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Dear Friends,

We are proud to share with you the progress we have made and milestones we have achieved in 2015, and to outline the directions we plan to pursue in the upcoming year.

This past year has been a fruitful one and ended with a bang: 50% growth for the entire Reut Group! This is an outcome of the consolidation of changes, which have been in the making since 2012, and the result of our investments in the infrastructure of our organization.

Throughout these changes, our vision, mission and purpose have remained unchanged. Reut was founded twelve years ago to create and scale innovative models to tackle some of the toughest challenges facing Israel and the Jewish People, while making a significant and distinctly Jewish and Israeli contribution to humanity. We remain dedicated to this mission.

Looking forward to another great year ahead.

Letter from the Founder and CEO

Gidi Grinstein, Founder
Netaly Ophir-Flint, CEO
First-ever Firewall: Israel Legitimacy Hackathon, mobilizing technology and community to fight the BDS Movement; Gidi Grinstein relocates to New York City under the auspices of American Friends of Reut.

TOM: TLV another successful makeathon to create extremely affordable solutions to neglected societal problems; Launch of Local Leapfrog Club Steering Committee in Western Galilee

XLN launches 3D printing teacher training programs in over 50 schools; Reut and ROI co-host week-long Adaptive Leadership Seminar, bringing professors from Harvard to train Reut staff and ROI community members

TOM is finalist at Aspen Ideas Festival and Gidi presents our economic vision; Roy Keidar graduates as Founding Director of Reut Mountain Movers and XLN, and Daniel Weil joins as the new Director of XLN and Acting Director of RMM; Igal Ram joins Reut as Firewall: Israel Director

Google and local partners sponsor TOM’s Bay Area Makeathon; TOM event in Calgary, Canada; Launch of the Local Leapfrog Center selling Israel15 tools to public institutions

XLN launches 3D printing teacher training programs in over 50 schools; Reut and ROI co-host week-long Adaptive Leadership Seminar, bringing professors from Harvard to train Reut staff and ROI community members

Launch of Israel as the Nation-State of the Jewish People R&D team at the Institute; XLN launches course training retirees in advanced technologies in collaboration with insurance company Migdal

Prototype (Eye-Control Device) designed at first TOM (Nazareth) raises 139% of funding goal through crowd-sourcing campaign; Launch of Reut partners with Tel Aviv University Business School over Smart Community Framework; Reut team undergoes training with world-renowned Professor of Entrepreneurship Danny Warshay

Launch of Western Galilee Leapfrog Club; Launch of XLN MakerBus bringing technological training to remote areas across Israel, Local Leapfrog Center begins strategic process with Kinyat Malachi

Reut beings strategic partnership with ADI to fight Israel’s delegitimization; Google sponsors $700,000 grant to TOM, via Beit Issie Shapiro; the Institute’s Tsfat team gets mayor’s green light to build accelerator for Tsfat ‘unique asset’ entrepreneurs

Launch of Smart Communities R&D team at the Institute; Fashion Designer Danit Peleg works with XLN to design 3D printed fashion items on global scale

70-page Local Leapfrog Model is completed and presented over 50+ meetings to leading thought leaders and government officials across Israel; XLN launches partnership with Alyn Hospital and the National Insurance Institute to build patient rehabilitation center using advanced technologies

Launch of Israel as the Nation-State of the Jewish People R&D team at the Institute; XLN launches course training retirees in advanced technologies in collaboration with insurance company Migdal

TOM: Israel held at Tefen in the Western Galilee; TOM event in Sao Paolo, Brazil; XLN opens new Maker space in heart of Tel Aviv in collaboration with Amal, a network of Israeli vocational schools; Reut Moves to co-working space at WeWork Sorona

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The Institute

The Reut Institute’s mission is to develop innovative and scalable models to address key challenges facing Israel and the Jewish People, while making a significant and distinctly Jewish and Israeli contribution to humanity. The Institute combines strong research and strategy capabilities, innovation in design and technology, extensive field work and bold leadership efforts. Its work begins with the analysis and diagnosis of fundamental challenges and opportunities, followed by envisioning a new reality, strategizing, piloting bold experiments, and turning the successful ones into scalable models.

ISRAEL 15 Vision: A Model for Local Leapfrogging

The Reut Model for Local Economic and Social Transformations was consolidated in late 2014. Our goals for 2015 were to continue piloting and crystallizing this initiative in Tsfat and the Western Galilee, and to begin to scale it in neighborhoods, cities and regions across Israel.

