



Mosaic United Innovation Initiative – Full Guide

A rolling call for proposals for the development and expansion of innovative models to strengthen Jewish identity and connection to Israel among young Jews in the Diaspora.

In recent years, against the backdrop of accelerated social and technological change, as well as shifting patterns of belonging and engagement among young people, the field of Jewish education and engagement has faced new and increasingly complex challenges. Traditional models of education, community, and belonging do not always provide an adequate response to the changing realities of teens and young adults, who are navigating a dynamic, multi-layered identity landscape that continues to evolve rapidly.

Within this reality, there is a growing understanding that strengthening Jewish identity and connection to Israel requires not only expanding existing activity, but also developing new, relevant models with the potential for broad impact. Alongside strengthening existing frameworks, there is a need to develop innovative approaches that make it possible to reach new audiences, create meaningful and relevant experiences, and adapt educational and communal responses to the changing world.

Mosaic United, in partnership with the Ministry of Diaspora Affairs and Combating Antisemitism, works through R&D, strategic field building activity, and global partnerships, to support and uplift the ecosystem of informal Jewish education. Based on more than a decade of experience, learning, and working with diverse partners, Mosaic United focuses its activity on Diaspora Jewish teens and youth up to age 20, based on the understanding that these are formative years in which a sense of belonging, identity, and connection to Israel are significantly shaped.

Mosaic United's Innovation platform seeks to identify, develop, and advance new models for Jewish engagement for Jewish teens and youth. Innovation, in this context, is not only the creation of new ideas, but the development of effective and relevant approaches that enable the field to address evolving challenges, reach new populations, and create long-term impact. Within this framework, the Innovation platform combines strategic investment, professional support, training, measurement and evaluation, alongside the creation of opportunities for collaboration and shared learning, with the goal of identifying initiatives and models with the potential for broad impact and helping to expand and embed them at meaningful scale.

In light of the diverse initiatives and organizations operating in the field, and the need to enable a response tailored to different stages of development and unique characteristics of activity, this call for proposal includes two application tracks: **The Start-up, Entrepreneur Track and the Scale-up Growth Track.**



The Start up, Entrepreneur Track is intended to identify new players in the field or smaller initiatives, with the goal of establishing new activity and creating new programs and opportunities.

The Scale-up, Growth Track is intended for established organizations with proven experience in the field of informal Jewish education that seek to develop and/or expand their activities through innovative initiatives.

This call for proposals is part of an ongoing platform. Within this framework, focus areas and strategic challenges will be published from time to time, in accordance with the evolving needs of the g/lobal Jewish field and changing trends in the areas of Jewish identity, education, and engagement among young Jews.

The Initiative and Its Goals

The purpose of the initiative is to strengthen Jewish identity and connection to Israel among Jewish teens and youth in the Diaspora, through strategic investment in the development, implementation, and expansion of innovative models and initiatives in the field of informal Jewish education and engagement, with an emphasis on teens and young adults up to age 20.

The initiative works to promote an ecosystem of innovation, partnership, and shared learning, in order to develop relevant, effective responses with the potential for broad impact for the younger generation, including through:

1. **Expanding access, reach, and impact** - creating entry points, strategies, and programs tailored to Jewish teens and youth in the Diaspora, with an emphasis on teens up to the age of 20 that are not currently affiliated with existing Jewish frameworks, or whose connection to them is partial, inconsistent, or limited.
2. **Development, replication, and expansion of innovative models** - strengthening Jewish identity and connection to Israel among teens and young adults (up to age 20) through the development, testing (pilots), and replication of effective models at broader scale.
3. **Supporting grassroots social entrepreneurship** - encouraging and developing innovative initiatives that grow from the field, including early-stage initiatives, pilots, and new interventions adapted to the evolving needs of young Jews in the Diaspora.
4. **Advancing systemic innovation in established organizations** - supporting the development of advanced approaches, flexible responses, and innovative models in established organizations in order to expand impact, improve effectiveness, and address emerging challenges in the global Jewish field.



5. **Capacity-building and a global ecosystem** - creating a network of collaboration and learning among organizations and entrepreneurs, while strengthening professional capacities through training, support, and access to knowledge and resources.
6. **Measurement, evaluation, and learning** – embedding sophisticated mechanisms to interrogate the effectiveness and impact of initiatives, improve decision-making processes, and guide future investment.

Submission of Proposals

Proposals submitted under this call for proposals must address activity detailed in the professional areas of activity, attached as appendices to this call for proposals, which will be updated from time to time. Organizations will submit proposals for projects together with a detailed plan for the proposed activity, through an online form.

