



The Jewish Agency for Israel

2019 Operating Budget by Strategic Areas of Activity

October 2018



הסוכנות היהודית
JEWISH AGENCY
לארץ ישראל
FOR ISRAEL

Every one of us, together.



OUR VISION

To ensure that every Jewish person is a part of the Jewish story by connecting them to each other and to Israel.

OUR MISSION

Our mission today is to do all we can to ensure that every Jewish person feels an unbreakable bond to one another and to Israel no matter where they are in the world, so that they can continue to play their critical role in our ongoing Jewish story.

The Jewish Agency for Israel is grateful to The Jewish Federations of North America, Keren Hayesod-UIA, the World Zionist Organization and our major donors around the world who have partnered with us to help fulfill our mission.

OUR IMPACT

For more than 85 years, the Jewish story has been strengthened by The Jewish Agency. When we achieved our original goal of establishing a secure homeland in Israel, we turned our attention to helping Jews in peril come home. As the needs of our people have continued to change over the years, so has our response.

Today, The Jewish Agency connects Israel, Israelis and the Jewish people worldwide. We bring Jews to Israel and Israel to Jewish communities, support vulnerable Israelis, and enable Jews to make Aliyah. The Jewish Agency works every day to enable Jewish people to meet and get to know one another. To work and live together for a time. Because we thrive when our roots are planted in common ground.

Around the globe, The Jewish Agency empowers the next generation of Jews to develop vibrant communities and global peoplehood. We invigorate Jewish education, Jewish culture, and knowledge about Israel through day schools, camps, trips to Israel, encounters with Israelis, and other platforms that help hundreds of thousands of children, teens, and young adults each year enrich their Jewish identities.

In Israel, we create economic, cultural, and educational opportunities for underserved populations, encourage social activism, and promote diverse expressions of Judaism. As always, we continue to assist those Jews who wish to move to Israel and support their acclimation. When a crisis arises in Israel or in any Jewish community, The Jewish Agency is there to keep Jews safe and address urgent needs as they arise.

Thanks to the core support received from our partners, we can ensure the global reach, flexibility, and institutional strength needed to address those problems that can be solved only when the Jewish people act in unity. We are proud to work every day to represent, serve, uplift and connect the global Jewish family.

THE JEWISH AGENCY IS HERE TO INSTILL PRIDE AND OFFER HOPE. TO SHOW WHAT IT MEANS TO BE A PART OF THE INCREDIBLE STORY OF OUR PEOPLE.

ACTIVITIES BY STRATEGIC DIRECTIONS



CONNECTING YOUNG JEWS TO ISRAEL AND THEIR JEWISH IDENTITY

We engage the next generation by providing transformative ways to explore Israel, share experiences with Israeli peers, and form thoughtful opinions of Israel's relevance. We also provide and strengthen Jewish and Zionist education worldwide, so young Jews will have more, enriched, ways to study and embrace Jewish culture and Israel; be inspired to form a relationship with the Jewish state; and incorporate Israel and their Jewish communities as central aspects of their identity.

CONNECTING YOUNG ISRAELIS TO THE JEWISH PEOPLE AND THEIR JEWISH IDENTITY

The Jewish Agency works to inspire among Israelis a modern form of the pioneer spirit that built the country, focusing on social activism and Jewish identity. We encourage diversity of Jewish expression, train leaders, inspire commitment to Israeli society, and provide paths for framing Israel as part of a global Jewish world.

ALIYAH AND ABSORPTION

The Jewish Agency helps Jews move to Israel – whether to fulfill a dream, or escape a nightmare. We provide information to potential immigrants, and, in Israel, our absorption programs provide temporary housing, Hebrew lessons, and social support to tens of thousands of immigrants annually. Aliyah of Rescue activities continue in locations where Jews remain, or suddenly become, at-risk.

SUPPORTING VULNERABLE POPULATIONS IN ISRAEL

The Jewish Agency reaches out to at-risk populations through educational intervention, incentives for educated Israelis to settle in the peripheries, and cultural enrichment. Our target populations are at-risk youth, residents of isolated areas, immigrants, Israeli Arabs, the ultra-Orthodox, Ethiopian-Israelis, small-business owners, victims of terror, and the elderly. We also train social activists to initiate programs – widening the circles of impact.