Our scaling work included the following:

» A ‘road show’ of 150 top-tier meetings with national and local government institutions, NGOs, civil society leaders and academics;
» Working with national government agencies to adapt the model, particularly the National Economic Council on their annual assessment to the Prime Minister, the Ministry of Economy on its new development plan for the Galilee and the Ministry of the Interior;
» Coaching local groups on implementing the model, including a partnership with Shacharit, Community Center directors from the Israel Association of Community Centers, Cadets for Local Government and neighborhood leaders from Yoseftal, Petah Tikva;
» A new vision for Kfar Malachi, in cooperation with Maoz and the Gazit Globe Corporation, to set the city on a trajectory of inclusive growth;
» Exploring the role of technology in fostering inclusive growth through community institutions (Smart Communities) – Reut completed an initial R&D process in this area and is currently pursuing opportunities to develop prototypes of community-based technologies through partnerships with relevant institutions and organizations in Israel. In addition, Reut partnered with Tel Aviv University’s Recanati Business School, which has developed a ‘Design Thinking’ course based on the challenge of smart communities, in cooperation with the Tel Aviv Municipality.

Reut continued on-the-ground efforts to achieve a Local Leapfrog in Tsfat and the Western Galilee.

Highlights included:

» In the Western Galilee, in partnership with Raya Strauss Bendror, Reut launched the Western Galilee Leapfrog Club. The creation of such a forum is the centerpiece of Reut’s Local Leapfrog Model, which calls for the empowerment of local leadership from across sectors to pursue inclusive growth.
» After ten months of preparation, more than 150 regional leaders from the business, academic, governmental and non-governmental sectors who are committed to the region’s future prosperity, came together around a shared regional vision, spearheaded by Reut. Seven task-forces launched during the course of the two-day event will continue to promote joint projects in areas such as tourism, industry, health and multiculturalism. Reut will continue to guide the individual task-forces as well as the entire Leapfrog Club.
» Together with the Tsfat Municipality, Ministry of Housing and Construction, Antiquities Authority and Young Adults Center, Reut established Tsfat’s first tourism-focused steering committee. Designed to promote inclusive economic growth around Tsfat’s unique asset of Jewish spirituality and mysticism, the forum will act as a force multiplier in advancing a core component of the Local Leapfrog Model, calling for the creation of economic growth engines which will leverage local unique assets.

Reut works on Tourism in Tsfat

Technological leapfrog in the Western Galilee
The Institute

National Security

We introduced new areas of focus to our work in this area, to complement our long-standing projects fighting the delegitimization campaign against Israel and strengthening Jewish peoplehood.

In January 2015, Reut convened the first ever Firewall Israel Legitimacy Hackathon, designed to harness Israeli and Jewish technological innovation to address the needs of activists fighting Israel’s delegitimization in communities and on campuses across the world. More than 100 participants – aged between 15 and 64, from six countries, including pro-Israel activists, Jewish and pro-Israel professionals, PR and marketing experts and cyber and tech developers – produced more than a dozen prototypes of tools for those fighting on the front lines against the BDS and delegitimization campaigns.

Following the Firewall hackathon, Reut committed to further developing and scaling the technological prototypes developed at the event, hiring Igal Ram to direct this effort. Reut’s ongoing commitment includes generating crowd-sourced design, development, installation and scaling of technological tools to aid in combating the delegitimization campaign against Israel. In 2015 we created a secure website to serve the developer community and as a platform for the various applications, databases, browser add-ons, data-mining crawlers and other web tools under development.

In addition, Reut has given a significant number of lectures on the topic of BDS to numerous groups within Israel, as well as visitors including the Sderot Conference, Birthright, delegations from Federations all over North America, journalists, Jewish organizations from across the world and more.

The Jewish World

Reut completed the R&D phase of a new project that focuses on the relationship between Israel and the Jewish world. Our work analyzes the gap between Israel’s core purpose as the nation state of the Jewish people, and the reality of a growing divide between Israel and world Jewish communities. It also identifies the implications this has on the future of Israel, world Jewish communities, and the Jewish people at large. It proposes a new vision for a global civil society of the Jewish people, with Israel as its nation state, and a strategy through which to effectuate the vision (to be published in the first quarter of 2016). In the next stage of our work, Reut is committed to catalyzing a process of change, working in partnership with organizations and institutions across Israel and the Jewish world.
**TOM** (Tikkun Olam Makers)

**TOM seeks to create extremely affordable solutions to neglected societal problems**, beginning with needs of people with disabilities and now expanding to the needs of the elderly as well. It does so primarily through convening makeathon and hackathon events with a unique methodology, bringing together individuals suffering from the problem being dealt with (need-knowers) and a diverse group of technology and design specialists with the capacity, working together, to address these needs. TOM has now created more than 60 prototypes of products addressing acute needs of people with disabilities.

