



The Reut Institute

Annual Report for 2014 Work Plan for 2015

*Adar, 5775
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Letter from Our Chairman

Dear Reut Community,

I welcome the opportunity to update you on the milestones of Reut's very significant past year, and to share with you our plans for 2015.

Towards the end of 2014, we began to see the fruits of major investments that we have made in the past couple of years, which we expect are the initial indicators of a new growth phase for Reut.

This past year, Reut implemented a major re-structuring two years in the making that is aimed at scaling Reut's impact. As a result, in 2014, Reut launched a technology and design arm called TOM (Tikkun Olam Makers, formerly named C-IDEA) to compound and complement Reut's policy and strategy work, primarily in the area of 'inclusive growth.' We believe that this synergy between societal and technological innovation places Reut at the cutting edge and one of the most innovative 'think tanks' in the world.

In addition, towards the end of 2014 we consolidated three years of work in the city of Tsfat and in the Western Galilee region into a model for cultivating local level socio-economic development. Initial feedback leads us to believe that the model holds tremendous value for Israeli society, and beyond. Our work plan for the upcoming years aims to leverage this model to replicate and scale our impact.

Reflecting upon the process that led to these developments, I am personally very proud that Reut, which aims to lead adaptive change in Israel and across the Jewish world, has proven its strength and resilience as an organization that is continually able to reinvent itself while remaining true to its vision, mission, and unique value proposition. Reut proved in 2014 that it will stay on the cutting edge, able to take upon the risk of bold experimentation, and pave paths that shape the reality around us.

I am excited about the new opportunities that are approaching, and that are described in this report. I welcome your interest, feedback, and involvement in this journey.

With gratitude and warm wishes,



Erez Meltzer
Chairman of the Board

The Reut Institute

Reut's vision is of a secure and prosperous State of Israel; a state whose existence is secured and citizens are safe; a state that is a leading nation in terms of its quality of living; a state that is predominantly Jewish, offering Jewish added value at the heart of the Jewish world and providing a significant contribution to the existence and prosperity of global Jewish peoplehood; a democratic state, which embraces universal humanistic values and aspires to create a society that sets an example for the family of nations.

Reut's mission is to sustain significant and substantive impact on the future of the State of Israel and the Jewish people and to leave an indelibly Israeli and Jewish imprint on the future of the world.

Reut's strategy focuses on sustaining fundamental impact in Israel and the Jewish world by catalyzing transformations in the mindsets, priorities, and conduct in areas that are critical to Israel's security and prosperity and on developing an elite cadre of strategic leaders and to assist them in assuming positions of authority, leadership, and influence in Israeli and Jewish public spheres.

This year, substantial structural changes came into fruition at Reut. Foremost, Reut launched TOM (Tikkun Olam Makers, formerly called CIDEA), its technological arm. TOM's mission is to drive design and innovation to create extremely affordable solutions for acute and neglected societal problems. It aims to make a significant contribution to humanity and in the process promote a 'legitimacy surplus' for Israel, strengthen the bonds of Jewish peoplehood, and position Israel as an engine of innovation that serves humanity's "neglected problems."

Therefore, today, Reut is able to attack problems through a complementary process of societal and technological innovation. Reut's societal innovation continues to be produced by its policy and strategy arm, which identifies relevancy gaps between a given policy or strategy and a changing reality and works with decision makers and leaders to advance new visions and strategies.

In the midst of these changes, Reut had a productive and full year. In 2014, highlights of Reut's achievements include:

- Scaling the Local Leapfrog Model
- Strengthening the infrastructure for Leapfrogging Tsfat and the Western Galilee
- TOM (Tikkun Olam Makers, formerly CIDEA) events – Nazareth and Sao Paulo
- Firewall: The Israel Legitimacy Hackathon
- Expanding XLN reach and impact
- Convening a new national security conversation

- Shaping a new approach to Israelis abroad
- Launching the conversation on 'Flexigidity: The Secret of Jewish Adaptability'
- Celebrating Reut's ten-year anniversary

Breakdown of 2014 Achievements

ISRAEL 15 Vision

- **Scaling the Local Leapfrog Model –**
The team began its "roadshow," presenting the model to dozens of relevant players, primarily in national and local government, academia, and national NGOs and organizations, in order to get input on and finalize the model and to begin its dissemination. A specially convened mini-conference earlier in the year gathered many such players to form discussion-based working groups on its components.

