

## Results Reporting (Taken from Charity Navigator questionnaire)

### Results Logic and Measures

**Please answer and provide URL(s) and/or attach documents that provide evidence that the organization proves the following:**

#### 1 The Causal Logic is Plausible

Does the organization define what it is trying to accomplish?

*There are some 24,000 legally blind individuals registered with the Israeli government. However, according to the “Association for the Blind in Israel” (an independent organization), approximately 40,000 people meet the requirements for being considered legally blind, but many do not register because of challenging government red-tape.*

*Our goal is to provide a guide dog for every blind or visually impaired Israeli who wants one. As of May 15, 2016, we had created 558 “Partnerships” between people who are visually impaired and professionally trained guide dogs.*

*We are the only internationally accredited guide dog organization in Israel. Continued demand for our services and a growing waiting list are proof that there is still an unmet need.*

Does the organization define how its specific approach leads to intended results?

*We produce a detailed work plan every year (available on our website for download). We constantly evaluate and revise our plan to track successes and failures.*

*When someone is newly blind and requests a guide dog, the wait is typically a year or longer. Previous guide dog users who need a replacement dog move to the head of the waiting list because once you have experienced the mobility and independence of having a guide dog, you cannot live without one of these amazing animals.*

*(for a detailed process, see item 4 below)*

Does the organization define what success looks like?

*The best way to define the success of our work is through the words of Esther, one our clients. She says: **“I want to work. I want to walk. I want to BE!”***

*When people visit our center, they observe success regularly—each time they watch a graduate of our program walk independently down the street without human assistance.*

*We also measure program success by the number of dogs we produce each year, how many successfully complete guide dog training, and the number of “partnerships” we produce. We also track the number of Service Companions we place.*

*NOTE: There is no direct relationship between dogs born this year and the number of partnerships we provide this year. The cycle from a puppy’s birth to completion of guide dog training and placement is approximately two years, so we must look at each litter over a two-year period to analyze our success rate.*

#### 2 The Causal Logic based on reasonable evidence.

Does the organization have evidence that substantiates their approach?

*NOTE: There is no direct relationship between dogs born this year and the number of partnerships we provide this year. The cycle from a puppy's birth to completion of guide dog training and placement is approximately two years, so we must look at each litter over a two-year period to analyze our success rate.*

## 2 The Causal Logic based on reasonable evidence.

Does the organization have evidence that substantiates their approach?

*As a member of the International Federation of Guide Dog Schools, we must be evaluated every two years to maintain our accreditation. Additionally, we attend the Federation's bi-annual conferences to keep current on the latest trends in guide dog training techniques.*

*As the science of dog training has evolved, so have we. We adopted the "Clicker" method of training that uses only positive reinforcement to achieve the desired results. We have found this new method shortens training times by 20% and increases the number of puppies accepted for guide dog training.*

Does the organization research if there are approaches that have been proven to work in its cause area? (i.e. results from past internal activities and/or results from other organizations performing similar work.)

*Our Director in Israel (Noach Braun) is a member of the evaluation team of the International Federation of Guide Dog Schools. His responsibility is to evaluate two schools each year. During the course of his duties, he receives unprecedented access to training techniques employed by many other schools around the world, and therefore is in a position to evaluate best practices. On several occasions, he has imported new techniques for our staff to study and implement.*

*In addition, we participate in a "trainer exchange" program with several guide dog schools where our trainers spend extensive periods (normally six months) learning and sharing ideas. Other schools also send trainers to us.*

*Last year, as part of our Trainer Exchange Project, we sent a new trainer to one of our strategic partners—Guide Dogs for the Blind, headquartered in California. For six months, he took intensive Mobility Instruction in advanced techniques at their Oregon campus. He passed on the invaluable on-the-job training he learned to all our guide dog trainers—helping us increase capacity and provide improved services to a greater number of blind and visually impaired Israelis.*

*In general, the international guide dog training community is very close-knit and freely shares information. We are all in the same business—of helping blind people in our respective countries. There is no "competition" between schools and no hidden secrets. It is in all our best interests to learn from and help each other.*

If other approaches do exist, does the organization explain why it chooses not to use those existing approaches?

