



# 2011 ANNUAL REPORT



**ELEM | עלם**

העמותה לקשר במצבי סיכון (ע"ר) youth in distress







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**Nava Barak**  
ELEM President

Dear Partners and Friends,

As president of ELEM over the past 15 years, I am proud to be a partner in the organization's far-reaching work and its impact on the youth of Israel.

Against the backdrop of the recent social protests, which brought very serious social gaps to the fore, we at ELEM continue to do our utmost to bring about true social change and to advocate for solutions to the phenomenon of youth in distress. As we work towards this goal, values such as volunteerism, community involvement, social responsibility and giving are our guiding precepts.

This report sheds light on ELEM's broad-based activity and on key trends we have seen among youth in 2011.

Each year, ELEM helps tens of thousands of youth in distress. This year, too, we met teens who needed someone to listen to them, give them a big hug and steer them in the right direction. We are doing everything we possibly can to assist them and to extend a helping hand and provide hope for a better future through our youth counseling and information centers (Hafuch al Hafuch) and the Yelem website, outreach vans, Migdalor centers, fatal risk programs, occupational training and various centers throughout Israel. Thanks to ELEM's 280 employees and 1,700 ELEM volunteers, tens of thousands of youth in distress receive professional and dedicated care.

This year was difficult, as we faced a decline in total donations due to the global economic situation. As a result, we were forced to make the difficult decision to cut back on some of our services. That said, we are redoubling our efforts to expand our base of supporters, while continuing to provide professional responses to the needs and distress of our teens.

ELEM does not work alone. We work closely with a number of dear partners: people from the business sector, government ministries that are obligated to the welfare of youth at risk, foundations from Israel and abroad and the general public, all rally to ELEM'S cause and support us.

Today, more than ever, it is critical that the public, business and third sector continue and work together to change the face of society.

Please allow me to take this opportunity to thank all of you for your dedicated efforts over the years including your participation in our fundraising event, ELEM'S fundraising race and the "Flag of Hope" campaign.

I must also extend my heartfelt thanks to ELEM's devoted volunteers. Your impact on our youth and your very important work are highly praiseworthy. And to all the ELEM employees, who work day and night, your dedication and devotion are a source of pride for all of us.

I hope for all of us that this coming year will be one of giving, tolerance and continued far-reaching work on behalf of our youth, because they are our future.

Sincerely,  
Nava Barak,  
ELEM President.



**Ann Bialkin, Chair  
ELEM/U.S.A.**

Dear Friends,

I am honored to extend my warmest greetings to all of ELEM's supporters in the United States and in Israel. In the past few years, those of us working in the non-profit sector have been faced with an extraordinary number of hurdles. The weakened global economy combined with the fragile political situation in the Middle East has increased the ever-present feeling of uncertainty and created a more difficult environment for the teens that ELEM serves.

Israel has a broad vision of future economic progress and well-being for all its citizens, but as each year passes, we see the gap between the wealthy and the poor increase. Poverty has become such a problem that nearly one-third of Israel's children are now living below the poverty line. It is hard not to take notice of the kids on the streets, homeless, runaway teens, many of whom have dropped out of school and become entrenched in a subculture of drugs, alcohol, and violence. They are in need of support and guidance, making ELEM's work more crucial than ever before.

In this report you will read about the many activities ELEM operates for distressed youth and both the challenges and successes in insuring a better future for our youngsters. ELEM is proud of our dedicated professional staff and 1,700 volunteers whose willingness to listen and understand the problems and unique qualities of the youth that they meet truly make a difference. They help restore belief in their talents and strengths and aid in their integration into Israeli society. Every person, especially those who are young and vulnerable, needs support and warmth to help them define who they are and find meaning and purpose in their lives.

On our recent annual mission to Israel I met many youth who told me that ELEM changed their lives—and that if it wasn't for ELEM they would be living on the streets. ELEM has been providing Israel's youth with the means and support to become productive members of society for almost 30 years. The vital assistance they provide reaches many youth far and wide, whether native Israelis or immigrants, Jews or Arabs, ELEM ensures that all are given the necessary skills and aid in order to not only survive, but to become contributing members of society.

Sincerely,  
Ann Bialkin,  
Chair, ELEM/U.S.A.



**Lenore Ruben, President  
ELEM/U.S.A.**

This marks the 29th year of ELEM's efforts to rehabilitate lost, troubled and often damaged Israeli youth. The goal is to guide these young people to functional, productive roles in society.

In the last several years, I have seen ELEM grow and mature without compromising the on-the-street edge that makes our programs so unique and effective. Our professional staff and volunteers continue to think outside the box to develop programs that reach out and touch thousands of distressed Israeli youth and provide results we can be proud of.

Over the years, ELEM has learned that although there are some similarities between the needs of different communities, there are also huge differences and this is why ELEM works to customize programs. ELEM takes pride in responding to needs in the field based on feedback from our staff and volunteers. This year, our goal is to reach out to do more to meet the needs of the Arab and religious Jewish youths living in Israel.

Unfortunately, the numbers of high risk youths continue to grow in this prolonged period of economic uncertainty, increased immigration and volatile politics. For many Israeli youth, ELEM has become the only life line. Every year, we encounter many new immigrants who have tremendous difficulties assimilating into a new culture, or youth from families that suffer from poverty, domestic abuse, or drug and alcohol addiction. Some kids grow and, despite these hardships, manage to find their place in mainstream society, but many lack the basic tools with which to accomplish this and are forced to survive on the edge. This unstable environment creates the foundation for more difficulties as these youths enter adulthood. This is ELEM's target group.

I would like to extend my deepest appreciation and heartfelt thanks to all of ELEM's friends and supporters. It is your extraordinary generosity and large hearts that make our programs possible. Your support is the life raft that enables so many lost youth to find their way on a path to becoming productive citizens.

Sincerely,  
Lenore Ruben, President  
ELEM/U.S.A.



**Boaz Dotan,  
ELEM Chairman**

ELEM is a valuable asset for the Israeli society and a unique tool for empowering and positioning youth as a highly important social reference group. ELEM offers unique responses that reflect the needs of teens and conform to professional standards. The organization does this while grappling with dynamic economic challenges in a highly complex reality.

ELEM has an active and involved Board of Directors, whose members come from various realms of knowledge - youth work, academia, business and senior management positions. In addition to their service on the Board of Directors, they are active on subcommittees in their fields of expertise, which ensures that the issues brought before the Board of Directors and subcommittees will be handled thoroughly and comprehensively. These subcommittees include the Finance Committee, Professional Committee, Human Resources Committee, Volunteer Committee, Knowledge Management Committee, and the Research and Assessment Committee. Personally, I take great pride in my position as Chairman of an active, involved, professional and committed Board. ELEM's Board of Directors is international, and is shared by both ELEM U.S.A. and ELEM Israel. The involvement of ELEM U.S.A. is essential both for the Board of Directors and the Professional Committee.

I believe that ELEM is able to transform its vision into reality thanks, in large part, to the outstanding relationships it maintains with the business sector. The connection between ELEM, a leading organization working on behalf of youth in distress, and leading Israeli companies is based on an unwritten contract of commitment to human and social values, and an attempt to create a better and more just community and society. This close cooperation has been one of the pillars of ELEM's work throughout its 29 years of activity. As part of its partnership with the business sector, ELEM offers an array of options for cooperation and is open to new ventures proposed by its workers in the field and by its business partners.

I wish us all a productive and successful year of work. I would also like to express my sincere appreciation and gratitude to all ELEM employees, volunteers in the field, donors and partners, who work with us to make a difference in the lives of thousands of at-risk youth. By doing so, you have a profound impact on the future of Israeli society as a whole.

Sincerely,  
Boaz Dotan,  
ELEM Chairman



**Efrat Shaprut,  
ELEM Executive Director**

2011 was a year filled with political, economic and social change in Israel, the Middle East and the entire world. Social issues dominated public discourse over the summer, with a focus on the large disparities in Israeli society. At ELEM, we have been dealing with these disparities in general and with homelessness specifically for years now. All year long, ELEM employees and volunteers meet many young men and women who live on the streets, and we make every effort to help them extract themselves from their situation and integrate into society.

ELEM, one of whose main objectives is increasing social responsibility for the distress of youth in Israel, advocated strongly this year on the issue of child prostitution in Israel. This is a heinous and widespread trend, particularly in the Internet era, and we are working hard to put this issue squarely on the agenda.

ELEM constantly studies what youth have to face on the street and the world of teens and young people in Israel. ELEM listens to what they have to say, hears their distress, and strives to innovate and create appropriate responses. However, we do not do this in a vacuum. ELEM sees itself as a complementary organization and part of the existing network of services. ELEM views partnerships as an integral part of the power of its work and does its utmost to engage in partnerships with the services in local authorities, government ministries, third sector organizations and businesses.

This coming year, ELEM will continue the process of reviewing and assessing the projects, using evaluation research and establishing criteria for success. We will continue to strive to maintain the high level of professionalism demonstrated by ELEM employees and volunteers, including through lectures, training and peer teaching.

I believe that we will continue to improve our abilities to influence the difficult issues facing youth in Israel and, by doing so, have an impact on Israeli society as a whole. I wish all of us continued creative, important and significant work. Furthermore, I would like to extend my heartfelt thanks to all of our donors, partners, volunteers and employees for your contribution to ELEM's work on behalf of youth in Israel.

Sincerely,  
Efrat Shaprut,  
ELEM Executive Director



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**ELEM was founded with the goal of assisting youth at risk and in distress, extracting them from their situation and helping them find their place in society as adults and citizens who are self-sufficient and contribute to their families and Israeli society.**

ELEM was founded by a group of professionals and volunteers from Israel and the United States, and was registered as a nonprofit organization in 1983. Since then, it has developed into a nationwide organization specializing in identifying the hardships inherent in the daily lives of youth in Israel, and in developing and operating relevant and innovative programs to respond to them, while keeping in mind the unique needs of different population groups.

### Provision of Social and Individual Services

Today there are about 800,000 children between the ages of 12 and 18 in Israel, a quarter of whom are living at various levels of risk. ELEM is a real address for at-risk youth and helps them find their way back into the community. Over the course of 2011, ELEM met with tens of thousands of adolescents and provided ongoing treatment to approximately 20,000 of them.

ELEM employs 280 professionals in the fields of counseling and treatment. They work alongside about 1,700 volunteers. ELEM employees and volunteers go out and meet the youth wherever they are: at schools, in the afternoon in their communities, on the Internet, at specific activities during summer vacations, at entertainment sites and on the streets at night.



ELEM aims to garner leadership, sensitivity, and commitment in its volunteers, and to develop community involvement and social activism. ELEM builds bodies of knowledge, develops innovative approaches to informal intervention and advocates for a significant change in youth services in Israel.

### Programs for Various Types of Distress

ELEM operates in close to 40 towns across the country and offers programs for a broad spectrum of issues facing youth, including personal crises experienced by normative adolescents, dropping out of educational frameworks, difficulties related to absorption, social problems, family problems, struggles with identity and belonging, exposure and addiction to drugs and alcohol, vagrancy, violence, sexual exploitation, sexual abuse, delinquency, prostitution and homelessness.

ELEM runs a number of different programs, including information and counseling centers for youth, a counseling and informational website, multicultural programs, a program for the prevention and treatment of sexual violence among children, outreach vans for vagrant youth, unique programs for girls at risk, employment rehabilitation and mentoring for juvenile delinquents, business initiatives, day centers for the homeless, a project for minors involved in prostitution, a center for female victims of sexual violence, and regional offices to develop community relations and promote community involvement.



### The Continuum of Risk of Youth in Israel

<b>"Normative" Youth</b> <b>(70%)</b> <b>560,000</b>	<b>Marginal Risk</b> <b>(15%)</b> <b>120,000</b>	<b>Serious Risk</b> <b>(10%)</b> <b>80,000</b>	<b>High Risk</b> <b>(4%)</b> <b>32,000</b>	<b>Fatal Risk</b> <b>(1%)</b> <b>8,000</b>
Normative difficulties associated with adolescence.	Difficulty coming to terms with adolescence, difficulty functioning, depression, suicidal thoughts, drug and alcohol abuse without any adequate response from their family, friends or school).	Inability to function within the school system, sense of failure, covert dropout from school, educational gaps, drug and alcohol abuse, as well as severe emotional and familial problems.	Overt dropout from normative frameworks, failure to integrate into alternative systems, social detachment, vagrancy, seeking negative sources of pleasure, drug and alcohol abuse, deterioration into delinquency and crime.	Homelessness, delinquency and self-destruction, sexual promiscuity, detachment from family and society, drug addiction.

### ELEM's Programs

<b>Prevention Programs</b> in schools and community centers	<b>Migdalor</b> Day centers for youth of different cultures	<b>Outreach Vans</b> Outreach vans for detached youth	<b>Derech Hamelech</b> Rehabilitative employment and mentoring project	<b>Galgai</b> and "Someone to Run With" day centers for homeless youth
<b>Hafuch al Hafuch</b> Information and counseling centers for at-risk and distressed youth	<b>Hafuch al Hafuch</b> Information and counseling centers for at-risk and distressed youth	<b>The Center for Prevention and Treatment of Sexual Violence Among Children and Youth</b>	<b>"A Real Home"</b> For female victims of sexual assault and incest	<b>The Shelter</b> A shelter for homeless young women
			<b>Independent Vocational Initiatives</b>	<b>"Awake at Night"</b> Project for youth involved in prostitution
			<b>"Independent in the Field"</b> Alternative vocational training and integration into the workplace	
			<b>ADI Center</b> For girls in a state of detachment and extreme distress	



### Hafuch al Hafuch Centers

Many teens have a hard time coping with the trials of adolescence and experience crises. Their distress can be exacerbated by the lack of appropriate resources and can escalate into violent behavior, delinquency and drug abuse, and marginalization.

ELEM's Hafuch al Hafuch centers are designed like cafes, which allows teens to comfortably converse with professionals and volunteers. The counseling services offered include individual conversations, group activities and workshops on issues that concern the youth. The Hafuch staff work in close cooperation with various youth services in each town and refer teens for further guidance and treatment when appropriate.

In 2011 there were a total of 62,200 encounters with 5,590 teens at the centers. Of this number, 1,994 were new interactions.

### Nationwide Distribution

The Hafuch al Hafuch project began operating in 1999. Today there are 14 centers across the country: Kiryat Shmona, Safed, Nazareth Illit, Acre, Kiryat Yam, Kfar Saba, Netanya, Holon, Ashdod, Sderot, Kiryat Gat, Beer Sheva and Shafir Regional Council, Lachish and the Bedouin community of Abu Basma.

### Human Resources

Hafuch al Hafuch centers are staffed by 72 paid employees, 312 adult volunteers and 406 youth volunteer.

### Hours

The centers are open five days a week in the afternoons and evenings, and during school vacations.

