

It is an intertwined three-strand rope that will not be severed as long as they are wound together.

# Future Focused

2010/11 Performance Report



הסוכנות היהודית לארץ ישראל  
Jewish Agency for Israel

Sivan 5714, June 1954

...There exists a shared destiny between the State of Israel and the Jewish People. The State cannot exist without its People and the Jewish People cannot exist without the State. Therefore, the following are interconnected: love of the Homeland, loyalty to the State and loyalty to the Jewish People—all together. **It is an intertwined three-strand rope that will not be severed as long as they are wound together.**

From a letter to Prime Minister Moshe Sharett from David Ben-Gurion, Chairman of the Jewish Agency Executive, 1935-1948; first Prime Minister of Israel 1948-1953





Sivan 5771, June 2011

**Dear friends,**

Think about the profound, sweeping changes in our world since June 1954. Yet Ben-Gurion's words could not be more relevant as we confront the challenges and imperatives for the Jewish people in the 21st century. As forces fray the bonds of our peoplehood, the Jewish future could turn out to be one of catastrophic assimilation or renewed vibrancy. Much depends on the choices we make now.

Over the past eighteen months, our leadership has been involved in an intensive process to evolve a new strategy to achieve the Jewish Agency's **enduring vision to ensure the future of a connected, committed Jewish people with a strong Israel at its center.** The centerpiece of this transformative plan is a new mission focused on investing in the vitality of the Jewish identity of the younger generation as key to ensuring a thriving Jewish future in communities around the world—and ultimately to aliyah as well.

We are all too familiar with the research. One of the main threats facing the Jewish world today is eroding Jewish identity and the weakening connection of young Jews to our People and to Israel. Another sobering reality: The pervasive and urgent need to strengthen Jewish identity is equally acute within Israel.

But identifying as a Jew does not necessarily translate into enduring commitment to *Am Ehad*. Young Jews have to be inspired by a sense of purpose to choose to connect. Fortunately, research also shows that intensive expressions of Jewish life come through immersive experiences of study, travel, community and Israel itself as a powerful connector.

On one hand, a seemingly intractable challenge; on the other, demonstrated, tested responses. The intertwined future of the Jewish people lies in successfully bridging these two realities.

**A new mission for a new world** In unanimously approving "Securing the Jewish Future: Forging a Jewish Agency for Israel and the Jewish People" last June, our Board of Governors put into motion a bold new plan to build that bridge. The title speaks volumes: This is a defining moment beyond any one institution, beyond any one place. This is a moment that clearly demonstrates the imperative for Jewish unity. We must leverage our communal assets, realign our resources and goals, and seize the opportunities at hand to build and strengthen the Jewish people.

**INSPIRE** Jews throughout the world to **CONNECT** with their people, heritage and Land, and **EMPOWER** them to build a thriving Jewish future and a strong Israel.

Based on our unique position and expertise, we are creating a new, highly integrated operational model that tightly focuses on two global drivers:

1. **A fully integrated range of continually expanding and deepening Israel experiences to enrich Jewish life and create aliyah opportunities.**

2. **A wide range of identity-building social activism opportunities for young Israeli and Diaspora Jews to help bridge social gaps in Israel and working together,** to make a difference in the world—a new generation committed to collective challenges and Jewish values.

Unique circumstances require two further areas of focus that only we can address: A comprehensive approach to reconnect the three million **Russian-speaking Jews worldwide** to their Jewish roots and Israel; and maintaining our capacity as the Jewish world's first responder, enabling **aliyah from countries of distress.**

**A year of far-reaching impact** While this comprehensive planning process was underway—and despite continuing budgetary restraints—we can be proud of our substantial achievements in 2010. With your support, in the face of continuing attempts to delegitimize the Jewish State across college campuses and communities worldwide, we doubled the number of young Israel Fellows on campuses to inspire and empower Jewish students to counter anti-Israel rhetoric.

Our continued efforts to encourage aliyah showed strong results with a 17 percent increase over the previous year, and growing numbers from the Former Soviet Union, Britain, France, Australia, South Africa and North America.

A significant number of new immigrants make aliyah after meaningful experiences in Israel through Jewish Agency programs such as Masa Israel Journey. Since Masa's inception seven years ago, 55,000 young adults from over 60 countries have participated in a formative, long-term program. This past year, for the first time, we exceeded 10,000 participants in a single academic year.

The number of young people in our FSU summer camp programs also increased, and last summer, for the first time, the Jewish Agency organized summer camps in Israel for Russian-speaking youth from around the world. This experience will affect these young people in more ways than we can imagine.

