



Toward Our Second Decade
Strategy for 2013-2015
Vision for 2023
Annual Report for 2012
Work Plan for 2013



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Letter from Our Chairman

Dear Reut Community,

With this report, I am excited to share with you Reut's ambitious plans for the beginning of its second decade of operation. Gidi Grinstein and Roy Keidar led a thorough diagnosis of the challenges facing Israel and the Jewish world and the trends that are affecting Reut's ability to serve its vision and mission. This process led to a courageous and far-sighted structural realignment.

In a nutshell, **whereas Reut's vision, mission and purpose remain solid, deep changes will occur in Reut's strategy, unique value proposition and structure.** The essence of the new strategic outlook has four pillars:

- **Focusing our substantive impact** on fewer strategic challenges by means of a specialized team that will address the realignment of Israel's national security environment, the ISRAEL 15 Vision, and the growing gap between Israel and Diaspora Jewry;
- **Building a movement** around Reut's broad vision, by inspiring and mobilizing local leadership to serve Reut's visions on strategic challenges. Related hereto is Reut's January 2013 launch of the 'Leapfrog Club,' which brings together the people who are serving the ISRAEL 15 Vision;
- **Developing a hub for societal entrepreneurs** whose initiatives serve Reut's vision;
- **Launching a for-benefit enterprise** (Reut Enterprises), which will serve Reut's vision and mission through revenue-generating activities in order to secure Reut's financial prospects and expand its impact.

The three latter efforts are new, and require organizational evolution, focus and leadership.

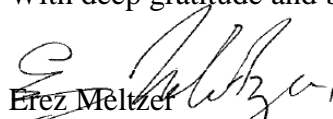
Reut's board and I are confident that these transformations will significantly increase Reut's impact in the service of its vision. While 2012 saw more success stories of Reut's deep societal impact, I am confident that the new structure will take us to new heights.

Furthermore, the formation of a new government and Knesset in Israel, housing an exceptional number of new faces, creates a significant opportunity for Reut and a challenge of educating lawmakers and policy designers. Reut will be focused on this goal.

This document summarizes Reut's work in 2012, lays out its vision for the coming decade until 2023, articulates its strategic plan for 2013-15 and details the key efforts of the coming year in a thorough, transparent and comprehensive manner.

Your friendship, support and generosity allow Reut to carry out its important work. You are our partners and we look forward to your feedback. Please visit us when in Israel.

With deep gratitude and best wishes,


Erez Meltzer
Chairman of the Board

Summary of Key Changes in Strategic Outlook

	Current	New	Comments
Vision	21 st Century Zionism		Unchanged
Mission	Significant and substantive impact in Israel and the Jewish world, and making an indelibly Jewish and Israeli contribution to humanity		Unchanged
Purpose	To be Israel's most effective force of societal adaptation		Unchanged
Strategy	Substantive impact by a Research, Diagnosis and Impact Task Force		Focusing on fewer and bigger challenges with a specialized team
	Grooming strategic leadership		Unchanged
	----	A 'Movement' of Israel's 'serving elite' of lay leaders & professionals.	New pillar. To date, Reut's leadership program focused exclusively on its staff. Already launched the 'Leapfrog Club'
	Reut as a model for emulation	----	This pillar was dropped as a <u>non-profit effort</u> , and will be resumed within the for-benefit enterprise
	----	A 'Hub' for societal innovators and entrepreneurs	A new pillar, aiming to infuse innovation into Reut's societal visions
----	A for-benefit enterprise	A new pillar to leverage Reut's assets into sustainable income from the public and private sector, while promoting Reut's vision	
Values / brand	Focus on positions of authority, leadership and influence	Broader focus also includes 'long tail' of leadership in Israel	Symbolically, Reut will drop the word 'institute' from its name and logo to remain 'Reut'
Unique Value Proposition	Exercising adaptive leadership on a societal level		UVP unchanged. However, The primary implementation vehicle will be the Movement
Structure	Organized around three focus areas: national security, ISRAEL 15 and the Jewish world, based on full-time staff	Restructured: Research, development and impact team; the Movement; a 'Hub'; synergy with the for-benefit enterprise	RD&I will house national security, ISRAEL 15 and the Jewish world. The Movement will serve all existing and past efforts (e.g. resilience). The Hub and the for-profit platforms will expand Reut's impact opportunities
Reut Fund/Endowment	----	To be established in 2013	Designed to help ensure Reut's financial resilience

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This document can be skimmed by reading the bolded phrases. Each paragraph contains only one idea, captured in the bolded sentences.