THE JEWISH AGENCY FOR ISRAEL: 2019 ACTIVITIES BY AREAS OF ACTIVITY

US dollars in thousands

Program Category	Total Operating Budget 2019
Aliyah and Absorption (pp. 7-8)	79,126
Supporting Vulnerable Populations in Israel (pp. 9-11)	74,525
Connecting Young Jews to Israel and their Jewish Identity	
• Through Shlichim (p. 12)	23,090
• Through Immersive Israel Experiences (p. 13)	77,299
• Through Communal Educational Programs (pp. 14-16)	30,651
Connecting Young Israelis to the Jewish People and their Jewish Identity	
• Through Training Young Change Agents in Israeli Society (pp. 17-19)	26,748
• Through Partnerships (p. 20)	18,760
• Through Jewish Unity and Pluralism (pp. 21-23)	22,205
Research, Planning, Strategy, and Measurement	2,011
Support Services Not Allocated*	17,383
Contingency and Inflation (net of exchange rate)	2,105
Centralized savings affecting entire Agency	-1,250
Additional reductions to be allocated	-2,500
New allocations - TBD	1,000
Total	371,153

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

This report provides information on the direct outputs of our activities. Beyond these circles lie far wider numbers of people who are impacted by our work. We estimate that through a ripple effect, our activities annually impact hundreds of thousands of Jews.

The Jewish Agency has developed, a new approach to quantifying the number of people it reaches. We now distinguish between beneficiaries who are "engaged" and those who are "encountered":

- Engaged: Direct participants in activities and/or those who attended at least four events
- Encountered: Second circle of participants or beneficiaries and/or those who attended up to three events

THE JEWISH AGENCY FOR ISRAEL: 2019 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 service; and income from endowment and other assets of The Jewish Agency.

Source of Income	Amount 2019
UIA - JFNA Campaigns	109,900
Keren Hayesod*	40,000
UIA - US Government Grant	5,000
Income to be Raised	24,350
Income from Assets	15,153
Activities Funded by Fee for Service (including Government of Israel)	181,750
Income not included in operating budget - Capital and Special Projects	-5,000
Total	371,153

* Including Capital and Special Projects (Mainly Security Fund)

ALIYAH AND ABSORPTION

US dollars in thousands

Bringing olim to Israel, operating programs, and maintaining the infrastructure to encourage, facilitate, and realize Aliyah and absorb new immigrants.

Program	Total Operating Budget 2019*	Program Description	Projected 2019 Number of Beneficiaries/ Participants
Absorption Centers and Temporary Absorption Apartments	31,386	<p>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 17 Absorption Centers include rooms for Hebrew lessons, preparation for life and employment in Israel, events, activities, and cultural presentations. To help Ethiopian immigrants overcome their unique hurdles in adjusting to life in Israel, when they leave the Absorption Centers and move into their own housing, The Jewish Agency gifts them with the kitchen appliances and furniture that they used in the Center.</p>	7,700 Olim (immigrants)
Preparation for Aliyah	21,592	<p>WORLDWIDE: Preparation for Aliyah includes various programs and services that encourage Aliyah and help potential olim receive the information they need. Examples include Aliyah fairs and a partnership with the government of Israel through "Ofek Yisraeli."</p> <p>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 olah is required to meet with a Jewish Agency shaliach (emissary) in person and 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 trained in the Shlichut Institute provide guidance on education, housing, health, and employment opportunities. Each year, tens of thousands of potential olim worldwide receive services.</p> <p>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 6 days a week, in 6 languages.</p> <p>IN THE FSU: Preparation for Aliyah in the FSU 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.</p> <p>IN ETHIOPIA: Ethiopia - Gondar Compound: A team of The Jewish Agency, in cooperation with the Ministry of Interior, is working to examine the Aliyah candidates' eligibility, in accordance with the decision of the Government of Israel in Ethiopia. The team provides services to those who are waiting to be recognized as eligible for Aliyah and prepares those eligible for immigration to Israel.</p>	<p>*Preparation for Aliyah: 140 events in the FSU. 8,550 in 26 events in ROW.</p> <p>*Organizational Shlichim and Worldwide Community Representatives: activity in 30+ countries</p> <p>*FSU Shlichim: 16 total (including mobile)</p> <p>*Global Service Center: 4,500 internet inquiries, 160,000 phone calls, 14,500 new files representing 25,000 people</p>