### Summary of Data and Characteristics of Population Served

Breakdown by Gender	
Population Served	Percentage
Boys	61.7%
Girls	38%
Transgender	0.3%
Total	100%

### Breakdown by Origin

Population Served	Percentage
Native Jewish Israelis	48.7%
Arabs	4.6%
Ethiopian	6.4%
Former Soviet Union	34.5%
Other (Anglos, South American and French)	5.8%
Total	100%

### Breakdown by Age

Age	Percentage
12 and Under	2.1%
12-14	16.4%
14-16	37.9%
16-18	39.2%
18 and older	4.4%

### Main Subjects of Inquiry

Issues	Percentage
Educational Frameworks	20.2%
Love and Sexuality	15.2%
Delinquency and Drug/ Alcohol Use	12.7%
Leisure Activities and Volunteering	13%
Home and Family	10.4%



### Referrals for Treatment and External Services

Service	Number of Referrals
Educational Services	73
Youth Advancement	57
Social Services (Social Workers, Welfare Officers and Warm Homes)	104
Drugs (Al-Sam and Substance Abuse Rehabilitation Community)	12
Health Services	46
IDF	33
Mental Health	21
Probation Service and Police	19
Other ELEM Programs	215
Total	580

### New Trends Identified in 2011

- **Work with the entire continuum of risk:** This year we saw how important the work with youth on the entire continuum of risk is - ranging from more normative youth who the teams meet in the schools to those in serious states of distress and detachment. The teens who contacted the center in 2011 were in more severe states of risk due to regular drug use, delinquency, homelessness and prostitution than in previous years. Hafuch works to reach out to at-risk youth and provide them with treatment or refer them to treatment elsewhere to prevent deterioration to more aggravated states of distress.
- **Increase in the number inquiries by people over the age of 18:** In 2011 there were more young people over the age of 18 who came to Hafuch al Hafuch seeking assistance (4.4% of all inquiries in 2011 compared to 1.5% in 2010). This population encounters struggles and challenges just like ELEM's younger clients, but there are fewer existing resources for detached "adults" in the community.
- **Sexual violence and abuse:** This year, sexual relations and sexual violence continued to be a growing topic of discussion at the centers. Increasing numbers of youth are reporting their involvement in incidents of sexual exploitation, both as victims and as aggressors.

### Main Achievements in 2011

- **Opening of the first center in the Bedouin sector** At the beginning of the summer, a Hafuch al Hafuch center was opened in Qasr al-Sir, in collaboration with the National Program for Children and Youth at Risk, the Abu Basma Regional Council and members of the local community.
- **Opening of the first center in the Bedouin sector - Hafuch Abu Basma** - At the beginning of the summer, a Hafuch al Hafuch center was opened in Qasr al-Sir, jointly with the National Program for Children and Youth at Risk and the Abu Basma Regional Council.



- **Transfer of the "Hafuch on the Beach" program to the government** - After five years of cooperation between ELEM and the government in operating temporary Hafuch centers on the beach during the summer, the government assumed full responsibility for the activity through the local authorities.
- **Professionalization of gender-sensitive work and sexuality** - Following three years in which we developed and operated special programs addressing the needs of young women, ELEM recognized a need for analogous programs for young men. Some centers have begun operating such programs. ELEM addressed the rise in discussion of sexual issues with training focused on sexuality and gender.
- **Development of youth volunteerism** - Over the past year, efforts have been made to encourage at-risk youth to volunteer outside the centers. As part of a joint initiative with the Youth Advancement Units of the Ministry of Education, youth volunteer group programs were implemented. Over 160 boys and girls were treated. Additionally, ELEM youth volunteered in various ELEM projects as part of the pilot program.



- **Developing relations with the business sector** - ELEM is in the second year of a strategic partnership with Unilever Israel. Over the course of the year, the partnership focused on creating a model of employee volunteerism. Unilever also helped ELEM run "Just for Me," a national program dealing with issues of self-image. 400 teens participated.
- **Establishment of a national volunteer forum:** We see the influence of volunteers who do the majority of the work with the youth at the centers and out of a desire to hear their voice and make them leading partners in the design of this field, we started a national volunteer forum this year in which some volunteer representatives from the centers around the country participate. The volunteers in the forum share dilemmas from their work in the field and generate ideas to improve the work ELEM does.

### 2012 Goals and Development Plans

- **Development of work with new populations and sectors:** In 2012 we plan on expanding our work in minority sectors. Another center in the Bedouin sector is scheduled to be opened this year, and the Hafuchs are in the process of developing a unique, culturally sensitive work model. The Hafuch field is also exploring the needs of Ultra-Orthodox youth and what resources are already available for them. We are already fostering partnerships with significant individuals and organizations in this sector.
- **The field continues to strive** to improve its volunteer corps. Models for youth volunteerism are being applied at ELEM projects and other organizations nationwide.
- **Another important goal is increasing the diversity of Hafuch volunteers.** We hope to attract more volunteers from the community, whose backgrounds mirror those of the clients.



### Institutional Partners

Ministry of Immigrant Absorption, Ministry of Education, Ministry of Social Affairs and Social Services, Ministry of Health, National Program for Children and Youth at Risk, City with No Violence (National Program for the Prevention of Violence), Israel Anti-Drug Authority, JDC Israel - AMEN, National Insurance Institute - Fund for Development of Services for Children and Youth at Risk, Mifal Hapayis and the local authorities of Kiryat Shmona, Galil Elyon Regional Council, Mevo'ot Hermon Regional Council, Safed, Akko, Kiryat Yam, Nazareth Illit, Kfar Saba, Netanya, Tel Aviv, Holon, Ashdod, Kiryat Gat, Sderot, Lachish Regional Council, Shafir Regional Council, Beer Sheva, Abu Basma Regional Council.

### Donors

Jewish Agency for Israel - Partnership 2000, Glencore Foundation for Education and Welfare, Buxenbaum-Netta Fund, Jewish Community Federation of San Francisco, Jewish Federation of Metropolitan Chicago, Jewish Federation of Metropolitan Detroit, The Jewish Federation of Greater Dallas, UIA - United Israel Appeal of Canada, Sarah M Bisson Family Foundation, The Carolito Foundation, The Naomi Foundation, IDB, Rashi Foundation, Bank Hapoalim, Negev Ceramics.

### Professional - Therapeutic Partners

Ministry of Social Affairs and Social Services, Ministry of Education, Ministry of Immigrant Absorption, Israel Anti-Drug Authority, National Program for Children and Youth at Risk, Unilever Israel Ltd.

### Yelem - Informational Resource, Counseling and Support Portal

These days teens spend much of their time online. The internet has become the center of their lives socially, educationally, and emotionally.

In 2004 ELEM launched Yelem, a website that provides information, counseling and emotional support to youth (aged 12-21). One of ELEM's guiding principles is to be where the youth are and to make meaningful relationships with a positive adult role model accessible. Anonymity makes it easier for many youth in need to seek help, knowing they will not be judged or ostracized.

The Yelem website allows any youth to access reliable and valuable information, assistance and counseling – all while remaining anonymous. The professional staff of Yelem provides counseling and information on subjects that are pertinent to the youth, and offers a platform for original writing by youth as a means of self-empowerment and self-expression.



**In 2011, approximately 9,000 unique users visited the site each month. There were a total of 4,240 requests for assistance through the chat, forum and e-mail interfaces.**

The portal is staffed by dozens of volunteers from the fields of social work, psychology, criminology and educational counseling. They provide supportive crisis intervention, a sympathetic ear, nonjudgmental counseling, and referrals to existing services. In 2011, 52 adult volunteers worked on the portal.

[www.yelem.org.il](http://www.yelem.org.il)

**E-mail** - The staff can be contacted 24 hours a day by e-mail and responses are sent within 48 hours.

**Chat** - Chat rooms are open five days a week from 7:00 p.m. to 12:00 a.m.

**Support forum** - Open 24/7.

### Support Interfaces Offered by the Website

- **One-on-one response** – An online chat platform is staffed regularly by volunteers who have undergone unique training to provide internet-based support to adolescents. The volunteers moderate private chat rooms and provide both one-time and ongoing counseling.
- **Teenet** - Culturally-sensitive counseling is provided to Russian speaking teens and recent immigrants from the Soviet Union. Teenet is the result of a partnership between ELEM and the Social Services Department of the Ministry of Immigrant Absorption.
- **E-mail response** - A professional team responds to e-mails.
- **Support Forum** - Youth and adult volunteers answer questions posted on a forum. The forum also enables visitors to advise their peers, themselves, which empowers teens and creates an ad-hoc support network.
- **Guest appearances** - The forum also regularly hosts professionals from ELEM's other projects.

### Characteristics of Population Served

Hafuch al Hafuch serves adolescents and youth aged 12-21 who are having trouble facing issues of adolescence, spanning the entire continuum of intervention.

Breakdown by Age	
Age	Percentage
12-14	14%
14-16	33%
16-18	36%
Over 18	17%

Age range of project's target audience: 12-21.

Average age – 15.5.

Breakdown by Gender	
Boys	41%
Girls	59%





### Breakdown by Subject of Inquiry / Personal Distress

Description	Percentage
Depression and anxiety	22%
Sexuality, Relationships and Social Interaction	18%
Suicidal Thoughts	16%
Sexual Abuse and Assault	11%
Parental Relationships	10%
Gender and Identity	8%
Army and Recruitment	7%
Illness (Physical/Psychological)	5%
Psychoactive Substances	3%

### Referrals for Treatment

Service	Number of Referrals
Hafuch al Hafuch	42
"A Real Home"	15
Reports (Police)	16
Reports (Welfare Officer)	8
Welfare (Young Girls/Boys Unit)	33

## Main Achievements in 2011

This year a doctoral candidate at Tel Aviv University's School of Social Work conducted research on the help requested and issues addressed on Yelem. Additionally, an article was published on the use of language on the Yelem support forum, and how the written language is used as an expression of intimacy and emotional state.

Einav Ben-Hur, the professional coordinator of the chat interface, published a report on victims of sexual assault, in collaboration with Bar-Ilan University. The study found that younger minors are more likely to report sexual assault online than offline. The study also collected data on the type of assault, the victim's level of acquaintance with the attacker, and more.

During the year, the Yelem forum hosted a social worker from "A Real Home" to discuss issues facing young women, and professionals from "Awake at Night" to discuss commercial sexual exploitation.

Yelem participated in a think tank run by Ashalim with the goal of influencing policymakers on creating additional programs for adolescents at risk on the Internet. Yelem also formulated workplans for providing guidance to parents and for culturally sensitive diagnostic models for use in virtual chat rooms. Training was refined with the establishment of a team made up of longtime volunteers, who guide new volunteers in introductory courses.



## Partners and Donors

Ministry of Immigrant Absorption, Ministry of Health, The Bonita Trust, I&M Creative, Webbit Interactive, Live Person, Nana, Adi Shtemper - copywriter, Business Solutions, Mako - Keshet, The Naomi Foundation.

Israeli society is characterized by cultural diversity, due to a constant influx of new immigrants. Immigrant youth face a broad range of difficulties beyond the normative hardships faced by other youth during adolescence, and they often find themselves without suitable help. In light of these unique difficulties, ELEM developed the Multicultural Field, which operates a wide range of unique programs children of immigrants, Arabs, Orthodox Jews, Ultra-Orthodox Jews and more. Of course, age, gender, and severity of risk also need to be considered in developing programs for these populations. The needs of youth change according to the social, economic and security states of society in general and to the personal, social and cultural status of each individual. These considerations require maximum flexibility on the part of the professionals.

One common characteristic of immigrant youth is that they tend to express their problems through behavior rather than verbally. Therefore, the Multicultural Field frequently uses leisure activities such as art, music and sports as a tool for non-verbal therapeutic treatment. These activities provide them with a non-verbal “language” they can use to express their emotions. The activities also channel negative or destructive energy into positive, creative energy. The field also offers workshops on subjects relevant to multicultural youth. All the activity is constructed after evaluating the needs and special characteristics of the youth at the center.

ELEM staff also undertake work within communities to recruit volunteers and provide a support network of parents, families, and communities in general. Family and community work promote holistic change and empower local communities.

Nationwide Presence

Bat Yam (3 Migdalor centers and Angel program), Holon (Migdalor), Tiberias (Migdalor), Jerusalem (2 holistic centers for immigrant youth), Akko (Migdalor), Petach Tikva (Migdalor and Angel program), Kiryat Malachi (Migdalor and Angel program), Rehovot (Migdalor and Angel program), Beit Shemesh (Migdalor), Hadera (3 holistic centers for immigrant youth). Two more Migdalor centers, in Beit Shemesh and Lod, are opening imminently.



Human Resources

Employees: ELEM employs a paid staff of 44 in the multicultural programs - 23 by ELEM, and 21 by the local authorities. Two additional employees are employed at the headquarters of the Multicultural Field. The field also employs teachers and counselors to organize activities in fields such as music, theater and sports. Volunteers: There are close to 350 volunteers in this field, including students on scholarships, adults, soldiers, young people performing community service and youth volunteers.

Summary of Data and Characteristics of Population Served

A total of 4,902 youth were treated through programs operated by the multicultural field in 2011, 3,746 in Migdalor and 1,156 in Angel. In addition, 190 families of youth clients received treatment at the Migdalor centers, and another 117 participated in Angel Program.

Breakdown by Gender	
Boys	74%
Girls	26%

Breakdown by Origin (at Migdalor centers)	
Origin	Percentage
Ethiopian	17%
Former Soviet Union	42%
Native Jewish Israelis	36%
Arabs	5%





### Breakdown by Age (at Migdalor Centers)

Age	Percentage
Under 12	11.5%
12-14	35.3%
14-16	29.7%
16-18	17.9%
18-22	5.6%

## Partners and Donors

### Migdalor Centers

Migdalor in Bat Yam (Central, "Eilat" and Negba branches): Bat Yam Municipality and Bat Yam Company for Leisure and Sport, Project Renewal, Rashi Foundation, Migdal Insurance Company and F.Y. Fund.

Migdalor Center "Pinat Hano'ar" in Kiryat Moshe, Rehovot: Rehovot Municipality, UJA Federation of Greater Toronto, Migdal Insurance Company, community representatives, Ministry of Immigrant Absorption, Ministry of Health, Project Renewal, F.Y. Fund, Bnei Akiva, Hashomer Hatzair, Absorption Center, Kiryat Moshe Community Center, Israel Anti-Drug Authority, NATIV - Youth Advancement, Community Police, Elop, Lahav Association.

Migdalor Etzyon in Kiryat Malachi: Kiryat Malachi Municipality, Ministry of Immigrant Absorption, JDC, Ashalim-Mutav Yahdav Foundation, the Absorption Center, Migdal Insurance Company, The Clore Israel Foundation and the National Program for Children and Youth at Risk.

Migdalor Gan Yonatan in Petach Tikva: Petach Tikva Municipality, Hashomer Hatzair, Migdal Insurance Company, Israel Anti-Drug Authority, Al-Sam, Tadiran Telecom and Strauss Group.



Migdalor Akko: Akko Municipality, The Jewish Agency, The International Fellowship of Christians and Jews, the Ministry of Immigrant Absorption, Project ASA and City With No Violence, the Stella and Charles Guttman Foundation.

Migdalor Tiberias: Tiberias Municipality, Ministry of Immigrant Absorption, the National Program for Children and Youth at Risk, Lahav Association.

Migdalor Mix: Holon Municipality, Ministry of Immigrant Absorption, Al-Sam, Israel Anti-Drug Authority, Juvenile Probation Services, Community and Leisure Network (Beit Ole) and First International Bank.

### The Angel Program - For Education of Youth and Families in the Community

Guardian Angels, Tony and Linda Bloom, Rehovot Municipality, Community Committee of Kiryat Moshe, F.Y. Fund, El Halev, Absorption Center and Migdal Insurance Company.

### Holistic Program for Immigrant Youth

Jerusalem Municipality, Hadera Municipality, Youth Advancement Units, Ministry of Immigrant Absorption, National Program for Youth and Children at Risk - Schmid Report, Ministry of Social Affairs and Social Services, Communal Administration of Neve Yaakov, Communal Administration of Pisgat Ze'ev, the Jerusalem Anti-Drug Association, F.Y. Fund, Gandel Foundation, SOS Center for Learning about Violence in Israel, Absorption Center, Program for Preventing School Dropout and Jerusalem Education Administration.