Vision, Mission, Purpose, Strategy and Unique Value Proposition

1. **The framework of 21st Century Zionism continues to guide our vision,** viewing Zionism as an agile and dynamic national movement that evolves to seize opportunities and address threats.
2. **Reut's mission remains "...to sustain significant and substantive impact on the future of the State of Israel and the Jewish world and to make an indelibly Jewish and Israeli contribution to humanity," aspiring to a prosperous and secure State of Israel and Jewish world.** We aim to be catalysts of Zionism's evolution as it adapts to emerging challenges and opportunities.
3. **Reut's purpose remains to become "an institution that is Israel's most effective force of change,"** helping Israel to thrive in a uniquely turbulent and adversarial environment.
4. **Reut's culture and values dictate its unique characteristics:** it is Zionist yet global, visionary yet pragmatic, agile yet focused, a leader yet a partner, creative yet methodic, avant-garde yet institutional, political yet non-partisan.
5. **Reut's unique value proposition derives from its focus on societal innovation and adaptation** through examining fundamental challenges, identifying strategic surprises and opportunities, articulating visions, designing strategies to realize them, piloting those strategies and then scaling the successful ideas nationally.
6. **Reut's strategy** – designed to realize its vision, to serve its mission of impact in Israel and the Jewish world, and to fulfill its purpose of being a force of change in areas that are critical to the security and prosperity of Israel and the Jewish world – **underwent a significant transformation in late 2012.** It is now comprised of the following five mutually reinforcing efforts:
 - **Research, Diagnosis and Impact (RD&I) seeking conceptual impact, focused mainly on decision-makers, policy designers, academics, and other thought leaders,** by identifying fundamental gaps that require adaptation and transformation, diagnosing them, offering an alternative vision, designing a strategy and seeing it effectuated;

- **A ‘Movement’ and ‘Leapfrog Clubs’ mobilizing Israel’s ‘serving elite’ to effectuate Reut’s visions** by providing lay leaders and professionals across Israeli society, who endorse our vision, with leadership opportunities and practical tools to serve them. We have already launched the first ‘Leapfrog Club,’ which regularly convenes people who are dedicated to the ISRAEL 15 Vision;
- **Leadership – Continuing to recruit and nurture an elite cadre of strategic leaders**, and assisting them in assuming positions of authority, leadership, and influence in the Israeli and Jewish public spheres;
- **A Societal Innovation Hub** (aka ‘Hub’) supporting societal entrepreneurs whose vision aligns with Reut's in their entrepreneurial journey;
- **Reut Enterprises** – Reut will launch a for-benefit enterprise, which will advance Reut's causes on a *for-profit* basis, engaging public and private sector ‘clients’ who would not qualify as beneficiaries for the non-profit work.

Thus,

- **Building Reut as a model for emulation** for public sector agencies is *no longer* a pillar of Reut’s impact strategy. Minor successes and lack of organizational focus led us to conclude that this element of our strategy should be relocated to Reut Enterprises, and will be offered on a for-profit basis.

Organizational Vision for 2023

Reut's organizational vision for 2023 is to have realized its purpose of becoming the most effective force of change in Israel and the Jewish world, as well as to have made a significant, distinct and indelibly Jewish and Israeli contribution to humanity. This vision remains unchanged, but new elements have been introduced, particularly regarding the Hub, the Movement and Reut Enterprises.

7. Reut will have accumulated **multiple success stories of fundamental impact in areas of critical importance to Israel's security and prosperity**, including pursuing the ISRAEL 15 Vision and adapting Israel's security and international approach.
8. Reut will have groomed **dozens of graduates, many of whom serve in positions of authority, leadership and influence in Israel and the Jewish world, having gone through a formative personal and professional experience at Reut.**
9. Reut will have mobilized **a Movement among Israel's serving elite who are promoting its visions across the key institutions of Israeli society.**
10. Reut will have supported **a group of societal entrepreneurs** through its Innovation Hub in making a significant contribution to Israeli and Jewish society.
11. Reut will have catalyzed **a significant, indelible and distinctly Israeli and Jewish contribution to humanity** aligned with the spirit and values of *Tikkun Olam*.
12. Reut will have served as a **model for emulation**, inspiring the development of similar units in multiple public-sector institutions within national and local governments.
13. A '**Reut House**' will be built, which fits future needs and aligns with our brand.
14. **Reut will be part of a global network of organizations that tackles global challenges, providing this network with a unique value proposition that is distinctly Israeli and Jewish.**
15. Reut will develop **synergic relationships with leading academic institutions** in Israel and around the world.
16. **Reut will have become a financially resilient organization** based on a diversity of sources including individuals and foundations, philanthropies, Reut Enterprises, and the Reut Fund.