ALIYAH AND ABSORPTION (CONTINUED)

US dollars in thousands

Bringing olim to Israel, operating programs, and maintaining the infrastructure to encourage, facilitate, and realize Aliyah and absorb new immigrants.

Program	Total Operating Budget 2019*	Program Description	Projected 2019 Number of Beneficiaries/ Participants
Olim Flights	9,887	Olim Flights are funded by The Jewish Agency to help bring new immigrants from around the world to Israel. Each oleh receives a ticket to Israel compliments of The Jewish Agency.	20,200 Olim
Young Adults' Absorption Programs	13,041	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 work on a kibbutz), 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, that focuses 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. 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.	7,000 participants
Initial Ulpanim	1,833	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.	9,800 participants
Nefesh b'Nefesh	1,153	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.	3,360 olim from the US and Canada
Olim Associations	234	Olim Associations are autonomous non-profit organizations The Jewish Agency provides partial support for their work.	
Total	79,126		

We leverage \$34M of funding to our budget from our collective partners with \$45M of additional funding (designated and fee for service), achieving a total programs budget of \$79M.

* Includes allocated overhead averaging 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 at risk populations, as well as emergency response.

Program	Total Operating Budget 2019*	Program Description	Projected 2019 Number of Beneficiaries/ Participants
Youth Villages	26,971	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.	820 beneficiaries
Amigour Social Housing	27,340	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 complexes. Amigour also manages 11,000 subsidized public housing apartments.	40,000 beneficiaries
Youth Futures	10,889	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 10,000 people annually: children and their family members.	290 mentors; 10,000 children and family members
Atidim and Net@	2,313	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 Appleseeds Academy. This "technological youth movement" creates opportunities for teenagers from Israel's 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. In addition to the technological studies, each participant performs a practicum in either volunteer computer repair, informal education, or social action initiatives.	21,000 Atidim participants 1,800 Net@ participants
Youth Centers – Neighborhood Social Renewal	2,127	Part of the new " Project Renewal " - the vision of this program is for youth to actively take responsibility for their future and for the community and serve as agents of change, while at the same time developing their identity, leadership and involvement. The idea is for a holistic youth center to encompass all the youth services available in the area and provide educational, emotional, and leadership tools. The program is in its planning stages and is being carried out with the cooperation of the Ministry of Housing. During 2019 the program is expected to expand to 40 youth centers.	20 youth centers in 20 communities provide services to approximately 36,000 youth per year

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 at risk populations, as well as emergency response.

Program	Total Operating Budget 2019*	Program Description	Projected 2019 Number of Beneficiaries/ Participants
Pension for Former Prisoners of Zion	2,037	The program supports this population of Jews who were arrested or exiled before their immigration, due to Zionist activity. Support is provided through a modest monthly stipend. Many of the Prisoners of Zion , who are now elderly, find it difficult to manage economically. This population receives an allowance from The Jewish Agency and the Government of Israel.	316 beneficiaries
Young Communities	746	Our Young Activism staff trains young Israelis to become social entrepreneurs and thereby 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. The Hamitcham encourages young Israelis to build Young Communities in Arad and the Negev.	More than 80 Young Communities and social entrepreneurs making an impact on 6,500 beneficiaries and 90,000 encounters
Scholarships	246	The Jewish Agency invests each year in scholarship funds for higher education and professional training. Recipients volunteer to "give back" to the community. The beneficiaries come from targeted vulnerable populations from throughout Israel, with a focus on students who are new immigrants, study in the periphery, or are 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.	950 scholarships
Loan Funds for Small Business	594	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 200 small businesses with 1000 employees

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 at risk populations, as well as emergency response.

