**Investment Memorandum**

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| **Information about the grant\*** | | **Internal Information** | |
| Reichman University | **Organization’s Name:** | Public Policy – Israeli-Palestinian Conflict and Regional Dialogue | **Portfolio and Sub-portfolio :** |
| Prof. Dafna Schwartz, Head of the University Research Authority | **Point of Contact and Role:** | Amalia Reich | **Lead:** |
| NIS 4.5M  (USD 1.3M) | **Grant Amount in NIS (and in parentheses the amount in USD):** | A | **Type:** |
| **% of organizational budget:** | **% of committed SFPI funding (NIS):** | Impact | **Goal Type:** |
| **% project budget: 100%** |
| **% philanthropic income:** |
| **15 months** | **Duration:** |  | **Stage:** |
| **Project Title:**  ‘Monitoring and Insights’ project by Reichman University | **Grant ID:** |  | **Sub-portfolio Budget:** |
| **Has this grant been outlined in a planning document for strategy implementation? (A0/B0) Yes** | |  | **% of remaining sub-portfolio budget (including if this grant is approved):** |
| N/A | | | **Conflict of Interest:** |

Part A – Fundamentals of the Grant

1. **Summary and Recommendation:**

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| **Background:** |
| **Project need:**  **Phase 1 summary and deliverables:** |
| **Opening** |
| A 15-month grant of NIS 4.5M for Reichman University will go towards a dedicated interdisciplinary research group for the Monitoring and Insights project. This grant will cover the POC execution phase of the project. |
| **SFPI Goals** |
| **Multi-year goal for the MI project**:   * There is an active tool which decision-makers can use to understand and analyze the one-state threat in a sophisticated and multi-parametric manner that will impact their decision-making process in regard to conflict-related implications. |
| **Annual goal**:   * The grant would be used to assess the feasibility of the Reichman research group: Does the team have the right strengths to execute the Monitoring and Insights project and develop a complete POC? * Since this project is shared with the INSS and TBI, by the end of the grant year (2023) we aim to evaluate the added value of this team to the project and decide on who (possibly all) will continue to develop the final tool in support of decision-makers. |
| **Project Goals by the guarantee** |
| * Development of a full POC for the Monitoring and Insights final tool according to phase 1 research planning. |
| **Deliverables as part of the POC for the tool**:   1. Qualitative report based on the methodology presented in phase 1 2. A two-dimensional index that quantitatively presents (followed by a qualitative report) the position and trend in the continuum between one state and two states. 3. A multi-dimensional quantitative index (followed by a qualitative report) that provides the location, direction, and potential in the space that includes all reasonable political outcomes. |

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| **SFPI Team Project Assumptions** |
| 1. During the 4-month planning stage, the Reichman University research group created an impressive and sophisticated operating model on the basis of which an initial model can be built for the intended tool. 2. The POC can be achieved in one year of work based on the 4-month planning of Phase I. 3. The team has designated “clients” for the tool who can promote the research among decision-makers and demonstrate the project’s potential to effectively influence reality in real time. 4. One of the group leaders is Dr. Shaul Arieli, who is a prominent researcher in the field of the Israeli-Palestinian conflict; while identified with the “left” he has insights that are appreciated by the broader community. 5. A strong “red team” (group of former decision-makers and researchers that come from a broad political spectrum) has been integrated into the group to evaluate the objectivity of the research. |
| **Success and Failure** |
| Indicators of success:   * By the end of the year, the group manages to create a POC for an effective tool that will be implemented and used by designated decision-makers. * The SFPI team makes a decision based on the POC to renew and extend the duration of the project (multi-year).   Indicator of failure: The POC turns out to be too complex and not effective. |

