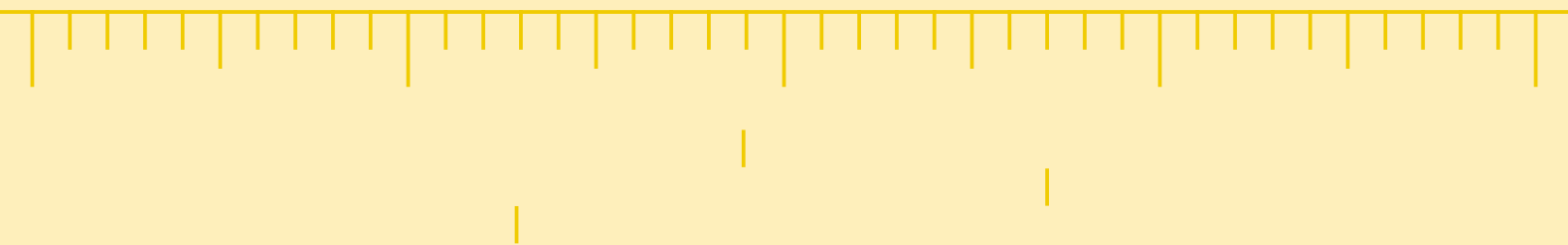
A Warm Home for Youth at Risk

Registered NPO No. 580199594

May 2009 | Report No. 28

Analysis Report

Midot Reflecting and Rating NPOs in Israel
A Corporation for Public Benefit



| **The contents of this document are protected by the copyright of Midot a Corporation for Public Benefit** | The use of this document is for personal or research purposes only | Midot will not be held responsible for any damage that might be inflicted directly or indirectly by the usage of this report and/or by relying on it, including that of third parties. It is prohibited to copy in any means and/or to distribute this document and/or its contents without explicit written authorization by Midot | It is prohibited to quote and/or refer to any finding, analysis and/or conclusion which appear in this document without explicit authorization by Midot | Midot is not a state authority and/or a supervision, inspection or investigation authority, and does not pretend nor is capable to confirm if an administrative or criminal offence is being committed by the organization or an individual of his matter | In addition, the findings of this report and its conclusions are limited to the period of the analysis and to the information which was provided by the employees and stakeholders of the organization, including depositions and signed documents by functionaries of the organization, who are supposed to faithfully represent the truth.

| **Midot holds public responsibility to this report** | However, an error may have occurred during the processing, generalization or presentation of the information | Errors and omissions excepted | Should a detail, finding or conclusion which derive directly or indirectly from this report does not consist with your personal knowledge or experience or for any other comment, please contact Midot - info@midot.org.il |

Shanti House

A Warm Home for Youth at Risk

Registered NPO No. 580199594

May 2009 | Report No. 28

Analysis Report

Midot Reflecting and Rating NPOs in Israel
A Corporation for Public Benefit

| Index

- 1. Analysis Summary**
- 2. Profile**
- 3. Rating**
- 4. Background**
- 5. Environment**
- 6. Appendix**



Shanti House

A Warm Home for Youth at Risk

Registered NPO No. 580199594

Absorption and treatment for youth in endangering situations

Areas: **Welfare** | Aid for Children and Youth at Risk | Drug Abuse Struggle

Size: XL L M S

▲ Measures of Strength

Setting of **long-term organizational goals**

A visionary Director who leads strategic processes in the organization

Physical facilities which enable the organization to conduct activities comfortably

Detailed documentation of operational and professional knowledge enables convenient use

High transparency toward the public

▼ Measures that require Strengthening

Lack of individual and organizational work plans

Organizational dependency on the Director in the therapeutic area; donors' relations; and motivating strategic processes

Lack of cash flow reserves jeopardizes financial stability

A

Ethics

B+

Finance

A

Systems

A

People

B+

Horizon

A-

Midot Index

Profile

The Organization: **Shanti House - A Warm Home for Youth at Risk**

17 Simtat Shlush Tel Aviv, 61500 | 972-3-5103339 | www.shanti.org.il

Established in 1984 | Registered since 1992 |

Representative: Michael Ben Yosef, michael@shanti.org.il

Target Population: Youth, young adults, at risk and distressed populations

Objective: Returning runaways and homeless youth onto an optimal life path by creating a supportive and guiding environment, adapted to their needs.

Goals:

1. Providing shelter, refuge and a warm home to runaways at risk.
2. Offering solutions to youth in distress through therapeutic means.
3. Aiding young adults in adopting a normative lifestyle.