Three holistic centers: Hadera Municipality, Ministry of Immigrant Absorption, National Program for Children and Youth at Risk, Aleh.



#### Main Achievements in 2011

##### Expansion of Activity at Migdalor Centers

- A Migdalor center for immigrant and Orthodox youth opened in Beit Shemesh. The activity was fully funded by the city, and municipal social services. A main Migdalor center and three branches were established in Hadera and began offering programs for all youth, not just immigrant youth.
- A neighborhood community center for preadolescents ("Young Negba") was developed in Bat Yam. The center partners with a local senior center and organizes intergenerational activities, including theater, writing a cookbook and more.
- Community work in Acre has contributed to a decrease in violence. Migdalor Acre has served as a model in terms of creating activities for the Arab sector, and in terms of partnering with the local community and local businesspeople.

##### Achievements of Youth in Cultural and Sports Activity

- Migdalor Bat Yam started soccer and basketball teams, provoking a strong positive response from youth.
- Migdalor Holon expanded activities and obtained additional municipal investment in the project.
- Migdalor Kiryat Malachi's track and field team continues to compete. The team is regarded as a symbol of the city, and has cemented the reputation of the center. The success of the team is a testament to the merit of the non-verbal activity approach.

##### Employee Retention and Career Development

In the Multicultural Field, we see an ongoing trend of professionalization of employees and volunteers:

- Nine volunteers and three student interns transitioned to full employment by ELEM, and another nine employees graduated to management positions. Three others transitioned from field work to work at ELEM headquarters.



#### 2012 Goals and Development Plans

- The Multicultural Field will endeavor to develop activities for minority and marginal populations (Arabs, Orthodox youth, and the children of immigrants) and provide professional guidance to those working with these populations at other ELEM projects.
- ELEM hopes to increase cooperation with local authorities, with the eventual goal of passing on financial commitment for the programs to them.
- New Migdalor centers in Beit Shemesh, Hadera, Tiberias and Lod are scheduled to open in 2012.
- The field hopes to continue to attract new, diverse volunteers.
- Experts from the Multicultural Field will work with ELEM's Department of Organizational Training to conduct training on culturally-sensitive social work for other ELEM employees.
- The Multicultural Field hopes to increase follow-up and maintenance of contact with "graduates" of the field.





**"When everybody turns out the light to go to sleep, the street workers head out to find vagrant youth roaming the streets. Some adolescent boys and girls don't consider their homes a safe haven, but rather a source of pain, and they find an escape through vagrancy. These youth have lost their faith in the adult world and yet yearn to have meaningful adults in their lives, listen to them and try to understand. They cope with issues such as a sense of alienation and failure, detachment from home and school, abuse of alcohol and drugs, gambling, sexual promiscuity and violence as a means of expression."**

ELEM's outreach vans provide immediate responses in the field to the thousands of adolescent boys and girls roaming in neighborhoods, town squares, public parks, hangouts and hideouts each night. Many of them have dropped out of educational or therapeutic frameworks, and they alleviate boredom by wandering the streets. Without support or assistance, they can easily deteriorate to drinking and drug use, criminal activity, sexual promiscuity, violence and homelessness. The staff of the outreach vans, made up of both professionals and volunteers, meet the youth where they hang out at night and offer informal counseling, referrals and a sympathetic ear. In addition to support and counseling, the van staff may provide assistance in acquiring medical care or support in criminal proceedings. They also distribute contraceptives, informational materials, food, hot drinks and blankets in the winter. The professional staff and volunteers meet thousands of youth every year.

**The International Fellowship of Christians and Jews, headed by Rabbi Yechiel Eckstein has been a principal supporter of ELEM's street work for several years.**

#### National Presence

ELEM currently operates 14 vans in 20 cities and local authorities: Acre, Haifa, Netanya, Raanana, Herzliya, Hod Hasharon, Kfar Saba, Tel Aviv, Jaffa, Jerusalem, Bat Yam, Holon, Ramla, Lod, Modi'in region, Ashdod, Sderot, Ofakim, Eilat and Beit Shemesh (beginning December 2011).

The outreach vans operate from 8:00 p.m. to 2:00 a.m. Van staff comprises 49 employees and about 230 adult volunteers.

#### Definition of Population Served

The streetwork field serves young people between the ages of 12 and 26 who roam the streets at night. Each of these youth has complicated personal issues in addition to the risk inherent to life on the street: desperation, confusion, addiction and involvement in prostitution.



#### Breakdown and Characteristics of Population Served

In 2011 4,739 youth and young adults received service from the outreach vans around the country.

##### Breakdown by Gender

Population Served	Percentage
Boys	68.2%
Girls	30%
Transgender	1.8%
Total	4739

##### Breakdown by Origin

Population Served	Percentage
Native Jewish Israelis	54.2%
Arabs	6.2%
Ethiopian	12.1%
Former Soviet Union	22%
Other	5.3%
Total	4739

### Breakdown by Age

Age	Percentage
12-14	6.6%
14-16	25.2%
16-18	47%
18 and older	26.5%

### Breakdown by Subject of Inquiry / Personal Distress

Type	Percentage
Relations with Family Members	10.4%
School	9%
Alcohol and/or Drugs	7%
Low Self-Confidence	7%
Lack of Framework (school, etc.)	6.1%
Violence (as aggressor)	5.7%

### On-Call Service

The project headquarters operates an on-call service for the workers on the streets to provide advice and assistance regarding professional dilemmas that arise during the night. Most of the inquiries to the on-call service relate to issues of mandatory reporting. In 2011, there was a significant number of calls related to violent incidents witnessed by van staff, some of which were even directed at the professional teams.

Over the year, evening coordinators placed 50 calls to the on-call line.



### Breakdown by Referrals for Treatment

Service	Number of Referrals
Education Services: Schools, Truancy Officers, Youth Advancement Units, Education Completion Unit	241
Welfare Services: Addiction Unit, Welfare Officers, Young Girls Unit	325
Emotional Welfare Services: Psychiatric Hospitals, Counseling and Diagnosis	34
Legal System: Accompanying Youth to Court, Legal Advice and Mediation	134
Military: Recruitment Office, etc.	242
Informal Services: ELEM projects, other nonprofit organizations	378
Total	1354

### New Trends Identified in 2011

- **Increased use of social networks** - The increased accessibility afforded by cellular phones and social networks has complicated the issue of setting boundaries in a social work context. It has also led to newer, less visible means of expressing distress for which no professional response has been developed.
- **Increased incidents of violence** - in 2011, there was an increase in the number of incidents of violence observed and reported, including violence directed against the van staff. Dating violence perpetrated by boys against girls also appears to be a growing phenomenon. Among other things, staff saw the use of verbal and physical violence and patronizing attitudes, which the girls sometimes accept as a normative way of expressing love and affection.
- **Lack of programs for young people over the age of 18** - Last year the staff of the outreach vans encountered growing numbers of young people over the age of 18, for whom there is a lack of appropriate community and institutional programs. In fact, young people who do not enlist in the IDF or perform national service often find themselves without any support and/or assistance network.



- **Ultra-Orthodox and formerly Ultra-Orthodox Youth** - Over the past year, outreach van staff saw increasing numbers of youth from Ultra-Orthodox society, including those in various stages of leaving the Ultra-Orthodox community. ELEM's relationship with Ultra-Orthodox society and Ultra-Orthodox institutions is currently just in its initial phases, but the population is clearly underserved and in need.
- **Use of squats** - Increased presence of police patrols in neighborhoods and tickets issued to vagrant youth has led them to spend less time roaming the streets and more time in temporary living situations. The youth equip the squats with furniture and mattresses, and use the space for drinking, using drugs and having sex.
- **Sexual exploitation of young girls** - This year, again, we have encountered many young girls who have been sexually exploited, often by older men, and who are on the prostitution continuum. Some girls don't see themselves as in distress; they see themselves as in the position of power in these relationships.

### New Projects in the Field of Street Work

- **Development of unique models in the street work field:** At the end of August 2011, all of ELEM's projects, headed by the outreach van staff coordinated their efforts to map new trends typical of the summer months. Large teams canvassed the entertainment areas frequented by youth during the summer and met hundreds of teens and young people. Crisis interventions were conducted for some, while others were referred for continued therapy with community agencies.
- **Working in partnership with the Holon Municipality,** ELEM initiated "The White Tent," a unique work model for summer outreach.
- **Cooperation with the business sector:** This year ELEM partnered with L'oreal, Lubinski and Amdocs. Part of the partnership activities emphasized youth volunteerism in the community.
- **In the Acre and Holon outreach vans,** a youth volunteerism program called Baim Betov was initiated. The program collects food donations and distributes them to needy families. These initiatives empower the youth, while giving something back to the community.
- **A new outreach van in Beit Shemesh** was launched in December 2011 and operates two nights a week.
- **Van activity is expanding in Ofakim and Ashdod.**
- **The street work field is also cooperating with the outreach units of the Addiction Treatment Unit and the Ministry of Social Social Affairs and Social Services (in Haifa, Jerusalem and Ashdod).**



### Main Achievements in 2011

- **The street work field continued to develop** and implement new work models for girls, fatal risk populations, and older teens.
- **Additional training for managers and employees** was held on the subject of work with these populations.
- **Van staff in Jerusalem created a joint work model for youth** between the ages of 15 and 18, which is typically an underserved population.
- **The Holon van began working with a mentor from Tel Aviv University's Mentoring Program.**

As part of the ELEM book project, the street work field wrote a chapter on outreach methods. The writing group includes managers from headquarters, outreach van managers and an instructor from the Training Department.

### 2012 Goals and Development Plans

- In keeping with the organizational compass of ELEM, the street work field will expand work addressing fatal risk, Arab and Ultra-Orthodox populations.
- The street work field does not work in a vacuum, but in an environment in which other organizations, government agencies, municipal bodies and third sector organizations are active. ELEM will continue to prioritize finding and working with partners, with the goal of pooling resources to maximize benefit to the youth.



#### Institutional Partners

Ministry of Social Affairs and Social Services - Service for Youth and Young Adults - Correctional Services for Detached Youth, Service for Young Girls, Youth Advancement Units, Juvenile Probation Services in different cities, Mesila, Metzilah, Ministry of Social Affairs and Social Services - Unit for Addictions, Anti-Drug Authority, A City with No Violence, the National Program for Treatment of Children and Youth at Risk, treatment and rehabilitation centers (Magal in Lifta and Returno on Moshav Malkishua), Saleet, Sachlav, Department for Military Absentees, Youth Protection Authority - Beit Dror, Makom Acher, Etnachta, Yitzhar Project - distribution of syringes, Hila Program, Israeli Police with emphasis on juvenile officers, Public Defender, municipal education departments, Al- Sam, ASAF (Aid Organization for Refugees), Levinsky Clinic, Eli House, Beit Hashanti, The House on Haim Street, Aharai, and various ELEM programs and centers - Migdalor centers, Hafuch al Hafuch centers, Cafe Yael, Derech Hamelech, "Awake at Night", "Someone to Run With", Galgal and "A Real Home").

#### Partners and Donors

IFCJ - The International Fellowship for Christians and Jews (headed by Rabbi Yechiel Eckstein), IDB Foundation, Lubinski, Carolito Foundation, Amdocs, Toyota, Ashdod Municipality - Department of Children and Youth of the Municipal Corporation for Culture and Leisure, Holon Municipality, Modi'in Regional Council, Eilat Municipality, Bat Yam Municipality - Municipal Corporation for Culture and Leisure, Hod Hasharon Municipality, Ra'anana Municipality, Kfar Saba Municipality, Herzliya Municipality, Netanya Municipality, Haifa Municipality, Ramle Municipality, Lod Municipality, Beit Shemesh Municipality, Ministry of Social Affairs and Social Services - Service for Youth and Young Adults, Correctional Services, Ministry of Immigrant Absorption (Netanya, Lod), National Program for Children and Youth at Risk and in Distress, Ministry of Public Security - City Without Violence, Parent Patrols, Israel Police, Educational Psychology Service, JDC Israel (Ashdod), Israel Anti-Drug Authority (Jerusalem Unit), Department for Social Involvement at Sapir College, Neeman Davidka Cafe (Jerusalem), Centers for Crime Victims (Acre), Human Capital (Acre), Youth Center (Acre), Etgarim (Hod Hasharon), Boy Scouts (Hod Hasharon), Hatzav (Kfar Saba), Mentoring Project (Holon), Kshatot Center (Ramla), Israel Museum - Youth Department, Three-Way String (Jerusalem), Kiryat Yovel Neighborhood Center for at-Risk Youth (Jerusalem), Koreh Bakafe (Jerusalem), Ofakim Community Center, Beit Hamitnadav (Sderot), Israel Association of Community Centers and Potchim Atid (Eilat). L'oreal Israel, Pizza Bruno (Haifa), Roladin Bakery (Haifa), Educational Empowerment (Haifa), Open Door (Haifa), Promoting Youth 18+ (Haifa), Youth Center (Ofakim), Warm Home for Girls (Ofakim), Security and Security Officer Patrol (Ofakim), Association for Informal Education (Netanya), Beit Breecher (Netanya), Psagot Youth Center (Netanya), Zinuk Be'aliya (Ashdod), Cellcom Volume Center (Acre), Hadom Club (Lod).





# The Center for Prevention and Treatment of Sexual Violence Among Children and Youth | Head of Field: Dr. Talia Etgar

## Centers for Treatment of Minors who are Sexually Abusive

ELEM established the Center for the Prevention and Treatment of Sexual Violence Among Youth in partnership with the Ministry of Education and the Ministry of Social Affairs and Social Services. The Center focuses on children under the age of 12, the age of criminal responsibility, but the work is not limited to them. Before the Center was established, there was no organization in Israel that specialized in work with this population. Treatment of young children demonstrating sexually abusive behavior is extremely important, and the earlier treatment begins, the greater the chance of rehabilitation.

The guiding principle underlying the Center's activity is that manifestations of sexual violence can be stopped and that it is our duty, as a society, to work to prevent this type of violence. Raising awareness, sharing knowledge and putting the issue on the public agenda will help foster a dialogue about the issue and contribute to prevention work. Moreover timely treatment of the sexually abusive behavior can prevent hundreds, if not thousands, of future incidents.

The work in this field is based on a treatment plan that is tailored to the needs of each client. Individual, group and family therapy are frequently combined in short- and long-term therapy approaches.

ELEM, which has spearheaded social change in this field, is the only organization in Israel involved in the field of sex abusers in this age range (0-18 years). The work is done in close cooperation with the Ministry of Social Affairs and Social Services and the Ministry of Education.



### National Presence

- Tel Aviv – Serves residents of the Tel Aviv Metropolitan Area.
- Afula – Serves residents of northern Israel.
- Shfar'am – Serves the Arab population.
- Har Hevron - Serves the national religious public.
- Bnei Brak - Serves the Ultra-Orthodox public.

**Additionally, the program operates under the aegis of the center of the Ministry of Social Affairs and Social Service. It offers two types of programs:**

1. Hostels operated by the Youth Protection Authority in Mitzpe Yam, Gilam and Yarka.
2. Groups in the community - Haifa, Nazareth, Acre (one group for Hebrew speakers, one for Arabic speakers), Tel Aviv, Ramla and Jerusalem.

### Characteristics of Individuals who Contact the Center

The center works with minors (age 5-17) who have been sexually abusive and their families, and provides information and guidance to parents and professionals with questions about deviant sexual behavior. This year, for the first time, three Ultra-Orthodox girls were referred for assessment.