Transformative impact is the hallmark of all of our work with youth at risk. In 2010, our Youth Futures program—*driven by the commitment of young Israeli social change activists*—transformed risk into opportunity for 10,000 youth.

Through the Jewish Agency Partnership 2000 (P2K) platform, we continued connecting Jews from around the world to their Israeli counterparts, strengthening communities in Israel (for example, 26 of 32 Youth Futures programs are in P2K localities) and deepening the affinity of Diaspora communities with Israel.

For several years, the Jewish Agency's unique Committee on the Unity of the Jewish People has been the table around which such controversial issues as conversion have been tackled. Following a Unity Committee initiative, the new Conversion Roundtable—created by Israel's Prime Minister and co-chaired by the Chairman of the Jewish Agency Executive—convened

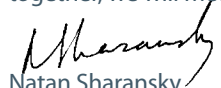
last month with leaders of the Reform and Conservative movements, as well as key government officials. The threats that face the Jewish people are far too great to overcome if we are divided. In the larger battle to guarantee our shared future, we have no greater ally than each other. This was powerfully demonstrated yet again as fire swept across Israel's Carmel forest and our worldwide partners—The Jewish Federations of North America, Keren Hayesod, and the International Fellowship of Christians and Jews—responded with vigor and compassion to our call for support.

**Always future focused** As we stand at this critical crossroads, a time for true leadership committed to a shared vision, the question is not who is sitting around our community table today. The question is: Who will be sitting around our table tomorrow? The Jewish future of communities around the world is our shared challenge.

The Jewish Agency is a unique organization that has fulfilled a singular role within world Jewry since 1929. Time and time again, we have demonstrated our capacity to lead sustainable, transformative change through the power of the collective. Our first mission was to create the State of Israel. In 1948, we then assumed responsibility for building a nation through aliyah and building up the land. This past year, we marked a historic chapter in that effort: the 20th anniversary of Operation Exodus and the massive aliyah of Soviet Jewry.

Today, we have a new mandate calling us to action: to build the Jewish people in an era when not every Jew feels like a member of our family. By challenging ourselves to rethink our strategy for securing the Jewish future and for bringing Jews closer to Israel, we remain true to the values and vision of our history-making partnership.

Ever future focused, committed to boldly confronting emerging realities and capturing opportunities, we must act now to empower, connect and inspire Jews around the world to make their Jewish lives more vital and engaged, in Israel and across the globe. We are confident that together, we will meet this historic challenge.

  
Natan Sharansky  
Chairman of the Executive

  
Richard L. Pearlstone  
Chairman, Board of Governors

  
Rany Trainin  
Deputy Chairman of the Executive

  
Shoel Silver  
Chairman, Budget/Finance Committee

## Together, we will

- Expand the multi-faceted significance of Israel in the identity of young Jews around the world;
- Strengthen solidarity and the commitment among Jews to build the Jewish collective (Klal Yisrael);
- Increase the number of Jews who make aliyah, with a particular focus on those who do so as the fulfillment of their Jewish identity;
- Increase the number and impact of young Israelis and Jews worldwide, motivated by Jewish values, who aid vulnerable populations, address the major challenges of Israeli civil society and advocate for Israel on the world stage.



# Investing

Leveraging our unique position

Building on our core expertise



# Investing in Jewish identity

Worldwide reach that brings the Jewish people together with a focus on Israel

Global Jewish table that addresses urgent concerns

Ideological generator and operational arm of the Jewish people for aliyah

Singular relationship with Israel's government and Israeli society

Proven track record in strengthening the role of Israel in Jewish identity

High-impact, decades-long experience in working with youth and young adults

Forging partnerships as a pivotal platform to realize our vision, such as P2K

Sustained focus and demonstrated ability to impact the Jewish future

# Israel experiences

## Josh's story

A second-year madrich (counselor) in the youth movement Habonim Dror South Africa, Josh dreamed of spending an extended period in Israel. Given his leadership and passion for engaging other young adults in support of Israel, he chose to participate in the long-term Masa Israel Journey program **MACHON—The Institute for Youth Leaders from Abroad**. The training Josh and other young adults receive through Machon makes them extraordinary ambassadors for quality, Israel-centered informal education in their communities.



**Key global driver**

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A fully integrated range of continually expanding and deepening Israel experiences to enrich Jewish life, deepen Jewish identity and create aliyah opportunities.

What do we mean?



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**The Jewish future is in the hands of every young adult we inspire, connect and empower.**



**2010 Impact** -----

138 YOUNG SHLICHIM around the world brought Israeli passion to communities in Argentina, Uruguay, Britain, France, Italy, Belgium, Austria, Germany, Australia, South Africa, America and Canada—an increase of 22% over last year.