*Our objective is to provide mobility to people who are blind or visually impaired. There are only three mobility options for a blind person: to have to depend on a family member or friend lead them around, to use a long cane, or to use a guide dog. Each method has advantages and disadvantages, but the use of a guide dog is in many ways the most effective in providing a blind person with greater mobility, independence, and improved quality of life overall.*

*With a guide dog, a blind person achieves complete independence. They can move freely wherever and whenever they want. The dog also serves as a constant companion and a wonderful aid in meeting new people. A dog acts like a social magnet, attracting attention and giving our blind clients an opportunity to make new friends. Blindness is a very isolating condition—the importance of social interaction cannot be understated—and a dog addresses this issue.*

*With regard to other approaches in guide dog training, as described above, we are always seeking the best and most innovative methods. We constantly seek top our*

*with a guide dog, a blind person achieves complete independence. They can move freely wherever and whenever they want. The dog also serves as a constant companion and a wonderful aid in meeting new people. A dog acts like a social magnet, attracting attention and giving our blind clients an opportunity to make new friends. Blindness is a very isolating condition—the importance of social interaction cannot be understated—and a dog addresses this issue.*

*With regard to other approaches in guide dog training, as described above, we are always seeking the best and most innovative methods. We constantly seek top our methods and do better.*

**Please answer and provide URL(s) and/or attach documents that provide evidence that the organization proves the following:**

**3** There are specified measures (indicators) to be collected and a plan to do so.

Does the organization have indicators that measure progress towards achieving its intended results and a plan to collect and track those indicators?

**Program Purpose & Goals:**

- 1. Give more blind Israelis the opportunity to gain the high level of mobility and independence only possible with a guide dog*
- 2. Continue educating our instructors so we can continuously upgrade our dog training methodology*
- 3. Improve our training and breeding methods, thereby increasing the number of puppies that can become qualified guide dogs.*
- 4. Reduce client wait time by shortening the training time for a guide dog*
- 5. Forge an increased number of Partnerships*
- 6. Advance the science of guide dog training with replicable state-of-the-art techniques*

**Overall Indicators of Success:**

- 1. Produce a greater number of puppies that qualify as guide dogs—thus eventually breeding and raising some 70-100 puppies a year*
- 2. Shorten the length of training times*
- 3. Increase the number of partnerships. Our long-term goal is to gradually double the number of Partnerships—depending on funding.*
- 4. Observe more guide dog schools adopting our techniques*
- 5. Improve quality of life for blind clients – greater independence and mobility, ability to pursue education and employment, increased social interaction, and expressed satisfaction*

*As mentioned previously, training our instructors on the latest innovative methods will help us shorten training time—producing more puppies qualified to become guide dogs.*

**4** There is an indication of how much of the action is required to produce the pre-defined outputs and outcomes.

Is there a clearly defined amount of time and/or action required to accomplish its intended results? If this question does not apply to the organization, please explain why.

*The entire Partnership process takes some two years. We begin by selectively breeding puppies for traits required for guide dogs and qualities suitable to specific clients.*

*Raising the puppies at our Center for the first two months, we give them “early development” Puppy Enrichment training. We then place the puppies with one of our 70-120 volunteer foster families – mostly university students – for “primary education” training. During foster care, our staff regularly visits the adoptive families and continually supervises and evaluates the puppies’ training and progress.*

*After a year, when our dogs are about 14 months old, they return to our center to begin a four-month course of formal harness training with a Mobility Instructor. During this time, they learn guide dog skills, such as stopping for down-steps, finding sidewalks and avoiding obstacles. The most important lesson is “Intelligent Disobedience,” where the dog learns to disobey a command that will put the life of its partner in jeopardy. When*

training. During foster care, our staff regularly visits the adoptive families and continually supervises and evaluates the puppies' training and progress.

After a year, when our dogs are about 14 months old, they return to our center to begin a four-month course of formal harness training with a Mobility Instructor. During this time, they learn guide dog skills, such as stopping for down-steps, finding sidewalks and avoiding obstacles. The most important lesson is "Intelligent Disobedience," where the dog learns to disobey a command that will put the life of its partner in jeopardy. When our dogs pass this phase, they're matched with a specific blind person. The person and the dog then train together, under the supervision of our instructors, for three weeks at our center and an additional week in their home.

### **Results – monitoring and tracking:**

Since we began operations in 1991, we have tracked results and we will continue to do so. Here is a simple chart – more detail is tracked by our puppy manager.

