



JDC Entwine

In 2016, JDC Entwine received a \$3 million investment from the Jim Joseph Foundation that included revolutionizing how Entwine measures impact. Funds were allocated to cover an external program evaluation, build skilled staff capacity, and upgrade Entwine's ongoing research and evaluation systems.

JDC Entwine is committed to expanding evaluation efforts and aligning results with short- and long-term strategic planning efforts, and in 2016 it completed the following major developments:

1. A significant external evaluation of program impact for Insider Trips, Multi-week Fellowships, and Learning Networks

The external evaluation, conducted by Rosov Consulting, represented an upgrade in evaluation approaches, and it provided a wide-lens examination of impact across programs and a new framework and instrumentation for continued evaluation work moving forward.

Through this process, JDC Entwine developed an overall Theory of Change and Logic Models for three of its key program areas, and it tested program impact across those program areas using a mixed method (qualitative and quantitative) evaluation approach.

Key findings from the external evaluation:

- ◆ Entwine's Insider Trips (7 day experiences) and Fellowships (1 month to 1 year) lead to a host of value-based outcomes across measures of identity, knowledge, and behavior related to global Jewish issues.
- ◆ Multi-week Fellowships produced the highest outcomes, followed by short-term Insider Trips and then by yearlong Jewish Service Corps Fellowships.
- ◆ Impact is higher when participants combine an overseas experience with engagement in Entwine's local Learning Network programming, and higher than participating in either program alone.
- ◆ Participants are coming to Entwine with a range of prior engagement in Jewish life. While we see

significant impact among participants from all background levels, impact is much higher among those with low and medium Jewish backgrounds, representing 41% and 25% of our participants, respectively.

- ◆ Over one-third of participants report they had no previous involvement in local Jewish life, yet they are coming to Entwine for very intense Jewish experiences, and two-thirds of them walk away inspired to participate in their local Jewish communities.
- ◆ Of those who come to us without any previous leadership involvement, 80% are inspired by their Entwine participation to pursue leadership roles.
- ◆ Our programs are attracting an important cross-section of Jewish professionals: largely those in business, marketing, Jewish communal work, and public service, followed by medicine, law, tech, and higher education. Of those working in the Jewish communal sector, approximately one in five report that Entwine influenced or reinforced their choice to work in the Jewish community.

2. Internal capacity for measurement and evaluation

A newly hired Director of Research and Analytics has been heading ongoing evaluation efforts and working together with senior leadership on impact-based strategic planning. The director is working toward the implementation of new program tracking and evaluation software, and is charged with designing, implementing, and reporting on new internal evaluation efforts.

3. A long-term evaluation plan

Completed by JDC together with external consultants, this plan outlined research methods and approaches, timing, areas of inquiry, and the financial, technological, and human resources needed to carry out a robust evaluation program. JDC Entwine is working toward securing funding to begin carrying out this evaluation plan in 2017.

Additional M&E-related efforts in 2016 included:

- ◆ An evaluation of our Giving Circle pilot program, using qualitative in-depth interviewing methodology to probe participants' motives for participation, as well as the program's ability to build connections to JDC, Entwine, and the global Jewish community. The pilot was deemed an overall success, with very clear actionable suggestions for improvement related mostly to logistics and scheduling. Participants saw the Giving Circle as a platform for continued engagement and involvement (not just a way to give money), one that allowed them to express an already deep level of commitment to global Jewish causes, while deepening their knowledge of JDC's global programs.
- ◆ An examination of drop-off rates in applications to our Multi-Week and Insider Trip programs via a survey of potential participants who subsequently withdrew their program applications. Significant reasons for withdrawal included the cost of participation and competing opportunities that ranged from solo travel, educational pursuits, paid employment, and other organized volunteer activities.
- ◆ Design and planning for evaluation efforts to commence in 2017, including a full-scale evaluation of the yearlong JDC Jewish Service Corps program and a continued review of the Multi-week Fellowship program, to better understand program successes and constraints in both cases.
- ◆ Efforts toward implementing better tracking and evaluation software and tools will also continue in 2017.