Program	Total Operating Budget 2019*	Program Description	Projected 2019 Number of Beneficiaries/ Participants
Crowd.iL	657	Crowd.iL is a platform for combining Israel engagement and social impact investing. It is a nonprofit crowdfunding platform that provides a meeting place for young social investors from Israel and around the world to identify opportunities to assist Israel's underserved populations and social entrepreneurs by providing them with social loans. Crowd.iL is a form of New Zionism, creating direct involvement with Israeli social causes. It offers an opportunity to meet millennials where they are, to create communities of 'Social investors' and encourage a culture of social entrepreneurship and offers a meaningful up-to-date connection with Israel. The social investors (lenders) will receive back only the principal (no interest) and are driven by social impact motivation and solidarity. We are in the process of setting up the project and starting the activity.	200 loans
Fund for Victims of Terror, La'ad, and Special Operations	605	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 Operations refers to Aliyah of Rescue , and to solutions for acute needs, e.g. the "days of respite" we provided children during Operation Protective Edge.	Fund for Victims of Terror: more than 100 families receiving immediate assistance
Total	74,525		

We leverage \$8M of funding to our budget from our collective partners with \$66M of additional funding (designated and fee for services), achieving a total programs budget of \$74M.

* Includes allocated overhead averaging 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 2019*	Program Description	Projected 2019 Number of Beneficiaries/ Participants
Youth Movement Shlichim	7,066	Youth Movement Shlichim develop and coordinate Israel engagement activities with Zionist youth movements in the Diaspora. The Shlichim are trained in the Shlichut Institute.	70 Youth Movement Shlichim; 14,000 engaged; 56,000 encountered
Community Shlichim	7,539	This line covers Community Shlichim , who are trained in the Shlichut Institute 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, 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.	93 Community Shlichim; 18,600 engaged; 139,500 encountered
Campus Israel Fellows	8,485	Jewish Agency Israel Fellows to Hillel are young adults who have completed army service and university study. These "Campus Fellows" trained in the Shlichut Institute work for one to two years on university campuses around the world mainly in North America, 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.	More than 160 campuses; 14,025 engaged; 46,750 encountered
Total	23,090		

We leverage \$8M of funding to our budget from our collective partners with \$15M of additional funding (designated and fee for services), achieving a total programs budget of \$23M.

* Includes allocated overhead averaging 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 2019*	Program Description	Projected 2019 Number of Beneficiaries/ Participants
Masa Israel Journey	55,029	Masa Israel Journey leads international experiences in Israel for Jews aged 18-30, including internships, volunteer opportunities, university and Jewish studies, and more. Masa provides an innovative educational platform to program providers and offers every eligible participant a grant of 200-9,100 toward the cost of his or her program. Since its founding by The Jewish Agency and the Government of Israel in 2004, some 120,000 alumni have enjoyed Masa's programs of 5-12 months.	10,820 participants (2018-2019 academic year)
Onward Israel	7,290	Onward Israel is a partnership between lead philanthropists the Israeli Government and The Jewish Agency that provides 6-to-10-week, high-quality, resumé-building experiences in Israel for 18- to 30-year-olds, in partnership with Jewish organizations overseas. The initiative began in 2012 with 265 participants.	3,130 participants (1,700 of them receive grants through Masa)
Taglit-Birthright Israel	5,253	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, Brazil and the FSU— and for Russian-speaking Jews worldwide.	5,850 participants on programs assisted or operated by The Jewish Agency
Morasha	6,240	Morasha is a 15-25 day educational tour of Israel, provided jointly by The Jewish Agency and Israel's Ministry of Education. Morasha is an enrichment course on Judaism, Israel, and Hebrew provided by local Diaspora communities for Jews aged 17-30.	1,500 participants
Israel Tech Challenge	3,487	Israel Tech Challenge- ITC opens the door for talented professionals, from leading universities in Israel and around the world, to develop their careers in Hi Tech. Focusing on the most needed skills in global tech today. ITC offers its participants both training and job placement in top tech companies, along with strong networking in the Israeli tech community. To date, ITC introduced over 400 graduates to the Israeli Hi-tech industry.	185 participants
Total	77,299		

We leverage \$27M of funding to our budget from our collective partners with \$50M of additional funding (designated and fee for services), achieving a total programs budget of \$77M.