1. Proposals must be submitted in English and shall include all information appearing in the online proposal form.
2. Proposals must include all information, including a budget proposal in an editable Excel format, as appears in the appendices to the call for proposals.
3. An organization may submit more than one proposal and to both tracks (Start up, Entrepreneur Trak and Scale up, Growth Track)

Threshold Requirements

1. The organization does not receive funding from the Ministry of Diaspora Affairs and Combating Antisemitism and/or from an Israeli governmental source, directly or indirectly, for the above-mentioned project.
2. The organization keeps books lawfully and holds all approvals required under the Public Entities Transactions Law 1976. If the applicant is a corporation, it is an organization duly registered in Israel or in its country of origin, in the relevant official registry.
3. Compliance with the provisions of all applicable law - in accordance with the proposed program, including any licenses or permits required for implementation of the proposed program.
4. Budget scope by track:
 - 4.1. In the Start-up, Entrepreneur Track:
 - 4.1.1. The total project scope does not exceed \$100,000 in total.
 - 4.2. The organization shall demonstrate proper financial management capacity to implement the project, whether through its direct activity or through a host entity (Fiscal Sponsor). As a rule, preference will be given to entities with a



proven operating turnover or funding sources; however, the initiative may also approve early-stage initiatives, at its discretion.

4.3. In the Scale up-Growth Track:

4.3.1. The organization shall provide at least 50% of the funding for implementation of the project from non-governmental sources. As a rule, the total project scope in this track shall not exceed \$1,000,000 in total.

4.3.2. The organization has at least four years of experience in the professional areas of activity for which the project was submitted.

4.3.3. Proven financial stability - an operating budget of at least \$350,000 from the previous calendar year, or confirmation of a donation or a designated commitment in the amount of the budget requested from the initiative.

5. An organization submitting to both tracks will be required to meet the stricter threshold requirements of the two (in accordance with the Scale up, Growth Track).

Criteria for Decision-Making, Prioritization, and Approval of Programs

The programs will be examined in accordance with their fit with the goals of the initiative, their level of innovation and potential impact, the ability to implement and expand the proposed model, and their degree of fit with the challenges and areas of activity detailed in this call for proposals and its appendixes.

The proposals will be evaluated, among other things, in accordance with the following criteria:

1. Quality of the organization and the leading team (15%)

The quality, experience, and relevance of the organization to the field addressed by the program, alongside the quality, experience, and leadership capacity of the leading team. Professional and managerial capacity to lead the program, implement it, and expand it among the relevant target audiences.

2. Quality of the proposed model or program (25%)

The degree of fit of the model or program with the goals of the call for proposals and the professional areas of activity detailed in the appendixes; the clarity of the proposed model and the manner in which it responds to the defined challenge; fit with the target audiences and the lived realities of young people; the quality of planning and the action plan; and the definition of clear and achievable goals, outputs, measures, and targets.

3. Integration of technology (10%)

The degree to which technology is integrated into the program as a means for achieving goals, implementing the program, and as potential for its expansion.

4. Innovation of the model and its ability to generate significant change (10%)



The degree of innovation of the proposed model in relation to existing responses, the development of a new approach or an innovative adaptation of an existing model, the ability to reach new audiences or expand engagement in diverse Jewish life, and the potential ability to generate significant change or substantially expand impact in the area of activity.

5. Practical and measurable outcomes (10%)

The clarity of the program's outcomes, outputs and targets; the quality of the success indicators and the measurement, evaluation, and learning mechanisms; and the ability to monitor, measure, and evaluate the implementation of the program and its results systematically and over time.

6. The ratio between the quality of the outcome and the scope of the expenditure (15%)

The reasonableness of the budget and requested costs in relation to the proposed program, the ratio between the requested investment and the expected outcomes and impact, the efficiency of resource use, and the ability to leverage partnerships, funding sources, or complementary resources.

7. The professional team's impression of the proposal and the seriousness of the organization (15%)

The impression of the program proposal, its level of maturity, clarity, consistency, and professionalism; the quality and manner of presenting the proposed model and program; and the impression of the seriousness of the applicant and its ability to carry out the program.