1. **The Project**

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| **Project Description** |
| During the first part of the grant, the team has been developing a theoretical operating model for a tool that will monitor and evaluates Israel’s situation with respect to the one-state reality.  The goal of the tool is to provide and assess recommendations to the decision-makers regarding the position of the State of Israel on various policy options concerning the Israeli-Palestinian conflict by developing a conceptual framework, methodology, and practical tools, which will enable continuous and long-term monitoring of the position of the State of Israel on different policy options, including one state and two states. The methodology and empirical tools will be based on gathering information and building a broad and in-depth database from different disciplines (security, political, social, legal, spatial-geographic, and economic). Their integration will help the decision-makers understand how processes in their fields of activity affect the position of the State of Israel on various policy options and the direction (trend) towards which it is moving.  The intended tool will evaluate and measure Israel’s current state with two different methodological tools:  1)   A one-dimensional index – 'politography 1' - designed to measure the position of the State of Israel in the range between two scenarios, two states, and one state and the historical trend. To this end, the starting point of the index is the definition of a ‘state’, and in particular, the determination of the “minimum essential activities” needed by the state. The index includes various indicators across 11 criteria and calculates the relative weight of each indicator and each criterion, as determined subjectively by the researchers, in calculating the final index score. The more Israel’s compliance with the 11 criteria concerning the West Bank and the Gaza Strip increases, the farther it will be from a solution. The two countries and you will get closer to the reality of one state.  2)   A multidimensional index – 'politography 2' – has also been designed to examine location and trend in a larger context of political scenarios. This index indicates location and trend and considers forces that affect the direction of movement and constitute barriers to progress in a specific direction. Since every researcher has biases that can affect the results and their interpretation, the multidimensional index allows researchers to minimize biases by breaking down the picture into components that are independent of each other, analyzing each component separately, and reassembling the image while evaluating the potential of changes in the various indicators. It is important to note that throughout the project, the various indicators will also undergo reliability tests conducted by external experts, researchers, and the research team.      The working group will dedicate the next year to developing a more simplistic method of measuring and analyzing the data gathered. In addition, the group will work with several designated “customers” at the decision-making level, who will be part of the working process and thus able to later implement the tool effectively and use it in real time. To date, the designated customers are 1) COGAT, 2) Israel’s National Security Council, and 3) of defense.    The final project deliverables, therefore, include:  1) POC of the tool that will include the mentioned methodologies;  2) Mid-year report for decision-makers and their teams on Israel’s current state;  3) Providing ongoing recommendations on suggested initiatives and decisions that are related to the one state.  The project team will be the same as in stage one, led by Dr. Shaul Arieli (expert in the Israeli-Palestinian conflict), Prof. Gilad Hirschberg (Vice Dean of the School of Psychology), and Prof. Sivan Hirsch-Hoefler (Academic Director of the Rabin Leadership Program in the School of Government and Diplomacy). In addition to the management team, ~10+ researchers will be involved, mostly from Reichman University, yet not exclusively, as the group also includes several external academics and security personnel experts in their fields (e.g., Major General Roni Numa who will lead security-related research and insights). The university’s Research Authority will continue to manage and oversee the research. |
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| **Renewing a Grant** |
| * Phase 1 of the project has ended – a four-month grant of USD 304K that was given to the group in order to develop a detailed operating model and plan the execution stage. |
| **Project Budget (Sources and Uses):** |

**Placeholder for budget:**

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| **Partners and Leverage (optional)** |
| N/A |
| **Weaknesses** |
| * The research operating model was complex and the POC will have to demonstrate an easier “user interface” experience for decision-makers to use. * The research group lacks political diversity. |

1. **Measurement, Evaluation and Milestones**

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| **Measurement and Evaluation** |
| N/A |

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| **Milestones** | | |
| Milestones are designed to help manage project progress. Well defined milestones will make it possible to direct the focus of the team to carry out the project successfully. It is recommended that milestones are set in collaboration with the organization. | | |
| Milestone | Due Date | Scope |
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1. **~~Grant Management~~**

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| **~~Involvement, Support, and Guidance~~** | |
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| **Risk Management** | |
| **Risk** | **Mitigation** |
| The team headed by Dr. Shaul Arieli will be viewed as “left” and not objective | 1. Reichman University as the academic home for the research 2. Additional “red team” of experts of different political affiliation that will continuously and critically review the research model |
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| **Exit Strategy** | |
| This is a one-year grant to develop a POC for the tool. | |