		<u>2013</u> (projected)	<u>2014</u>	<u>2015</u>	<u>2016</u>
<i>Puppies Born</i>	62	52	114	100	
<i>Puppies Purchased</i>		4	9	17	8
<i>Guide dogs placed *</i>		33	34	36	36
<i>Service dogs placed</i>		21	20	38	38

\* We currently operate at full capacity and efficiency. Our present kennel space limits the number of dogs we can produce. We have purchased adjacent land and plan to build a new Puppy Development Campus to increase the number of dogs we produce and train. We hope to break ground soon and begin training more dogs in 2018. We are increasing births in anticipation of our new construction.

### **Element Three: Validators**

Please provide URL(s) and/or attach documents that indicate evidence that your organization is a member in good standing of any standards, codes of conduct, or certification mechanisms or bodies that consider outcome measurement and reporting as a part of their process for your membership. We collectively call these organizations "validators". Please make certain to highlight (a) evidence of your membership and (b) the standards, codes or certifications that relate to outcomes.

*International Federation of Guide Dog Schools*

<http://www.igdf.org.uk/closest-dog-guide-providers/middle-east-and-africa/israel/>

*Every guide dog school must submit to a rigorous accreditation procedure every two years. Only schools who have passed this process may be members of the International Federation of Guide Dog Schools.*

*Our facility in Israel received the highest award possible for a non-profit, the Midot Seal (available for download on our website). This elite award—the Israeli equivalent of Charity Navigator—was awarded to us in recognition of excellent financial management and the impact and value of our work in improving the lives of our clients.*

*Our facility in Israel received the highest award possible for a non-profit, the Midot Seal (available for download on our website). This elite award—the Israeli equivalent of Charity Navigator—was awarded to us in recognition of excellent financial management and the impact and value of our work in improving the lives of our clients.*

#### **Element Four: Constituent Voice**

**Please answer and provide URL(s) and/or attach documents that provide evidence that the organization proves the following:**

*In addition to responses to specific items 1 through 8, see our narrative below.*

**1** The organization collects and publishes feedback from the people meant to benefit from their work – your primary constituents.

*Yes, see below*

**2** The feedback is representative of all primary constituents.

*Yes, see below*

**3** The feedback is collected anonymously.

*Anonymity is not feasible because our clients are blind and most cannot write on paper; more about this below*

**4** The feedback is collected with multiple methods – e.g., anonymous surveys, non-anonymous surveys, focus groups, interviews, independent third-party validation).

*We interview and interact on a regular basis with clients before, during, and after they train with and begin living with their guide dogs. Non-anonymous, informal surveys take place during and at the end of clients' guide dog partnership training. It is not feasible for our clients to take part in focus groups, as they live in all parts of Israel. Most are low-income, and we do not wish to impose additional hardships on them. We do have independent third-party validation from the International Federation of Guide Dog Schools and from Midot, as noted above in Element Two, section 2, and Element Three, Validators.*

**5** The frequency with which the organization utilizes these feedback mechanisms.

*Daily, when our clients train with their specially-matched dogs; variable before this training and after; see below.*

**6** The feedback shows changes over time going back at least one year.

*Each client's situation is different, and our approach is to treat each client individually, so as to better meet their specific needs*

**7** The feedback includes questions that speak to the organization's effectiveness.

*Our questions are more about our program's effectiveness for each individual client*

**8** The organization reports back to its primary constituents what it heard from them.

*We have informal interactions with our clients, e.g., we convey the experiences of similar clients and make suggestions based on what other clients tell us works for them. We are very careful, however, to protect our clients' privacy and avoid breaches of confidentiality.*

NOTE: Please identify which page or pages and specific paragraphs contain the element

## 8 The organization reports back to its primary constituents what it heard from them.

*We have informal interactions with our clients, e.g., we convey the experiences of similar clients and make suggestions based on what other clients tell us works for them. We are very careful, however, to protect our clients' privacy and avoid breaches of confidentiality.*

NOTE: Please identify which page or pages and specific paragraphs contain the relevant information.

