

The Jewish Agency for Israel

2016 Operating Budget

by Strategic Areas of Activity



הסוכנות היהודית
JEWISH AGENCY
FOR ISRAEL ישראל

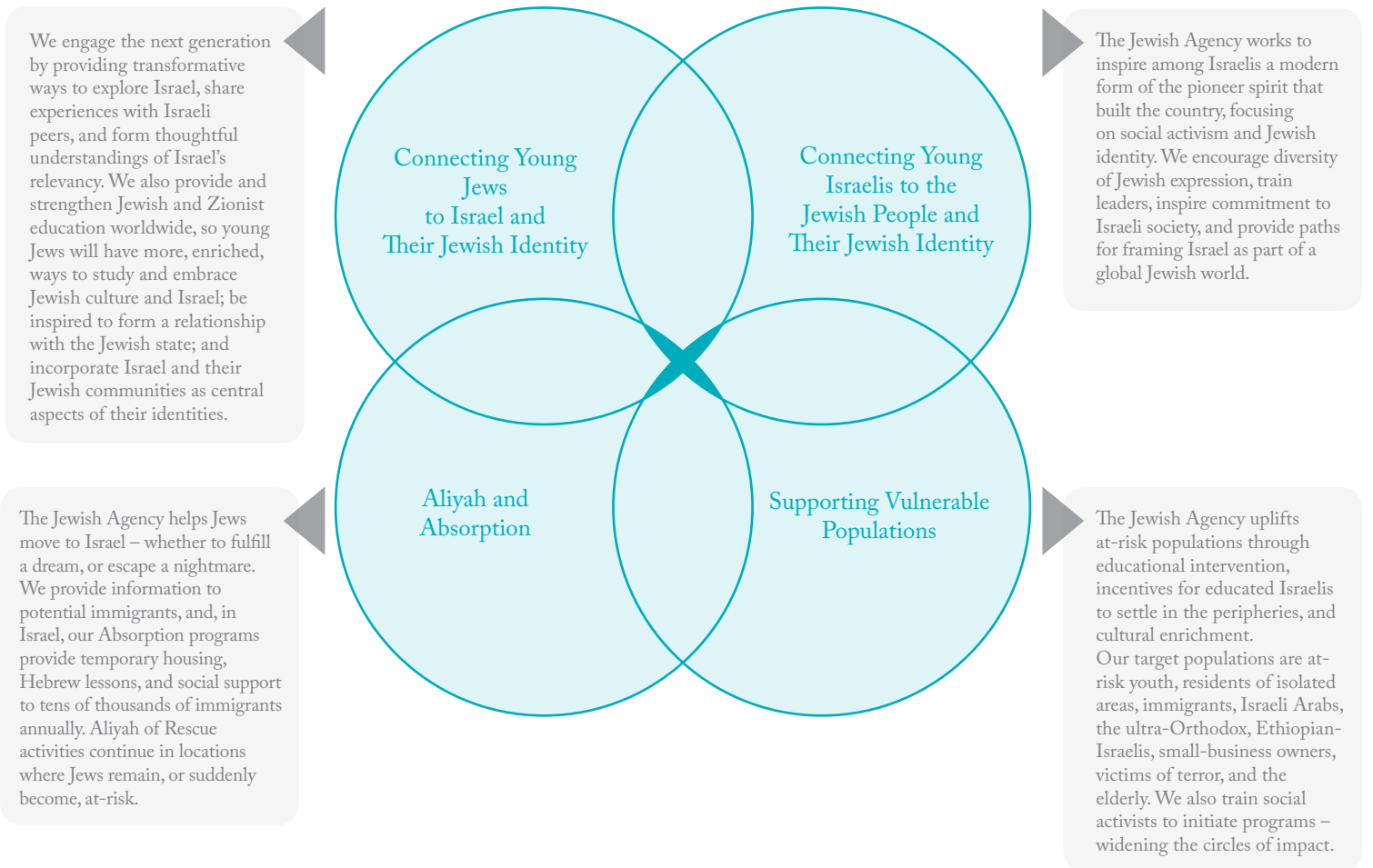
Securing the Jewish Future for Generations

Updated June 2016

OUR VISION: To ENSURE *the* FUTURE *of a* CONNECTED, COMMITTED, GLOBAL JEWISH PEOPLE *with a* STRONG ISRAEL *at its* CENTER.

OUR MISSION: INSPIRE JEWS *throughout the world to* CONNECT *with their* PEOPLE, HERITAGE, *and* HOMELAND, *and* EMPOWER them to BUILD A THRIVING JEWISH FUTURE *and a* STRONG ISRAEL.

ACTIVITIES BY STRATEGIC DIRECTIONS



The Jewish Agency for Israel – 2016 Activities by Strategic Directions

US dollars in thousands

Program Category	Total Operating Budget
Aliya, Klita and Rescue (p. 5-6)	\$89,912
Support Vulnerable Populations and Young Activism (p. 7-9)	\$67,005
Connect Young Jews to Israel and to Their Jewish Identity	
– Through Shlichim (p. 10)	\$20,616
– Through Immersive Experiences (p. 11)	\$81,630
– Through Communal Educational Programs (p. 12-14)	\$32,418
Connect Young Israelis to the Jewish People and to Their Jewish Identity (p. 15-16)	\$19,114
Partnerships (p. 17)	\$21,194
Unity of the Jewish People and Jewish Pluralism (p. 18-19)	\$19,157
New Initiatives to be Launched in 2016	\$96
Research, Planning, Strategy, and Measurement	\$2,495
Support Services Not Allocated*	\$23,920
Contingency	\$1,189
Total	\$378,746

* Allocated overhead to programs averaged 6% of program costs.