2012 Annual Report

The following are highlights of Reut's achievements in 2012:

ISRAEL 15 Vision

- **Government of Israel mobilizing to realize the ISRAEL 15 Vision:** In 2011, the ISRAEL 15 Vision became a formal government objective. In 2012, we saw government agencies mobilizing to realize this goal, primarily the Ministry of Trade, Industry and Labor.
- **National discourse on the ISRAEL 15 Vision:** Reut co-convened the second ISRAEL 2021 Conference – which was also the fourth ISRAEL 15 Conference – with TheMarker, Israel's leading economic and business newspaper. 1,500 participants discussed 120 case studies of societal change.
- **Modeling the ISRAEL 15 Vision in Tsfat and the Western Galilee:** Reut is deploying its conceptual frameworks on [national leapfrog](#), [inclusive growth and community building](#) and [regional development](#) in the Western Galilee and in the city of Tsfat. We are partnering with Raya Strauss-Ben-Dror, UJA Federation of NY and the Russell Berrie Foundation.
- **Partnership with UJA Federation of NY:** This leading Jewish institution decided to partner with Reut and throw its weight behind our efforts in Tsfat as one of their flagship projects in Israel.
- **In Western Galilee, Reut is supporting Raya Strauss Ben-Dror's effort to leap this region** through inclusive growth in the field of tourism. Its keystone is a web platform – [Treasures of the Galilee](#) (soon in English) – which is designed to increase Israeli and international demand for tourism in that area, and to ensure that local businesses are ready to seize on that opportunity.
- **Permanent presence in Tsfat and in the Western Galilee through two strategic planning directors:** [Amit Granek](#), who led Reut's Regional Development team in 2010-12, now serves as Strategic Planning Director in the Tsfat Municipality, working closely with the Mayor. [Nir Messiga](#) joined the Western Galilee Cluster and works under Mayor Sivan Yechieli. These two positions are generously funded by the Russell Berrie Foundation.
- **Reut published [The Faculty of Medicine and Leapfrogging the Galilee](#) document** on the essential conditions for a significant governmental project to transform municipalities and regions. We used the 400 million USD project of the new Faculty of Medicine in Tsfat as a case study for an opportunity to promote regional growth in health and medicine, human capital, research, employment, and local leadership.
- **A new vision for sustaining the Start-Up Nation Model** and Israel's scientific and technological edge, was developed in 2012 and will be published in 2013.



Roy Keidar, Reut's CEO, speaking at the ISRAEL 2021 Conference put on by Reut & TheMarker

- **Reut launched the Cross-Lab Network (XLN) of communal technological spaces of 3D printers and self-manufacturing:** This unique and innovative effort aims to place Israel at the [frontier of the coming technological revolution](#). The first lab is now fully operational in Tel Aviv, serving as a center for the 'Makers Movement' in Israel. Our aim is to launch three additional locations in 2013 and dozens by 2018.
- **Civil service reform:** The Civil Service Commissioner invited Reut to be part of the interagency team in charge of designing a comprehensive reform in the Israeli public service to increase its efficiency and effectiveness. Omri Zegen, Reut's vice president, is a permanent member, and presented Reut's work on [Flexisecurity](#).
- **Broadening public participation:** Reut is putting forth a vision for expanding public participation to restore trust in government and improve the capacity of the government to govern. This effort was presented to then-Minister Michael Eitan.