56 informal Israel educators connected some 4,756 youth around the world to Israel through Zionist seminars.

37 Jewish day school teachers from Rio de Janeiro are receiving master's degrees in Jewish Education in cooperation with the Jewish Agency and a local university.

38 ISRAEL FELLOWS empowered students on college campuses in North America and Latin America—more than double the previous year.

1,100 young Israelis brought the vitality of Israel to approximately 100,000 youth in some 200 Jewish summer camps in North America.

Working with MAKOM, 20 North American communities and 75 institutions have trained 1,500 educators and produced more than 350 educational items.



### **Infusing communities with Jewish-Zionist content and spirit**

A core expertise of the Jewish Agency is our ability to foster Jewish identity through identification with Israel—through our team of **Young Shlichim and Israel Fellows**, original content, educational programming and Israel experiences. But ongoing and growing engagement with Israel around the Jewish world requires a variety of models and sustainable connections. Our innovative **Makom** initiative is redefining Israel engagement in communities based on the specific realities in each. In addition to serving as an educational incubator and working directly with individuals and organizations in communities, Makom is reaching 20,000 readers each month with articles and hot topics through its blog at [www.makom.haaretz.com](http://www.makom.haaretz.com).



## **Future focused**

“So many young Jewish adults are at a crossroads. We can have a profound and unique impact on their direction when we foster their Jewish identities by providing outstanding experiences and engagement with Israel—in their own communities, and beyond.” — James Tisch, Chairman-Elect, Board of Governors

**Emphasis on Young Shlichim:** We will deploy a larger number of Young Shlichim (Israel educators) to infuse campuses and communities with young, authentic Israeli energy and our Jewish-Zionist content.

**A new model for the Jewish Agency Israel-based training:** We will establish a new approach for educational shlichim currently working in schools throughout Diaspora communities and for hundreds of young educators from abroad (primarily graduates of youth movements) participating in informal Israel-education in their communities.

**Special Tracks for Educators:** We will develop special tracks for educators from Jewish formal and informal educational institutions to ensure high-quality Israel-centered education in a diverse range of settings.

## The power of Israel experiences

An immersive travel or living experience in Israel is the most effective tool to strengthen the Jewish identity of young Jews around the world. Enabled by major Jewish Agency support, the massive engagement of more than 294,000 young adults from 55 countries over the past decade through 10-day **Taglit-Birthright Israel** trips has created an unprecedented platform on which to build. Predicated on research that a formative, longer-term experience is key to an enduring connection, **Masa Israel Journey** was launched seven years ago as a joint initiative of the Government of Israel and the Jewish Agency, to significantly increase the number of young Jews participating in 5- to-12 month programs in Israel. To date, 55,000 young Jewish adults have participated in this journey.



## 2010 Impact

Some 36,000 young Jews from around the world were introduced to Israel through a TAGLIT-BIRTHRIGHT ISRAEL short-term experience.

213 South African high school students enjoyed a 10-day ISRAEL ENCOUNTER in 2010—a 75% increase in participation since 2009.

847 high school seniors from 21 Jewish schools in France visited Israel with the BAC BLEU BLANC program — 25% will likely return on long-term programs.

In Budapest, Hungary, we opened the BEIT ISRAEL CULTURAL CENTER as a permanent home for our continuum of Jewish and Israel-related programs.

40 new MASA ISRAEL JOURNEY programs were introduced. Today, more than 200 programs are providing diverse and targeted opportunities for engagement.

You gave 10,000-plus young adults from over 60 countries a priceless gift with far-reaching impact: a formative long-term Israel experience.

Masa Israel Journey participants engaged in over a million days of volunteer activity.

480 young people participated in Masa Building Future Leaders, a leadership development program for tomorrow's community leaders.

405 post-high school age young adults worldwide came to Israel for training at MACHON—The Institute for Youth Leaders from Abroad—to become more effective leaders in Israel-centered informal education.

A new Hebrew-speaking track in the Latin American Machon program opened in 2010 with 23 participants; in 2011, nearly 75 participants are expected.

Forging and deepening lifelong connections to Israel -----



## Future focused

“We know what works and we know what we can and must do better to inspire, connect and empower young Jewish adults. Our new plan creates a vibrant continuum of Israel experiences and engagement—including aliyah—to meet young adults where they are with opportunities that work for them.”