The Jewish Agency for Israel 2016 Operating Budget – Income

US dollars in thousands

Collective funds from Federations and communities and other donors around the world; designated funds from Federations and communities, individuals, foundations, and other donors around the world; fees for services; and income from endowment and other assets of The Jewish Agency.

Source of Income	Amount
UIA - JFNA Campaigns	\$115,900
Keren Hayesod	\$38,000
UIA - US Government Grant	\$10,000
Income to be Raised	\$32,850
Income from Assets	\$13,718
Activities Funded by Fee for Services (including Government of Israel)	\$170,778
Income Contingency	-\$2,500
Total	\$378,746

Aliyah, Klitah and Rescue

US dollars in thousands

Bringing to Israel Olim of “rescue” and of “choice,” operating programs, and maintaining the infrastructure to encourage, facilitate, and effect Aliyah and to absorb new immigrants.

Program	Total Operating Budget	Program Description	Projected 2016 Number of Beneficiaries / Participants
Absorption Centers and Temporary Absorption Apartments	\$38,948	Absorption Centers offer a “soft landing” and transitional housing for new immigrant families and adults at the beginning of their acculturation process in Israel, with a focus on families from regions of distress. The Jewish Agency's 22 Absorption Centers include space for lessons in Hebrew, preparation for life and employment in Israel, events, activities, and cultural presentations. To help Ethiopian immigrants overcome their unique hurdles in adjusting to Israeli life, when they leave the Absorption Centers into their own housing, The Jewish Agency gifts them with the kitchen appliances and furniture that they used in the Center.	7,600 Olim (immigrants)
Preparation for Aliyah	\$25,214	<u>Worldwide: Preparation for Aliyah</u> includes various programs and services that encourage Aliyah and help potential Olim receive the information they need. Examples include Aliyah Fairs, the "France First" initiative, and our support for the Aliyah-encouragement organization "Ofek Yisraeli." Eligibility Services: In most countries, The Jewish Agency is entrusted by the Israeli government with responsibility for verifying that each immigrant is eligible for Aliyah under Israel's Law of Return. Each potential oleh is required to meet with a Jewish Agency shaliach in person and to submit documentation attesting to his or her eligibility. Once the application passes The Jewish Agency's Eligibility Process in Jerusalem, the shaliach facilitates the receipt of the Aliyah visa. Resources are devoted by Organizational Shlichim and by Worldwide Community Representatives to promoting Aliyah and preparing applicants - these emissaries provide guidance on education, housing, health, and employment opportunities. Each year, tens of thousands of potential Olim worldwide receive services. <u>In the FSU: Preparation for Aliyah in the FSU</u> includes a variety of activities under the Know Israel umbrella, which encourage potential Olim in the FSU – tens of thousands annually – to discover contemporary life in Israel through seminars, fairs, round tables, lectures, video conferences with family members in Israel, and videoconferences with Aliyah experts. Limudiya academic-year courses in cities throughout the FSU prepare teens to take the entrance exams for the Na'ale and Selah programs in Israel. <u>In Ethiopia: Ethiopia - Gondar Compound:</u> Although The Jewish Agency closed its Gondar Complex in 2013, it maintains a staff presence there for those who await approval of their Aliyah eligibility.	*Preparation for Aliyah: 66,000 in FSU, 25,000 in ROW. *Eligibility Services: 30,000 beneficiaries *Organizational Shlichim and Worldwide Community Representatives - 17 Shlichim *FSU Shlichim: 11 total (including mobile)
Olim Flights and Luggage	\$11,396	Olim Flights are funded by The Jewish Agency to help bring new immigrants from around the world to Israel. Each oleh receives a one-way ticket to Israel compliments of The Jewish Agency (save for those who change their status from tourist to oleh from within Israel).	30,000 Olim

Aliyah, Klitah and Rescue (continued)

US dollars in thousands

Bringing to Israel Olim of “rescue” and of “choice,” operating programs, and maintaining the infrastructure to encourage, facilitate, and effect Aliyah and to absorb new immigrants.