Proposal Review Process

1. Only proposals that include activity advancing the goals of the initiative will be reviewed.
2. Preference will be given to contracting with nonprofit entities and/or entrepreneurs operating through such an entity. In exceptional cases, contracting with corporations or licensed dealers operating for profit will be examined, in accordance with rules to be determined in advance and in writing.
3. Preference will be given to programs that present collaboration among organizations and across different geographic areas.
4. Only proposals in one of the areas of activity and professional topics that have been defined will be reviewed. The areas of activity and professional topics will be updated from time to time.
5. It is clarified that at any stage, applicants may be asked to provide any additional information required, such as supporting documents, clarifications, and supplementary data; however, this shall not constitute negotiations with them. Likewise, the very fact that the initiative contacts any applicant shall not constitute an indication that it intends to consider accepting or approving the proposal.
6. **The review of proposals will be carried out in stages, as detailed below:**



- a. Initial review. Within this framework, the initiative reserves the right to propose changes to the proposal (including the introduction of measurement, control, and monitoring tools, such as accompanying research, surveys, etc.), the purpose of which is to improve its quality and fit with this call for proposals. The applicant organization may accept the proposals or reject them. Implementation of the program, if approved, will be the responsibility of the applicant organization.
- b. Submission of the final proposal by the applicant organization.
- c. Review of the submitted final proposal by a professional team composed of representatives of Mosaic United and formulation of recommendations for the Selection Committee. The Selection Committee is composed of representatives of Mosaic United, representatives of the Diaspora, the Director General of the Ministry of Diaspora Affairs and Combating Antisemitism or his/her representative, the Ministry accountant, and (as required, a donor representative and a representative of content experts).
- d. Review of the submitted final proposal by the Selection Committee and a decision regarding approval/rejection of the proposal.
- e. The Selection Committee may approve the full program or part of it, the full requested amount or part of it, all in accordance with budget limitations and the work plan of the initiative.
- f. All considerations of the Selection Committee shall be relevant, while applying professional standards, as required by the circumstances of the matter; the Committee's decision shall be reasoned.
- g. After notification of approval of the proposal, a contracting process will take place between Mosaic United and the applicant.
- h. An organization whose proposal is approved will be required to sign a contract, in the customary form, as a condition for implementation of the program. The agreement will set forth the milestones for reporting on progress in the implementation of the program and required reports.
- i. In cases in which a proposal is submitted that advances the goals and objectives of the call for proposals but at the same time does not conform to various components (such as target audiences, areas of activity, etc.), an Exceptions Committee, composed of members of the Selection Committee, will convene to examine these exceptional proposals.

Funding Model

1. This call for proposals is based on the joint initiative of Mosaic United and the Government of Israel, through Mosaic United.



2. A condition for approval of the program and signing an agreement with Mosaic United is the commitment of the applicant entity to provide matching funding in the amount of at least 50% of the cost of the program.
3. Mosaic United will fund up to 50% from governmental funding sources.
 - 3.1. In the Start-up, Entrepreneur Track and in special cases in the Scale up, Growth Track, at the discretion of the Selection Committee and subject to a reasoned written determination, the possibility will be given for matching funding financed by Mosaic United from non-governmental funding sources.
4. The applicant will be required to present the funding sources and the funding amounts available to it for implementation of the proposed program, and to provide a CPA confirmation regarding the recording of all activity in the organization's books.
5. Budget scopes for a proposed program:
 - 5.1. In the Start-up, Entrepreneur Track:

The minimum threshold for a proposed program is \$25,000; the maximum threshold for a proposed program is \$100,000.
 - 5.2. In the Scale up, Growth Track: the scope of the proposed program shall not exceed \$1,000,000, with at least 50% of the funding sources to be provided by the applicant.
6. Program funds will be paid in accordance with the expenses actually incurred by the organization, in accordance with the terms of the contract that will be submitted to the organization for signature and subject to presentation of payment documentation.
7. The organization undertakes that at least 90% of the initiative budget will be used for project activity and up to 10% for cumulative management, general, and overhead expenses, both of the organization (including headquarters budget) and of the entities operating the projects.
8. The funds will be transferred to the organization in accordance with the milestones to be defined, subject to submission of performance reports, their approval by the initiative, and receipt of funding from the state.
9. Approval of activity shall be subject to the existence of a budget in the initiative.

Conditions for Participation in the Program

1. In the Start Up, Entrepreneur Track, as a condition for receiving funding, active participation is required in the initiative's training, support, and mentoring program, as well as cooperation with the evaluation and learning processes.

Publicity



The initiative and its partners reserve the right to publish, on their digital assets, the names and content of the approved programs that will receive funding under this call for proposals, and to publish them through other means, such as an annual activity summary document, traditional media, and social media.

General Conditions

1. The initiative may cancel, change, or update this call for proposals at any time, in accordance with changing needs, and in such a case shall not be obligated to review information or advance proposals for programs submitted to it prior to the cancellation.
2. The initiative does not undertake to contract with any of the applicants to this call for proposals.
3. The contract period for implementation of the activities that are the subject of this call for proposals shall be in accordance with the approved contract period of the initiative and the agreement that will be signed individually with each awarded applicant.
4. All expenses involved in submitting proposals to this call for proposals shall be paid for solely by the applicants.