National Security, the Jewish World and Tikkun Olam

- **Realignment of Israel's national security:** Reut continued to develop its proposition for Israel's new national security outlook following the so-called 'Arab Spring' and the major global and regional geopolitical transformations, to be presented in 2013.
- **21st Century Tikkun Olam:** Reut and Avraham Infeld, together with the Alliance for Global Good (AFGG), published a vision titled [21st Century Tikkun Olam: Improving the Lives of Quarter of a Billion People in a Decade](#) and a paper on [the meaning and history of the concept of Tikkun Olam](#). The first stage of our impact strategy focused on influencing the language and discourse in this area, including through stakeholder's forums in New York (see: [the Jewish Week](#)) and Tel Aviv, a mini-conference in the 2012 GA in Baltimore, a roadshow of presentations, and a series of op-eds. In 2013 we are focusing on operationalizing the vision in partnership with the AFGG by establishing a designated organization called 21st Century Tikkun Olam.
- **Working with the Israeli Diaspora** – Reut published its report on [The Leadership Potential of the Israeli Diaspora](#), identifying this community as a significant untapped opportunity for strengthening local Jewish communities and bridging the gap between Israel and Jewish world communities. In March, Reut partnered with the Jewish Agency in convening Israeli lay leaders and professionals from across North America. Reut has also been working closely with UJA Federation of Greater Toronto on its challenge in this regard. All of these efforts are a part of Reut's broader efforts to bring Israel and Diaspora Jewry closer together.
- **Partnerships in fighting the delegitimization of Israel:** Reut is proud to see most of its strategy and recommendations from 2009 broadly implemented. In 2012, for the second year, Reut partnered with the American Jewish Committee to co-host the 20/20 ACCESS Conference, bringing hundreds of leaders from around the world under the theme of 'Together.'

Structure, Management and Operations

- **Reut transitioned into a dual management structure of a President and CEO** as part of our long-standing quest to increase Reut's resilience.
- **A number of Reut's graduates transitioned to key positions in the public sector:** [Netaly Ophir-Flint](#), Reut's former VP, is now a fellow in the prestigious Wexner-Israel leadership program at the Harvard Kennedy School of Government; [Amit Granek](#) was appointed Strategic Planning Director in Tsfat; [Dana Preisler](#) moved to work for the Dado Strategic Planning Center in the IDF; [Yael Weiss](#) is now Director of a philanthropy fund called Benmai Investments for the Future; Shirlee Harel is the CEO of *Lev Ohev* ('Loving Heart'), a foundation for children and youth; and Anat Horowitz-Harel serves as the Director of Planning and Applied Research at the Open Land Institute of the Society for the Preservation of Nature in Israel.
- **Reut Alumni Network was launched** in July 2012, aiming to maximize opportunities for further impact.
- **Gidi Grinstein, Reut's President, went on sabbatical** to write his book *Flexigidity: the Secret of Jewish Adaptability*. The book lays out Reut's underlying philosophy for the Jewish and Israeli public sphere.

Strategy for 2013-15

Reut's strategy was realigned at the beginning of 2013, based on a month-long process of diagnosis and deliberation. The following summarizes the key insights of this process:

Reut's Opportunities

- **Crisis in the capacity of the government to govern** due to its difficulty in responding to the rise in the frequency and force of transformative events in politics, economics, technology and society, which leads to hesitation and risk-aversion. Thus, **the leadership void is filled by civil society on the local and community level.**
- **Societal innovation is gravitating from the domain of the government**, due to its crisis in the capacity to govern, to that of non-profits and philanthropists.
- **Most innovation is not focused on societal challenges:** While the business sector has little interest in societal innovation, most non-profits are focused on situational innovation, out of the existing institutions.
- **The capacity to 'make sense of things' is growing in significance**, as the world is becoming more complex, turbulent and unstable. Think tanks, academia and even intelligence services are facing mounting difficulties in understanding the world and predicting its evolution. Reut has exceptional capabilities to explore the emerging environment, to articulate a direction, and to then intervene.

Internal Challenges

- **To balance our adaptive leadership work** between our on-the-ground activities, such as with local leaderships in Tsfat and Western Galilee, **and the more conceptual and theoretical work with the central government, academia, think tanks and media** both in the areas of national security and with regard to the ISRAEL 15 Vision.
- **To mobilize Israel's 'serving elite' to embrace Reut's vision.** Our previous effort, which began in 2008 through the partnership with TheMarker, was hugely successful but has exhausted itself. Reut needs a new approach to mobilizing the thousands of people that are necessary for effectuating its visions.
- **To serve and pursue the multiple visions and conceptual frameworks that Reut has produced over the years**, as its current bandwidth is limited to a few visions and challenges at any given moment.

