



**Leaping II**  
**2010 Annual Report**  
**Reut in 2021**  
**2011-13 Development Goals**  
**2011 Working Plan**



**Shvat 5771**  
**February 2011**

## Achievements We Are Most Proud Of

- **An institution with multiple successes of impact** in Israel and the Jewish world, whose innovation and cutting-edge nature is recognized in Israel and around the world.
- **The ISRAEL 15 Vision** has become a formal government objective. Reut has provided the definitive conceptual framework on this challenge, as well as on leaping the Negev and Galilee and on the vision of inclusiveness.

We worked with TheMarker, Israel's leading economic publication, to transform the public discourse and mobilize the serving elite toward Israel's long-term development.

We have also partnered with Partnership 2000 of the Jewish Agency and with ELKA of the JDC who have embraced our vision and developed laboratories on the development of the periphery.

- **Fighting Israel's de-legitimization:** National Security: Reut developed the definitive work on fighting Israel's de-legitimization that has guided Israeli government and non-government organizations in Israel and around the world.
- **National and local resilience:** Reut, together with the Israel Trauma Coalition, developed the definitive work in this area, which is gradually implemented by government.
- **Israeli-Palestinian political process:** As early as January 2006, Reut has identified the establishment of a Palestinian state in provisional borders in the West Bank as the sole possible outcome of the political process and developed the necessary analytical foundation.
- **Israel's relations with the Jewish world:** Reut's conceptual framework has proven definitive for many organizations. We are now partnering with institutions such as Federations, Hillel, JCCA or Taglit / Birthright to effectuate this vision.
- **Reut runs Israel's leading training program for strategic leadership.** Our VP, Omri Dagan, was recently appointed as head of the National Cadet Program for Public Service in the Government of Israel. We had 300 applicants in our recent recruitment.
- **Reut's model has been emulated by the Ministry of Foreign Affairs.**
- **Over 8 million dollars** raised since 2004. **28 employees** in December 2010.

## *- Executive Summary -*

### **Dear Supporters and Friends,**

The Reut Institute is pleased to present our community with a comprehensive overview of our organization. This executive summary covers the five parts of this overview: a general introduction to the Reut Institute; the 2010 Annual Report; our goals for 2021; the Development Plan for the years 2011-2013, which incorporates our 2011 Work Plan; and a chapter elaborating on our fundamental impact.

### **General Introduction**

At the beginning of our eighth year of operation, **our vision, mission, purpose, strategy, and unique value proposition remain stable and solid.** The framework of 21<sup>st</sup> Century Zionism guides our vision; our mission remains "...to sustain significant and substantive impact on the future of the State of Israel and the Jewish world and make an indelibly Jewish and Israeli contribution to humanity"; and our purpose continues "to be an institution that is Israel's most effective agent of change" helping Israel survive and thrive in a uniquely turbulent and adversarial environment.

Our strategy for realizing this vision, serving this mission, and fulfilling this purpose continues to be comprised of three mutually reinforcing efforts:

- **Fundamental Impact** – Catalyzing deep transformations in the mindsets, priorities, and conduct of Israel and the Jewish world in order to address challenges critical to security and prosperity;
- **Strategic Leaders** – To develop an elite cadre of strategic leaders and to assist them in assuming positions of authority, leadership, and influence in the Israeli and Jewish public spheres;
- **Model for Emulation** – To establish a cutting-edge organizational model for developing strategies and effectuating them across a wide range of ecosystems in Israel and the Jewish world that will be emulated by government agencies.

**This strategy has qualitative and quantitative implications.** On the *qualitative* level, we need to master the art of fundamental impact; of developing strategic leaders; and of understanding the values, structure, operation, and makeup of leading strategic units. On the *quantitative* level, Reut needs to build the capacities that will allow it to tackle a critical mass of issues, develop a significant number of strategic leaders, and form deep partnerships with leading organizations in the public spheres in Israel, the Jewish world and beyond.

This past year, we have made significant progress toward our objective of becoming an institution. We are honored to have welcomed Mr. Roy Keidar as our incoming CEO, who will replace Gidi Grinstein, our founder, who will become our President, in June 2011. In addition, we continued to strengthen our board, led by Mr. Erez Meltzer, and to build a community of friends and supporters in Israel.

## 2010 Annual Report: A Year of Impact Breakthroughs

In 2010, Reut achieved several breakthrough successes in making an impact in the Israel and Jewish public spheres.

- The ISRAEL 15 Vision: From a Reut vision to an official national objective and a grass roots rallying cry:** In early 2010, the Government of Israel decided that the national objective for Israel's future development should be to become one of the fifteen most developed nations in terms of income per capita (In the clip below Netanyahu says in the Israel 2021 Conference that there will be a strategic plan to place Israel among the fifteen leading nations). In early 2011, the Government launched an effort backed by significant resources to formalize this decision into a concrete long-term plan. This decision and the future plan mark significant milestones in the realization of the ISRAEL 15 Vision.