— Alan Hoffmann, Director General,  
Jewish Agency for Israel



### PROMOTING GROWTH OF SHORT-TERM PROGRAMS

<<BUILDING PRE- AND POST-PROGRAMMING TO CREATE MOMENTUM >> <<BUILDING >>

Committed to the foundational role of short-term experiences, we will deepen our strategic cooperation with Taglit-Birthright Israel and high school programs to ensure continued growth in this area.

A 2009 study by Research Success Technologies showed that alumni of a teen experience in Israel were 45% more likely to report a strong emotional connection to Israel than the general Jewish population under the age of 45 in North America.

Forging and deepening lifelong connections to Israel

CREATING VITAL NEW MID RANGE PROGRAMS

PRE- AND POST-PROGRAMMING TO CREATE MOMENTUM >> << BUILDING PRE- AND POST-PROGRAMMING TO CREATE MOMENTUM >>

We will create a dynamic range of programs to allow college students and post-college young adults to spend some months in Israel in academic study, activism programs, or professional internships.

EXPANDING LONG-TERM PROGRAMS AND IMPACT



We will enhance and expand Masa Israel Journey programs with an emphasis on widening leadership and activism programs, and on maximizing the involvement of young Israelis.



“Trips matter... more trips are better than fewer, and... trips of longer duration have more impact than those with shorter duration.” (From *Beyond Distancing: Young Adult American Jews and the Alienation from Israel*, a 2009 report by Steven Cohen and Ari Kelman.)



A 2010 Avi Chai Foundation report on emerging leadership of American Jewry revealed that more than half of the 6,700 young leaders in their 20s and 30s who participated in the survey spent four or more months of study or work in Israel.



A 2010 survey conducted for the Jewish Agency among olim who arrived in 2009-2010 revealed that of those under age 35 from North America, 33% participated in Birthright Israel; 34% spent an extended period of time in Israel on a Masa program.



## 2010 Impact

19,310 new immigrants came to Israel in 2010 —a 17% increase compared to 2009.

2,740 young Jews participated in our aliyah tracks for young adults.

Last year, some 700 young immigrants alone in Israel finished their military service, with over 75% committed to staying in the country.

2,087 young immigrant soldiers connected with their Jewish identity through NATIV. Of those not born Jewish, 85% opted for conversion studies.

300 young adults were active in our new young adult center in Tel Aviv.

You rolled out the red carpet for 3,500 new immigrants and fast-tracked their absorption.

Last year, some 100,000 people explored aliyah opportunities through fairs, community activities, seminars and individual counseling worldwide.

Our employment program provided services to 2,812 new immigrants; 1,050 found jobs through this service.

5,800 immigrant families and singles connected to our AT HOME TOGETHER volunteer network of veteran olim and Israelis for vital support.

## Facilitating aliyah for those who choose to make Israel home



### Future focused

“At a time when aliyah is a matter of choice not duress, it demands new approaches. Investing in Jewish identity is not only the key to strengthen Jewish communities; it is the path to continued aliyah in the 21st century.”

— Natan Sharansky, Chairman of the Jewish Agency Executive

**Aliyah Tracks for Young Adults:** We will significantly expand, diversify and widely market aliyah tracks for young adults and people with qualifications that are in demand in Israel. For example, young physicians, teachers, engineers, etc.

**Facilitating Aliyah Each Step of the Way:** We will restructure our aliyah services to ensure that they are as cost-effective and accessible as possible. A 24-hour call center working in six languages and serving olim from around the world will continually update in real time each new immigrant's status including required services.

**Supporting local aliyah organizations:** We will assist and encourage local organizations specializing in aliyah promotion and expose them to the various options in the integrated continuum of Israel experiences.



# Social activism

A man and a woman are sitting on a rocky, elevated position overlooking a vast desert landscape. The man, on the left, is wearing a blue polo shirt and looking towards the woman. The woman, on the right, is wearing a bright green polo shirt and looking off to the side. The background shows rolling sand dunes and a clear sky with a warm, golden light, suggesting sunset or sunrise. A small structure is visible on a distant dune.

## Sivan's story

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Sivan was born in Arad deep in the heart of the Negev. But after her service in the IDF, like so many of her friends, Sivan left in search of opportunities in "the big city." It was while studying education in Tel Aviv that she came to understand the importance of Arad and that she could have an influence on its future. Determined to come back, the first thing she did was to join the **CHOOSING TOMORROW** program and form a group with others committed to effecting change in Arad and surrounding communities through education. "We are taught the skills and are given the tools to make a difference," she says.



## Key global driver

A wide range of identity-building social activism opportunities for young Israeli and Diaspora Jews to help bridge social gaps in Israel and, working together, to make a difference in the world.