Program	Total Operating Budget	Program Description	Projected 2016 Number of Beneficiaries / Participants
Young Adults' Absorption Programs	\$11,162	Includes an array of residential absorption programs for new immigrants to Israel aged 18-35, including Selah (for recent high school graduates from the FSU), Kibbutz Ulpan (combining Hebrew study with Kibbutz work), First Home in the Homeland (Kibbutz-based absorption for young families), and Ulpan Etzion (for college graduates; 5 locations). It also includes Ulpan Kinneret (in Tiberias) and Beit Brodetsky (in Tel Aviv). Wings provides services for “lone soldiers” – immigrants who do not have close family members in Israel: education about their rights, host families, and (in some cases) financial assistance. When they are about to be discharged from the IDF, Wings provides a 5-day seminar, with a focus on career planning, financial management, job options, and options for university studies and scholarships. Wings provides support for lone soldiers for up to two years after their discharge. Aliyah and Klita - Together , known among participants as Tech & The City , is a 5-month residential program specifically for young, motivated high-tech students and professionals with academic degrees. It includes an entrepreneurship course at the Technion to prepare participants to join Israel’s high-tech employment market.	5,000 participants
Initial Ulpanim	\$1,392	Ulpan: Intensive Hebrew Language Programs for new immigrants are housed within Absorption Centers, and include five hours of intensive, immersive Hebrew-language instruction, five days a week, for five months.	11,000 participants
Nefesh B'Nefesh	\$1,222	Nefesh B'Nefesh is an organization that operates in collaboration with The Jewish Agency and the Government of Israel, to facilitate Aliyah from the United States and Canada. Nefesh B'Nefesh provides potential Olim with pre-Aliyah guidance and logistical and financial support.	3,700 Olim from the US and Canada
At Home Together and Olim Associations	\$578	At Home Together (Babayit B'Yachad) mobilizes volunteers throughout Israel to offer new immigrants a variety of practical services. They help new <i>Olim</i> manage challenges such as opening a bank account and registering for a health fund; finding tutors for their children; and connecting with Israeli families. Olim Associations are autonomous non-profit organizations whose services include assistance to new immigrants, through partnerships with At Home Together; The Jewish Agency provides partial support for their work.	At Home Together: 740 Israeli volunteers and 3,800 new-Israeli participants
Total	\$89,912		

We leverage \$33M of funding to our budget from our collective partners with \$57M of additional funding (designated and fee for services), achieving total programs of \$90M.

Allocated overhead to programs averaged 6% of program costs.



Support Vulnerable Populations and Young Activism

US dollars in thousands

Programs operated by The Jewish Agency in Israel and other locations that address important social needs among youth, the elderly, and other populations at risk, as well as emergency response.

Program	Total Operating Budget	Program Description	Projected 2016 Number of Beneficiaries / Participants
Youth Aliyah Villages	\$23,799	The Jewish Agency's four Youth Villages in Israel provide cost-effective boarding school settings for many hundreds of youth with severe emotional, behavioral, and family problems. Intensive educational, clinical, and social work services help 12- to 18-year-olds succeed in and complete high school and enter the Israeli army with their peers. Alumni receive ongoing services.	800 beneficiaries
Amigour Social Housing	\$22,686	Amigour is a Jewish Agency subsidiary company that provides housing to underserved populations in Israel. Older adults, most of whom are Holocaust survivors, live in 57 Amigour sheltered living homes. Amigour also manages 13,000 subsidized public housing apartments.	50,000 beneficiaries
Youth Futures	\$11,665	Youth Futures makes an impact, in ever-widening circles, in the Jewish (secular to ultra-Orthodox), Arab, Druze, and Bedouin populations in 36 communities. It uses an innovative, in-school model based on professional Mentors. Each Mentor works full-time with 16 at-risk children and their parents, teachers, and social welfare representatives, to oversee the children's emotional, interpersonal, familial, and scholastic development. Children stay with the same Mentor for 3 to 5 years. The impact ripples throughout communities and towns, reaching 12,000 people annually: children and their family members.	270 mentors; 12,000 children and family members
Atidim and Net@	\$2,555	Atidim prepares promising students from disadvantaged peripheral communities in Israel, including hundreds of Ethiopians, many hundreds of Bedouins and Druze, and thousands of other Israelis, for higher education at leading universities. Net@ is a joint program of The Jewish Agency, Cisco Networking Academy, Keren Hayesod, and Applesseeds Academy. It creates opportunities for teenagers from Israel's social and geographic periphery by training them in marketable computer skills that culminate in certification as computer and network technicians. Inherent in the curriculum are social values including leadership, pluralism, and volunteerism.	21,000 participants total
Former Prisoners of Zion	\$1,891	Pensions for Former Prisoners of Zion: The State of Israel created a designation for any Jew who, prior to making Aliyah, was exiled or imprisoned due to their Zionist activity. Many surviving "Prisoners of Zion" now struggle to manage financially as they grow older; the program provides them a modest annual stipend.	400 beneficiaries

Support Vulnerable Populations and Young Activism (continued)

US dollars in thousands

Programs operated by The Jewish Agency in Israel and other locations that address important social needs among youth, the elderly, and other populations at risk, as well as emergency response.