### Human Resources

All of those who work with the Center for the Prevention and Treatment of Sexual Violence are experienced professionals (psychologists, clinical criminologists, social workers) who have undergone special training in the field. The centers employ a team of 39 paid staff, five volunteers and one intern.

### Scope of Activity

ELEM treats minors and their families at the centers and elsewhere through several outreach programs. Additionally, through study days, in-service training and consultations, the professionals develop their knowledge.

#### Breakdown by Type of Therapy

Type of Therapy	Number of Patients
Group Therapy	124
Individual Therapy	54
Training and Family Therapy	28 sets of parents
Psychodiagnostic Testing	35
Assessment of Risk and Needs	63
Consulting	40
Calls to Hotline	208



# The Center for Prevention and Treatment of Sexual Violence Among Children and Youth | Head of Field: Dr. Talia Etgar

## Centers for Treatment of Minors who are Sexually Abusive

### Areas of Activity and Populations Served

1. **Prevention programs** - The center runs a prevention program that consists primarily of raising awareness of the issue and teaching others about this issue. The program is mainly run within formal and informal educational settings such as schools, preschools, community centers and boarding schools.
2. **Guarding and protection programs** - The center offers assistance with creating protection programs for children who have been abusive, as well as for others around them. This includes teaching what is normal, defining limits, providing a diagnostic and treatment model and more. The programs are designed for staff members of educational institutions as well as parents and professionals.
3. **Diagnosis and treatment of minors who have exhibited sexually violent behavior and their families** - The goal is to diagnose the problem and treat it until the abusive behavior ceases. The target population for this work is minors under the age of criminal responsibility (12) and their family members.
4. **Ofek Prison Project** - At Ofek prison, the center moderates a therapeutic group for adolescent prisoners who were convicted of sex offenses. It is a joint project of ELEM and the Israel Prison Service.
5. **Telephone/Internet consultation** - The program allows the general public and professionals to consult discreetly on matters related to the sexual behavior of minors. This is done via a phone hotline and the website. The response is provided using the "signal model": **green light** - normal and normative sexual behavior, **yellow light** - concerning sexual behavior (guidance provided), **red light** - sexual behavior that requires immediate consultation with a professional who specializes in the field.
6. **Professional Consultation** - The center provides support to professionals seeking advice and assistance on specific cases they are treating.
7. **Providing knowledge and training** - Project staff hold conferences, study days and in-service trainings on the subject throughout the year.
8. **Publishing studies and papers** - Over the years, employees and managers of the program have conducted studies in the field and published a number of articles that are recognized and respected by professionals in the field.

### Main Achievements in 2011

Meetings, lectures, workshops, conferences and study days were held in a variety of settings:

- ELEM projects.
- The legal community - prosecutors and judges.
- Ministry of Education and various educational institutions.
- Various organizations and NPOs.
- International conferences.
- Har Hevron branch of the Center.

- Multiple departments of the Ministry of Social Affairs and Social Service.
- Group therapy facilitators of the Ministry of Social Affairs and Social Service center.
- Consultation and training for various ELEM staff and independent professionals.
- Crisis Intervention in Small Communities and Boarding Schools.

#### Additional Successes:

- Official opening of the Har Hevron center, representing entry into a new segment of the population.
- Restarting the therapeutic group at Ofek Prison.
- Successful bid for a therapy project for victims from the National Insurance Institute.
- Continued support by the Ministry of Social Affairs and Social Services.
- Successful bid for a regional center for treating sexually abusive behavior in the Arab population by the National Insurance Institute.
- Invitation to participate in a group of international professionals discussing the issue of gang rape and to contribute a chapter to a book on the subject.
- Inclusion of parents in prevention programs, including workshops and explanation sessions.

### Partnerships

- In the National Religious and Ultra-Orthodox sector ELEM partners with the Puah Institute, which provides responses in this field to the religious population through its rabbis. In Shfar'am the center holds lectures in schools to heighten awareness and prevent the abuse.
- ELEM partners with Sieff Hospital in Safed to treat victims of sexual assault.
- ELEM has an ongoing relationship with the Center for Victims in Bnei Brak, which works with rabbis and yeshiva heads in the Ultra-Orthodox sector.

### Partners and Donors

Check Point Technologies Ltd., Emuna Association, Ministry of Education, Ministry of Social Affairs and Social Service, Juvenile Probation Service, Youth Protection Authority, Israel Prison Service, Emuna Boarding School, the National Insurance Institute's Fund for Development of Services for Children and Youth at Risk, Carolito Foundation.

Hotline for support on the issue of sexual violence by minors: 03-6477898 or via e-mail: kavham.min@elem.org.il



# Rehabilitation through Personal Mentoring and Employment

Head of Field: Inbal Dor

Derech Hamelech, Employment Initiatives, “From Protection to Independence”

Over the years ELEM has developed innovative approaches and unique programs designed to rehabilitate high-risk youth and help them return to a normative lifestyle. In 2011 a number of programs focusing on rehabilitation through personal mentoring and employment were consolidated into one significant field. In this field there are three main programs that provide different responses to detached and delinquent youth in terms of personal mentoring and employment in order to create a continuum of programs for the youth.

## Description of the Programs:

- **Derech Hamelech** - A personal mentoring program that provides professional training and integration into the world of employment for adjudicated youth
- **Business Initiatives** – Businesses that train and employ youth
- **“From Protection to Independence”** - Mentoring program to help recent graduates of the Youth Protection Authority hostels reintegrate into society.

### Derech Hamelech A Vocational Training and Mentoring Program for Delinquent Youth

In Israel there are thousands of youth under the care of Juvenile Probation Services and the Youth Advancement Units. Most of these youth have personal, family and social problems. They lack a meaningful adult role model who believes in them and communicates with them openly. Derech Hamelech is a complementary program to the treatment services provided by state institutions. The program helps youth (age 12-26) who have deteriorated into criminal behavior by assigning them an adult mentor and integrating them into vocational training and/or employment in a business in the community. The purpose of this program is to enable youth to escape the vicious cycle of distress and criminality, and begin a process of rehabilitation that will enable them to get back on track to a normal life.

**The Derech Hamelech program offers an array of responses for delinquent youth, youth at risk and youth in distress:**

- **Mentoring:** Youth receive personal mentoring and support from a caring adult volunteer. The volunteer becomes a significant adult figure in the life of the youth, earning their trust, empowering them, and guiding them towards a normative lifestyle through school, vocational training/employment and/or military service. The relationship between the volunteers and the youth is professionally guided and supervised by a Derech Hamelech coordinator, in cooperation with professionals from the referring services.
- **Training and Employment:** Youth are guided and integrated into rehabilitative employment settings and professional training under the guidance of volunteer mentors.
- **Workshops:** Youth develop tools and life skills in workshops preparing them for the workplace.

At the end of the program, youth are placed in jobs to gain professional experience. They also attend workshops to learn how to find jobs on their own in the future.

## Breakdown and Characteristics of Population Served

In 2011, 722 youth between the ages of 12 and 26 were treated by the program, with the help of 250 volunteers and mentors, and 55 business partners who provided the youth with jobs.



### Breakdown by Gender

Population Served	Percentage
Boys	63%
Girls	36%
Transgender	1%

### Breakdown by Origin

Population Served	Percentage
Native Jewish Israelis	50%
Former Soviet Union	25%
Ethiopian	8%
Arabs	9%
France	1%
Other	6%

### Breakdown by Age

Age	Percentage
12-16	15%
16-18	65%
18-26	20%

# Rehabilitation through Personal Mentoring and Employment

Head of Field: Inbal Dor

Derech Hamelech, Employment Initiatives, "From Protection to Independence"

## National Presence

Netanya, Jaljulia, Kfar Bara, Ramla, Lod, Jerusalem, Beer Sheva, Rehovot (as part of the ADI Center), Haifa, Safed, Tel Aviv, Kiryat Shmona, the cities in the Haifa Bay area, Gedera, Petach Tikva, Kiryat Gat, Kiryat Malachi.

## Partners and Donors

National Insurance Institute - Fund for Children and Youth at Risk, Ashalim – Association for Planning and Development of Services for Youth and Children at Risk and their Families, MATAN, First International Bank of Israel and the Ministry of Education - Youth Advancement Units.

## Professional Partners (National Level)

Juvenile Probation Services - Corrections Division - Ministry of Social Affairs and Social Services. Youth Advancement Units - Ministry of Education.

## Professional Partners (Local Level)

Miftan Schools, Youth Advancement Units, Youth Units, Juvenile Probation Services, Youth Protection Authority hostels, community centers.

## Business Partners

Dan Hotels, John Bryce, Aroma Cafes, Partner, Mizrahi Tefahot Bank, Makhteshim, Baran Group, King David Hotel, Ramada Hotels, Africa Israel Industries, Bezeq, Bezeq OnLine, Subaru Israel, Megasport, McDonald's, various law firms and businesses across the country, including factories, Caesaria Industrial Park, restaurants, carpentry shops, clothing stores and more.

## Main Achievements in 2011

- Over 75% of youth who began the vocational training courses completed them and received a professional certificate. On completion of the course, many youth were placed in employment frameworks, and others went on to more advanced education courses.
- In all of the vocational training programs, additional topics were added to the curriculum to prepare the youth for employment, including job interviews, simulations, resumé writing and body language.

- Youth and adolescents from ELEM's fatal risk field were integrated into the training and employment programs.

## Business Initiatives for Youth

Many youth in Israel find it difficult to be part of formal educational structures. They drop out of educational institutions and find themselves in a downward spiral, due to a lack of a support system. Integrating youth into independent business initiatives allows them to become part of a normative and challenging environment where they gain practical skills, learn to take responsibility, and become acquainted with the "real" world of business.

ELEM has established independent businesses and is a partner in others, giving youth the opportunity to work and even to participate in management. Involvement in the project provides them with a sense of belonging to a group, improves their self-image and enables them to experience success. This is a real opportunity to acquire educational and professional experience, and to develop personal skills (work ethic, negotiation skills, accepting authority, interpersonal communication, time management and decision making). The youth regain trust in others by creating meaningful relationships with the staff members who mentor them. This process helps prepare them for future employment and study, and helps them find their place in society.

To establish various business initiatives around the country, ELEM founded a subsidiary called Vocational Initiatives for Youth, managed by six board members. The directors oversee the initiatives and offer professional advice and guidance. Most of the youth participating in these ventures are detached, at risk and between the ages of 16 and 18.

## Café Yael - Sderot

Café Yael is a café run by local youth in Sderot. It is adjacent to the Sderot Cinematheque and offers coffee, sandwiches and light meals. This year the café established its identity in the community, and broke even for the first time in four years. Additionally, the café expanded into hosting events, increasing the volume of business.

In 2011, 13 youth participated in the project.

## Partners and Donors

MATAN - Investing in the Community and First International Bank of Israel, Zionism 2000 - It's a Deal, Unit for Social Involvement in the Dean's Office, Sapir College.



# Rehabilitation through Personal Mentoring and Employment

Head of Field: Inbal Dor

Derech Hamelech, Employment Initiatives, "From Protection to Independence"

## Liliyot - Liliyot Restaurant in Tel Aviv

Liliyot is a rehabilitation program that responds to the needs of at-risk youth by providing them with professional training in the culinary profession, including cooking, baking and making pastry. The program combines a social therapeutic program with unique professional training. In November 2009, Liliyot expanded next door and opened Liliyot Bakery.

The Liliyot project is a joint venture between ELEM and the Liliyot Group, a group of independent investors who own Liliyot. The Liliyot Group is committed to the principle of social involvement that focuses on integrating weak populations into the workforce and provides them with the possibility of changing their future and integrating into society, as independent and normative citizens.

Adolescents and youth who are found suitable for participation in the project receive theoretical and practical training on work in restaurants, including cooking, making pastry and waiting tables. The training is tailored to the unique needs and abilities of each person, and takes 18 months to complete.

The students work with the chef in the restaurant's kitchen and are responsible for preparing the food served in the restaurant. Concurrent with their training, a long-term therapy plan is tailored to them, under the supervision of a social worker. The support and mentoring process includes meetings and group and individual discussions as well as coordination between all parties involved: social workers, project managers, psychiatrists, parents and more.

The entire staff receives continuous support and assistance from the project manager to help them handle the dual focus of running a successful business and rehabilitating the participating youth. The chef and the project manager meet daily to update each other and they receive training from ELEM's Training Department.

Once youth have completed the training, the chef offers support in the job search and occasionally finds them job openings through personal contacts.

An academic study of Liliyot graduates by Dr. Aharon York of Bar-Ilan University found that over 90% of the graduates are functioning much better than they were before joining the project. It was also found that 50% of them work in culinary professions in restaurants and hotels across Israel.

## Liliyot - Liliyot Bistro, Ra'anana

In 2011, Liliyot Bistro opened in Ra'anana. It operates much like the restaurant in Tel Aviv, training at-risk youth in the culinary professions, while helping them improve life and work skills.

## Breakdown and Characteristics of Population Served - Liliyot Tel Aviv

The project is designed for youth who have dropped out of all formal educational frameworks and are at various levels of risk. In 2011, 27 youth were treated in the project. 13 of them were new, and 18 left or completed the project in 2011.

## Breakdown and Characteristics of Population Served - Liliyot Bistro, Ra'anana

The project is designed for youth between the ages of 16 and 19, who belong to special educational frameworks or study in the Eyal program of the Youth Advancement Units. Youth who are not part of any educational framework also participate in the project. Characteristics of the youth who are referred to the program include financial hardship, behavioral issues, social difficulties, emotional problems, lack of support, criminal behavior, learning disabilities, ADHD and more. In 2011, six youth, all from Ra'anana, joined the project.

## Partners - Liliyot Tel Aviv

The projects are owned by Liliyot Group, a group of private entrepreneurs who have set a goal of combining business with a true and meaningful contribution to society. The group works together with ELEM, which oversees the therapeutic-professional component.

## Partners - Liliyot Bistro, Ra'anana

The project is owned by the Liliyot Group, ELEM and Ra'anana Municipality. ELEM handles the professional and therapeutic components.

## HP Café – COFFEE & COMPANY

In partnership with HP, the Dualis Israeli Social Venture Fund and ELEM, a business initiative was founded in December 2011, due to HP's desire to open a company café at Yehud campus that employs at-risk youth. Youth from Or Yehuda and Yehud are part of the project and are mentored by a therapist/social coordinator. The youth undergo training and are employed both in the kitchen and as wait staff.

# Rehabilitation through Personal Mentoring and Employment

Head of Field: Inbal Dor

Derech Hamelech, Employment Initiatives, "From Protection to Independence"

## "From Protection to Independence" Personal Mentoring Program for Graduates of the Youth Protection Authority

Leaving a sheltered, protective environment and beginning an independent life can be a great challenge for a young person, especially those who have spent a large portion of their lives in frameworks outside the home. Every year, approximately 100 youth complete their tenure at the Youth Protection Authority's hostels. Many of them return to their community and family.

For these youth, developing an independent life is wrought with difficulties and challenges. The youth enter the community without the financial, social and emotional resources needed to cope with the period of transition following placement. In most cases they have a hard time achieving independent, productive and stable lives without assistance.

In 2011, ELEM developed and implemented a personal mentoring program for graduates of the Youth Protection Authority. Approximately 85% of the youth who were referred to the program are currently mentored by a volunteer who helps them on their journey to independence in the community.