“There is no doubt that in addition to helping shape a cutting edge social-economic government policy that will serve the fringes of Israeli society and start new growth; there is an acute need to empower the community and the local municipalities which serve the citizen directly... The work that Reut does in this field is to be admired and I hope that all cities in the State of Israel are able to benefit from their knowledge.”

– Prof. Manuel Trajtenberg, Former Chair, Planning and Budgeting Committee of the Israeli Council for Higher Education; Chair of Israeli Government’s Trajtenberg Committee for Social Economic Change.
- In addition, Reut continues to engage in government initiatives to advance Local Leapfrogs, such as the Knesset committee that focuses on municipal issues, and the Prime Minister’s Office's urban taskforce.
- **Infrastructure for Leapfrogging Tsfat and the Western Galilee –** In Tsfat, Reut continued to work with the municipality and others to leapfrog the city. Reut helped to create work plans for key municipality departments that are aligned with the city vision and also focused on harnessing local organizations, businesses, and civic lay leaders to the city vision. Tsfat has attracted national government investment in preserving and promoting its unique assets, with several key government offices committed to advancing the rehabilitation of the Old City of Tsfat and the Jerusalem Blvd commercial area.

“Within two days of working with Reut... my whole conceptual understanding changed.”

- Mayor Ilan Shohat of Tsfat

In the Western Galilee and under the leadership of Raya Strauss Ben Dror, Reut helped to develop the leadership infrastructure for guiding the regional leapfrog. This infrastructure is in the form of a "central brain" voluntary forum of professionals dedicated to designing and updating the regional development strategy, as well as a "Leapfrog Club" dedicated to advancing local inclusive growth toward the vision, which is being led by Arab and Jewish private and public sector CEOs, academics, mayors, and regional council leaders and non-profit leaders from the Western Galilee.

- Incubating a social venture that promotes inclusive growth, which aims at generating a breakthrough in the rate and quality of employment of the Arab population in Israel. The initiative – called “Collective Impact: A Partnership for a Breakthrough in Arab Employment” – was founded by the Wexner Israel Fellowship Class 24 and is being carried out in partnership with the Jewish Funders Network, Sheatufim, and Matan.

Scientific and Technological Innovation

- **TOM (Tikkun Olam Maker) events:**

TOM Nazareth brought together teams made up of engineers, social workers, industrial designers, and individuals with disabilities from 11 countries who worked for three days to create working prototypes of products that address challenges facing individuals with disabilities (please see [event video](#).)



A customized 3D printed hand at TOM Nazareth

In **TOM Sao Paulo**, Reut partnered with the local municipality and others to host our first-ever international **TOM** (Tikkun Olam

Make-a-Thon), which focused on developing open-source and affordable solutions for challenges faced by people with special needs. The local Israeli consul spoke at the event, and the event itself was covered by Brazil's largest televised news broadcast.

- **Expanding Reut' reach and impact:** The XLN expanded physically, opening six additional centers across Israel, and was able to reach new populations especially with in Israel's geographic and socio-economic periphery. Reut partnered with the Israeli Employment Service to mobilize the XLN in service of facilitating the first training course for unemployed in the field of 3D printing, and, for the first time in Israel, a group of ten Haredi women successfully completed a course in 3D printing.

National Security and the Jewish World

- **Convening a new national security conversation:** Reut held a mini-conference, attended by members of the defense establishment as well as civil society, to facilitate a dialogue in the context of the vision and principles in its work on redesigning Israel's national security doctrine.
- Subsequently, and largely as a result of the war with Gaza in the summer of 2014, Reut decided to **double click on the strategic threat to Israel's fundamental legitimacy**. Reut undertook an intensive process of assessing needs of leading actors fighting the assault on Israel's legitimacy from around the world, which shaped the strategy of the Israel Legitimacy Hackathon (an event that took place in January 2015).
- **Shaping a new approach to Israelis abroad:** Reut first identified the Israeli diaspora as a strategic opportunity in 2012, and has since maintained its close engagement with organizations in Israel and in major Jewish communities. In 2014, Reut served as the facilitator of an Israeli government taskforce on engaging with the Israeli Diaspora in the context of the Government of Israel-World Jewry Joint Initiative. Reut CEO Netaly Ophir-Flint has spoken on the issue to forums from the Israeli Knesset to the Israeli diaspora community.