*We are extraordinarily proactive in soliciting feedback from all our constituents—not just a representative sample. We physically visit every guide dog owner an average of twice a year to ensure the “partnership” is working properly. Often, we observe a client walking down the street without their knowledge to see for ourselves that all is well, and our dog is providing the proper level of support. When we see something lacking, our trainers provide “tune-up” training and work with clients to make sure the dogs do not develop lazy habits.*

*We also encourage our clients to contact us any time so we can address any concern. Only a phone call away, the relationship between our trainer and clients is so strong, we are certain to hear about issues as they arise.*

*This is a list of regular points of contact with our client – where we elicit responses and collect information for feedback:*

- a) *Pre-interview with our staff Psychologist to manage initial expectations*
- b) *Discussion of client needs and how a guide dog will meet those needs*
- c) *Preparing clients to separate from their family (many for the first time) during our intensive three-week training course at our center*
- d) *Regular access to our staff Psychologist throughout the process*
- e) *Direct contact between trainers and clients to forge close relationships*
- f) *Interaction with the house mother at meals and in evenings*
- g) *Community meals in the dining hall with all in-training clients and staff members-- providing plenty of opportunities for interaction and feedback*
- h) *An additional week of one-on-one home instruction with our trainer—right after three weeks of training at our center*
- i) *Follow-up phone calls a week after graduation to answer questions or concerns*
- j) *Ongoing follow-up with clients throughout the life of the Partnership to: learn how the Partnership is working; find out whether they need any follow-up training or help; secure their feedback, and address any concerns or issues.*
- k) *Once a guide dog approaches their 10th birthday, and due for retirement, we contact these clients so they can be placed on our waiting list for a replacement dog.*

### **Processing the feedback into actionable items:**

*Communication is the key. As our trainers, staff psychologist, and other staff members collect information and feedback, we share the concerns at weekly staff meetings. We raise useful suggestions at these meetings, and our organization takes steps to address them.*

*For example:*

- a) *Since guide dogs have only been in use in Israel since 1991, no legal protection (similar to ADA laws in the U.S.) existed before then that allowed dogs access to public buildings. Although outside our core responsibility, we have used staff resources to lobby the Israeli government to change the laws.*
- b) *Our clients have told us how isolated they feel and how much they wanted to participate in activities. Employing a wonderful group of volunteers, we formed CanVelo, a sports club. Our CanVelo team rides tandem bikes every weekend and offers our blind clients a way to participate in physical and social activities. We also have an international Dragon Boat race team.*
- c) *After getting feedback from our clients, we created programming for them for their “down-time” after class period during their three-week training at the center. We*

resources to lobby the Israeli government to change the laws.

- b) *Our clients have told us how isolated they feel and how much they wanted to participate in activities. Employing a wonderful group of volunteers, we formed CanVelo, a sports club. Our CanVelo team rides tandem bikes every weekend and offers our blind clients a way to participate in physical and social activities. We also have an international Dragon Boat race team.*
- c) *After getting feedback from our clients, we created programming for them for their “down-time” after class period during their three-week training at the center. We offer cooking classes, sculpting activities, etc.*
- d) *Recently, our clients shared concerns about the health of their dogs and lack of consistency in the way different veterinarians treated them. We are now in the process of creating our own HMO for dogs that will provide treatment by veterinarians that we have evaluated and cleared.*

*It is very difficult to gather anonymous feedback. Most of our clients are unable to write on paper, so they mostly communicate by computer. Once they use the computer, their submission is no longer anonymous.*

*We also publish profiles of selected clients on our website—with the clients’ full consent and participation. Several of our clients also volunteer at our center, in CanVelo activities, and/or speak to groups or at events on our behalf. We know 100% of the clients who receive guide dogs are thrilled by the level of freedom they achieve. This is truly a life-changing gift on so many levels.*

## **Element Five: Published Evaluation Reports**

**Please answer and provide URL(s) and/or attach documents that provide evidence that the organization publishes:**

(NOTE: Please identify which page or pages and specific paragraphs contain the relevant information.)

**1** Evaluations at least once every five years for the program area identified on page 1 of this form.

*See attached XXXXXXXX*

**2** Evidence that the evaluation(s) use recognized techniques (see [CN 3.0 concept note](#) for a current list and suggest others if appropriate).

*See attached XXXXXXXX*

**3** Evidence that your organization makes operational changes as a result of the findings of the aforementioned evaluations.

*We have posted our most recent evaluation report and certificate of good standing on our website. The evaluation uses standard guide dog industry best practices. During our evaluation, if there are any deficiencies, we address them immediately.*

### **General Feedback:**

**1** Is there any other information you recommend we review in analyzing the results of your organization and those with a similar mission?

**2** Is there any information about your organization's results that we have requested from you here, that you think requires clarification or modification?