What do we mean? >>

**The Jewish future is in the hands of every young adult we inspire, connect and empower.**



**2010 Impact** -----

You partnered with 3,700 young pioneers from 73 urban and rural communities in the Negev and Galilee.

Through 36 social action projects in YOUNG COMMUNITIES, you transformed risk into opportunity for 30,000 vulnerable Israelis.

56 young adults participated in CHOOSING TOMORROW—half single adults and half young married couples. Participants included 26 business and community entrepreneurs, 11 doctors, and 19 educators.





**Real Jewish renewal among Israeli young adults** today is almost exclusively taking place among groups of activists who are expressing a hunger for Jewish content that will frame their collective efforts. The Jewish Agency is unleashing the energy of these young social activists to drive socioeconomic change in the Galilee and the Negev. **Young Communities** with a focus on social-educational activity are empowering vulnerable populations such as youth at risk or new olim, as well as serving as a magnet to attract new residents to these vitally important areas of the country. **Choosing Tomorrow** is an intensive two-year program for university students with separate education, business and medical tracks. At least 50 percent of the students in the program are native to the periphery. In exchange for an academic scholarship, these young people engage as social activists in the community during their studies and commit to remaining in the periphery for a period of two years after their studies. Some 95 percent of program graduates opt to stay in the area after this time.



## Future focused

“We are strengthening Israel by creating a powerful engine of thousands of young Israelis, suffused with pioneering spirit, who are committed to building vital, thriving communities in the Negev and Galilee.”

— Richard Pearlstone, Chairman, Board of Governors

**Incubating New Young Communities:** We will focus our activities on incubating and growing the numbers of new communities each year by empowering idealistic young Israelis who choose social activism as a way of life in distressed areas of the country.



## 2010 Impact

You are giving 10,000 at-risk Israeli children, youth and families the tools to compete on a level playing field through YOUTH FUTURES.

To advance the success of their children, Youth Future trustees are working with 200 schools—60 elementary and 40 junior high schools

24 students are earning advanced degrees at Hebrew University as ATIDIM Cadets for Public Service—committed to giving back as community professionals.

720 Ethiopian-Israeli students achieved extraordinary levels of academic success through Atidim programs.

520 college students in Atidim for Industry are on a solid path to success, interning at one of 142 participating companies.

16,000-plus disadvantaged students in PRE-ATIDIM were prepared to compete for the prestigious IDF Academic Reserves.

950 teens in 17 communities are in NET@, a three-year after-school program to fast-track them into technology careers.

Nearly 1,000 high-risk teens living in YOUTH ALIYAH villages received the educational and emotional support to heal and thrive.

**Educational and social excellence for vulnerable youth** Our highly successful Jewish Agency flagship program **YOUTH FUTURES** is an outstanding example of our investment in models that can have a 360-degree impact: on the beneficiaries, on the young adult trustees and on the community. Increasingly, young adults participating in long-term Israel experience programs are becoming part of this effort.



## Future focused

“The plan places a strong emphasis on addressing Jewish identity in Israel. Leveraging young social activists, we will work with the young generation to instill in them the understanding that wherever we are from, we are part of one Am Yisrael.”

— Johanna Arbib-Perugia, member of the Jewish Agency Executive; Chair, Keren Hayesod-UIA World Board of Trustees

**New outreach strategies:** We will focus on creating a steady stream of young Israelis interested in dedicating time to service and infused with Jewish-Zionist spirit. These groups of Youth Futures trustees, and others whose professional work with youth at risk is enriched by Jewish content, will be strengthened themselves as a group of young social activists.

**Expanded Trustees Social Activism Model:** We will engage higher education graduates who are prepared to devote two to three years to work with weaker sectors of the community. We will expand this model to new areas such as immigrant absorption to provide guidance and social networking to olim for extended periods.



## Narrowing social gaps in Israeli society

**Marina's story** Marina was born in the Ukraine and immigrated to Israel with her family as a young child. Even at the age of six, she remembers feeling hope and the anticipation of new beginnings—a new country, a new language, a new sense of belonging. Giving hope to children at risk is what motivates her today. Marina is in her third year as a **YOUTH FUTURES trustee** in Jerusalem, advocating for and empowering youth, making them realize that new beginnings are within reach. For Marina, being a trustee is more than a day job. She has formed strong and caring relationships with the children and families under her care. She sees the difference she is making—for them, for her new “hometown” of Jerusalem, and in her own life.



## 2010 Impact

Out of 32 YOUTH FUTURES localities, 26 are based on the P2K platform.