**TOM events in 2015 included:**

- **TOM:TLV**, held at the Tel Aviv Port in conjunction with the Jewish Funders Network Conference, gathered more than 100 participants in 15 teams who worked for 72 hours to develop prototypes which address challenges facing individuals with disabilities.

- **TOM:ISRAEL**, held in the Western Galilee in November, brought together TOM and Reut’s Israel 15 Vision, specifically its focus on generating a local leapfrog in the Western Galilee. Participants represented the diverse populations residing in the area.

- **The Bay Area Makeathon** – TOM’s first-ever North American event held in San Francisco, CA – was a partnership between TOM, Google and UCP of the North Bay. The Bay Area Makeathon was the largest TOM makeathon to date with more than 130 participants and 18 teams.

In addition, in 2015 TOM launched the beta version of its online platform, designed to serve as an online gathering place for the global TOM community. The platform will host all the plans and prototypes created at TOM events around the world in open source, and will allow TOM attendees to collaborate and communicate.

Finally, TOM Global – a world-wide network of licensed, locally operated and organized TOM events – made headway this year, with the first global events taking place in Sao Paulo, Brazil and Calgary, Canada, and plans are underway for events in more than ten locations in 2016. TOM Global events around the world will be facilitated and organized independently under the guidance and supervision of the TOM team in Israel.
The Inclusive Technology Initiative

The Inclusive Technology Initiative, operated by XLN (Cross-Lab Network) is a venture designed to propel Israel to the frontier of the 3D printing revolution, and make sure that all Israelis will benefit from it. Its work includes: setting up low-cost, bare-bones makerspaces in poor communities across Israel; training teachers; offering a variety of highly affordable courses to the public; and training vulnerable populations, including the unemployed and retirees, as well as Haredim, for 3D printing related jobs and entrepreneurship.

Highlights of activities in 2015 include:

» The Initiative and Alyn Hospital in Jerusalem, which serves people with disabilities, received a significant government grant to launch a makerspace designated to support patients. This grant is the first by the government that supports customized 3D-printed solutions for patients’ needs.

» The Initiative co-launched a first-of-its-kind training program for retirees aged 60+ in order to offer them new employment and entrepreneurial opportunities. All participants have significant skill sets, and seek to re-enter the job market.

» The Initiative partnered with Ofanim, UJA Federation of New York, and the Helfstein Family Foundation to create and design Israel’s first MakerBus. The MakerBus is an innovative way for the Initiative to serve its mission in remote locations, educating and serving new communities every week.

» The Initiative is helping schools reach the next level by training teachers in the world of 3D printing, in five different locations around Israel. In addition, the Initiative’s student community continues to grow, with more than 50 classes having gone through our training program, enabling students to join the Maker community.

» The Initiative and Amal, a national network of vocational and technical education high schools, partnered to create a communal technological makerspace in one of Tel Aviv’s busiest locations (opposite the Azrieli Center). The space will serve to educate students and the broader community, support the local maker community and offer community service, as well as serve as the hub of the Initiative’s global network.

» In Tel Aviv’s Shapira High School, the Initiative is creating a new model combining technological education and community service. This year-long program, launched in September, will help students to design and produce products for people with disabilities. The students will engage with people with disabilities, understand their needs, design a solution, and produce it as part of their projects. Their main focus will be to create solutions which enable people with limited movement capabilities to play musical instruments.
Training and Leadership

Reut’s talented staff are key to its long-term impact. We recruit high-caliber professionals, offer them formative personal and professional experiences, before helping them transition to positions of authority and leadership in Israeli and Jewish public spheres. We are proud of the graduates who have moved on from Reut to do so.

In 2015, former Reut VP Omri Zegen transitioned to Head of Content and Training at Maoz, and analyst Shay Maoz now coordinates the alumni program at the Ein Pratt Academy.

Since its inception, one of the central pillars of Reut’s strategy has been to serve as a training ground for Israel’s future strategic leaders. Reut therefore recruits individuals who are committed to lifelong service of the Jewish and Israeli public spheres, who wish to specialize in the strategic design of policy and its implementation.