Pillar I: Research, Diagnosis and Impact

Reut will focus its efforts for conceptual strategic impact, by consolidating an 8-12 person taskforce, to be led by [Eran Shayshon](#). This task force will specialize in the art of creating big ideas and embedding them by identifying fundamental gaps, diagnosing them, articulating a vision, designing a strategy and then engaging in impact, working with policy-designers, decision-makers, academia and non-profits and on *three specific adaptive challenges facing Israel and the Jewish world* in which Reut can make an exceptional

contribution based on its unique value proposition:

- **Israel's New National Security Outlook**: The dramatic upheaval in the Middle East and the tectonic geopolitical shifts around the world necessitate an updated approach for Israel's national security, marrying hard and soft power to ensure Israel's survival, security and legitimacy. Reut's future work in this area will be based on our past efforts related to national security, Israeli-Palestinian relations, countering the assault on Israel's legitimacy, and 21st Century Tikkun Olam.
- **ISRAEL 15 Vision**: Over the past six years, Reut has developed extensive knowledge on this vision of positioning Israel among the fifteen most-developed nations in term of quality of life, and on the requirements for its realization in areas such as inclusiveness, regional development, urban development, public participation, innovation, science and technology, and labor relations. In the coming years, our focus will be on working with the government of Israel in designing policies that are essential for realizing this vision, as well as the development of Israel's periphery and the leapfrogging of urban communities. Part of this work includes Reut's Cross Lab Network (XLN) that aims to place Israel at the forefront of the next technological revolution of self-manufacturing and 3D printing.
- **Future of Israel's Relations with the Jewish World**: Reut views this area of key relationships and peoplehood as critically important, and has been focusing on it since 2008. Our most recent effort has been on the Israeli Diaspora.



Pillar II: The Reut Movement and the Leapfrog Clubs

The Reut Movement will mobilize an ever-growing circle of lay leaders and professionals that embrace Reut visions and are willing to serve them out of their *existing* respective positions of leadership. The logic of this effort is as follows:

- **The mission of the Movement will be to enhance Reut's impact** by creating a broad base of support for its visions and their implementation.
- **The Movement will serve *all* of the visions that Reut has developed over the years**, including those relating to the ISRAEL 15 Vision, resilience, national security and Israel's relations with the Jewish Diaspora.
- **The Movement will focus on scaling Reut's impact**, by creating tools for widespread application of Reut's strategies.
- **The Movement will offer decision-support to other entities** that will partner to serve Reut's vision.

As part of this effort, Reut will expand its engagement with circles of supporters and friends in Israel. **We have already increased our focus on public relations and**

communications, and have **launched the ‘Leapfrog Club’**, which regularly brings together the community of people that are committed to the ISRAEL 15 Vision in order to connect and learn together.

Pillar III: Societal Innovation Hub

Reut will launch a hub for societal innovation, supporting entrepreneurs whose initiatives align with Reut’s vision. We believe that Reut can offer such emerging leaders a unique value proposition, which stems from Reut’s broad network of relationships, capacity to create new knowledge, and experience in providing strategic support and in on-the-ground activities. We plan to support such initiatives from an early phase and through scaling.

Pillar IV: Reut Enterprises

Reut’s future for-benefit arm will serve Reut’s vision and mission by working with private and public sector clients on a for-profit basis. It will work to monetize the assets, which Reut has accumulated, into revenue-generating services.

Our experience has been that once our initial concepts have proven themselves, there are governmental agencies, municipalities and corporations who would be willing to pay for Reut services. Reut Enterprises will tap into this opportunity, thereby not only serving Reut’s vision, but also generating income that will help sustain Reut’s non-profit activities.

Pillar V: Grooming Strategic Leaders

Reut will continue to recruit individuals who are committed to serving the State of Israel and the Jewish People and offer them a formative personal and professional experience en route to positions of authority, leadership and influence. This has been a pillar of Reut’s strategy since inception and will continue to be central to Reut’s outlook.

Additional Organizational Efforts

- **Reut Fund** – Reut will launch an endowment with the mission of accumulating resources to ensure Reut’s long-term existence.
- **Measuring impact** – Reut is developing a new framework for assessing transformative change in complex environments, such as the ones in which Reut operates. This area lacks adequate measurements and forms of evaluation.
- **International outreach** – Reut intends to explore possible synergies with leading foreign institutions in tackling challenges that are global yet relevant to Israel. Our initial focus will be on institutions in the U.K., Germany and Singapore.
- **Reut’s Ten-Year Anniversary** – 2014 will be Reut’s tenth anniversary. We will celebrate this milestone in Israel in the spring of 2014 and in NYC in the fall of 2014. More information to follow.