"From Protection to Independence" is a program that offers an array of responses to youth who have graduated from the Youth Protection Authority's hostels:

- Providing access to resources and services in the community in all areas of life academics, residence, vocational, volunteering and military service, social and family life.
- Imparting life skills needed to live an independent life.
- Support in establishing meaningful and open social relationships with adults in their communities.
- Bolstering their belief in themselves and their life decisions.

## Main Achievements in 2011

- Developing a professional and operational philosophy and three-phase work mode based on the development of goals and plans, mentoring, and eventual independence.
- Recruiting professional personnel for the project and for mulating an appropriate training program.
- Creating a network of partnerships with community services that are relevant for the graduates of the Youth Protection Authority.
- Establishing a communication system with 37 Youth Protection Authority hostels around the country.
- Partnering with the Gandy Foundation in the development and operation of the program.
- Finding mentors for 85% of the participants.
- Increasing participation of Arab youth from northern Israel.

## Breakdown and Characteristics of Population Served

In 2011, 62 "graduates" were mentored.

Breakdown of Graduates by District	
46%	South-Coastal Plain
29%	North
12%	Center
10%	Arab Society - North
3%	Jerusalem

Breakdown by Legal Order	
45%	Judicial and Penal Order
55%	Care and Supervision Order

Breakdown by Age of Graduate	
3%	12-16
15%	16-18
82%	18-26

## 2012 Goals and Development Plans

- Strengthen partnerships with service providers for the target population.
- Implement and integrate the personal mentoring model.
- Mentor 115 graduates by the end of 2012 (52 in 2011, 63 in 2012).
- Establish a national network of volunteers so that 40% of the graduates have a mentor.
- Recruit a strategic partner to run the program in Arab communities in general and in East Jerusalem specifically.
- Create a database of services and detailed information for the participants, to make the information accessible, to create a social network that will act as a source of support and advice.
- Submit a proposal for a Preparatory Program for Independent Life at the Youth Protection Authority's hostels.

We at ELEM believe that the situation of troubled girls must be addressed in a unique way. The field's work is based on three key principles, which are derived from feminist approaches to treating girls:

1. Gender is important in the developmental processes of adolescence.
2. Societal structure regarding the differences between men and women impacts girls' behavior.
3. There is a direct link between sociopolitical context and girls' states of risk.

Girls' Field work is carried out at projects designed for girls alone and projects that work with both genders.

### "A Real Home"

"A Real Home" is a therapeutic community for young women who were or are victims of sexual violence. The center was established in 2005 as a supportive and empowering framework for young women. The goal is to reduce their sense of shame and guilt, and to help them function properly in normative frameworks. In 2011, 69 young women received treatment through the center.

Work is conducted by establishing meaningful relationships between the young women themselves and between them and the staff, which is made up both of employees and volunteers. The center's staff (3 professionals and 21 volunteers) is all female. The center is located in Tel Aviv and accepts young women from the Tel Aviv metropolitan area and Jerusalem.

#### "A Real Home" has several main goals:

- Improve skills in establishing positive interpersonal relations among the women who are victims of sexual assault and incest.
- Improve the self-esteem of the young women
- Improve functioning based on the individual needs and desires of the young women.
- Increase the number of victimized young women who use the program's services.
- Heighten awareness of this issue and effect social change among the general public



### Definition of Population Served

"A Real Home" serves young women between the ages of 17 and 26, who are or have been victims of sexual assault and incest.

### Breakdown and Characteristics of Population Served

In 2011, 69 young women received treatment through the program; 13 were new to the program. Two of them are transgender.

#### Breakdown by Origin

Population Served	Percentage
Native Jewish Israeli	81%
Arabs	7%
Ethiopians	0%
Former Soviet Union	9%
Other	3%

#### Breakdown by Age

Population Served	Percentage
16-20	26%
20-22	26%
22-26	35%
26 and older	13%

#### Characteristics of the Young Women and Type of Abuse

Type of Abuse	Percentage
Victim of Sexual Violence	100%
Depression	51%
Feelings of Isolation	42%
Suicidal Thoughts	36%
Eating Disorders	33%
Disassociative Disorders	24%



### Referrals for Treatment

Treatment Center	Number of Referrals
Transition Apartment	4
Emergency Shelter	3
National Insurance Institute and Rehabilitation Program	8
Haifa Drug Abuse Treatment Center	3
Rishon Lezion – Public Clinic for Sexually Assaulted Girls	1
Rape Crisis Center	2
Levinsky Clinic Medical Exams	1
Treatment Providers (Psychologist, Social Worker, Psychiatrist)	5
Emergency	6
Admissions Ward (Shalvata, Ichilov, Geha, Abarbanel)	Dozens
Dentist	1
Surgeon	8
Gynecologist	6
Accompaniment to Concluding National Service Ceremony	1
Accompanying Young Women to Sderot Conference	1
Legal Counsel	5
Accompaniment to Wolfson Center for Treatment of Sexual Assault Victims	1

### Institutional and Professional Partners

Bruria Zaltzman (Coordinator for Issues Related to Girls and Special Populations at Tel Aviv Municipality), Dafna Hellman (Deputy District Psychiatrist), Miriam Sheller (Manager, Tel Aviv Rape Crisis Center), Hannah Steckler (Representative of Ministry of Social Affairs).

### Donors

The Samuel Sebba Charitable Trust, Yaakov Burk, The Ladies Circle: Ruth Herman, Zila Hershko, Miri Zaltzman, Sara Oren, Rachel Zack, Aviva Sagi and Raya Oren.

### New Trends

In 2011, there was a decline in the age of young women treated at the center - following intensive training and outreach work, which raised awareness of the issue among younger women, more women aged 17-21 began coming to the center.

### Main Achievements in 2011

- 2011 showed an increase in the number of young women who use "A Real Home." Despite the challenges the staff faced (including changes in personnel), the home remained a stable and safe space for the young women.
- The partnership with the Ministry of Social Affairs was strengthened thanks to a deeper understanding of the work of "A Real Home" and its position on the continuum of services for victims of sexual assault.
- Group therapeutic work was strengthened. A number of new groups were run in the center: group on interpersonal relations, listening circle, song group, holistic physical psychotherapy group, discourse group, open art group, photography group, voice group and reading group.
- This year, the women at the center issued two newspapers that included texts they had written, drawings and photographs, in which they shared some of their world with readers.
- Staff and volunteers worked with the young women on taking advantage of services available in the community.

### 2012 Goals and Development Plans

- Increase the number of women treated at the center
- Develop personal mentoring within the project
- Adapt to anticipated staff changes and shifting roles among staff



### ADI Center (Power, Care, Friendship) Day Center for Girls in Distress

The ADI Center is an open community day center for the treatment of girls in serious states of distress. ADI was established in 2004 and is operated through the Ministry of Social Affairs - Service for Youth and Young Adults. Because ADI is a day center, its clients seek and receive treatment without leaving their lives in the community or their normal routines. ADI is a warm and empowering therapeutic framework for them. The center is located in Rehovot and caters to girls from the surrounding areas.

The center offers the girls a safe space where all workers and volunteers are female, and strives to create a supportive environment that allows for development according to each girl's individual needs. A treatment plan is made in cooperation with each individual, based on her needs, desires and abilities. The center aims to provide alternatives to their detachment and distress. ADI employs seven professionals and close to 20 volunteers.

The center provides vocational, educational and leisure activities. In addition, the girls receive individual and group therapeutic intervention art therapy, professional training, development of life skills and integration into occupational or educational frameworks. Simultaneous work is done with the girls' families and the communities.

#### Project Goals for 2012:

- Reduce the emotional and physical harm caused to the young women by their present lifestyle.
- Generate motivation for change.
- Identify the root cause of each young woman's issues.



### Definition of Population Served

ADI treats young women between the ages of 15 and 21, who are exposed to risks such as vagrancy, involvement in prostitution, detachment, drug and alcohol use. These young women experience difficult life circumstances that include poverty and social exclusion, violence, multiple family crises and more. A large number of the young women do not belong to any stable framework. They are frequently surrounded by people who may put them at risk and find themselves forced to survive day to day in a reality of anxiety, oppression and violence.

### Breakdown and Characteristics of Population Served

In 2011, 31 young women were treated; 14 were new.

Breakdown by Origin	
Population Served	Percentage
Druze	3%
Ethiopians	12%
Former Soviet Union	38%
Native Jewish Israeli	45%

Breakdown by Age	
Population Served	Percentage
14-16	9%
16-18	7%
18-22	35%
22-26	3.2%

Breakdown by Subject of Inquiry / Personal Distress	
Issues	Percentage
Relations with Family Members	41%
Lack of Boundries	29%
Vagrancy	29%
Alcohol	22.5%
Low Self-Confidence	22.5%
Economic Hardship	22.5%
Social Skills and Difficulties	22.5%
Feelings of Isolation	19%
Detachment	18%
Smoking	19%
Depression	16%
Lack of Framework	16%
Running Away from Home	13%

#### Institutional and Professional Partners

The project was launched in 2004 through a tender of the Ministry of Social Affairs and Social Services - Service for Youth and Young Adults. Its professional Steering Committee includes Hana Shtekler (Supervisor, Ministry of Social Affairs and Social Services for Youth and Young Adults), Yehiela Arbel (National Supervisor, Service for Youth Rehabilitation, Ministry of Social Affairs and Social Services), Brigitte Kiron (Manager, Welfare Department Youth Unit, Rehovot Municipality), Shlomi Cohen (Ashalim).

In January 2012, the project was transferred to direct operation by Rehovot Municipality. ELEM continues to guide project staff and serves on the Steering Committee.

#### Donors

The Freemak family renovated and furnished the building in the memory of their daughter, Shelly Freemak, z"l.

#### New Trends

Most of the young women who visited the center during 2011 operate at the extreme end of the continuum of risk. They are in severe states of distress, including vagrancy, involvement in prostitution and drug use. Due to the seriousness of their situations, treatment requires sophisticated intervention methods and effective motivation.

#### 2012 Goals and Development Plans

- Shift to work using the new therapeutic model developed with the professional Steering Committee, designed to minimize danger and improve interpersonal relationships.
- Complete transfer of the center to direct operation by Rehovot Municipality. ELEM will provide professional guidance and mentoring.



#### Outreach Program for Young Women Involved in Prostitution in the Hevel Modi'in Regional Council

This is a pilot project that is run as part of the "Awake at Night" program. It began in May 2011 in the Hevel Modi'in Regional Council. The purpose of the project is to reach out to girls between the ages of 13 and 22 in the area of the Regional Council, who engage in risky sexual behavior and who are on the prostitution continuum, and connect them to the project coordinator and/or with volunteers. The interpersonal relations with the girls are based on weekly meetings and phone calls, and emphasize maximum flexibility and tailoring to the needs of the girls.

Outreach is based on data provided by a social worker in the Council's Welfare Department. We have learned that to evaluate the suitability of the girls for the project and establish contact with them, a long period of information gathering and "courtship" is necessary. This can be achieved by establishing relationships in the community and courting the girls on the Internet, in meetings at schools and in their neighborhood. The project currently employs one person and has three volunteers.

Since the project was launched, eight young women aged 14-19 have joined, and three of them have established interpersonal relationships. The others are in various phases of "courtship", with the goal of getting them to join the project as well. These girls generally exhibit risky sexual behavior at a young age and have complex relationships with their parents and family members.

#### Institutional and Professional Partners

The project is financed by Hevel Modi'in Regional Council and is operated jointly with the Welfare Department of Hevel Modi'in Regional Council - Oshrit Pashar (Girls' Social Worker), Iris Dalot (Manager of Community Field, Welfare Department).

#### Main Achievements in 2011

- Launch of the project and development of the activity tailored to the Council's rural nature.
- Study day on child prostitution for youth workers and employees of the Council's Welfare Department.

#### 2012 Goals and Development Plans

- Increase the number of girls in the program.
- Conceptualize the work method that is suitable for the rural area.
- Implement the project in the towns belonging to the Council.



“There is no understanding the margins without understanding the center, but the center cannot be understood without knowing the margins that are undermining what is taken for granted. The choice of the fringes of society as the focus point allows for the inclusion of the actors and particularly the actresses, who have been excluded from the accepted structure of the collective story. Looking out from the center, you can see the fringes, but in many cases people in the center do not look very far.”  
(Deborah Bernstein, *Women on the Margins, Gender and Nationalism in Mandate Tel Aviv*, pp. 9-298).

ELEM'S Fatal Risk Field began its work in 2001, with the goal of offering programs for youth at fatal risk, who are detached from family, therapeutic and social support systems. The lives of some of these young people are even at risk. These youth are forced to survive in the world with no resources, not only because of their situation and life history, but also because of their young age. They often implement one or more of the following survival strategies: drugs and alcohol abuse, prostitution and criminal behavior. Some of them suffer from emotional problems and unstable psychiatric states. They are an invisible population, excluded from the professional and public discourse.

The programs in the Fatal Risk field have been tailored to suit these situations and include programs in several areas: programs for homeless youth, programs for youth who are addicted to drugs, and programs for youth involved in prostitution.

#### **Work in the fatal risk field is based on several key principles that are implemented in all of the programs:**

- Outreach - To reach as many youth as possible in the target population, outreach work is conducted regularly as part of the program. This involves reaching out and establishing contact with youth on the street, in clubs, in squats, on websites and wherever else they may be.
- Harm reduction - In conjunction with a long-term process of change, the programs provide short-term responses with the primary goal of minimizing physical and emotional damage caused by the client's lifestyle.
- Intervention - This method, designed for work with addicts, the homeless, child prostitutes and other life situations that require motivation for change, depends on an understanding of the cycle of distress and change.
- Gender- and culturally sensitive work - Social workers tailor outreach and treatment methods to meet the needs of the target population.
- Raising social awareness and generating public discourse - The various states of distress experienced by the youth are often the product of the social structure in which they live. Heightening social and professional awareness of populations of youth on the risk continuum and their states of distress will help ensure that the issue moves from the margins to the center of public discourse.

### Programs for Homeless Young Adults

#### “Someone to Run With” and Galgal

“Someone to Run With” in Tel Aviv and Galgal in Jerusalem have been active since 2002. They respond to the needs of homeless young adults between the ages of 18 and 26 in very serious states of risk and distress. These young adults frequently abuse drugs and/or alcohol, are detached from therapeutic, social and family support systems, and live their lives on the street. Some of them use crime and prostitution as survival strategies.

The two drop-in centers operate six days a week, and the projects perform outreach on the streets. The work in these programs is done in several ways, including outreach and making contact with as many homeless young adults as possible in the cities in which the program operates, providing humanitarian assistance and responses to basic needs such as food, clothing, showers, laundry services, medical supplies and referral to community services. Additionally, the centers work to minimize the risks life on the street entails for the young adults and, among other things, offer emotional support and medical care. When there is adequate motivation to change, the young adults are given the opportunity to take part in a long-term rehabilitative process.

In addition to the drop-in centers, Galgal in Jerusalem also runs a shelter for homeless young women who use drugs. The shelter provides safe and unconditional short-term accommodation. In Tel Aviv, the program has two transition apartments for homeless young men and women who are undergoing drug rehabilitation, after they have completed physical detoxification.

“Someone to Run With” and the transition apartments are run by a team of seven paid employees and close to 90 volunteers. Galgal and the shelter for homeless young women have a staff of five paid employees and 30 volunteers.



### The Shelter - A shelter for homeless young women in Jerusalem

The Shelter operates in conjunction with the Youth and Young Adults Advancement Division of Jerusalem and provides temporary accommodation for young homeless women. The Shelter provides the young women with a respite from the dangers of the street, serves as a space to minimize harm and, at the same time, serves as a starting point for the process of change. It is open 365 nights a year, with a capacity of about 10 women.