Certifications: Tax Relief: ✓ Tax Relief for Donations from Abroad: ✓
Sound Management Authorization: ✓

Activities

Main Projects:

1. 24 / 7 family - A "stand-in family" for youth in immediate danger of lapsing to life on the streets.
2. ShanTherapy - A center offering various therapeutic activities contributing scholastic, emotional and social assistance for youth.
3. Social and cultural enrichment activities for youth.
4. Migrating Stall - Information and prevention stall operating nationwide.
5. Preventative and informational lectures.
6. Desert Shanti – Establishing a therapeutic center for youth at risk in southern Israel.

Locations: Central and Southern Israel

Volunteerism: Medium reliance on volunteers

Beneficiaries: Direct beneficiaries in 2008: 1,000 - 1,500
Accrued number of direct beneficiaries: 15,000 - 20,000

Scales

Size of the Organization	XL	L	M	S
Size of budget	XL	L	M	S
Years of Activity	XL	L	M	S
Geographic Distribution	XL	L	M	S
Employees and Volunteers	XL	L	M	S
Public Recognition	XL	L	M	S

Key on page 17

People

Chairman: Adv. Alon Rom | Appointed in 1992

Number of Board Members: 6

Director: Mariuma Ben Yosef | Appointed in 1992

Total Number of Employees: 16

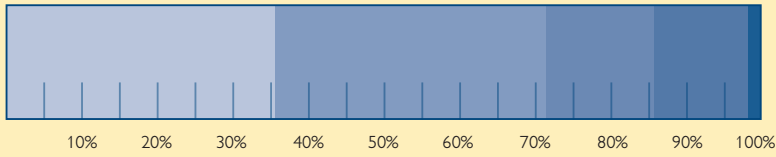
Part-time employees: 3

Full-time employees: 13

Total number of positions: 14

Total Number of Volunteers: 100

Income (2008, in percentages)



- 36% Private Philanthropy
- 36% Institutional Philanthropy
- 14% Corporate Philanthropy
- 12% Government and Local Authorities
- 2% Self-generated Income

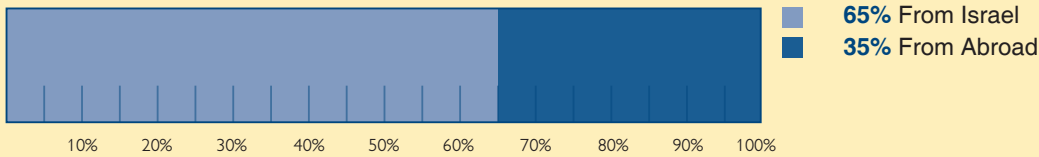
Main donors (2008):
 Raya Strauss Ben Dror, Dorón
 Livnat, IDB Foundation,
 Glencore Foundation,
 Pratt Foundation,
 Schusterman Foundation,
 Weinberg Foundation

Income

Profile

Rating

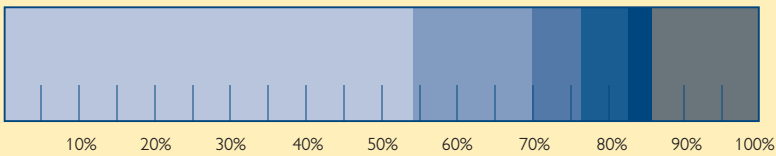
Origin of donations (2008, in percentages, estimation)



- 65% From Israel
- 35% From Abroad

Background

Main Expenditures (2008, in percentages)



Three Highest Salaries
 (2008, estimated average
 monthly gross salary, range):

- 18,000 – 21,000 NIS
- 12,000 – 15,000 NIS
- 6,000 – 9,000 NIS

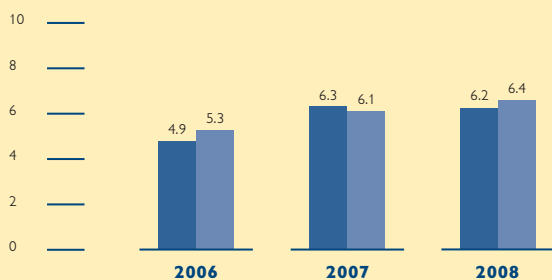
- 54% 24/7 Open House
- 16% ShanTherapy
- 7% Desert Shanti
- 6% Social Activities
- 3% Transfer Costs to Present Building
- 14% General and Administrative Expenses