Program	Total Operating Budget	Program Description	Projected 2016 Number of Beneficiaries / Participants
Young Communities	\$1,555	Our professional "Young Activism" staff trains young Israelis to become social entrepreneurs who widen the circles of impact. Young Communities are groups of Israelis who commit to living, working, and volunteering in a high-need area. Ketzev helps them create social-activism businesses in Israel's peripheries. Choosing Tomorrow encourages college students to remain in vulnerable areas after graduation. Click provides independent young Israeli social activists with micro-grants to initiate community-service programs. Hamitcham encourages young Israelis to build Young Communities in Arad and the Negev.	82 Young Communities and social entrepreneurs making an impact on 9,900 beneficiaries
Community Empowerment: Maximizing the Power of Community Action	\$1,206	This new initiative seeks to help communities overcome economic problems by maximizing their collective action. The Food Co-operatives ("Co-ops") will enhance a sense of community; empower residents through involvement and shared ownership of a local social business (whose profits are turned back into the business); increase access to food at prices that are significantly lower than those in commercial outlets; and close social and economic gaps in Israel. The Network is expected to become self-supporting within five years of its establishment.	9 Co-ops; 28,000 customers
Scholarships	\$422	The Jewish Agency invests each year in scholarship funds for higher education and professional courses. Recipients volunteer to "give back" to the community. The beneficiaries come from targeted vulnerable populations from around Israel, with a focus on students who are new immigrants, studying in the peripheries, or alumni of Youth Villages. The goal of the scholarship funds is to help students succeed both financially and personally in their quest for higher education, and to help them become productive citizens of Israel.	1,200 scholarships
Developing Small-Business Initiatives—Loan Funds	\$401	Loan Funds strengthen Israel's business sector by helping to create or expand small businesses. They provide professional support to business owners who are applying for bank loans, and provide financial guarantees to banks to help the businesses secure the loans. The donor funds are leveraged sevenfold. The eight funds focus on the Negev, the Galilee, and Jerusalem, and target populations including new immigrants, the Arab population, the ultra-Orthodox population, and the Ethiopian community. The Loan Fund Division has been developed on the P2G platform and is supported by Israeli lay leaders. Over the last decade, it has helped create thousands of new jobs. (This budget is primarily for the operational cost of \$7M of the revolving loan funds, which are then leveraged by the banks at a ratio of up to 7:1, thereby providing the potential for loan grants of \$49M.)	Loans to 270 small businesses

Support Vulnerable Populations and Young Activism (continued)

US dollars in thousands

Programs operated by The Jewish Agency in Israel and other locations that address important social needs among youth, the elderly, and other populations at risk, as well as emergency response.

Program	Total Operating Budget	Program Description	Projected 2016 Number of Beneficiaries / Participants
Social Impact Investment	\$550	This is a new initiative in the planning stage, that will use investor capital to generate social change (aka "crowdsourcing"). Unlike traditional investors who seek a large and quick ROI, and unlike philanthropists who donate their funds, investors in this initiative will be those who, while interested in recouping their capital with interest, are prepared to wait longer and receive a lower ROI so that the investment can also generate good for society. The plan is to create an independent fund to provide peer-to-peer lending, to help activities that strengthen Israel's social and geographic periphery and to engage young, unengaged Diaspora Jews with Israel.	* Year 2016 – R&D * Year 2017 – actual launch of program in the 2nd half of the year. Full first year estimated scope: \$5M given by 15,000 investors; loaned to 300 social businesses.
Victims of Terror Fund, La'ad, and Other Special Tasks	\$275	The Fund for the Victims of Terror assists individuals and families in Israel who suffer hardship as a result of a terror attacks or other crises. Financial assistance is coordinated with the government of Israel to avoid duplication of services, and to complement the limited funds provided by government agencies. La'ad provides assistance to Holocaust survivors in Israel. Special Tasks refers to Aliyah of Rescue operations, and to solutions for acute needs, e.g. the "Days of Respite" we provided children during Operation Protective Edge, and our Emergency Assistance Fund for Jewish communities in need of physical security measures.	* La'ad: 117 beneficiaries. * The Jewish Agency works to project estimated draw from the Fund for Victims of Terror; actuals are of course dependent on annual presentation need.
Total	\$67,005		

We leverage \$10M of funding to our budget from our collective partners with \$57M of additional funding (designated and fee for services), achieving total programs of \$67M.

Allocated overhead to programs averaged 6% of program costs.

Connect Young Jews to Israel and to Their Jewish Identity - Through Shlichim

US dollars in thousands

Israeli emissaries sent by The Jewish Agency provide education, connection, and identity between Jews around the world and Israel

Program	Total Operating Budget	Program Description	Projected 2016 Number of Beneficiaries / Participants
Youth Movement Educators (Shlichim)	\$7,166	Youth Movement Shlichim develop and coordinate Israel engagement activities with Zionist youth movements in Diaspora countries.	97 Youth Movement Shlichim; 40,000 beneficiaries
Community Educators (Shlichim)	\$6,627	This line covers Community Shlichim , who work in and with communal organizations in around two dozen countries across the Diaspora. They serve as a central resource for Israel education in the local community and help increase Jewish identity and feelings of connection to Israel. It also includes Zionist Seminars , which impart Jewish-Zionist values, within the framework of Jewish day schools and Jewish community programs, through unmediated encounters between young Israelis and Jewish youth in the Diaspora. Dozens of young Israeli leaders between 21 and 28 years old work with thousands of students abroad to generate dialogue about Israel, the participants' own family histories, and their connections to the Jewish People, the State of Israel, and Jewish tradition.	100 Community Shlichim
Israel Fellows	\$6,823	Jewish Agency Israel Fellows to Hillel are young adults who have completed army service and university study. These "Campus Fellows" travel for one to two years to university campuses across North America and Europe, with the goal of empowering student leadership and creating Israel-engaged campuses. Fellows are based in campus Hillels and work with students and faculty to strengthen their campus affiliation with and support of Israel.	85 Campus Israel Fellows
Total	\$20,616		

We leverage \$8M of funding to our budget from our collective partners with \$12M of additional funding (designated and fee for services), achieving total programs of \$20M.