- The ISRAEL 15 Vision: Transforming the public discourse:** In 2010 Reut catalyzed the transformation of Israel's public discourse and public sphere through its two and a half year relationship with TheMarker, Israel's leading economic newspaper and website. During the past few months, TheMarker editorially prioritized and systematically addressed issues of long-term significance to Israel's development, thus creating a powerful incentive for politicians and civil servants for pursuing long-term and broad development goals;

- **The ISRAEL 15 Vision: Mobilizing the serving elite:** The ISRAEL 2021 Conference, hosted by TheMarker in partnership with Reut, and held on January 11-13, 2011, mobilized 2,600 leaders from positions of authority, leadership or influence across all sectors of Israeli society. By bringing this group together, providing them a platform for dialogue, offering them a common language, and rallying them around a vision, we made a significant stride toward developing a thriving serving elite. Prime Minister Netanyahu and other leading ministers in social and economic areas addressed the conference and Reut hosted three international experts: Nobel Prize Recipient Prof. Michael Spence, Prof. Ricardo Hausmann of the Harvard Kennedy School of Government and Dr. Rory O'Donnell of the Ireland National Economic and Social Council.
- **The ISRAEL 15 Vision: Leaping Israel's Geographic Periphery:** Developing Israel's periphery is essential to realizing the ISRAEL 15 Vision. Therefore Reut, in partnership with two major organizations – the Jewish Agency's Partnership 2000 and the Joint Distribution Committee's ELKA Program – developed a unique [conceptual framework for regional development](#) and began realizing it through pilot laboratories around Beit Shemesh and Acre. The new approach received immediate attention from the media and widespread endorsement in government and non-government sectors;
- **National Security: Fighting Israel's de-legitimization:** In 2010, Reut catalyzed a dramatic change in Israel and the Jewish world's approach to fighting the de-legitimization of Israel. Reut's unique [conceptual framework](#), published in January 2010, which called for driving a wedge between critics of Israel and delegitimizers, was cited repeatedly in the media and adopted by several governmental and nongovernmental organizations. Its language became nearly ubiquitous, as seen in a recent conference organized by the Prime Minister Office, the Office of Strategic Affairs and the Ministry of Foreign Affairs.

In addition, Reut initiated a first-of-its-kind mission to a global hub of Israel's de-legitimization, London, with the aim of formalizing operational principles on how that community, as well as others, could respond. Reut conducted several study visits, partnered with the top community organizations, and engaged the leadership of the community and the Israeli Embassy.

- **Israel's relations with the Jewish world:** In 2010, Reut made significant strides in catalyzing a new relationship between Israel and the Jewish World. Reut focused its efforts “one organization at a time”, working with organizations that are uniquely positioned to play a leading role in the emerging Jewish world such as Hillel, JCCA, Taglit-Birthright Israel, leading federations such as NYC and LA, and Partnership 2000 of the Jewish Agency
- **Israel's emergency preparedness:** In 2010, Reut had moderate success in promoting a culture of preparedness and catalyzing the formation of a civil resilience network. Reut based its work on the conceptual framework '[Israel's Resilience Network for Local and National Resilience](#),' developed in partnership with the Israel Trauma Coalition and with the support of UJA Federation of NYC. The team succeeded in establishing this framework as the formative document in the area. Thereafter, it continued to promote the structures, incentives, patterns of

conduct and institutions essential for realizing its goals by trying to affect key players.

- **Israeli-Palestinian political process:** In 2010, Reut continued to offer a reassessment of the [Israeli-Palestinian Process](#) and to present it to decision makers and relevant experts. The media continued to cite Reut's work, as its framework seems increasingly relevant to the direction of political process and endorsed by various sections of Israel's leadership.
- **Reut's expertise in developing strategic leaders was recognized. Reut VP, Omri Dagan, is the new Director of the Cadet Program for the Civil Service of the Government of Israel.** Reut's program for developing strategic leaders is of the most advanced of its kind in Israel, preparing its staff for positions of authority, leadership, and influence in the public sphere by providing them with a unique package of theory, methodology, software tools, and technical skills. In 2010, the program was expanded to include areas such as Jewish history, Zionism, and economic and social thought. Recently, the quality of our program was recognized by the selection of our VP, Mr. Omri Dagan, to the position of Director of the Program of Cadets for Civil Service of the Government of Israel. Following a competitive application process, Omri joins six other Reut graduates who serve in key positions across the Government of Israel and the Jewish World.
- **The Policy Planning Unit of the Ministry of Foreign Affairs was remodeled in part after the Reut Institute.** We view this as our first major structural impact on the GOI. Reut continued to present its unique model to other branches of the Israeli government as well as at several conferences.
- **Team and budget: steady growth to 27 full-time staff and 2.2 million USD –** By the end of 2010, Reut had 27 full-time team-members deployed in five teams. This is compared with 22 members in 09', 18 in 08' and 23 in 07'.