**3** Any other general reactions, advice or questions you have for us as we move forward with this new rating dimension?

#### **1. General Feedback:**

*To analyze our organization-compared with those organizations with a similar mission, please note our total budget vs. the number of dogs we place. You will see how efficient we are. Training dogs for such a highly specialized purpose is very labor-intensive. To the casual observer, the cost per dog may seem high. But our costs... significantly lower*

Can I get general reactions, advice or questions you have for us as we move forward with this new rating dimension?

### 1. **General Feedback:**

*To analyze our organization-compared with those organizations with a similar mission, please note our total budget vs. the number of dogs we place. You will see how efficient we are. Training dogs for such a highly specialized purpose is very labor-intensive. To the casual observer, the cost per dog may seem high. But our costs—significantly lower than most U.S. schools—produce a greater percentage of guide dogs relative to our size and profoundly transform the lives of our blind clients.*

### 2. **Clarification**

*Raising and training guide dogs and service companions is not the same as producing products and cannot be measured in the same way. As our dogs are living animals that vary considerably yet produce amazing results for our blind clients of a wide range of ages, abilities, personalities, walks of life, etc., we cannot measure many intangibles in a one-size-fits-all chart or graph. Not every organization can apply every methodology to the work it does. In the end, we hope you can judge us by the validation we receive from the pre-eminent evaluation and accrediting organization in our field, the International Federation of Guide Dog Schools—and most of all, by the results we accomplish for our blind clients.*

### 3. **General Reactions**

*Albert Einstein famously said: "Not everything that can be counted counts, and not everything that counts can be counted."*

*In some ways, his words can be applied to some of your new requirements. I believe a better question for the Constituent Voice would be "How does the organization collect and respond to feedback from its constituents?"*

*I would also prefer if the question asked would be how to evaluate millions of non-profits of all shapes and sizes—without forcing them to fit their answers into a single round hole. Some organizations will simply not be able to fulfill all of your requirements. For example, consider a soup kitchen feeding the homeless. Can they institute an anonymous evaluation method? Would the answers be meaningful? How would constituents evaluate the organization's effectiveness?*

*In our case, we connect with our graduates at many points during the Partnership process—allowing us to evaluate our effectiveness and work to make the Partnership process more efficient. But realistically, we can't seek and publish anonymous input. Anonymous feedback is simply not possible from blind constituents.*

*Though you would like to see "feedback that shows changes over time," the feedback we receive from our clients is focused on their individual experiences with our program, e.g., the partnership training, our center, the dog's training, how living with a guide dog affects them and their families. Each client's experience over time is different, and the only significant and consistent trend we can report is that our clients improve their mobility, independence, confidence, and other quality of life measures over time—the specifics are different for each.*

*As for our organization's or core program's overall effectiveness over time, this is addressed by our evaluations and accreditation by the International Federation of Guide Dog Schools. While we constantly seek to hone and update our training methods, we don't believe it is necessary to consistently make changes to the basic time-proven processes of providing guide dogs to blind people.*

*Also, as Executive Director at Israel Guide Dog Center, I wear many hats by necessity, as I currently work without the assistance of administrative staff in order to save funds for our program. Larger non-profits have the staff and funds needed to comply with your new requirements. Smaller organizations such as ours (who might deliver their services more efficiently and more effectively) may not have the resources or capabilities to fully*

*don't believe it is necessary to consistently make changes to the basic time-proven processes of providing guide dogs to blind people.*

*Also, as Executive Director at Israel Guide Dog Center, I wear many hats by necessity, as I currently work without the assistance of administrative staff in order to save funds for our program. Larger non-profits have the staff and funds needed to comply with your new requirements. Smaller organizations such as ours (who might deliver their services more efficiently and more effectively) may not have the resources or capabilities to fully comply.*

*Your rating is very important to us and carries weight in the donor community. We provide a much needed service (we are the only accredited guide dog organization in the Middle East) and believe we do it efficiently and effectively. We care about how we spend donor dollars and know our donors and clients expect us to spend our funds primarily on program activities. We have clearly demonstrated this with our proven excellence in financial management, the assessments of our work by independent evaluators, and most of all, by the reports of our clients of how our work has improved their lives.*

*We hope our new rating will depend less on measures such as focus groups and more on our commitment to do good work and help less fortunate people.*

*Finally, we invite you to contact the International Federation of Guide Dog Schools and visit our center in Israel.*