The five main stages of Reut’s leadership training consist of: (1) recruitment; (2) training; (3) team assignments; (4) transformative personal and professional development experiences; and finally, (5) placement within positions of leadership, influence, or decision-making authority in the Israeli and Jewish public sphere.

To date, Reut has successfully placed more than 20 of its alumni in Israel’s public sphere, including central government, municipal government, NGOs, and civil society.

In addition to the core components of Reut’s ongoing training, in 2015 our revamped leadership training program offered additional highlights:

- Principles and practice of adaptive leadership, based on the work of Prof. Ron Heifetz of Harvard University in collaboration with the Schusterman Foundation’s ROI Community.
- Understanding the nature of change in the era we live in.
- Methodology for identifying and diagnosing ‘relevancy gaps’ arising between the mindsets of decision makers and trends in a changing reality.
- Zionism in the 21st century. In addition to the ongoing mentorship of Avraham Infeld in this area, Reut invited a series of guest lecturers to engage with staff.
- Entrepreneurship and innovation processes.
- Technical and professional skill development, including a public speaking workshop and a seminar on the ‘collective impact’ approach to advancing societal change.
- Personal-professional development/mentorship.

In 2015, Reut’s investment in leadership training was emphasized by its work with interns. Reut accepts interns willing to commit to full-time work for a substantial period of time, and in 2015 hosted nine such interns, including two from Yale University, an Israeli Government Fellow and a Steinhardt Fellow. Interns at Reut benefited from a basic training package, were offered a trajectory of full integration into projects, received mentoring and were encouraged to develop and pursue individual initiatives.
The Team

Gidi Grinstein  
Founder

Netaly Ophir-Flint  
CEO

Abed Assli  
VP

Avraham Infeld  
Mentor

Naama Klar  
Team Leader

Yonatan Weinberg  
Team Leader

Noa Eliasaf-Shoham  
Consultant

Daphna Kaufman  
Director of Strategic Projects

Orit Reuveni  
Director of Development and External Relations

Arnon Zamir  
Director of TOM

Yael Brendel  
Director of the Leapfrog Center

Igal Ram  
Director of Firewall Israel

Talia Gorodess  
Director of the Institute

Martin Ben Moreh  
Director of HR

Avital Inbar  
PA to the President

Jonah Fisher  
Analyst

Adiel Shapiro  
Analyst

Bat Chen Rotenberg  
Analyst

Zohar Mandel  
External Relations

Rachel Celniker  
Development

Dina Rastrepin  
Operations Manager

Naama Baor  
TOM

Michal Kabatznik  
TOM

Sefi Attias  
TOM
Reut by Numbers

Who we are

- 54% Women
- 46% Men

Where we're from

- Israel
- South Africa
- Russia
- Canada
- USA
- UK

TOM Makeathons 2015

- TOM:TLV - March, 2015
- TOM:SF (Bay Area Makeathon) - Sept. 2015
- TOM:CL (Calgary, Canada) - Sept. 2015
- TOM:SP (2) - Nov. 2015
- TOM:IL - Nov. 2015

How we’re funded

- Independent donors
- Family Foundations
- Major Foundations
- Federations
- Minor Foundations
- Soup Kitchens
- Books

* Donations to Reut and American Friends of Reut, Jan-Nov 2015

Our 2015

- 3 babies born
- 6 new staff
- 12 years old
- 32 average age
The Reut Group

As we move into 2016, we are happy to share with you some major organizational changes we have recently undertaken, designed to ensure long-term impact in the field of societal innovation and leadership. In recent years, Reut’s strategy and structure have evolved as we responded to an emerging world where technological and societal change are becoming increasingly interlinked; where new funding models, such as impact investment, enable unprecedented support for innovation, and where the lines between non-profits, businesses and social ventures are ever more blurred.

Against the backdrop of this changing environment, Reut has decided to assume responsibility not only for the design of big ideas and models, but equally for the effectuation of these models. As such, Reut has evolved into a Group, comprising the following arms:

» The Institute, Reut’s think tank, continues to focus on societal innovation in spheres critical to Israel’s security and prosperity, through research, envisioning, strategizing and piloting our ideas. This includes our groundbreaking work on local transformations under the Israel 15 vision; our work on Israel-Diaspora relations; and on fighting the assault on Israel’s legitimacy.