Allocated overhead to programs averaged 6% of program costs.

Connect Young Jews to Israel and to Their Jewish Identity - Through Immersive Experiences

US dollars in thousands

Allowing young Jews from around the world to visit Israel and to experience and interact with its people, history, and society.

Program	Total Operating Budget	Program Description	Projected 2016 Number of Beneficiaries / Participants
Masa Israel Journey	\$57,978	Since its inception in 2004, Masa Israel Journey has nearly tripled the number of young Jews who visit Israel each year on programs lasting from 5 to 12 months. Masa Israel acts as an umbrella for over 250 gap year, study abroad, post-college, and volunteer programs serving young Jewish adults from around the world. It provides scholarships, performs outreach, informs program development, and operates activities for alumni. Masa Israel is a partnership between The Jewish Agency and the Government of Israel.	11,600 participants (2015-2016 academic year)
Onward Israel	\$13,912	Onward Israel is a partnership between lead philanthropists and The Jewish Agency that provides 6-to-10-week, high-quality, résumé-building experiences in Israel for 18- to 30-year-olds, in partnership with Jewish organizations overseas. Two thousand (2,000) participants are expected to take part in Onward Israel in 2016: the initiative began in 2012 with 265 participants.	2,000 participants
TAGLIT (Birthright-Israel)	\$5,232	Taglit-Birthright Israel provides 10-day educational Israel experiences to Jews aged 18 to 26, from around the world, completely free of charge. Since 1999, The Jewish Agency has been a partner in Taglit-Birthright with the Government of Israel, JFNA, and individual philanthropists. The Jewish Agency is directly involved in bringing thousands of participants each year, with a special focus on facilitating Taglit-Birthright experiences and related programming for communities in need—including Germany, Hungary, Argentina, and Brazil—and for Russian-speaking Jews in the FSU and Germany.	6,000 participants on programs assisted or operated by The Jewish Agency
Morasha	\$3,050	Morasha is an enrichment course on Judaism, Israel, and Hebrew provided by local Diaspora communities for Jews aged 17-30. It culminates in a 15-25 day educational tour of Israel, provided jointly by The Jewish Agency and Israel's Ministry of Education.	3,200 participants
Israel Tech Challenge	\$1,458	Israel Tech Challenge was created by The Jewish Agency in partnership with the National Cyber Bureau of Israel's Prime Minister's Office. Israel Tech Challenge chooses gifted Jewish students from around the world in the computer science fields, and brings them to Israel for one of three tech experiences: Tech Challenge Experience (12 days), Tech Interns (6-10 weeks, with Onward Israel), and Tech Fellows (10 months, with Masa Israel Journey).	100 participants
Total	\$81,630		

We leverage \$29M of funding to our budget from our collective partners with \$53M of additional funding (designated and fee for services), achieving total programs of \$82M.

Allocated overhead to programs averaged 6% of program costs.



Connect Young Jews to Israel and to Their Jewish Identity - Through Communal Educational Programs

US dollars in thousands

A range of Israel- and Jewish-focused educational programs and activities for Jews and Jewish communities around the world.

Program	Total Operating Budget	Program Description	Projected 2016 Number of Beneficiaries / Participants
<p>Global Platform and Enhancing Communities</p>	<p>\$9,654</p>	<p>Includes a large number and variety of events, program support, and program operations targeted to specific countries or regions (not including Israel) in the fields of Israel Experiences, Shlichim activities, Jewish education, safety and security, and leadership development, including:</p> <ul style="list-style-type: none"> • Those resources devoted by Organizational Shlichim and by Worldwide Community Representatives to community activities. • Program Growth Incentive, which funds community service activities around the world. • The new Transforming Israel Education Around The World initiative, which seeks to provide material and training for Israel educators, to help them engage students with Israel through an approach created by our Makom Israel Education Lab. • England Youth Movement Activities, including informal educational programs and projects within youth movement frameworks in the UK. • The Global Service Center: Aliyah and Israel Experience Hotline provides vital information on The Jewish Agency's Israel and Diaspora programs and services for current and potential Olim and other consumers. Service is offered 22 hours a day, 6 days a week, in 7 languages. • The Pincus Fund is committed to promoting excellence in Jewish education and supports innovative educational projects in Jewish communities outside Israel and the United States. In addition to financial support, the Pincus Fund provides professional guidance and assistance to applicants. • Integrated Community Vision for Engagement-Reggio Emilia: as a first stage in developing approaches to Israel engagement within Diaspora communities, the goal of this 2-year research and development program within the Toronto Federation is to develop benchmarks or measures by which to measure the extent to which members of Toronto's Jewish communities are engaged with Israel, against which future changes can be compared; and to determine the extent to which Israel engagement is related to programmatic interventions. 	<p>*Organizational Shlichim and Worldwide Community Representatives: 17 Shlichim *Global Service Center: 100,000 beneficiaries</p>
<p>Summer / Winter Camps – FSU</p>	<p>\$6,922</p>	<p>Our transformative, flagship camp in the FSU are staffed by trained, local counselors and Russian-speaking Israeli counselors, who introduce Jewish young people to Israel and to Jewish history and customs – for many campers for the very first time. Our residential camps enable nearly 8,000 kids each year to enjoy immersive Jewish learning experiences (for 7-10 days in summer, or more brief experiences in winter). Our new day camps, launched in 2014 in cooperation with local communities, supplement the residential camps, and provide Jewish experiences to children whose parents prefer they sleep at home or are too young for sleep-away camp. Each day camp reaches 45 children aged 7 to 13, providing four days of immersive Jewish learning during school vacations.</p>	<p>8,000 participants in summer/winter residential camps; 1,000 participants in day camps; 500 counselors trained (Young Educational Leadership)</p>

Connect Young Jews to Israel and to Their Jewish Identity - Through Communal Educational Programs (continued)

US dollars in thousands

A range of Israel- and Jewish-focused educational programs and activities for Jews and Jewish communities around the world.