* Includes allocated overhead averaging 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 2019*	Program Description	Projected 2019 Number of Beneficiaries/ Participants
Community and Educational Enhancement worldwide	9,973	<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"> Resources devoted by Organizational Shlichim and Worldwide Community Representatives to community activities. Program Growth Incentive, which funds community service activities around the world. Educational activity in formal and informal education around the world. Program centers and educational programs in South America, educational programs at "Beit Israel" in Hungary and "central Israel" in South Africa. England Youth Movement Activities, including informal educational programs and projects within youth movement frameworks in the UK. 	Activities of organizational Shlichim and Worldwide Community Representatives take place in over 30 countries
FSU Camping Programs	6,384	Our transformative, flagship campers 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 about 8,000 children 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 who 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.	8,200 participants in summer/winter residential camps; 1,600 participants in day camps; 1,200 counselors trained (Young Educational Leadership)
Heftzibah FSU Jewish Day School Network	5,005	Heftzibah is a network of 46 Jewish day schools in the FSU that introduce children to Hebrew, Jewish history and tradition. The Jewish Agency, in partnership with the Israeli Ministry of Education, supports additional informal education enrichment programs for Heftzibah students.	11,000 pupils at 46 schools

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 2019*	Program Description	Projected 2019 Number of Beneficiaries/ Participants
Cha'il-Israel Education Abroad	3,882	Cha'il Israel Education Abroad is a joint Diaspora Jewish education initiative of The Jewish Agency and the Government of Israel, and work 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.	8,580 students, of whom 840 visit Israel
Youth, Student, and Community Activities-FSU	2,015	Youth and Student Activities in the FSU are programs for alumni of our summer and winter camps. Thousands of teens and university students take part in our programs revolving around holidays and Shabbat, as well as long-term activities that give the youth a Jewish education; empower the students; connect them to their Jewish identities; and develop local leadership. The programs are carried out by young people, most of whom work as summer/winter camp counselors and receive regular training. Through the activities and the training for young educators, The Jewish Agency has created a network of leaders and close working relationships between teens and young adults across the region.	3,500 participants in youth and student activities; Community activities are fully based on elective funding
Programs with Former Soviet Union Émigrés	1,382	Programs with FSU Émigrés are mainly in Germany, 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.	Germany: 310 young leaders attracting 2,650 participants

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 2019*	Program Description	Projected 2019 Number of Beneficiaries/ Participants
Ulpanim, Sunday Schools, and Jewish Literacy programs in the FSU	1,432	Ulpanim provide Hebrew classes across the FSU, as well as teacher training, programming, materials, and 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; 2,500 pupils in 85 Sunday schools
Pre- & Post- Israel Experiences	578	Pre-Israel Experience Programs provide educational preparation for Jews who travels to Israel on a Taglit-Birthright program. Post-Israel Experience Programs contribute to leadership development and strengthening the Jewish community's next generation. 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.	* FSU Pre- Israel Experience Programs: 1,000 participants * MiNYanim: 30 young leaders; 600 encountered
Total	30,651		

We leverage \$14M of funding to our budget from our collective partners with \$17M of additional funding (designated and fee for services), achieving a total programs budget of \$31M.

* Includes allocated overhead averaging 6% of program costs.

CONNECT YOUNG ISRAELIS TO THE JEWISH PEOPLE AND TO THEIR JEWISH IDENTITY: THROUGH TRAINING YOUNG CHANGE AGENTS IN ISRAELI SOCIETY

US dollars in thousands

Bringing to young Israelis learning and meaning, and training young change agents in Israeli society.