CEO Netaly Ophir-Flint speaking about the Israeli diaspora at a conference held by the IDC Herziliya

Flexigidity

Launching the conversation on Reut Founder and President Gidi Grinstein's book "Flexigidity: The Secret of Jewish Adaptability": Milestones include Reut's hosting England's former Chief Rabbi and renowned Jewish thinker, Rabbi Lord Jonathan Sacks, for a conversation with Gidi in the context of the book with more than 300 people in attendance. In addition, the book, which was originally published in English, was published in Hebrew and is in bookstores in Israel.

Decade Event

On September 18th, a few days before the start of the Jewish new year, Reut celebrated its ten-year anniversary together with more than 600 of Israel's key change makers, 40 visionary speakers, and one audacious goal of designing a vision for Israel@75. The conference introduced cutting-edge conversations about the vision for the future of Israel and the Jewish people, featuring visionaries that are leading change on a wide range of issues including national security, socio economics, Israel's relations with world Jewry, and science and technology (see highlights [here](#); see Reut's top ten achievement across the past ten years [here](#)).

Training Strategic Leaders and Alumni

- Recruitment – In 2014, Reut hired two new staff members, [Jonah Fisher and Naama Klar](#). Reut continues 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.
- Training – In addition to its emphasis on on-the-job training, Reut held a two-week in-house methodical exercise, led by the [Praxis Institute](#), in order to advance its knowledge development capacities.
- Reut Alumni Network – This year, Reut Vice President Omri Zegen moved on to a position as Director of Training at Maoz, an organization that identifies, trains, and empowers ethical and professional leaders in important public and social positions within Israeli society.
- Empowering Emerging Local Leaders - In September 2014 Reut, in partnership with [Shacharit](#) (an NGO that aims to forge a new social partnership within different sections of the Israeli society), launched an innovative leadership course to train emerging local leaders from across Israel. Reut provided workshops that focused on its model for generating local transformations and presented its approach to leading processes of adaptive leadership and societal change. The goal of the initiative is to empower a new generation of local leadership and enable real change in the quality of life of Israeli society.

Work plan for 2015 – Year of Consolidating Gains

After significant investment in its internal re-structuring in 2014, Reut expects this year to reap the benefits of the new structure now in place, which includes the societal innovation arm of Reut's policy and strategy teams, and the new technological innovation arm, TOM (Tikkun Olam Makers, formerly CIDEA). Additionally, 2015 is the year of scaling the Local Leapfrog model, an asset in which 1.5 million dollars have been invested to create a new model and vision for Israeli society, and whose different elements are relevant to every city and every community in Israel.

Programs and Operations Summary

The following information illustrates the projects that Reut will work on in 2015.

Societal Innovation

- **Reut's key effort is on scaling the local leapfrog model for transforming cities, neighborhoods, and regions, especially in Israel's periphery.** The model draws from Reut's extensive work----- in partnership with the UJA Federation of NY, Raya Strauss Ben Dor, Mick Davis and the Russell Berrie Foundation – on national leapfrogging, inclusive growth and community building and regional development, and is the result of more than three years of piloting in the city of Tsfat and in the Western galilee region. **In 2015, Reut's scaling strategy will include several tracks:**Continuing the "road show" to present and discuss the model in order to crystallize and disseminate it, focusing on national and local governments, key NGOs, media, and academia.
- Eventually turning the relevant parts of the model into government policy backed by funding. In 2015-2016 our work will focus on preparing these elements for government funding.
- Working with NGOs who operate in this sphere on a national level in order to harness them to the national vision that each organization adapt to their work.
- Deploying the model in at least one additional locality around the country (depends on funding).
- Designing, prototyping and developing new technologies to support local inclusive growth and cohesive communities.
- Continuing to develop the model based on feedback and further research.