Program	Total Operating Budget	Program Description	Projected 2016 Number of Beneficiaries / Participants
HEFTZIBA—Formal Education in FSU	\$3,958	Heftzibah is a network of 45 Jewish day schools in the FSU that introduce children to Hebrew, Jewish history, and tradition. In 2003, The Jewish Agency, in partnership with the Israeli Ministry of Education, assumed day-to-day administration of key elements in the network's management. The Jewish Agency supports additional informal-education enrichment programs for Heftzibah students, such as Masa Shorashim , wherein Jewish Agency Shlichim-educators teach the history of the Holocaust, and 10th-grade students take an educational trip to an area in the western FSU or Poland.	11,000 pupils at 45 schools, of whom about 300 pupils in Masa Shorashim
CHA'IL—Supporting Jewish Day Schools Around the World	\$4,197	Cha'il Israel Education Abroad is a joint Diaspora Jewish education initiative of The Jewish Agency and the Government of Israel, working in Jewish high schools and education centers in South America and Europe—with a focus on populations and countries that are in economic distress or show low levels of Jewish identity—and in American Jewish schools with large populations of Russian-speakers. Cha'il provides Jewish-Zionist educational programs in the schools; professional development for teachers of Hebrew and Jewish-Zionist studies, including seminars in Israel; financial support and scholarships for growing and strengthening Israel-based curricula in Jewish schools; and educational trips to Israel for students.	7,000 students, of whom 600 visit Israel
Youth, Student, and Community Activities—FSU	\$2,484	Grassroots and Students Initiatives is the umbrella for a range of projects with leadership-development goals, for and by students and young adults in the FSU, launched with professional assistance by The Jewish Agency. We focus on alumni of Birthright and Masa Israel, young educators, and community lay-leaders, helping them move their ideas forward.	19,000 participants in community events
Programs with Former Soviet Union Emigrés	\$2,149	Programs with FSU Émigrés are in place in North America, Germany, and Australia, and serve regions with significant concentrations of RSJs. Jewish Agency Shlichim engage these groups with the larger Jewish community and help them navigate their identities as Jews of Russian background in English-or German-speaking countries.	North America and Australia: 6,100 Germany: 8,800

Connect Young Jews to Israel and to Their Jewish Identity - Through Communal Educational Programs (continued)

US dollars in thousands

A range of Israel- and Jewish-focused educational programs and activities for Jews and Jewish communities around the world.

Program	Total Operating Budget	Program Description	Projected 2016 Number of Beneficiaries / Participants
Ulpanim, Sunday Schools, and Jewish Literacy—FSU	\$1,681	Ulpanim provide Hebrew classes across the FSU, as well as teacher training, programming, materials, and testing resources. Sunday Schools in the FSU offer financial support and, in many cases, professional and managerial support to teachers, to upgrade the quality of Jewish education for elementary school-age children. For many students, the Sunday Schools provide their only Jewish education. Additionally, around 1,000 parents engage in Jewish Literacy programs while their children are in Sunday school.	5,500 students in Hebrew ulpanim; 3,000 pupils in 104 Sunday schools
Pre- & Post- Israel Experience	\$1,373	Pre-Israel Experience Programs provide educational preparation for FSU resident who travels to Israel on a Taglit-Birthright program. Post-Israel Experience Programs in the FSU contribute to leadership development and strengthening the Jewish community's next generation. Program for Taglit-Birthright graduates provides a community framework that encourages Taglit-Birthright graduates to continue their involvement in Jewish life when they return to the FSU. The aim is to turn Taglit into a midway station in an ongoing educational and identification process, with opportunities for community involvement, personal growth, hearing from prominent Israelis, and options for additional Israel Experiences. Minyanim , carried out with the support and leadership of UJA-Federation of New York, along with additional funding from other Federations, empowers alumni of Taglit-Birthright, primarily in Central and Eastern Europe, to build and carry out projects that strengthen Jewish life in their communities, and to join together in a global network, including with Israeli peers. Israel Affinity Network provides pre-and post-Israel Experiences programs through the creation of Affinity Networks, which will be placed on an English-language technology platform. Coordinators will enhance ongoing engagement with Israel and Jewish life around the self-defined interest of participants. A network's success will be measured by the number of participants, its growth projector, and the numbers who take advantage of additional Israel Experience opportunities. Global Change Agent Leadership Seminars , being developed by The Jewish Agency's Institute for Youth Leaders, in partnership with Beit Morasha, is using the resources of Beit Morasha to advance the goals of the global leadership project, train professionals of the institute in group facilitation, and provide content development.	* FSU Pre- Israel Experience Programs: 1,160 participants * Post-Israel Experience Programs: 1,080 * Minyanim: 60 participants
Total	\$32,418		

We leverage \$15M of funding to our budget from our collective partners with \$17M of additional funding (designated and fee for services), achieving total programs of \$32M.