Program	Total Operating Budget 2019*	Program Description	Projected 2019 Number of Beneficiaries/ Participants
North American Camp Shlichim	4,837	Each summer, The Jewish Agency sends young-adult Israelis to hundreds of Jewish camps to represent Israel as a living, thriving Jewish state. North American Camp Shlichim are trained in the Shlichut Institute. The 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.	1,400 camp counselors reaching 95,000 campers, staff, and visiting family
Nitzana Educational Community	4,342	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. The Neve Midbar youth village in Nitzana caters to Bedouin children from southern Israel, who live together with Jewish participants of other Jewish Agency programs.	280 participants in long-term programs (including Masa and Derech Eretz); 34 Shin Shinim; 16,600 encountered
Mechinot: Post-High School and Post-Army Service Learning	5,260	Our Pre-Army Academies (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'lr are day mechinot for 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.	1,300 participants
Kiryat Moriah Campus	2,870	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 95,000 overnight stays for young people on a variety of programs

CONNECT YOUNG ISRAELIS TO THE JEWISH PEOPLE AND TO THEIR JEWISH IDENTITY: THROUGH TRAINING YOUNG CHANGE AGENTS IN ISRAELI SOCIETY (CONTINUED)

US dollars in thousands

Bringing to young Israelis learning and meaning, and training young change agents in Israeli society.

Program	Total Operating Budget 2019*	Program Description	Projected 2019 Number of Beneficiaries/ Participants
Shin Shinim (Shlichim)	5,975	Service Year Shlichim (ShinShinim) 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 and enables young Israelis trained in the Shlichut Institute. to deepen their connection to the Jewish world. The Hubs are a new organizational model of the shinshinim program. Each Hub will consist of 8-12 Shinshinim who are operated by the Jewish Agency to cultivate the program's potential as well as stellar growth.	166 Service Year Shlichim (2018-2019); 49,800 engaged; 199,200 encountered
Mandel Program For Excellence	1,078	Designed to identify, recruit, employ and train outstanding young Israelis. The program will focus on the highest-performing young emissaries, those with particular potential to advance themselves, the institutions in which they work during their service, and ultimately The Jewish Agency, Israeli society, and connections between Israel and the Jewish world. Fellows will be selected in their last year of shlichut campuses. This group will be employed by The Jewish Agency for at least two years upon their return to Israel and will be engaged throughout that time in a professional development program geared to support them in mid-level positions at The Jewish Agency as change agents, and to prepare them for significant impact upon Israeli society and the Jewish world in the years to come.	14 participants
Program for Shlichut Alumni	514	The program is designed to harness the enormous motivation of young returning shlichim for continued service to Israel, The Jewish Agency, and the Jewish world. The Alumni organization serves as a platform through which returned shlichim can continue their journeys of leadership development and social activism, offering regular events, academic scholarships tied to volunteerism, and exploration of non-profit employment opportunities and volunteer-based social initiatives. As a result of this program, among other successes, dozens of shlichut alumni are now engaged as social activists in Jewish Agency "Young Activism" programs (Choosing Tomorrow, Ketzev, or Click) or as volunteers in other Jewish Agency frameworks.	2,000 participants
ShinShinui: Service Year Enrichment	491	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 and the Israeli government is creating training centers for Israelis in their " service year ", well as those in the National Service program and other large-scale volunteer programs. Six centers reach hundreds of volunteers each year.	760 participants

CONNECT YOUNG ISRAELIS TO THE JEWISH PEOPLE AND TO THEIR JEWISH IDENTITY: THROUGH TRAINING YOUNG CHANGE AGENTS IN ISRAELI SOCIETY (CONTINUED)

US dollars in thousands

Bringing to young Israelis learning and meaning, and training young change agents in Israeli society.

Program	Total Operating Budget 2019*	Program Description	Projected 2019 Number of Beneficiaries/ Participants
Bikat Kinarot Center	931	Bikat Kinarot Center - A rural social center in Emek Hayarden. the Jewish Agency wishes to establish and run a social and educational complex for young people up to the age of 35. The basis of the center is both educational and business oriented, in order to enable maximum impact in a variety of fields on the residents of the local regional council and the surrounding area, and to create a positive impact on 60,000 residents altogether.	150 participants
Central Zionist Archives	184	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.	
Digital Transformation of The Jewish Agency	266	Digital Transformation of The Jewish Agency In order to ensure The Jewish Agency fully enters and embraces the digital age in all its relevant manifestations and opportunities; transform the use of digital technology within the organization and maximize its introduction and effective application in relevant programs, operations and services; build and fully implement digital capabilities and foster a cross-organization digital mindset, a new position was created, that of Chief Digital Officer (CDO).	
Total	26,748		

We leverage \$7M of funding to our budget from our collective partners with \$20M of additional funding (designated and fee for services), achieving a total programs budget of \$27M.