Expenditures

Environment

Appendix

Annual Income and Expenditures in Millions of NIS (Income Expenditures):



Rating

Organizational Virtues

A-

Horizon

B+

Shanti House has a defined objective as well as long term organizational goals intended for its realization. The organization's vision is assimilated among the staff, all of whom express a high degree of identification therewith. The various programs are appropriate to the organization's purpose, complement each other, and offer a continuum of solutions to the beneficiaries. There are neither individual nor organizational work plans that set goals and a timeframe for their achievement, and the work routine is dictated by beneficiaries' individual therapeutic plans and by the daily schedule. The organization emphasizes customizing of beneficiaries' solutions, and learning beneficiaries' needs is part of the therapeutic process. While outputs are measured in an ongoing fashion, the long-term impact of activities on the beneficiaries is only partially assessed.

People

A

While the Board of Directors is involved in significant strategic decisions, and its members contribute of their qualifications to the organization's progress, it appears that it neither initiates nor leads processes, but rather serves as an advisory body and monitors the steps taken by the management. The panel of the Board of Directors is varied, though no therapeutic professionals serve thereon, thus impairing its ability to monitor this area. The Director and founder is a visionary and an initiator, and continues to lead the organization in new directions, even 20 years after its founding. She is the motivator of change and development processes in the organization, and her personality is a central part of the special spirit of Shanti House and of the employees' identification with the organization. The staff undergoes structured intake and receives training and enrichment activities, which add to their professional capabilities. Volunteers' intake training is identical to that undergone by the paid employees, and organizational resources are dedicated to their training and retention.

Systems

A

The physical infrastructure enables the organization to conduct activities comfortably, and the organization's operational needs are well met by the responsible personnel. The computerized system developed in the organization serves for thorough documentation and easy use of the professional and operational knowledge. In recent years, the managerial array has been expanded, and job definitions and work practices have been defined in an effort to reduce dependency on the Director. None the less, it appears that there are areas - such as donor recruitment and retention, and endowing the therapeutic method to the employees -

Profile

Rating

Background

Environment

Appendix



wherein there is still a certain dependency on the Director. It is noticeable that the organization knows its environment and cooperates with a variety of parties, although cooperation with other non-profit organizations is minimal. In addition, consultation with experts relates mainly to staff training, and less with close supervision of therapy work. Shanti House is a dynamic organization that initiates new activities and responds to changes taking place in its environment.

Finance

The organization relies on a wide variety of donors: foundations, businesses and private donors, in Israel and abroad. Government funding and self-income from products sale constitute but a small portion of the organization's income. The main donors are committed to the organization and have been so for a number of years, some of whom are even represented on the Board of Directors. Despite the balanced spread of income over the course of the year, lack of cash flow jeopardizes the organization's financial stability. An endowment fund was established a few years ago, whose profits are intended to Shanti House once a certain sum, defined in advance, accrues. Financial management is efficient, apart from general and administrative expenditures, which are slightly high. While no financial planning beyond the upcoming fiscal year exists, efforts are being made to expand income from foundations and the public. A fundraising plan defines the yearly target, yet it is not adequately detailed.

Ethics

The organization did not declare any conflicts of interests, aside for those of the hiring of family members of stakeholders, which were approved by the Board of Directors, including the hiring of the Director's partner as Deputy-Director. Shanti House demonstrates exceptional high transparency on its Website, and makes many internal documents available for public perusal. Cooperation with the Midot staff was full and marked by openness. No evidence of ethical flaws was found throughout the analysis process.

Key on page 17

B+

A

Profile

Rating

Background

Environment

Appendix

Social Virtues

Effectiveness

As part of its philosophy, Shanti House is available to its beneficiaries at all times, and accepts youth in distress regardless of ethnicity, religion or gender. Recently a Web- forum was established, where youth can consult with the staff, thus increasing beneficiaries' access to the organization's services. With the opening of Desert Shanti in Southern Israel, Shanti House is expected to double its scope of activity and the number of beneficiaries it serves.

A study conducted in 1999 on youths who had stayed at Shanti House in the late 1990s found that most had been found with reasonable solutions and therefore did not return to the streets. While we do not have other testimony of the impact of staying at Shanti House on youth, Shanti House plays an important role in raising awareness of street youth among social services agencies and the general public.

Leadership

With its opening, Shanti House has offered a non-institutional alternative for youth for whom no other solution has been found, and today it is still unique in its informal character that enables it to care for those who have not found solutions elsewhere. In contrast to other institutions, Shanti House offers solutions at various levels, including taking in young adults aged 18-21 who have no place in state-funded institutions.