81 young North Americans volunteered on OTZMA, a year-long program, teaming up with Israeli counterparts in P2K-partnered communities to work with at-risk populations.

40,000 individuals—one half young people—participated in PARTNERSHIP LIVING BRIDGE projects to build people-to-people connections.

280 women from 14 communities worked in a collaborative effort to advance women's health in Israel through PROJECT ISHA.

43 young Israeli volunteers from nine P2K regions spent a year making Israel a vibrant part of 15 North American communities and, for the first time, a European community.

400,000 participants took part in P2K programs and events.

70,000-plus Israelis participated in educational, community and economic development projects through one of P2K's 45 partnerships.

2,000 individuals log on to the Partnership 2000 Jewish Renaissance Blog every month.



**Activism within Masa Israel Journey:** We will systemically encourage social activism components within Masa Israel Journey programs, initiating new tracks with organizations of Jewish service and learning from around the world.



## Future focused

“We will leverage the Jewish Agency’s P2K peoplehood platform to engage greater numbers of young adults who are participating in the Israel experience continuum with young Israeli activists. This investment is critical to create lasting bonds among young Jews from around the world.” — Raya Strauss Bendror, P2K International Co-Chair

**Pre-Army Year of Service for Young Israelis (ShinShinim):** We will expand the number of young adults participating with a focus on outreach to Israel’s periphery; sending more young Israelis into Diaspora communities; and joint activism of young Israelis and young people from the Diaspora who are of the “year of service” age.

**Activism through Partnership 2000:** Beyond creating new thematic, affinity and inter-institutional partnerships, P2K will serve as a vital platform for young activism and “year of service” activity, engaging participants in the Israel-experience continuum from Diaspora communities as well as young Israeli activists.

**Tikkun Empowerment Network (T.E.N.):** This first truly global, uniquely Jewish social activism initiative will engage young Jews from around the world to work together to help humanity while experiencing their Jewish heritage and creating global Jewish social connections with other future leaders.

# Russian-speaking Jewry

1,000,000

1,000,000

700,000

250,000



**The scope of these numbers is larger than the original exodus.**

The unique history of the Jews of the Former Soviet Union and the closing window of opportunity to reconnect Russian-speaking Jews worldwide to their Jewish roots and the Jewish collective requires renewed commitment. In the countries of the FSU, unlike other countries where we engage Russian-speaking Jewry in partnership with existing community structures, the Jewish Agency must operate the very structures that enable this programming to take place.

----- Estimated Jews in countries of the Former Soviet Union

----- Russian-speaking Jews in Israel

----- Russian-speaking Jews in North America

----- Russian-speaking Jews in Germany



**2010 Impact in the FSU**

More than 6,000 FSU youth attending our 63 camp sessions last year had a powerful Jewish connection ignited because of you.

1,140 young Jews from the FSU were introduced to Israel through a TAGLIT-BIRTHRIGHT ISRAEL short-term experience—a 27% increase over 2009.

961 young adults from the FSU participated in a transformative, long-term MASA Israel Journey program—a 750% increase since 2004-05.

In its second year of operation, 53 grants were made for local grassroots informal Jewish education projects—a 33% increase over 2009.

4,850 people learned Hebrew and Jewish culture through our ulpanim; 3,360 participants in 104 Sunday schools were imbued with Jewish-Zionist spirit.

We connected 1,700 young Jews in the FSU to their history and heritage through Jewish Identity classes.

For the first time, two international summer camps for Russian speakers were held in Israel with 240 participants.

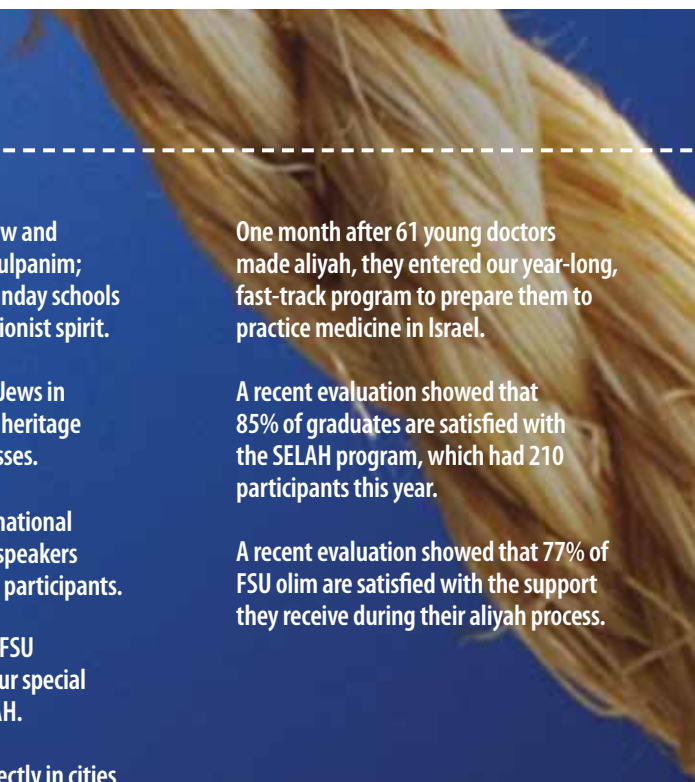
845 young people from the FSU started new lives through our special aliyah frameworks like SELAH.