Reut continues to develop new knowledge and strategies, both through theoretical and on-the-ground work. In 2015, Reut's main research and development efforts will focus on:

- Creating new ideas and products that will increase the productivity and employability among poor people and poor communities, beginning with Tsfat and the Western Galilee.
- Continuing to work on the ground in the Western Galilee and in Tsfat in close collaboration with our local partners to continue to pilot the model.
- In Tsfat, focusing primarily on building an inclusive economic cluster that leverages the city's unique assets and creates a growth engine that benefits and harnesses a broad base of its residents.
- In the Western Galilee, continuing to support emerging leapfrog leadership platforms that are mobilizing the serving leadership in positions of authority and influence in the region with the shared goal of improving their region.
- Developing the concept of 'smart communities' – Reut will clarify the substance and implications of harnessing technology to address communal needs, and plans to convene innovation processes through TOM around this idea.

Reut also intends to launch policy and strategy efforts in the areas of national security and Israel-Jewish world relations, and is currently in an exploratory phase of a project that would ask the question of what it means to be the nation-state of the Jewish people in the context of increasing drift in Israel-Jewish world relations. Reut hopes to launch a team dedicated to framing a new conversation around this issue.

Technological Innovation

TOM

- TOM will develop capacities to internationalize its unique model of convening innovation processes around acute societal challenges. TOM's potential to spread globally is key to its ability to achieve its goals of making a significant contribution to humanity and in the process promoting a 'legitimacy surplus' for Israel, strengthening the bonds of Jewish peoplehood, and positioning Israel as an engine of innovation that serves humanity's "neglected problems."
- TOM will convene 3-4 events in partnership with the Schusterman Family Foundation in 2015 including:
 - Firewall: The Israel Legitimacy Hackathon, held in January 2015, which produced new ideas on combating the de-legitimization of Israel (please see event [video](#)). This effort may require designated follow up during 2015.
 - TOM TLV, to be held in conjunction with the March 2015 Jewish Funders Network International conference at the Tel Aviv Hilton Hotel focusing on

needs of people with disabilities.

- o TOM Israel in October 2015, which will focus on the challenge of ‘smart communities’ that are conducive to rising productivity, employability, inclusiveness and cohesion.
- TOM will foster the creation of breakthrough technological innovation to support Local Leapfrogs, by focusing on the needs of poor communities in order to design and prototype products that can accelerate local inclusive growth. Examples include: designing a ‘smart’ 21st century community center, enhancing interconnectivity among community platforms, and optimizing resources available to the community.

Inclusive Technology

In this area, 2015 efforts will focus on the following:

- Training under-privileged populations for the coming self-manufacturing revolution, primarily focusing on the unemployed, the disabled, the elderly, children, students and small businesses, with special emphasis on Israel’s periphery and the Arab and Haredi populations.
- Research and education in the area of self-manufacturing revolution, primarily toward and within Israeli central and local governments and other public sector institutions. Key objectives include publishing the conceptual framework and other related documents.



Learning how to make 3D printers in an inclusive technology course

Flexigidity

In 2015 grants toward the Flexigidity project will focus on the following:

- Deploying, launching and operating the Flexigidity web platform – www.flexigidity.com – among wide audiences. This web platform uniquely supports a global deliberation of the condition and direction of the Jewish People and the State of Israel.
- The publication and the transformation of Flexigidity into educational materials.

Reut Campus and Reut Website

In 2015, Reut will relocate to a new ‘campus’ that will house the Institute, TOM and the Reut Makerspace. In addition, Reut plans to revitalize its website.

Training Strategic Leaders

Reut will continue to recruit people 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.

In 2015, Reut will convene the inaugural Adaptive Leadership Lab, a five-day seminar in Israel developed in partnership with the Schusterman Foundation's ROI Community and based on the semester-long adaptive leadership course at the Harvard Kennedy School.

Key Staff Biographies



Gidi Grinstein is the Founder and honorary President of the Reut Institute, which he established in 2004. His vision was to create an innovative organization to sustain a significant and substantive impact on the future of the State of Israel and the Jewish people. His previous positions include Secretary and Coordinator of the Israeli negotiation team on the Permanent Status Agreement between Israel and the PLO. He also worked in the Bureau of Prime Minister Ehud Barak (1999-01), as part of the team that prepared, participated in and followed up on the Camp David Summit (July 2000) and worked on the Clinton Ideas for Israeli-Palestinian peace (Dec 2000). Gidi has an extensive background in policy and is a graduate of the Harvard Kennedy School of Government as a Wexner Israel Fellow (2002) and Tel-Aviv University Schools of Law (1999) and Economics (1991). He regularly writes on Israeli national security, socio-Economic issues, regional developments and Israel-Diaspora relations.