Shanti House's public recognition is high: A 2006 survey found that 67% of respondents had heard of it, of which 86% could recite correct information on its character and activity. Public recognition is partially discernible to media appearances of the Director and awards that the organization has won. Shanti House's public reputation was compromised in the past due to charges of sexual harassment by Mariuma Ben Yosef's former husband and Co-Director of Shanti House, who was later acquitted of all charges.

Background

Shanti House began operating in 1984 as an individual initiative of Mariuma Ben Yosef and her husband at the time, who opened their home as an open house for homeless youth or those in risk circumstances. Shanti House was registered as a non-profit in 1992, and since then has provided shelter and a supportive therapeutic environment for hundreds of young adults at immediate risk, i.e., vulnerable to physical violence, sexual exploitation, crime and more.

The population to which Shanti House offers its services is youth and young adults aged 14-21 nationwide, who come either on their own or are referred by social services, and stay for anywhere from a few days to months or even years.

Shanti House is located in Tel Aviv and houses all services offered to beneficiaries as well as the organization's headquarters, which employ 16 paid staff members and are relied on 100 volunteers. Mariuma Ben Yosef has been serving as Director since Shanti House's founding.

The Social Issue

According to Social Services estimates, 15% of Israeli minors - roughly 330,000 children - are at risk. According to the Schmid Report¹, this definition includes children who suffer neglect, abuse, live in a dangerous environment or are detached from a normative situation, and as a result of which live in impaired welfare, and are unable to attend school or function in society and thus fulfill their potential.

The extreme end of the scale of risk constitutes of youth in immediate life danger - homeless and completely detached from normative society, addicted to drugs or alcohol or engaged in crime. According to various estimates, this sector represents 1% of Israeli youth. Added to young adults aged 18-21, estimates of youth in immediate danger range from 10,000 to 14,000. Shanti House offers a solution to members of this group who arrive in distress, and aids them in getting their lives back on track.

¹ Schmid Committee - public committee to study at-risk minors headed by Prof. Hillel Schmid, March 2006.

Goals

1. Providing shelter and an outstretched hand to runaways at risk.
2. Offering solutions to youth in distress through therapeutic means.
3. Aiding young adults in adopting a normative lifestyle

Main Activities

1. 24 / 7 family - A “stand-in family” for youth in immediate danger of lapsing to life on the streets.
2. ShanTherapy - a center offering groups and individual scholastic, social, and emotional assistance for youth.
3. Social and cultural enrichment activities for youth.
4. Migrating Stall - An information and prevention stall operating nationwide.
5. Preventative and informational lectures.
6. Desert Shanti - Establishing a therapeutic center for at-risk youth in southern Israel.

Environment

The Ministry of Social Affairs and Social Services is the institutional agency accountable for the care for children and youth at risk in Israel. For those who are in need of emergency assistance, several solutions exist: Emergency Centers, Dormitory Shelters, Foster-home Shelters and Safe Houses for homeless youth, in which one may remain for a period of up to 3 months. As long term solutions, some 60 different programs are operated nationwide by the Youth Protection Authority: Dorms, Hostels and Safe Homes for youth in need of shelter, detached or in life threatening situations. There are 3 different types of such frameworks, differentiated by their rehabilitation approach for detached youth – Protected frameworks (locked), Advanced frameworks (closed) and Integrative frameworks. Shanti House is one of the latter. Additional prominent frameworks of this category, which resemble Shanti House:

Programs operated by the non-profit Shahal, in cooperation with the local authorities and the Youth Protection Authority:

- Atnahta (to ease) in Jerusalem and Makom Acher (A Different Place) in Tel-Aviv – frameworks for children and youth in crisis situations and assistance in providing continuing frameworks.
- Dror (freedom) – A center for adolescence who experience rejection and alienation based on their sexual orientation.
- The Home on Haim St. – An accessible haven for homeless youth, operated by the Youth Protection Authority as part of the Sachlav program – Emergency Assistance for Youth at Risk and in Danger.

In addition to Youth Protection Authority frameworks, there are dozens of municipal and private programs throughout Israel, which provide with various services to youth at risk and in endangering situations – After-school Day Centers, Day-care Centers, Emergency Mobile-Units, Counseling Centers and more.