The Shelter is run by counselors and volunteers who establish a personal relationship with the young women. The Shelter Coordinator mediates between them and Galgal, which responds to the needs of homeless young men and women during the day. Most of the young women helped by the program have a dual diagnosis - drug addiction and a psychiatric condition.

### Transition Apartments in Tel Aviv for Homeless, Drug-Addicted Young Adults

The project is operated in collaboration with the Addictions Unit of the Ministry of Social Affairs and Social Services. There are two apartments in Tel Aviv for drug-addicted young adults who want to be rehabilitated and who require a supportive therapeutic framework in the community. The two apartments host four young men and four young women, respectively. The tenants move in for a period of 9-12 months, once they have completed physical detoxification and begun a formal drug rehabilitation program. Each tenant participates in designing an individually tailored therapy program, including ongoing addiction therapy at a day center, individual therapy, and active participation in maintenance of the apartment as preparation for independent living.

As is true for most ELEM programs, the transition apartments are run mostly by volunteers, who provide both individual and group mentoring to the young adults. The volunteers are a significant part of creating a home-like and supportive atmosphere and imparting the required skills for living independently in society.



### Population Served - "Someone to Run With" and "Galgal"

"Someone to Run With" serves homeless young adults between the ages of 18 and 26. The majority of them are addicted to drugs and/or alcohol and are detached from therapeutic, social and familial frameworks. They live on the streets and in abandoned buildings. The transition apartments are open to young adults who have completed a process of physical detoxification and are committed to successfully completing drug rehab.

### Breakdown and Characteristics of Population Served - "Someone to Run With" and Transition Apartments

- A total of 316 young adults were in contact with the program in 2011. 102 of them were new to ELEM.
- The average number of young adults who come during a shift is 40.

#### Breakdown by Gender

Population Served	Percentage
Boys	68%
Girls	32%

#### Breakdown by Origin

Population Served	Percentage
Former Soviet Union	62%
Native Jewish Israelis	25%
Arabs	9%
Ethiopian	3%
Other	1%

#### Breakdown by Age

Population Served	Percentage
15-18	6%
18-21	46%
21-25	47%
25-27	1%

### Characteristics of the Population Served:

41 young adults have a personal and ongoing relationship with a volunteer and/or employee of the center. 80% of the young people at the center are addicted to drugs and/or alcohol, and at least 40% have psychiatric diagnoses. 90% of the young people benefit from risk reduction services, including clean needle programs, contraception and medical care.

### Institutional and Professional Partners

“Someone to Run With” is run in collaboration with the Ministry of Social Affairs and Social Services – Addictions Service, The Jewish Agency – Department of Immigration and Absorption. Tel Aviv Municipality - Drop-In Centers for Addicts, Izhar Project - syringe replacement, Levinsky Clinic, Homeless Unit.

### Donors

Carolito Foundation, IFCJ - International Fellowship of Christians and Jews, Harry and Jeanette Weinberg Foundation, Gandel Foundation.

We extend special gratitude to Mr. Amit Mershansky, who contributed significantly to renovation of the new “Somebody to Run With” building, and to architect Einat Palgi for her contribution to the design. We would also like to thank Negev Ceramics, Keter Plastic and Profilon for their contributions to the project.

### Main Achievements in 2011

- The center moved into a new building designed especially for the needs of the population and the number of young people who come to the center.
- Expanded street work by program employees and volunteers from July-December 2011, in an effort to continue to respond to the needs of homeless youth during the transition period prior to the opening of the center in the new building.
- Addition of a mentor to the project.
- Substantial increase in the number of project volunteers - There were 90 volunteers in 2011, as opposed to 50-60 in previous years.

### 2012 Goals and Development Plans

- Integrate personal mentoring and follow up with the graduates of the transition apartments after they have moved out.
- Increase the number of women in the program.

### Breakdown and Characteristics of the Population Served - “Galgal”

- 288 youth visited the center this year
- Of that number, 137 were new

#### Breakdown by Gender

Population Served	Percentage
Boys	58%
Girls	41%
Transgender	1%



#### Breakdown by Origin

Population Served	Percentage
Former Soviet Union	28%
Native Jewish Israelis	46%
Arabs	9%
English Speakers	9%
Ethiopian	4%
Other	2%
France	1%
South America	1%



### Breakdown by Age

Population Served	Percentage
16-18	6%
18-22	49%
22-26	36%
26 and older	9%

### Characteristics of the Population Served:

30 young adults have a personal and ongoing relationship with a volunteer and/or employee of the center. 68% of all the young people at the center are addicted to drugs and/or alcohol, and at least 10% have psychiatric diagnoses. 90% of the young people benefit from risk reduction services, including clean needle programs, contraception and medical care.

### Characteristics of the Young Homeless Women at the Shelter

Over the course of the year, 56 young women spent at least one night at the Shelter. 30% of the young women spent more than three months there. 8% of the young women at the shelter are under the age of 18; 41% of them are addicted to drugs and/or alcohol, and 25% have psychiatric diagnoses.

### Institutional and Professional Partners in Galgal and the Shelter

The project is run in budgetary and professional collaboration with the Youth and Young Adult Advancement Division (Jerusalem Municipality). The Galgal drop-in center is run in collaboration with and is overseen by the Ministry of Social Affairs and Social Services (Addictions Unit), the Youth and Young Adult Advancement Division, the Jerusalem Union of the Anti-Drug Authority, Shalem Unit, Jerusalem Welfare Department, Emergency Center - Jerusalem.

### Donors

Harry and Jeanette Weinberg Foundation, Yahel Foundation, The Steinhardt Family Foundation, Israel. Special thanks to S. Cohen Gilad, who contributed to the renovation of Galgal in 2011.

### Main Achievements in 2011

- New outreach activities to young women in East Jerusalem.
- Development of a unique work model that provides a holistic response to the needs of the homeless.

### 2012 Goals and Development Plans

- Increase the scope of work in East Jerusalem.
- Increase the number of women reached.
- Examine the need for a shelter for homeless young men in the city.

### Programs for Youth Involved in Prostitution

#### "Awake at Night"

"What do you think, that I got up one day and wanted to be a male escort? A thousand and one things that happened to me put me in this situation... You want to help me, then I need at least a thousand and one different things..." ("A", a young man in the project)

The magnitude of child prostitution increases from year to year. It is estimated that thousands of youth in Israel are involved in prostitution. Some live at home and attend school, while others have escaped an abusive environment and live detached from family and social frameworks. They are exposed to the dangers of the street. For these youth, prostitution is a survival strategy. All of these young men and women, whether they live at home or not, have suffered from serious physical, sexual or emotional abuse as children and/or experienced scarring rejection, neglect or alienation.

In recent years, we've seen a substantial decrease in prostitution activities on the streets and an increase in closed areas such as discreet apartments, clubs, saunas and night clubs. Another major arena is the Internet, where we have seen a substantial rise in child prostitution, both openly on sex sites and implicitly on Facebook, forums, chat rooms and seemingly innocent dating sites.

"Awake at Night" provides a response to youth and teens involved in prostitution. The goal of the program is to reduce emotional and physical damage, advocate for these youth and encourage them to exercise their rights, generate trust in a positive and meaningful adult role model, and provide alternatives to the world of prostitution. The program runs two harm reduction centers, in Tel Aviv and Haifa. They offer basic amenities as well as emotional support and medical care, if necessary. The program also provides personal mentoring by volunteers.

## Programs for the Homeless, Projects for Youth Involved in Prostitution

“Awake at Night” was started in 2001 in Tel Aviv. The program currently has a staff of six employees and 40 volunteers. The target population of the program is young adults (male, female and transgender) between the ages of 13 and 21.

“Awake at Night” Haifa began operating in 2008. It only offers services to young women. The program has a staff of two paid employees and 15 volunteers. In 2011, ELEM initiated a pilot project for young women involved in prostitution in the Hevel Modi’in region.

### Hotline for Youth in Prostitution

“Awake at Night” operates a hotline for youth involved in prostitution. It is staffed by volunteers who have received special training. Youth involved in prostitution need to feel a sense of control over how they receive assistance. At times, they are ashamed of their situation and need an anonymous source of intervention.

#### The goals of the hotline include:

- Providing an emergency response to youth involved in prostitution.
- Offering youth who do not want to expose themselves anonymous support.
- Providing an initial response to professionals and families of youth involved in prostitution.

The hotline is open 365 days a year, between 1:00 p.m. and 7:00 p.m. The number is: 054-9773666.

### Breakdown and Characteristics of Population Served - “Awake at Night” Tel Aviv

In 2011, 123 young people were treated at “Awake at Night” Tel Aviv; 50 were new to the program.

Breakdown by Gender	
Population Served	Number
Boys	48
Girls	60
Transgender	15



Breakdown by Age	
Population Served	Percentage
12-14	1.6%
14-16	36%
16-18	9%
18-21	6%
21 and older	21.2%

Breakdown by Origin	
Population Served	Percentage
Native Jewish Israelis	40%
Arabs	6%
Former Soviet Union	11%
Ethiopian	2%
Other (includes foreign workers and refugees)	41%



Breakdown by Service	
Type of Service	Number
Harm Reduction Center	38
Harm Reducing Activities	22
Basic Humanitarian Services	24
Hotline	37
Outreach	25
Personal Relationship with a Volunteer/Employee	23
Accompaniment to Medical Treatment	7
Assistance with Legal/Police Affairs	6

### Institutional Partners (National and Local Agencies and Organizations)

"Awake at Night" Tel Aviv works in conjunction with and is part of the National Program for Treatment of Women and Girls Involved in Prostitution, Ministry of Social Affairs and Social Services, and the Fund for Development of Services for Children and Youth at Risk - National Insurance Institute.

### Donors

Kosoy Fund, Kahan Fund.

### Professional - Therapeutic Partners

Saleet Project, Ministry of Social Affairs and Social Services - National Program for Treatment of Women and Girls Involved in Prostitution, Tel Aviv Municipality, National Insurance Institute, Levinsky Clinic, Israel AIDS Task Force, Tel Aviv Youth Forum.



### Expansion of "Awake at Night" Activity in Tel Aviv in 2011

- In response to the needs of the youth, the Harm Reduction Center is now open once a week at night, from 2:00 a.m. to 6:00 a.m. A Friday afternoon shift was also added.
- Holidays are especially difficult for people who are detached from their families and any supportive framework. To alleviate the isolation the youth feel on holidays and to provide them with a sense of belonging, "Awake at Night" hosted celebrations for Rosh Hashana, Yom Kippur, Hanuka and more.



### Main Achievements in 2011

- Over 600 young people involved in prostitution were reached this year through ELEM projects thanks to the training "Awake at Night" staff gave to Elem employees from other projects.
- "Awake at Night" staff are increasingly viewed as experts in outreach. The program team conducted training sessions for professionals, including police officers, social workers, consultants and guidance counselors.
- Two shifts were added at the Center for Harm Reduction in Tel Aviv.
- A mentor at the School of Social Work at Tel Aviv University began working with the project.
- In November 2011, "Awake at Night" staff participated in the Knesset Subcommittee on Trafficking in Women and the Committee on the Rights of Children's discussion of the trafficking of juveniles for prostitution. The meeting helped heighten public awareness of the issue and pave the way for real discussion of a bill to prosecute clients.



### 2012 Goals and Development Plans

- Obtain government funding in order to expand programs for boys involved in prostitution.
- Increase the number of personal relationships with female clients, increase follow-up and documentation of the relationships.
- Increase the number of calls to the hotline.
- Create a job program suited to youth involved in prostitution.
- Tailor the work model to respond to the various patterns of prostitution.

### Breakdown and Characteristics of Population Served - "Awake at Night" Haifa

In 2011, 62 young people received treatment through the center. Twenty of them were new.

Breakdown by Gender	
Population Served	Number
Girls	82%
Boys	16%
Transgender	2%

Breakdown by Age	
Population Served	Percentage
12-14	6.4%
14-16	19.35%
16-18	27.42%
18-22	40.32%
22-26	6.45%



### Breakdown by Origin

Population Served	Percentage
Native Jewish Israelis	38%
Arabs - Muslim	19%
Arabs - Christian	8%
Former Soviet Union	18%
Ethiopian	11%
Other	3%

### Breakdown by Service

Type of Service	Number
Harm Reduction Center	23
Harm Reduction Activities	12
Basic Humanitarian Services	19
Outreach	55
Personal Relationship with a Volunteer/Employee	13

### Institutional and Professional Partners

Ofek Nashi, Ministry of Social Affairs and Social Services - National Program for Treatment of Women and Girls Involved in Prostitution, Unit for Young Women, Haifa Municipality, National Insurance Institute - Fund for Development of Services for Children and Youth at Risk, Sachlav Project, House on Haim Street.



#### New Trends in 2011

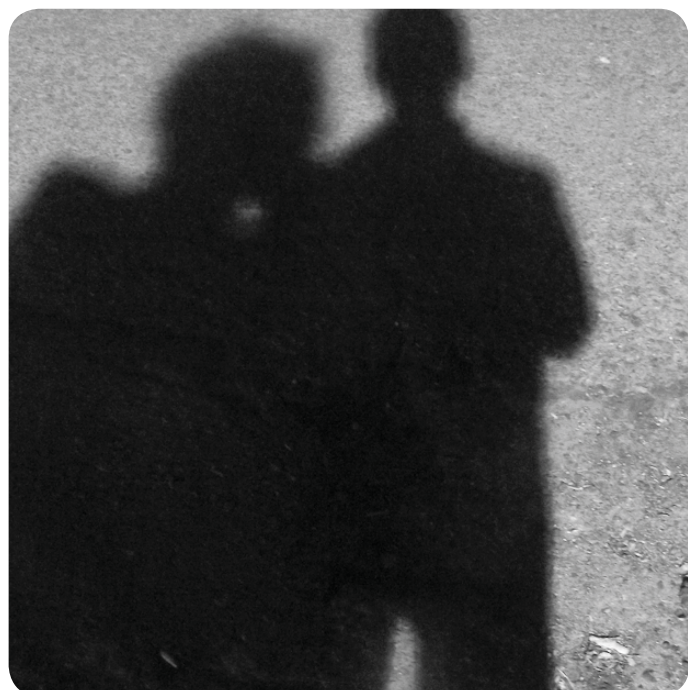
- 20 new youth joined the program this year.
- This year in Haifa nine boys and transgender youth involved in prostitution were found.

#### Main Achievements in 2011

- A new center for harm reduction for young women opened in Haifa. It serves girls involved in prostitution in the Haifa area and northern Israel, and it provides humanitarian services, medical care and a network for counseling and emotional support. The center belongs to the youth hostel called the House on Haim Street, which is operated by the Sachlav Project. The center provides individual responses, as required, and is open every Sunday from 6:00 p.m. - 9:00 p.m.
- A larger number of young women was reached and developed interpersonal relationships with staff and volunteers.

#### Special Event: Opening of Center for Girls

To raise awareness of the new center, the staff invited 11 girls between the ages of 14 and 16 to an event at the center. The girls participated in a unique workshop on enhancing self-image by wearing make-up. During the workshop, various issues were raised, some of which were difficult and painful. The workshop provided a forum for initial discourse between the staff and the girls. The meeting was successful, and most of the girls are currently in contact with the staff. For a small number of them, the risk of involvement in prostitution was reduced significantly.



