

Homelessness of Young Adults at Risk

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Organisation: Municipality of Jerusalem

Country: Israël

Level of government: Local government

Sector: General public services

Type: Data, Methods, Partnerships

Launched in: 2016

Overall development time: 9 month(s)

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Description

A multi level interdiscipline municipality model was created in order to improve the level of service and treatment provided to the targeted population. The aim of the model is to reduce the time of the homelessness of the young adults at risk and speed the transfer from "reaching out" and detection to treatment and rehabilitation. The following steps in the process 1) Establishment of a strategic interdisciplinary team 2) Investigating the problem 3) Mapping the existing different service providers and programs 4) Defining and mapping the population 5) Defining the targets and mission 6) Creating working teams according to the goals 7) Guiding the teams to implementation 8) Measurements and evaluations 9) Replicating the process in other problematic fields.

For the first time a methodological approach and working methods were established within the city hall and with NGOs. Measurable municipality goals were elected for complicated "soft" field and for the first time from the perspective of the young adults and not the service providers. A collaborative interdisciplinary working process established.

There is great potential to replicate, both the process addressing other problems, or the solution itself for the same population in other situations. We have already starting replicating this in the population of Ultra Orthodox Jews dropouts.

Why the innovation was developed

- Grave need of a solution to a unsolved wicked problem effecting the lives of homelessness young adults at risk by creating a local government mechanism incorporating NGOs.
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Objectives

Enhance public trust, Improve effectiveness, Improve efficiency, Improve service quality, Improve user satisfaction

Main beneficiaries

High-risk populations, Young people

Results

Efficiency

Effectiveness

Service quality

Accessibility:

Responsiveness:

Reliability:

Development

Design

The idea was generated by a thorough user centered approach investigation combined with the leading interdisciplinary strategic team. The JLM i-team integrated the ideas to the general model. Design time: 2 month(s)

Testing

- A proof of concept approach was taken-testing on a specific site before replicating to the entire city young adults homelessness population. The pilot took place in the Central Bus Station "squat". A field team was created to work with the specific population and a headquarters team worked with them on allocating budgets, understanding the full phenomena and working with data. The JLM i-team coordinated the entire process accompanying both teams.

Testing time: 3 month(s)

Implementation

Tools used:

- A methodological model was created with close management in order to create a systemic approach and working methods.

Resources used:

- Staff-both field and headquarters combining internal city hall and NGOs. In the research-academic leaders and articles from the world Public participation with the relevant population Field tours Allocated budget to create needed solutions for example building 2 new shelters Adding more field staff.

Implementation time: 4 month(s)

Challenges and solutions

- 1) There were no agreements regarding definitions of the populations 2) No existing data 3) Lack of comprehensive strategy 4) Disagreement regarding the solutions 5) Lack of trust and long lasting rivalries between the service providers and programs The solution included an integrative approach allowing all voices to be heard but working steady towards one method providing different solutions to the users. Using the relative advantages of each service provider. Putting the young adults in the center of the debate. Looking for results and not focusing on inputs.
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Partnerships

Welfare, education NGOs, Government

Civil Society, Other Public Sector

Partnership with the city hall departments in crating the process and implementing the model in their working plans. Leading together the working process with the NGOs was essential in order to reach a deep understanding of the different approaches towards the problem the city is facing.

Lessons Learned

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- The importance of the process in addition to the solution
 - Human centered approach and not the according to the service provider abilities
 - full collaboration with all the partners even if they are not the ones taking the final decision
 - Using the external /internal iteam as a project managers containing all the partners and process
 - Data as the first step to making decisions
 - Leveraging a crisis to planning an action plan and policy making
 - Celebrating small successes
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Conditions for success

- Accessing and monitoring data
 - High sense of urgency of the main partners
 - Public and communication pressure
 - Allocating resources to learn and investigate the issue
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Other information

This model is currently being replicated into 2 more areas and starting being implemented in the city level- that is the biggest indicator for us that the model is a success.

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