480 people were settled directly in cities through our new FSU Incentive Program.

One month after 61 young doctors made aliyah, they entered our year-long, fast-track program to prepare them to practice medicine in Israel.

A recent evaluation showed that 85% of graduates are satisfied with the SELAH program, which had 210 participants this year.

A recent evaluation showed that 77% of FSU olim are satisfied with the support they receive during their aliyah process.





## 2010 Impact

In 2010, 272 young adults from Germany participated in a TAGLIT-BIRTHRIGHT ISRAEL trip; to date there are 2,654 Taglit-Birthright Israel alum from Germany.

The Jewish Agency sponsored a 3-day student conference for nearly 350 Taglit and MASA Israel Journey alumni in Weimar, Germany.

Nearly 400 Russian-speaking teens, students and young adults participated in ongoing activities sponsored by UJA-Federation of New York.

Some 264 Russian-speaking youth attended summer camps, one in partnership with Young Judaea, Tel Yehuda and Genesis, and the other in partnership with JCH and UJA-Federation of New York.

In Los Angeles, 248 Russian émigrés participated in activities and community events sponsored by Genesis during program year 2010-11.

In San Francisco, 280 Russian émigrés participated in ongoing activities, and 760 participated in special events sponsored by San Francisco Federation and Genesis during program year 2010-11.

In November 2010, the Jewish Agency mapped the needs of the growing Russian-speaking Jewish communities of Sydney and Melbourne in partnership with the Australian federation and the local Russian association.

**North America** With Russian-speaking Jewry concentrated in New York, Los Angeles and San Francisco, these Jewish communities are working to develop programs to engage their Russian émigrés. We partner with federations, foundations and local Russian-speaking grassroots organizations in order to reach these communities more effectively.

**Germany** 95 percent of the roughly 250,000 Jews in Germany are Russian émigrés. The Jewish Agency concentrates its efforts within the young adult population, focused on continuing engagement with Taglit-Birthright Israel and Masa Israel Journey participants, and on developing young leadership.



## Future focused

“Programs for this unique community are not identity-strengthening; they are identity-changing. In so many ways, the movement for Soviet Jewry was the last real “peoplehood” initiative. Today, we must complete that task. We cannot afford for any more young Jews to fall through the cracks.” — Misha Galperin, President and CEO, Jewish Agency International Development

**New holistic strategy:** We are underway with a global strategy for connecting Russian-speaking Jews around the world to their heritage: Judaism, the Jewish people and Israel. In this rapidly closing window of opportunity, our approach is highly tailored for this specific population and the unique circumstances in each location.

Connecting Russian-speaking Jewry worldwide



# Global first responders



We will always maintain our capacity for rescue whenever and wherever Jewish lives are in danger.



## 2010 Impact

Last year, 126 Jews fleeing Middle Eastern countries came to Israel. There are still more than 60,000 Jews living in countries where they are at risk.

10,130 new immigrants living in our 22 absorption centers are transitioning to life in Israel.

180 Ethiopian young adults accelerated their education and professional opportunities through our KEDMA absorption program.

More than 2,500 children and youth took part in YESODOT/ Foundations programs, all through designated funding.

1,671 traumatized Sderot kids growing up in the shadow of rockets had a chance to heal during Passover, summer, Succot and Hanukkah breaks.

As of March 2011, 2,600 families have received over \$9 million in direct aid from the FUND FOR VICTIMS OF TERROR.

44 families impacted by the Carmel fire received a \$10,000 grant; 5 young people who lost a parent received a \$10,000 college scholarship.

Following the Carmel fire, \$550,000 was distributed for relief activities carried out through the Israel Experience.

You enabled 4,000 young social activists to help 42,000 Holocaust survivors apply for life-supporting benefits.

Over \$27 million in loan funds for small businesses in the Negev and Galilee have been distributed in the span of 10 years.