Allocated overhead to programs averaged 6% of program costs.



Connect Young Israelis to the Jewish People and to Their Jewish Identity

US dollars in thousands

Bringing to young Israelis learning, meaning and connection to Jewish history, belief, and community.

Program	Total Operating Budget	Program Description	Projected 2016 Number of Beneficiaries / Participants
Israeli Counselors in Summer Camps—North America	\$4,725	Each summer, The Jewish Agency sends about 1,200 young-adult Israelis to hundreds of Jewish camps to represent Israel as a living, thriving Jewish state. North American Camp Shlichim participate in, and are integrated into, all aspects of programming in their assigned camp settings. Their experiences profoundly impact the way they view themselves as members of a global Jewish People.	1,200 camp counselors reaching 165,000 campers
Nitzana Eco Village	\$3,482	Nitzana , situated in the western Negev, is a cutting-edge residential and learning community, founded by The Jewish Agency, where young people of all backgrounds come together for a variety of educational experiences that emphasize tolerance, mutual understanding, and respect for themselves, each other, and the natural world.	200 participants in long-term programs
Mechinot: Post-High School and Post-Army Service Learning	\$4,019	Our Pre-Army Mechinot provide Israeli high school graduates with opportunities for Jewish study, volunteerism, and leadership training before they enter the IDF. The programs pave the way for more successful military service, which changes their career trajectories for a lifetime. Most are residential. Derech Eretz Mechinot are for young people from Israel's outlying regions. Kol Ami participants include both Israelis and young people from overseas. Aharei! Ba'ir are day Mechinot for urban students who wish to live at home while preparing for their enlistment into the IDF. Mechinot for New IDF Alumni provide post-military service vocational training.	675 participants
Kiryat Moriah Campus	\$3,180	The Kiryat Moriah Campus in Jerusalem serves as The Jewish Agency's center of education and leadership development for young Jews visiting Israel from the Diaspora. The campus houses classrooms, dormitories, administrative buildings, and event venues.	Annually, Kiryat Moriah provides around 110,000 overnight stays for young people on a variety of programs.
Shin Shinim (Shlichim)	\$2,411	Service Year Shlichim (also known as Shin-Shinim) is the "year of service program" that offers Israeli high school graduates an opportunity to delay mandatory service in the Israel Defense Forces and serve Diaspora communities for up to 12 months. The program allows communities to meet young Israeli ambassadors who perform meaningful service prior to entering the army.	100 Service Year Shlichim

Connect Young Israelis to the Jewish People and to Their Jewish Identity (continued)

US dollars in thousands

Bringing to young Israelis learning, meaning and connection to Jewish history, belief, and community.

Program	Total Operating Budget	Program Description	Projected 2016 Number of Beneficiaries / Participants
Returning Shlichim: Strengthening the Jewish Identity of Israelis & Shlichut Alumni Network	\$714	The <i>Shlichut</i> alumni program, for Shlichim who have returned to Israel after their service, is designed to harness the enormous motivation of returning Shlichim for continued service to Israel, to The Jewish Agency, and to the Jewish world in leadership roles. As a result of past programming, dozens of former Camp Shlichim are now engaged as social activists in Jewish Agency “Young Activism” programs or as volunteers in other Jewish Agency frameworks. Many also receive tuition assistance through Jewish Agency Scholarship Funds, which channel them into volunteerism. Future phases will serve all <i>Shlichut</i> alumni with platforms for community-service employment or volunteering within The Jewish Agency and with other non-profit organizations.	700 participants
ShinShinui – Service Year Enrichment Program	\$388	ShinShinui: Annually, around 2,500 motivated Israelis defer their army service for a year to volunteer within, and on behalf of, Israeli society, through frameworks organized by a variety of non-profit organizations around the country. In response to an identified need for more professional training for these volunteers, The Jewish Agency, in cooperation with the Avi Chai Foundation, is creating training centers for Israelis in their "Service Year" (<i>shnat sherut</i> , or <i>shin-shinim</i>), as well as those in the National Service program and other large-scale volunteer programs. Six centers reach hundreds of volunteers each year.	550 participants
Zionist Archive	\$195	The Central Zionist Archives , founded in 1919, has been since 1956 the historic archives of the Zionist Movement, the World Zionist Organization, and The Jewish Agency.	
Total	\$19,114		

We leverage \$5M of funding to our budget from our collective partners with \$14M of additional funding (designated and fee for services), achieving total programs of \$20M.

Allocated overhead to programs averaged 6% of program costs.

Connect Young Israelis to the Jewish People and to Their Jewish Identity - Through Partnerships

US dollars in thousands

Fostering connection and interaction between Israelis and Diaspora Jews through community- and school-based activities, often leading to additional programs initiated by the respective communities.