* Includes allocated overhead averaging 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 communities.

Program	Total Operating Budget 2019*	Program Description	Projected 2019 Number of Beneficiaries/ Participants
Partnership2Gether (P2G)	18,196	Partnership2Gether (P2G) connects more than 450 communities in Israel and around the world in 44 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. G2: The Global Intergenerational Initiative will provide an opportunity for a grandparent and grandchild in the pre-bar/bat mitzva year to engage together as partners and in a large group in learning, sharing and doing together in a Jewish context, in order to strengthen the pre-teens' relationship to their family, local community, Israel and the Jewish people. 248: Community Action Network is targeting the 30-45 year old age group, the aim is to translate their knowledge and experience into social entrepreneurship, action and doing in the context of the Jewish collective and global challenges.	44 Partnerships; 350,000 participants
Global School Twinning Network	564	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 325 twinnings—750 schools—engaging all grade levels and Jewish streams.	60,000 students and 2,300 teachers at 750 schools
Total	18,760		

We leverage \$7M of funding to our budget from our collective partners with \$12M of additional funding (designated and fee for services), achieving a total programs budget of \$19M.

* Includes allocated overhead averaging 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 2019*	Program Description	Projected 2019 Number of Beneficiaries/ Participants
Conversion Studies (including Nativ Jewish Education for Immigrant soldiers)	11,381	The Institute for Jewish Studies In partnership with the Israeli government 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 many choose to pursue an optional extended conversion course.	10,700 participants
Machon L'Madrachim (Young Leadership Training)	4,445	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
Support for Religious Streams	3,112	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 with 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.	More than 850,000 participants in a variety of programs, conferences, activities and community events

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 2019*	Program Description	Projected 2019 Number of Beneficiaries/ Participants
Ami-Unity Initiative	770	Ami-Unity Initiative: The Jewish Agency is acting to raise awareness among Israelis about the concerns of world Jewry and the dangers inherent in the current crisis, both for the global Jewish community and the Jewish character of the State of Israel itself.	
Project TEN: Global Tikkun Olam	1,538	Project TEN is an opportunity to young Jewish adults from all over the world for an empowering Tikkun Olam experience. Through volunteer work, service-learning, and leadership development, Project TEN cultivates a network of Jewish social activists committed to Jewish identity, Jewish values, and action-driven change. The Jewish Agency runs TEN centers in Namulanda, Uganda; Oaxaca, Mexico; Harduf, Israel; Winneba, Ghana; and Durban, South Africa. In 2019 two additional centers are expected to be open in Mitzpe Ramon, Israel; and Puerto Rico. Project TEN Centers around the world offer three-month tracks for volunteer opportunities or customized short-term programs during spring, summer, and winter breaks. Our primary recruitment base is 20-30 year olds. Each Project TEN Center initiates projects in three primary fields: Informal Education and Empowerment, Public Health, and Agriculture. All this is done in collaboration with local organizations in order to understand and address each community's respective needs.	490 young adult volunteers; 22,500 local beneficiaries

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 2019*	Program Description	Projected 2019 Number of Beneficiaries/ Participants
Makom	959	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.	*500 participants in short seminars and workshops *70 in long and multi-session seminars *20 new educational units
Total	22,205		

We leverage \$6M of funding to our budget from our collective partners with \$16M of additional funding (designated and fee for services), achieving a total programs budget of \$22M.

* Includes allocated overhead averaging 6% of program costs.



הסוכנות היהודית
JEWISH AGENCY
FOR ISRAEL
ישראל

Every one of us, together.