Netaly Ophir-Flint is the CEO of the Reut Institute. In 2012-13, Netaly resided in Cambridge, MA while completing a Master's Degree in Public Administration at the Harvard Kennedy School as a Wexner Israel Fellow. Prior to leaving for the Wexner program, Netaly was Vice President of the Reut Institute, where she also led a taskforce on the changing relations between Israel and world Jewry. Before joining Reut, Netaly worked as a lecturer in the department of International Relations at the Hebrew University and in a variety of positions at the Shalem Center Research Institute. Netaly currently serves on the board of directors of Presentense Israel.



Daphna Kaufman is the Director of Policy and Strategy at Reut. In the past, Daphna has led Reut's Tikkun Olam team, which focuses on the potential for world Jewry and the State of Israel working together to help solve pressing global issues, and to make a significant, global, and distinctly Jewish and Israeli contribution to the world. Prior to joining Reut, Daphna served as the Communications and Research Director for AIPAC's leadership development program. In this capacity, she produced content for AIPAC publications as well as political leadership and advocacy training materials. Daphna has worked for The Israel Project in media communications, engaging journalists on matters relating to Israel's security and utilizing research-based strategic communications in producing and disseminating information on the Middle East to journalists and the public.



Abed Assli joined Reut in September 2009, and he is currently the CFO of Reut and the Team Leader of the Regional Development Team that promotes pilots in the Western Galilee with the aim of improving the economic and social infrastructure in the Galilee region; The Team Leader of the Technological Innovation Team, that formulates new strategy to Israeli innovation industry. Prior to his current position, Abed was a member of the Regional Development team that dealt with the analysis and understanding of the problem of regional development in Israel, designing a solution for this problem, and harnessing different forces in the public sphere in order to implement a new strategy. He holds a B.A in Economics and Business Administration and an M.A in Economics from Haifa University and was a Koret-Milken Institute Fellow for two years.



Martin Ben Moreh is Program Director for Judaism, Renewed Zionism and Israeli Society. He is a Fellow of the Mandel School for Educational Leadership. From 2001 till 2009, Martin was the Director-General of Meitar, the College of Judaism as Culture. Meitar's mission was to bring the concept of Judaism as Culture to many parts of the Israeli society (School system, Olim communities, the general public, etc.). In this capacity Martin lectured and presented Meitar's mission throughout Israel as well as among Jewish communities in North America. He has also been involved for in the Kibbutz movement for many years and was head of the Youth and Young Families division, Director of Kibbutz Studies at Givat Haviva, and served as Secretary of Kibbutz Nirim.



Orit Reuveni is Reut's Director of Resource Development and External Relations. Before coming to Reut she served as the executive spokesperson for the Leumi Group (Leumi Bank and its subsidiaries) and was responsible for managing the Group's public relations and ongoing connections with the media. She has also served as: Spokesperson of the Israel Democracy Institute, Spokesperson of the Ministry of Education and Deputy Spokesperson of the Ministry of Finance, as well as a journalist and editor in the Yediot Acharonot group. She has vast experience in media and communications, and extensive knowledge in both the public and business sectors. Orit holds a BA in communications and management from the College of Management and is in the final stages of earning her MFA in film and television from Tel Aviv University.



Arnon Zamir is the Director of the TOM Initiative. Previously, Arnon served as the COO of XLN. He is passionate about bringing people together around Making – the craft of multidisciplinary technological creativity. Prior to Reut, Arnon worked at the Education Cities organization. He focuses on the development of the Israeli Makers community by opening makerspaces and so bridging technology, education and communities. Arnon holds a B.A. in Psychology and Education from the Tel-Aviv University, where he works as an MBA program hackathon facilitator and mentor.

Budget and Financials

- Reut's total revenue for 2014 was \$2,097,610.
- Reut's 2015 base expense budget is \$1,550,000 for 22 employees. Additional projects and hires will be conditioned on securing new funding over and above the assumptions that underlie this base budget.