Trends, Threats and Challenges

The main challenge Shanti House faces today is the significant expansion entailed in building Desert Shanti and the channeling of administrative resources toward its operation. This challenge will test whether Shanti House has successfully established its processes, work practices and mechanisms, such that it can function without the constant presence of the executive staff, particularly the Director. In addition, it will be incumbent upon Shanti House to continue expanding the scope of its Resource Development in order to support both houses properly.

The government funding to which Shanti House is entitled constitutes a small portion of its income, and one of the challenges that it faces in the upcoming years is to expand its scope of funding, thereby adding to its financial stability. At the same time, in order to receive funding commensurate with that to which like organizations are entitled, Shanti House will have to submit detailed reports on its beneficiaries to the Ministry of Social Affairs and Social Services, a practice which runs counter to the therapeutic philosophy upheld by the organization thus far.

Appendix

The Analysis Process of Shanti House

The Analysis process of Shanti House took place during the months of March through May 2009. During the information-gathering stage, various documents were collected, including financial reports, work plans, funding applications and others. In addition, information on the organization was gathered from web-based and other sources. At the same time, interviews and discussions were conducted with various personnel both within and outside the organization, including:

- Adv. Alon Rom - Chairman of the Board of Directors
- Leny Ehrman - A member of the Board of Directors
- Mariuma Ben Yosef - Director
- Michael Ben Yosef - Deputy Director
- Eyal Amir - Chief Coordinator
- Liat Turjeman - Girl's Coordinator
- Shlomit Flash - Office Manager
- Ruth Halfon - Glencore Foundation
- Dr. Michal Komem - Sapir College

The information gathering process included a concentrated day of activities which was held at the organization's headquarters and was attended by 3 members of the Board of Directors, the Director, 5 employees and 3 volunteers.

Another tool used was a questionnaire circulated among the employees, which 12 employees completed.

Proper Disclosure

Ms. Raya Strauss Ben Dror, who has supported Shanti House in recent years, is a member of Midot's Public Council. Ms. Strauss Ben Dror funded Shanti Houses's Rating process, but was not involved in it in any way.

Profile

Rating

Background

Environment

Appendix



The Rating Index

The Midot Index = The organization's prospects of fulfilling its mission

Organizational Virtues

A = An organization with **excellent** organizational virtues

B = An organization with **good** organizational virtues

C = An organization with **reasonable** organizational virtues

D = An organization with **poor** organizational virtues

F = An organization with **very poor** organizational virtues

+ = Upper range of the grade

- = Lower range of the grade

Size:

The size scale is an adjusted calculation of different components for the purpose of presenting the information clearly to the public. The scale has been developed on the basis of learning and analyzing third sector organizations, researches, reports and standard definitions (apart from Public Familiarity).

Scopes	scales				Remarks
	S	M	L	XL	
Budget Size	0-10	10-25	25-50	50-100	In millions of NIS.
Seniority	1-5	5-10	10-15	Over 15	In Years.
Locations	Local	Regional	Multicentric	National	Irrelevant for advocacy organizations. Refers to core activity only.
Positions and Volunteers	0-2	3-10	11-50	Over 50	The number of employees under consideration of number of volunteers.
Public Familiarity	An adjusted calculation of the organization's and Midot's assessments in addition to web-based measuring tools.				

Index

Midot Index

Virtue

Social Virtues

Cluster

Effectiveness

Leadership

Component

Outputs & Results

Professional Reputation

Satisfaction

Public Reputation

Uniqueness

Organizational Virtues



MIDOT

MIDOT is dedicated to promoting the professionalism of third sector organizations and influencing donor decisions by providing comprehensive evaluations of non-profit organizations that operate in Israel. The assessment relates to a variety of areas and assists social investors in making educated gift-giving decisions. It supports the differentiation of the rated organizations in a competitive market of resource development and negative public image and presents the general public with a full picture of the various organizations that operate in Israel.

The MIDOT index is based on an innovative analysis model inspired by tools from around the world, and developed with the professional guidance of organizations from the social and business sectors including **TACK Growth Strategies** and **Standard & Poor's Maalot**.

The ratings and assesment summaries, which are conducted with the agreement of the organization, are displayed on the MIDOT Internet site, which is open to the public free of charge.

MIDOT, which was established as a unique partnership between **Meitav Investment House** and **JDC Israel**, is a professional, independent, non-profit organization that is guided by a wide Public Council that includes representatives from the third sector and from the business and academic worlds.

Additional information regarding the analysis process and the non-profit organizations that have been rated can be found at www.midot.org.il