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| **Conclusion and Recommendations** |

To build a sustainable financial model that is based on combined funding from the following sources: the private sector, governmental authorities (national and local), and civil society. This solution will facilitate the sustainable growth of the model.

The element of support for pilot participants will be built in partnership with potential NGOs (for example: Elem, the college, Be-Atzmi, Chochmat Nashim), the Tel Aviv-Jaffa Municipality, and the Ministry of Welfare. This will be done based on the joint initiative and the following:

As part of the initiative, 45 apartments will be purchased in greater Tel Aviv-Jaffa. Forty-five women will be housed in these apartments for five years. During the second stage, an additional 45 women will replace them, on the assumption that those completing the program will have found suitable alternative housing (independently or otherwise): a total of 90 women over 10 years.

Project Goals

1. A clear majority of the participants demonstrate considerable improvement according to the performance measures (this will be determined later according to the accompanying evaluation research).
2. Developing an optimal integrated model of support and housing.
3. The Ministry of Welfare will adopt the support model within three years of the start of the pilot.
4. Prove that the model is financially sustainable/attractive to business figures at the end of the pilot, extending the model to other authorities.

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| **Background** |

“Housing First” is based on the intervention method for working with the homeless that has existed for more than 20 years. It was first developed in the United States and was later also used in Australia and various European countries, to meet the two main needs of homeless people – housing and support (which are not conditional or dependent on one another). The method is based on the idea that the right to housing is a basic human right. “Housing First” constitutes a conceptual change regarding the needs of homeless people and the methods of meeting them. The main change can be seen in the understanding that participants don’t join the program after recovering from one kind of addiction or another or after going through a preliminary process; they are also not required to go through these processes as a condition for remaining on the program. The idea is to respond to the most basic need – a home, without prior conditions or obligations – out of the understanding (this has also been proven in studies of the model) that the participants themselves will want to improve their quality of life. Besides providing basic housing, this method includes the provision of comprehensive support for all the participants’ needs, as defined by her. This model has not yet been tried in Israel, but it has achieved great success internationally and is likely cheaper than other models.

The connection between the “Housing First” model and populations that engage in sex work arises from the difficulties prostitutes often encounter entering the labor market and receiving support rather than merely surviving without stable, secure, and suitable living arrangements. Suitable living arrangements must be understood in the broadest sense rather than merely a temporary roof over one’s head as in, for example, the emergency/temporary frameworks, that can be found today in Israel (shelters, hostels, transitional housing). These frameworks are indeed designated for populations engaged in prostitution, but they only serve a small portion of this group and apparently have poor outcomes regarding the number of women who subsequently escape mere survival mode and prostitution.

Until now, a great challenge in bringing this model to Israel has been convincing government ministries to commit to these progressive approaches to abandon antiquated thinking concerning the treatment of marginalized populations. An additional difficulty has been constructing a sustainable financial model for purchasing 45 apartments and renting them at prices suitable for people who engage in prostitution, and have yet to extricate themselves, both emotionally and financially, from survival mode. The goal is to encourage the state to later widen the pilot to a national program for other marginalized groups.

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| **Organizational and Program Strategy** |

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| **Contents** | **Schedule** | **Milestones** |
|  | 1.9 | Communication with the evaluator |
|  | Completed | Establishing a property fund |
|  | Completed | Final recruitment of partners for the property fund |
|  | Completed | Recruitment of partners for the support model |
|  | The first meeting has taken place | Steering committee meeting |
|  | In process | Operations instructor for the model who is accepted by all the participants |
|  | Six months following the establishment of the fund | Purchasing the apartments |
|  | In process | Finalizing contracts with all the relevant bodies (Ministry of Housing, Ministry of Welfare, the municipality, and the NGOs) |
|  |  | Renovation and preparation of housing |
|  |  | Housing 45 participants in the apartments |
|  | Once the participants enter the housing | Start of the operation of the full support model |
|  | Ongoing | Control and management mechanisms: implementation committee – once a month; steering committee – once every six months |

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| **Impact and Results** |

During the first stage, success will be measured by a combination of the following: successfully placing participants in the purchased apartments throughout the pilot period; continuous improvement in the participants’ ability to earn an independent livelihood; and an improvement in other life measures (each participant per her own challenges). At the end of the pilot, the success of the housing and support model will be determined based on the criteria that were established.

In the long term: duplicating the housing and support models in additional municipalities by continuing the tri-sector partnerships.

The success of the financial model in supporting the expansion of the project: the investment of the property fund will lead to additional investments to broaden the pilot.

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| **Risks and strategy to reduce risks** | |
| **Risk** | **Risk Reduction** |
| Difficulties in anticipating increases in the cost of property/cost of living in Israel. | A philanthropic safety net for the model. |
| This model requires a certain shift for each player beyond its regular area of action. For example, there are likely to be differences in the approaches and principles of intervention between civil society organizations and funding bodies (governmental and private). | Organizing joint implementation/steering committees to bridge the gaps. For example, an expert external adviser could be used.  Also, it is proposed that the social impact consultants with whom the model was built be integrated into the management of the pilot to ensure that all the the important components of the model are realized. |
| Difficulties with long-term commitments from governmental bodies, and insufficient regulation. | Special attention must be paid to changing the framework of governmental commitments. One suggestion, for example, is to promote a government decision that will require the use of the “Housing First” model for eligible population groups. |

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| **Recommended Budget** |

Work on the project budget is underway and is divided as follows:

**Property Fund Budget:** $12.5 million

The following bodies are currently considering investing:

Weinberg: $3.5 million.

Schusterman: $6.25 million.

Seed the Dream – up to $2 million.

We are currently working on the shortfall.

**Support Budget:**

NIS 2.7 million – the support element for around 45 participants every year – providing support in every area of life.

The services will be innovative and personally customized, with a holistic approach.

The budget for the social services will come from the joint initiative of the Schusterman Foundation and the Ministry of Welfare to develop innovative services for women trapped in prostitution.

**Evaluation and Measurement:**

Around NIS 700,000 for a study that will track the project for the first five years. It will examine the project on an individual and systemic level, as well as looking at its ability to form a socially-conscious real estate market in Israel.

**Sources for rental income:**

Rental payments will be covered by subsidies from the government and the municipalities:

Subsidy of the rental payments (the scope of the subsidy is per person per month):

Ministry of Housing: NIS 1,170 (commitment for five years).

Ministry of Welfare: NIS 2,000 (total of NIS 1 million per year; commitment for five years).

Tel Aviv-Jaffa Municipality: NIS 2,000 (total of NIS 1 million per year; commitment for five years).

Starting in the third year, program participants will independently contribute between NIS 500 and NIS 1,000.

Each tenant will have a budget of NIS 25,000 for furniture and equipment.

Equipment budget: NIS 2.25 million (NIS 50,000 for each apartment) – the property fund with a commitment for ten years.