Reut's 2010 income stands at roughly 2.2 million USD, compared with 1.5 million USD in 09'; 1.7 and 1.4 million USD in '08 and '07 respectively.

## Reut in 2021

**By the year 2021, Reut plans to have realized its purpose of becoming an institution that is Israel's most effective agent of change, sustaining significant and substantive impact on Israel's security and prosperity.** We hope to have accumulated multiple stories of success in fundamental impact, to have developed dozens of strategic-leaders, and to have served as a model for emulation in Israel and around the world. This entails growing in size and budget to 9-12 teams, 50-60 employees, and 5-6 millions USD annual budget, as well as developing mechanisms to increase our organizational resilience.

## 2013 Development Plan (for the years 2011-13)

**Our 2013 Development Plan continues to be guided by a single organizing logic: Leaping.** It focuses on systematic *linear* investment in capacity-building on the individual, team, and organizational levels in order to generate *exponential* development in our impact, based on the following principles:

- **Staying at the frontier of Israel's challenges** – We will gradually launch new teams in areas that have great significance for Israel's security and prosperity, such as community-building, sustainable development, or relations with emerging political and economic powers, while exiting from areas where Reut no longer brings significant, distinct and unique value.
- **Grooming strategic leaders** – We will continue to develop our training programs for analysts, senior analysts, and team leaders; we will seek 'operational integrity' in all teams; and we will improve our capabilities in the fields of impact and development.
- **Becoming an 'institution'** – We will integrate the new CEO, transitioning into a double-headed leadership structure of a CEO and a President, further strength and enlarge our board, and nurture our community of allies, partners, and supporters.
- **Enhancing financial and organizational resilience** – We will adhere to the principles that served us over the past years of fiscal discipline while beginning to endow Reut.

**In addition, we have set the following objectives for our teams for the coming three years:**

- **ISRAEL 15: From a vision to nationally agreed principles:** By 2013 we intend to turn the formal goal of the government that Israel should become one of the fifteen leading nations into a generally accepted set of principles endorsed across government as well as in local authorities, civil society and the business community. In 2011, our efforts will focus on working with the National Economic Council and the Ministry of Finance on developing a national strategy in this regard; on deploying a comprehensive approach to ensure that growth is inclusive; and on effectuating our strategy for leaping Israel's geographic periphery.
- **ISRAEL 15 Vision: A network of resilient and prosperous communities:** this is the vision our new taskforce will explore and test over the coming three years. We believe that it is essential for supporting fast economic development, for inclusiveness, and for better relations with the Jewish World. In 2011 our taskforce will focus on developing the conceptual framework for its activities, working with strong partners such as the SHACHAF Communities.
- **National Security: Adapting to geopolitical change:** Through 2013 we intend to introduce a comprehensive framework on Israel's security and foreign policy that combines both soft power and hard power strategies. This framework will aim to secure Israel's status as a regional superpower and a global power such that it can achieve synchronized victories on the military and home fronts, as well as in media, diplomacy, and law fronts.

- **National Security: Civil resilience network and culture of preparedness:** Reut's vision for the coming years remains solid and focuses on nurturing national and local resilience across the key nodes of the civil resilience network that we envision. In 2011 we will continue to grapple with the challenge of catalyzing systemic change in this area. In the first half of 2011 we will focus on impacting the National Emergency Exercise, scheduled for June, and will reassess the contribution of our team thereafter.
- **Israeli-Palestinian political process:** For the coming years, our assessment remains that the only possible outcome of the political process between Israel and the Palestinians is the coming into being of a Palestinian state in the West Bank as part of a long-term interim status that is based on coordinated back-to-back unilateralism. In 2011 we will explore the implications of this scenario on Israel's map of interests and engage the key decision makers and bodies.
- **Renewed Zionism and the future of Israel's relations with the Jewish world:** We believe that Israel's relations with world Jewry must transition, and even transform, in order to realize its full potential. In 2011, we plan to continue our work with key organizations such as Hillel, JCCs, Birthright Israel / Taglit, Federations and the Jewish Agency. In addition, we plan to update our conceptual framework in order to have a more focused impact strategy in 2012.

The Reut Institute is ready, trained, equipped, and motivated to become Israel's leading agent of change. Since we offer our services *pro-bono*, we remain dependent on your friendship, support, and generosity. As always, we look forward to your feedback.

With deep gratitude,



Gidi Grinstein  
Founder and President