#### 2012 Goals and Plans

- Expand the operating hours of the center.
- Create a model for ongoing work with all organizations involved in outreach in Haifa.
- Create a program that responds to the needs of boys and transgender youth involved in prostitution in Haifa, in conjunction with the relevant organizations.
- Increase the number of interpersonal relationships with girls and to strengthen them.



**[THERE ARE  
NUMBERS  
THAT HELP]**

**054-9773666**  
Hotline for Youth Involved in Prostitution

.....

**“AWAKE AT NIGHT”**

## Community Resources and Volunteering

ELEM maintains that the treatment of youth in distress and at risk is the responsibility of Israeli society as a whole. Therefore, along with the close cooperation with the welfare and school systems and the municipal authorities, ELEM works hard to make the community a partner in its social action activities.

The Volunteering Field is engaged in the development and recruitment of resources and human capital within local communities for youth at risk. The goal is to recruit volunteers from the community for ELEM's work, and to develop innovative responses and services for them in the community. ELEM was established as a volunteer organization and, in addition to employing professional social workers, now works with 1,700 volunteers, of whom 300 are youth volunteering to help other youth.

### Activity of ELEM Volunteers

#### Field Volunteers

Volunteers are active in a variety of programs and projects. Some work directly with the youth, and others train professional teams, secure resources or guide teams of volunteers. Volunteers are an important part of all of the projects and programs run by ELEM. Volunteer managers coordinate the activity in this field. Each project has a paid volunteer manager responsible for management and mentoring of its team of volunteers. Additionally, there are several additional volunteer frameworks for individual volunteers who are active on a regular basis:

- **Youth volunteers** assist staff with events
- **Volunteers outside of Israel** are active in fundraising and in
- **Business volunteers**
- **Students**

#### Headquarters Volunteers

• The Board of Directors and other interested parties serve on the subcommittees, including the Finance Committee and the Professional Committee, which itself has the following subcommittees: Volunteerism, Knowledge Management, Human Resources, Research and Evaluation, and Fundraising. The members of the various committees work closely with ELEM's senior staff. In 2010 ELEM established a "Circle of Friends," comprised of former board members who contributed greatly to the development of ELEM over the years.

The goal of the "Circle of Friends" is to maintain contact with former volunteers, keep them updated on ELEM's current activities, and enable them to provide their expertise and experience to contribute to current work. The group is supervised by the manager of ELEM's Administrative Institutions.

• The Volunteerism Committee is a subcommittee of the Professional Committee.

It is made up of academics, office and field workers, and members of the Professional Committee. The committee discusses practical and organizational issues in the field of volunteerism and provides guidance to the head of the Volunteerism Field.

• Professional volunteers who work in the ELEM office provide guidance to project managers. This group expanded in size and significance in 2011.

### Main Achievements in 2011

- Training and guidance offered to Volunteer Managers was strengthened. Volunteer Managers attended individual and group sessions on issues related to recruiting, screening, guiding, and training volunteers. This contributed to an increase in the number and effectiveness of Volunteer Managers. The Volunteerism Department worked closely with the Training Department to effect these changes.
- Volunteer forums were set up for volunteers from the outreach vans and Hafuch al Hafuch centers to strengthen the partnership between paid staff and volunteers.
- The Volunteerism Committee determines the department's guiding principles. This year saw increased cooperation between headquarters and the field.
- Business partners from the community encourage their employees to volunteer, individually or in groups, in addition to the companies' financial contributions. There is a Business Volunteer Coordinator, whose job is to connect potential partners to the Resource Development Department.
- This year, participation of volunteers on ELEM's online portal increased. Several programs currently host private forums on the portal, for employees and volunteers. On the forums, staff and volunteers can raise concerns about their work and benefit from a professional discourse on their issues.

### Partnerships

- This year the Naomi Foundation contributed to strengthening the Department of Volunteerism and the network of Volunteer Coordinators. Their support recognizes the importance of guiding the Volunteer Managers in retaining and mentoring ELEM volunteers.
- In ELEM's collaboration with the IMPACT Program and HESEG Foundation 80 scholarship recipients found job placements. Over 6,000 volunteer hours were donated to ELEM.
- ELEM also offers practical training to students from multiple universities.
- Amdocs Israel provided ten members of the ELEM management team with individual business mentoring. This program is currently in its second generation, and operates in collaboration with Zionism 2000.

For volunteer applications please contact: [leah@elem.org.il](mailto:leah@elem.org.il)



## Organizational Training and Knowledge Management

**In 2007, the Department of Organizational Training and Knowledge Management was established to increase professionalization within ELEM, and to improve the collection and use of professional knowledge.**

The professional knowledge accumulated at ELEM over the years is a valuable asset, both for professionals in and outside of ELEM, and as a fundraising tool. Sharing of knowledge through training for outside professionals and through professional publications is a tool for social change in the professional community and the general public.

The professional knowledge gathered by ELEM can be used by therapists, educators and social workers to improve the work being done with at-risk youth everywhere.

ELEM staff pursue traditional means of knowledge dissemination, including publication in academic journals. They also use an internal data collection system to share knowledge with colleagues, and write about relevant issues on ELEM's website and in its newsletter. Knowledge is collected from experts in the field, and is then conceptualized, researched, and published. ELEM's training processes integrate new knowledge, allowing it to be tested in the field.

### Human Resources

The Organizational Training and Knowledge Management Department has a staff of nine paid employees and four volunteers.

Over the course of 2011, three training days were held for managers on social exclusion, business volunteerism and legal issues in work with youth.

### Main Achievements in 2011

- The annual Street Work Conference drew 350 participants, a new record.
- ELEM offered twice as many external training sessions as in the previous year, bringing in a total of NIS 100,000.
- Work began on an ELEM Book, which will articulate guiding theories for each field.
- Hafuch staff contributed to a book called Somebody to Volunteer With.
- ELEM participated in the MOFET Institute Conference, the Beersheva Conference for the Wellbeing of Children, and other professional conferences.
- New procedures for approval and management of research processes were developed.
- As part of ELEM's new emphasis on minority sectors, an Arab instructor was hired to provide insight into work with the Arab sector and in mixed programs.

- The department also conducted training for a team of managers on multiculturalism in partnership with MERCHAVIM, the Institute for the Advancement of Shared Citizenship in Israel.
- ELEM held five training sessions for managers, and refined training techniques for the Multicultural Field. Volunteer lecturers and training teams participated in these sessions.

### Improvement of knowledge management processes at ELEM

ELEM refined its use of online resources for knowledge management. A new site was designed to recruit resources and disseminate knowledge. Uploading processes for the online information portal were streamlined.



### Breakdown by Subject of Training

Subject of Training	Percentage
Youth at Risk - Informal Approach	38%
Fatal Risk - Prostitution	19%
Street Work	8%
Girls	18%
Immigrant Youth	11%
Volunteerism	3%
Total	38 Training Courses

### 2012 Goals and Plans

- The department hopes to continue to streamline organizational training in line with the goals of the 2012 work plan.
- Quarterly training days provided training addressing the needs of managers.
- The department hosts organization-wide training days focusing on specific fields, such as how to integrate Arabs and Ultra-Orthodox Jews into existing social work models.
- Training and orientation days were consolidated for more efficient use of resources.
- ELEM's training and knowledge dissemination will raise ELEM's profile as a significant professional organization
- ELEM will explore additional means of sharing knowledge and of supporting ELEM financially through outside training activities.
- Procedures were put in place for research, measurement and assessment of data for various fields within ELEM.
- The department will design a master plan for implementing an ELEM training center.

### Partners & Donors

The Yad Hanadiv Foundation provided financial assistance for the development of the knowledge management system for assessment and research.

### Annual Professional Conference

This year the Annual Professional Conference was dedicated to adolescence of the children of immigrants to Israel.

The conference was held at Beit Berl in conjunction with the School of Education at the college and with the Ministry of Immigrant Absorption, Welfare Department.





## Business Relations and Community Development and Fundraising Manager: Orly Salvi

### Development and Fundraising

**Cooperation with the business sector has been one of the pillars of ELEM's work throughout its 29 years of activity. This partnership assumes many forms, including direct donation, event sponsorship and employee volunteerism.**

Many companies in Israel choose to partner with ELEM in the annual "Lights of Hope" campaign, led by ELEM President Nava Barak. The goals of this campaign are to raise awareness of at-risk youth in Israel and to raise funds for ELEM's various projects. In 2011, the flag was, for the first time, placed on the walls of the Old City in Jerusalem, with the assistance of the Jerusalem Municipality. Bank Hapoalim is a central partner in ELEM's "Lights of Hope" campaign. The bank has sponsored the campaign for many years.

Many other companies support the "Lights of Hope" campaign by donating directly or by fundraising for ELEM, as the Fishman Group (Toys"R"Us) and ACE did.

Many members of the business community sponsor and attend ELEM's annual fundraiser. This year's fundraiser benefitted ELEM's Fatal Risk Field. The main sponsor of the event was Noble Energy. Bezeq, Coca-Cola, Itamar Carpets and Automotive Equipment and Vehicles also sponsored the event. This year, ELEM presented the "Yakir Award" to Bank Hapoalim for its dedicated support and long-standing partnership with ELEM.

Other companies have chosen to adopt a specific field within ELEM. For example, IDB sponsors activities in Sderot and Ofakim. Migdal Insurance has adopted the Migdalor youth centers, and Check Point supports "Awake at Night" and The Center for the Prevention Treatment of Sexual Violence.

In 2011, a forum of business leaders who support ELEM was launched, with the goal of fostering productive cooperation with the business sector and increasing ELEM's donor base. The chairman of the forum is Tal Sender, an ELEM Board member and the President of the Keter Plastic group. The forum organized a fundraising race in November 2011 in Bat Yam.



2,500 runners took part, including both competitive runners and schoolchildren. The race garnered publicity for ELEM and the business sector sponsored the race. It is expected to become a regular tradition.

Over the past two years, many companies have supported ELEM through volunteer efforts. ELEM is grateful for this assistance. Zionism 2000 assisted ELEM in developing a new model of business sector volunteerism. Employee volunteerism is individually tailored for the various areas of ELEM. This year, the following companies took part in volunteer efforts: Amdocs, Strauss, Tadiran, Migdal, Hadas Arazim, Cellcom, El Op, L'oreal, Picscout, Micron, Lubinski, Coca-Cola and Bank Yahav.

ELEM is working to develop more long-term strategic partnerships like the one it currently has with Unilever Israel, now in its second year. Unilever has sponsored numerous workshops at Hafuch al Hafuch centers, and several senior Unilever executives have volunteered with ELEM. These programs will continue in 2012.

This year, Makhteshim-Agan, John Bryce, Bezeq Online and Africa-Israel Investments, among others, partnered with the Derech Hamelech vocational training and mentoring program.

**We are grateful for our corporate partners who donate funds, adopt a project or field, participate in fundraising events, sponsor the "Lights of Hope" campaign and/or contribute to volunteer efforts.**

Please send business partnership inquiries to Adi Shamgar, Manager of Business Relations, at [adis@elem.org.il](mailto:adis@elem.org.il)



# Field of Inter-Organizational Partnership Development

## Head of Field: Dr. Simcha Getahune

### Professional and Organizational Partnerships with Government Agencies and Authorities

Partnerships between ELEM and various bodies in the public and nonprofit sectors help ELEM realize its goals of offering youth the most innovative and effective programs.

At present, the supply of material resources available to the non-profit sector is dwindling, and an efficient use of resources is of the utmost importance. The Inter-Organizational Partnership Development Field was designed to enable productive strategic partnerships and to promote cooperation between ELEM and outside parties. The field is engaged in retention, development and expansion of existing partnerships and in creating new ones.

It is dedicated to strengthening ELEM programs by establishing long-term professional and financial partnerships, so that ELEM can maximize its resources and the efficiency of their use. Local coordinators in 25 locations nationwide work to promote partnerships at the local level.

#### Description of Activities

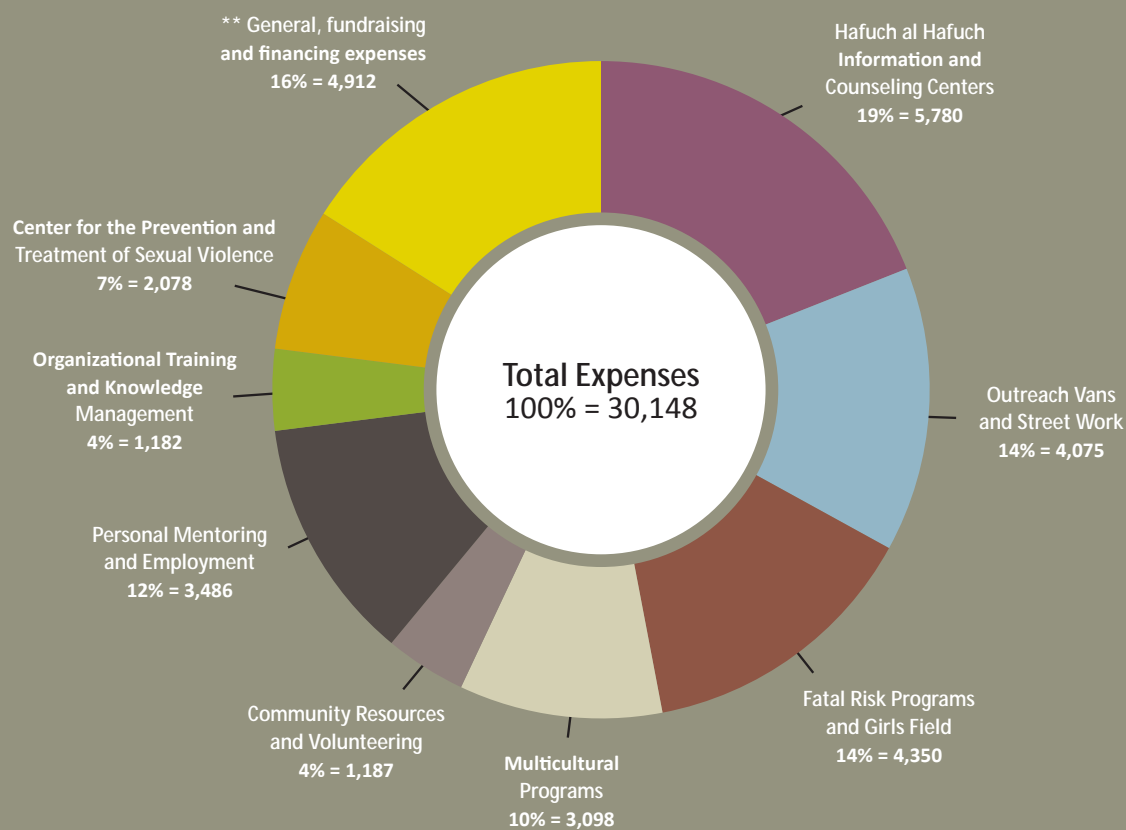
- Developing and strengthening professional and financial partnerships between government and academic agencies and ELEM.
- Developing interdisciplinary thinking, dedicated to strengthening existing programs and developing new programs. Establishing governmental partnerships, with the goal of long-term partnership rather than short-term collaboration.
- Integrating ELEM into governmental programs as an integral part of national activity.
- Advocacy in the Knesset and the public sphere to strengthen support for ELEM and effect policy change