Program	Total Operating Budget	Program Description	Projected 2016 Number of Beneficiaries / Participants
Partnership2Gether—Steering Committee Programs (JFNA & KH)	\$20,637	Partnership2Gether (P2G): The Jewish Agency Peoplehood Platform connects more than 500 communities in Israel and around the world in 46 Partnerships. Each Partnership provides opportunities for Israelis and Diaspora Jews to create enduring relationships, thereby establishing the bedrock of a global community. Each Partnership has a budget for their programs. The respective Steering Committee of each Partnership decides how to allocate these funds.	46 Partnerships; 350,000 participants
International School Twinning Network	\$557	The Global School Twinning Network links day schools and synagogue schools in Jewish communities across the world with Israeli schools, through joint activity based on shared values. The activities provide students and educators with direct and personal connections that transform Israel and the global Jewish people from abstract concepts into tangible realities. In addition to pairing schools, the Network offers teacher-training programs, specially-developed curricula, and other support services. School Twinning is often implemented within the framework of Partnership2Gether. The Network is home to 320 twinings—650 schools—engaging all grade levels and Jewish streams.	52,000 students and 1,950 teachers at 650 schools
Total	\$21,194		

We leverage \$9M of funding to our budget from our collective partners with \$12M of additional funding (designated and fee for services), achieving total programs of \$21M.

Allocated overhead to programs averaged 6% of program costs.

Connect Young Israelis to the Jewish People and to Their Jewish Identity - Through Jewish Unity and Pluralism

US dollars in thousands

Providing Jewish connection and activism for all segments of world Jewry.

Program	Total Operating Budget	Program Description	Projected 2016 Number of Beneficiaries / Participants
Jewish Unity Activities— Conversion (including Nativ—Soldier Conversion)	\$8,840	Our support for the Joint Institute for Jewish Studies (part of the National Company for Education, Development and Absorption), which provides Israeli citizens who are not halachically Jewish with frameworks for enriching their knowledge about Judaism and, for those who are interested, assistance in the conversion process: (1) weekly meetings for university and college students, provided on campuses (2) bi-weekly meetings for the general public, provided in communities around Israel (3) Nativ , a 7-week program of learning, traveling through Israel, and sharing observance of Shabbat and holidays, for immigrant IDF soldiers who are disconnected from their Jewish roots or not halachically Jewish. After Nativ most choose to pursue an optional extended conversion course.	7,500 participants
Jewish People Leadership Training (Including Machon— Young Leadership Training)	\$4,784	The Global Leadership Project cultivates young Jewish adults (18-34) in the Jewish world to lead globally and locally across organizational, geographic, and denominational boundaries in times of change. The project offers a variety of programs in Israel and around the globe, and trains around 400 students annually, all of whom are involved in a multi-staged leadership program and who are committed to communal work. Machon L'Madrachim provides tools to graduates of Zionist youth movements from abroad, training them to become Jewish community leaders, and specifically youth movement leaders, upon their return from their “gap year” in Israel. The program includes 4.5 months of experiential courses in Jewish and Israel education and leadership.	400 participants in Machon L'Madrachim
Jewish Unity Activities— Pluralism (Including Religious Streams)	\$3,298	Support for Religious Streams: The Jewish Agency allocates funds to organizations and programs affiliated with Israel's Reform, Conservative, and Modern Orthodox movements. This support bolsters these movements' presence in Israel and strengthens their impact. These programs offer Israelis a diversity of opportunities for religious expression, and provide them a greater understanding of Jewish expression outside Israel. These organizations also help Jews worldwide feel that their styles of religious expression have a home in Israel; thus, our support helps to strengthen the fabric of world Jewry.	The fund was created in 1986. In the last decade, The Jewish Agency has allocated approximately \$30M to the religious streams

Connect Young Israelis to the Jewish People and to Their Jewish Identity - Through Jewish Unity and Pluralism (continued)

US dollars in thousands

Providing Jewish connection and activism for all segments of world Jewry.

Program	Total Operating Budget	Program Description	Projected 2016 Number of Beneficiaries / Participants
Project TEN (Global Tikkun Olam)	\$1,206	Project TEN brings young Jewish adults from around the world, both Israelis and their Diaspora peers, to work together on sustainable projects in developing regions for two to four months. The Jewish Agency runs TEN centers in Gondar, Ethiopia; Oaxaca, Mexico; Harduf, Israel; Winneba, Ghana; and Arad, Israel. In the year 2015-16 we plan to open additional locations in Peru and South Africa. Volunteers provide assistance to organizations such as orphanages, hospitals, and local non-profits in fields such as education, healthcare, and agriculture, while also studying a curriculum on Jewish identity, values, and community.	330 young adult volunteers
Makom	\$1,029	Makom: The Israel Education Lab is The Jewish Agency's central resource for Israel education, providing programming, content and workshops for Jewish Agency staff and programs, as well as Jewish communities around the world: Institutions and leaders, rabbis, activists, policy-makers and informal educators. It provides non-partisan materials that embrace Israel's complex vitality.	* Short seminars and workshops: 5,000 * Long and multi-session seminars and workshops: 200 * New curricula: 50 * Users of website and social media: 35,000
Total	\$19,157		

We leverage \$8M of funding to our budget from our collective partners with \$11M of additional funding (designated and fee for services), achieving total programs of \$19M.

Allocated overhead to programs averaged 6% of program costs.



הסוכנות היהודית
JEWISH AGENCY
לארץ ישראל
FOR ISRAEL

Securing the
Jewish Future for
Generations