» Four ‘spin-off’ initiatives, which are distinct efforts each focused on effectuating one model created by the Institute. These efforts include (1) TOM (Tikkun Olam Makers) for inclusive technology; (2) Firewall Israel for fighting the BDS Movement; (3) the Inclusive Technology Initiative powered by XLN, designed to propel Israel to the frontier of the 3D printing revolution; and (4) Reut’s Leapfrog Center to promote local growth.

» Reut Mountain Movers, which is a for-purpose company designed to expand the impact of Reut based on sustainable business models. We have done extensive legal work to ensure full compliance with both US and Israeli regulations, so that all tax-deductible contributions to Reut are strictly used for non-profit purposes.

A central pillar of our strategy remains our Leadership Training Program, and we are proud that Reut’s team continues to generate leaders who go on to serve in key positions in Israel’s public sphere.

In order to support these changes, we decided to move our offices to a new location in the WeWork co-working space at Sarona in the heart of Tel Aviv, which gives us flexibility and a vibrant ecosystem. In addition, we have launched a new branding effort to reflect our growth and the diversification of the Reut Group.
Looking forward

The Institute

The Reut Institute will continue to develop and scale models which effectively tackle critical challenges facing Israel and the Jewish people, to ensure their security and prosperity. In 2016, we will focus on two areas:

Model for Local Transformations (the ISRAEL 15 Vision)

» In Tsfat we will focus on developing and effectuating an economic development strategy around Tsfat’s unique asset of Jewish spirituality and mysticism. Partnering with Presentense Israel, we will introduce an accelerator for entrepreneurs whose businesses are anchored in the city.

» In the Western Galilee we will continue to work with the Leapfrog Club of local leaders to finalize the regional vision and a strategy for implementing it through the work of various sub-groups.

» We will scale the Model for Local Transformations through partnerships with relevant government ministries, as well as in additional local authorities e.g. Kiryat Malachi, through the newly-formed Leapfrog Center.

Smart Communities: Reut will continue to develop its model Israeli community, focusing on adapting the infrastructure of community institutions to the needs of society in the 21st century. We will do so by using research and strategy together with design and technology, and we plan to begin to pilot our ideas on the ground. We intend to be able to begin scaling this model by the end of 2016.

National Security and Global Affairs

Combating Israel’s delegitimization and the Firewall Project: In partnership with ADL, Reut will introduce a comprehensive framework regarding the challenge of Israel’s delegitimization, based on extensive research and strategy work. We plan on effectuating this framework by fall 2016. In addition, Reut will continue to develop and pilot its Firewall Israel web platform, to serve every local Jewish community and pro-Israel group around the world in their local fight against the local BDS challenge.

Israel’s relations with the Jewish world: This task-force aims to finalize its Conceptual Framework around Israel as the nation state of the Jewish People, offering a bold, forward-looking perspective, as well as guidelines for action by leaders who are passionate about this challenge. To this end, we will partner with the Israeli Government major non-governmental entities.

Leadership Training

In 2016, Reut will not only continue to develop its leadership training modules for its staff, designed to offer them formative personal and professional experiences, but will also begin to offer these unique services to other organizations and programs.

TOM

TOM is set to grow in 2016, engaging a global community of makers in two stages of the product development cycle: Challenge to Prototype and Prototype to Product, focusing on the following:

» Inspired by TEDx, we will develop a TOMGlobal on-line toolkit for communities around the world to run TOM makeathons.

» Development and pilot launch of the Open Making Marketplace - a new approach to bringing assistive tech innovation to its target audience. This is an online depository and point-of-contact to enable people with disabilities to be assisted, regardless of their financial situation and geographical location.

» Open Delivery Communities - Local maker teams in various location who will engage in developing and delivering assistive technology products based on open-source material provided by the TOM community.

The Inclusive Technology Initiative

The vision of inclusive technology calls for us to bring the benefits of technology, and specifically of the 3D printing revolution, to all Israelis through training and education, support to local entrepreneurs and small businesses, and by delivering extremely affordable products to people with disabilities and elderly. Our activities in service of this mission will expand in 2016 with the following focus:

» Expanding our training programs for all ages across the social and geographical periphery of Israel, with special focus on teachers and trainers, as well as on the unemployed and the Haredi population.

» Launch of the MakerBus, our mobile makerspace created in partnership with Ofanim, which will allow us to spread our vision to every corner of Israel and train hundreds of pupils each year.

» Special program to support entrepreneurs in the field of product design. This activity will helped in part by strategic partners such as Yigal Arnon and Deloitte.