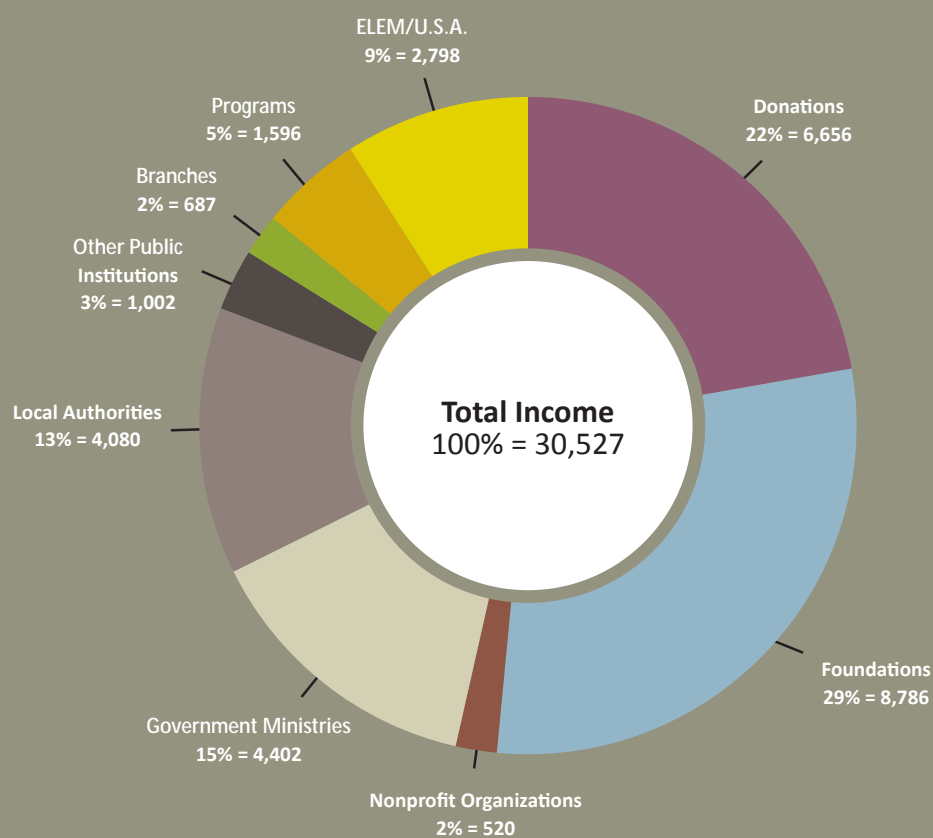
# 2011 Performance

## Expenses and Income

### Expenses



### Income



\* Data is not audited and is presented in NIS thousands.  
\*\* Ratio of general and administrative expenses to total income (including volunteer expenses of NIS 11,875 thousand) is 11.5%.

### ELEM President

Nava Barak

### Members of the Executive Committee

Boaz Dotan - Chair  
Ann Bialkin, Chair, ELEM/U.S.A.  
Lenore Ruben, President, ELEM/U.S.A.  
Nissim Adar  
Prof. Roni Berger  
Ishay Davidi  
Eden Fuchs  
Dr. Miriam Golan  
Frances Katz  
Rafael Lande  
Dr. Amnon Lazar  
Nechemia Melech  
Tal Sender  
Menachem Shalgi  
Prof. Yochanan Wozner  
Talia Zeevi

### Members of the Audit Committee

Joseph Shetach, Adv. - Chairman  
Yosef Faraj, CPA  
Shmuel Glayzner  
Moti Mor  
Ehud Neshet  
Udi Nevo

### Members of the Professional Committee

Dr. Amnon Lazar - Chairman  
Prof. Roni Berger  
Dr. Orly Calderon  
Yechiel Eran  
Eden Fuchs  
Dr. Miriam Golan  
Shmuel Hazon  
Bonnie Jacobson  
Rafael Lande  
Haim Messing  
Prof. Shlomo Romi  
Dr. Natti Ronel  
Lenore Ruben  
Hayuta Shenbel  
Prof. Moshe Sherer  
Ayala Steinfeld Kochan  
Prof. Yochanan Wozner  
Dr. Aharon York

### Members of the Finance Committee

Menachem Shalgi - Chairman  
Nechemia Melech - Treasurer  
Eden Fuchs



### Over 1,500,000 NIS

Carolito Foundation, Switzerland  
IFCJ – International Fellowship of Christians and Jews

### 500,000 NIS - 1,500,000 NIS

Varda and Boaz Dotan  
Horace W. Goldsmith Foundation  
Estate of the Late Ida Mats  
National Insurance Institute

### 250,000 NIS - 500,000 NIS

Bank Hapoalim - Poalim in the Community  
Jewish Agency for Israel - Partnership 2000 - Jewish Federation of Metropolitan Chicago  
The Naomi Foundation  
Ms. Lenore Ruben  
Unilever Israel  
Harry and Jeanette Weinberg Foundation  
F.Y. Fund

### 100,000 NIS - 250,000 NIS

Jeffrey A. Altman Foundation  
The Ted Arison Family Foundation  
Bialkin Family Foundation  
Bonita Trust  
Buxenbaum-Netta Foundation  
Check Point Software Technologies Ltd.  
Charitable Trust Under the Will of Louis Feil  
Gandel Foundation  
Gandyr Foundation  
Glencore Foundation for Education and Welfare  
Stella & Charles Guttman Foundation  
HP Israel  
IBC Industrial Buildings Corporation Ltd.  
IDB Foundation for the Community  
Migdal Insurance Company Ltd.  
Mr. & Mrs. Ira Rennert  
Samuel Sebba Charitable Trust  
Sha'alei Tikva

### 50,000 NIS - 100,000 NIS

Alpha Epsilon Pi Foundation  
Israeli Anti Drug Authority  
Ashalim  
Mr. Edward Blank  
Conduit

Mrs. Judi Flom  
Gratzman Foundation  
Jewish Federation of Greater Dallas  
Mrs. Frances R. Katz  
Ms. Ruth S. Marks  
Mr. & Mrs. Joseph Michaan  
Mizrahi-Tefahot Bank Ltd.  
Mr. & Mrs. Craig L. Platt  
Public Committee for the Designation of Estate Funds  
Mr. Menachem Shalgi  
Starr Foundation  
UJA Federation of New York  
Yad Hanadiv Foundation  
Yahav Bank  
Yahel Foundation (in memory of Yehuda Leon Recanati)

### 10,000 NIS - 50,000 NIS

Adir Tamar Management Assets Ltd.  
Alon Israel Oil Company Ltd.  
Alony Hetz Properties and Investments Ltd.  
Altshuler Shaham Mutual Fund Management Ltd.  
Bezeq International Ltd.  
Bezeq Ltd.  
Discount Underwriting & Issuing Ltd.  
El Gal Acrylic Industries Ltd.  
Eldan Transportation Ltd.  
Elgal Marketing Ltd.  
Excellence Nessuah Underwriting Ltd.  
Ofir Greenberg  
Mr. Elazar Grinstein  
Makhteshim Agan  
Dr. Elinor G. Mannucci  
Old I Ltd.  
Ortam Sahar Engineering Ltd.  
Osem Investments Ltd.  
PEF Israel Endowment Funds, Inc.  
Mr. & Mrs. Udi Angel  
Arkin Assets Ltd.  
Automotive Equipment and Vehicles (2004) Ltd.  
Bank Leumi  
Yosef Bar Natan - Shoval Insurance Agents Ltd.  
Barak Capital Underwriting Ltd.  
Beilenson Family Foundation, Detroit  
Berdon LLP  
Biosense Webster (Israel) Ltd.  
Tony Bloom Charitable Trust  
Bromine Compounds  
Mr. & Mrs. Nick Bunzl  
Mr. & Mrs. Marshall Butler  
Mr. & Mrs. Richard Carlin  
Cellcom  
Central Bottling Company Ltd.  
Chemagis  
Mr. & Mrs. Gerald Chertavian  
Citco  
Clal Finance Brokerage

Clal Finance Underwriting Ltd.  
Clore Israel Foundation  
Mr. Lester Crown  
Dan Hotels Ltd.  
DIC Loans Ltd.  
Diplomat Distributors  
Mr. Roni Duek  
Dan Geva, Law Firm  
Goldman Sachs  
Haifa Chemicals  
Hecht Fund  
Rachel Hedwige Weiss  
Herzliya Medical Center  
Keren Hesed Ve'tzdaka  
Nathan Hevrony  
H.L. Management & Consultants  
Isracard Group  
Israel Chemicals Ltd.  
Israel Petrochemical Enterprises Ltd.  
Itamar Carpets  
Japanauto – Israel Auto Co. Ltd.  
Jewish Community Federation of San Francisco  
Jewish Federation of Greater Kansas City  
Jewish Federation of Metropolitan Detroit  
Jewish Women's Foundation, Detroit  
JP Morgan  
Kahan Foundation  
Keter Plastic  
Kiosky  
Dr. & Mrs. Howard Kivell  
Sonia and Edward Kossoy Foundation  
Leumi Partners Underwriters Ltd.  
Michael D. & Joanne Levin Foundation  
Mr. Ira Lipman  
MATAN - Investing in the Community  
Mayer's Cars and Trucks Ltd.  
Zvi and Ofra Meitar Family Fund  
Meitav Issuing Finance Ltd.  
Meitav Management  
Dan Meyer Foundation  
Milouot Corporation  
MIRS Communications  
Mivtach Shamir Holdings Ltd.  
Morgan Stanley  
Negev Group  
New Line Structures  
One Software Services (1997) Ltd.  
Partner Communications  
Perrigo Foundation  
Mr. & Mrs. Lester Pollack  
Radio Habira  
Rashi Foundation  
Mr. & Mrs. Lawrence Ruben  
Gary Saltz Foundation  
Jack & Anita Saltz Foundation  
Rabbi and Mr. Daniel Sapadin  
Schulte Roth & Zabel LLP  
Senator Investment Group  
Mr. Michael Shaoul & Mrs. Nirit Weiss

Mr. Noam Shental  
Gabriel Sherover Foundation  
Shiboleth LLP  
Shikun & Binui Group Ltd.  
Shteinhert Israel Family Fund  
Shufersal Ltd.  
Skadden Arps Slate Meagher & Flom LLP  
Alan B. Slifka Foundation  
Sphera Funds Management Ltd.  
Stern H. (Israel) Jewellery & Precious Stones Ltd.  
Strauss Group  
Mr. Itay Strum  
Sweet I.M.  
Mr. & Mrs. Shai S. Tambor  
Teva Pharmaceutical Industries Ltd.  
UBS  
UJA Canada  
United Jewish Appeal  
Mr. & Mrs. Ronald Wurtzbarger  
Zankel Fund  
Mrs. Hedy Kaye Zankel

## Government Ministries

National Insurance Institute - Fund for Children and Youth at Risk, National Program for Children and Youth at Risk, Ministry of Health, Ministry of Education, Ministry of Social Affairs and Social Services, Ministry of Environmental Protection, Ministry of Immigrant Absorption, Ministry of Construction and Housing, Ministry of Public Security, Ministry of Industry, Trade and Labor.



### Local Authorities

Abu Basma, Acre, Afula, Ashdod, Bat Yam, Beer Sheva, Beit Shemesh, Bnei Brak, Eilat, Galil Elyon Regional Council, Gedera, Hadera, Haifa, Har Hevron Regional Council, Herzliya, Hevel Modi'in Regional Council, Hod Hasharon, Holon, Jerusalem, Kfar Saba, Kiryat Gat, Kiryat Malachi, Kiryat Shmona, Kiryat Yam, Lachish Regional Council, Lod, Mevo'ot Hermon Regional Council, Nazareth Illit, Netanya, Neve Yaakov, Ofakim, Petach Tikva, Pisgat Ze'ev, Ra'anana, Ramla, Rehovot, Safed, Sderot, Shafir Regional Council, Shfar'am, Tel Aviv, Tiberias, Tira.

### Partnerships

365 Group ACE  
Africa-Israel Group  
Alrov Mamilla Avenue  
Amdocs Israel Ltd.  
Aroma Espresso Bar Israel  
Azrieli Group  
Bank Yahav  
Bat Yam Municipality and the Honorable Mayor Shlomo Lachiani  
Besen Family Foundation  
Bezeq  
Calcalist  
Cellcom Israel Ltd.  
Crowne Plaza Hotels Israel  
David InterContinental Hotel  
Eden Teva Market  
El Al Airlines  
Elbit Systems Ltd.  
Emunah  
Fox Group  
Gilad Kobo  
Gitam BBDO  
Gitam Porter Novelli  
Globes  
Globus Group Cinemas Ltd.  
Gravity Studios  
Holmes Place  
HP Israel  
Israel Aerospace Industries Ltd.  
Israel Hayom  
Israel Malls  
I.T. Theaters 2004 Ltd.  
JDC-Israel  
Jerusalem Municipality and the Honorable Mayor Nir Barkat  
Jewish Agency for Israel  
Kaspit - Representation & Artists Productions And Shows Ltd.  
Keter Plastic  
Kosher Matchil Me'Kan  
Life Sport Ltd. - Importer of Adidas and Reebok to Israel  
LivePerson  
L'oreal Israel  
Maagal Ltd.

MATAN – Your Way to Give  
Amit Mershansky  
MIRS.  
The Municipal Company Ariel Ltd  
Negev Group  
Noble Energy Mediterranean  
Osem Investments  
Partner Communications Ltd.  
Pelephone Communications Ltd.  
Picscout (Israel) Ltd.  
Pigment  
Radio Jerusalem  
Ran Rahav Communications and Public Relations Ltd.  
Round-Up  
Select Ltd.  
Sham Gad  
Ilan Shenhav - Hotam Cafe, Ramat Hasharon  
SIT  
Sports Channel  
Steimatzky Ltd.  
Strauss Group  
Tedy Productions Ltd.  
Teleclal-Telemesser  
Tempo Beverages Ltd.  
Tnuva  
Toys"R"Us  
Union Motors  
United King (Cinema City)  
Uriya Ganor - Branding & Visual Com  
Yedioth Ahronoth  
yes  
Zionism 2000

**Special thanks to  
Avi Kushnir, Yehudit Ravitz,  
Yoni Rechter, Rona Kenan  
and Yael Bar Zohar!**





# ELEM 2011 Annual Report

## National Presence - ELEM Activity

Kiryat Shmona	2 6
Afula	4
Safed	2 6
Tiberias	5
Kiryat Yam	2
Shfaram	4
Nazareth Illit	2
Acre	1 2 5
Haifa	1 3 6 7
Hadera	5
Ein Vered	6
Netanya	1 2
Tira	6
Kfar Saba	1 2
Ra'anana	1 6
Hod Hasharon	1
Herzliya	1
Jaljulia	6
Kfar Bara	6
Tel Aviv - Yafo	1 2 3 4 6 7
Bnei Brak	4
Rehovot	5 7
Petach Tikva	5 6
Bat Yam	1 5
Holon	1 2 5
Ramla	1 6
Lod	1 6
Jerusalem	1 3 5 6
Beit Shemesh	1 5
Gedera	6
Abu Basma	2
Shafir / Lachish	2
Ofakim	1
Beer Sheva	2 6
Kiryat Malachi	5 6
Hevel Modi'in	1 7
Kiryat Gat	2 6
Ashdod	1 2
Sderot	1 2 6
Har Hevron	4
Eilat	1



Outreach vans	1
Hafuch al Hafuch	2
Fatal Risk Programs	3
The Center for Prevention and Treatment of Sexual Violence Among Children and Youth	4
Programs in the Multicultural Field	5
Personal Mentoring and Employment Field	6
Girls	7







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***Dedicated in appreciation  
to all those who share our vision,  
our dreams and our activities:  
The volunteers, the donors and the  
employees of ELEM.***





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