2013 Key Efforts and Work Plan

The following are the highlights of Reut's work plan for 2013:

ISRAEL 15 Vision: Consolidating Leapfrog Models

- **Educating Israel's newly elected and appointed law-makers and policy-makers**, many of whom share the fundamental outlook of Reut on the ISRAEL 15 Vision. This represents a significant opportunity for advancing the next wave of reforms and a challenge of working with a new team in all government ministries.
- **Finalizing and presenting the Tsfat Model for urban leapfrog** – Reut will present the first version of the Reut-Tsfat model by the summer and improve it thereafter. The dissemination of the model to other locations, in collaboration with UJA Federation of NYC, will begin in the fall.
- **Finalizing the model for 'clustering unique assets' in the Western Galilee** – Reut will develop and finalize the model of developing societal clusters of businesses and local institutions around unique assets within the effort in the Western Galilee.
- **A new vision for sustaining the Start-Up Nation Model** – Reut is finalizing a new vision and strategy designed to preserve Israel's scientific and technological edge.
- **Consolidating and expanding the Cross-Lab Network (XLN)** – In addition to the fully operational Cross-Lab in Tel Aviv and Haifa, Reut will consolidate the model and deploy additional communal technological spaces around Israel. Reut plans to open 3-5 more locations in 2013, and an additional 8-10 locations to open within the period of the three-year strategic plan, bringing to a total of 15 locations by 2015.

National Security, the Jewish World and Tikkun Olam

- **A new framework on the realignment of Israel's national security outlook** to be published by the summer of 2013.
- **Effectuating our 21st Century Tikkun Olam vision** – Reut and Avraham Infeld, together with the Alliance for Global Good, will launch an institutions to realize our 21st Century Tikkun Olam vision for improving the Lives of Quarter of a Billion People within a Decade by establishing a designated global entity.
- **Working with the Israeli Diaspora** – Reut will publish its final report on this matter and will reevaluate the next phase of its work in this field.
- **Supporting the fight against the delegitimization of Israel** – Reut will continue to support the fight against the delegitimization of Israel based on the work it has done. Further work in this area will focus on building 'legitimacy surplus' in the form of the Tikkun Olam effort and on the adaptation of Israel's global presence to the challenges of the 21st century.

Reut Movement, Leapfrog Club, Hub, For-Benefit Enterprise, and Fund

- **Preparing for the launch of the Reut Movement and Hub in early 2014**, by crystallizing their vision, mission, unique value proposition and strategy in collaboration with other organizations, lay leaders and professionals across Israel.
- **Reut Leapfrog Clubs to be expanded** – The first national Leapfrog Club was launched in January 2013 and will continue to grow in 2013 through its monthly gatherings and other activities. The regional leapfrog club of the Western Galilee will be launched in the fall as a model for additional similar clubs around Israel.
- **Reut Enterprises** – A designated taskforce of Reut board and staff has been crystallizing the concept of this enterprise. It will be incorporated in the summer of 2013 subject to legal opinions, and first business activities are planned for the fall.
- **A number of Reut's team members are expected to transition to key positions in the public sector..**

Decade Event, Flexigidity, Operations and Management

- **Decade events in 2014** – Reut will be celebrating a decade since our establishment with our community of friends and supporters in two major events: in Israel in the spring of 2014 and in New York in the fall of 2014.
- **Management** – Reut's new directions of establishing Reut Enterprises, the Movement and the Hub will create multiple leadership opportunities for our present and past team members.
- **Gidi's book, Flexigidity**, to be published by the fall, supported by a designated web-platform.

2013-14 Timeline Highlights

- January 2013 – Launch of first Leapfrog Club
- April 2013 – XLN location in Haifa launched
- May 2013 – Beginning of roadshow of Reut-Tsfat model
- Jul. 2013 – Incorporation of Reut Enterprises
- Jul. 2013 – XLN: first Makers' Academy Israel
- Aug. 2013 – New National Security outlook published
- Sep. 2013 – Publication of Flexigidity
- Oct. 2013 – additional XLN locations launched
- Oct. 2013 – National Security: beginning of roadshow
- Dec. 2013 – XLN: Winter Makers' Academy
- Apr. 2014 – Reut Movement and Hub launch

Budget and Financials

Securing our financial and organizational resilience will remain a key principle for our 2013-2015 Development Plan:

- **Reut's total revenue for 2012 was 2.174 million USD.**
- **Our 2013 base budget is ~2.014 million USD, providing for 27 employees.** Additional projects and hires will be conditioned on securing new funding over and above the assumptions that underlie this base budget.
- **Increased reserves and tightened risk management** – At the end of 2012, Reut collected cash in the equivalent of the cost of two-months' worth of expenses, as well as the equivalent of three additional months' worth of expenses in hard pledges. We hope to enlarge these amounts to the equivalent of three months' worth of expenses in cash and the equivalent of six additional months' worth of expenses committed in hard pledges over the subsequent six months.

End.