## Future focused

“We have a historic responsibility to secure the safety of our people. The Jewish Agency empowers each of us and our communities to help meet this sacred obligation.” —Kathy E. Manning, Chair, Board of Trustees, The Jewish Federations of North America

**Ethiopian Aliyah:** Over the next three years, we will expand our involvement in the historic immigration of the remainder of the Ethiopian Jewish community, including responsibility for the transit camps in Ethiopia and the integration of Ethiopian Jewry in Israel.

# Recognizing our partners





## Future focused

Dear friends, this past February marked the 25th anniversary of my walk to freedom across the Glienecke Bridge—a walk from the oppressive darkness into light.

I was focused on the future and the road ahead to Jerusalem, to a new life with my beloved wife, Avital. Yet, it was a passage to freedom not only for our family, but for my People. Our victories together pave the way for new struggles. Once again, we must marshal the power of the collective to meet the existential challenges before us. Strengthening one Jewish people by connecting them to their heritage, to their communities and to their Jewish state becomes one and the same answer to the challenges of shrinking Jewish communities, of delegitimizing Israel and of continued aliyah. That is the very essence of the idea behind the new strategic plan of the Jewish Agency for Israel. A plan built together with you, our partners, and with the Government of Israel.

On behalf of the lay and professional leadership of the Jewish Agency, I would like to express our gratitude to each donor supporting annual campaigns worldwide, as well as our valued volunteer and professional partners at The Jewish Federations of North America, in Jewish federations across North America, at Keren Hayesod-United Israel Appeal, and at the International Fellowship of Christians and Jews. Your enduring commitment to advance the work of the Jewish people's global partnership is fundamental to ensuring our success and securing the promise of the future.

Natan Sharansky, Chairman of the Jewish Agency Executive, standing on the Glienecke Bridge in Berlin. To mark this defining moment in modern Jewish history and the power of the collective, the Jewish Agency has launched a series of silver anniversary FROM DARKNESS TO LIGHT celebrations worldwide.

# The Jewish Federations of North America (JFNA)

Your core support powers our global partnership. No one gift touches more lives. We would like to thank the many JFNA/Federations who not only provided indispensable core funding, but made designated grants to critical programs and emergency campaigns.

Allied Jewish Federation of Colorado  
Augusta Jewish Federation  
Birmingham Jewish Federation  
Calgary Jewish Community Council  
Canton Jewish Community Federation  
Champaign-Urbana Jewish Federation  
Charleston Jewish Federation  
Columbia Jewish Federation  
Columbus Jewish Federation  
Combined Jewish Philanthropies of Greater Boston  
Durham-Chapel Hill Jewish Federation  
Fall River UJA, Inc  
Federation CJA  
Flint Jewish Federation  
Fort Wayne Jewish Federation  
Greater Miami Jewish Federation  
Greensboro Jewish Federation  
Jewish Community Alliance of Southern Maine  
Jewish Community Board of Akron  
Jewish Community Federation of Mohawk Valley  
Jewish Community Federation of Richmond  
Jewish Community Federation of San Francisco, the Peninsula, Marin & Sonoma Counties  
Jewish Community Federation of the Greater East Bay  
Jewish Community of Louisville, Inc.  
Jewish Federation & Family Services, Orange County  
Jewish Federation of Arkansas  
Jewish Federation of Atlantic and Cape May Counties  
Jewish Federation of Brevard and Indian River Counties  
Jewish Federation of Broward County  
Jewish Federation of Central Massachusetts  
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# Keren Hayesod/ United Israel Appeal

We would like to thank the Keren Hayesod/UIA campaigns worldwide. Your support powers our global partnership. No one gift touches more lives.

## English-Speaking Country Campaigns

United Israel Appeal Australia  
UIA Federations Canada  
United Jewish Israel Appeal Great Britain  
Israel United Appeal-UCF South Africa  
United Israel Appeal New Zealand  
United Israel Appeal Hong Kong and  
the Far East  
United Israel Appeal Singapore

## European Region Campaigns

Keren Hajessod – Vereinigte Aktion Fuer  
Israel, Austria  
Keren Hayessod – Verenigde Israel Actie,  
Antwerpen  
Keren Hayessod, Bruxelles  
Keren Hayessod, Luxemburg  
Appel Unifié Juif de France  
Keren Hayesod – Vereinigte Israel Aktion  
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Keren Hayesod – Vereinigte Israel Aktion  
e. V., Frankfurt  
Keren Hayesod – Vereinigte Israel Aktion  
e. V., München  
Keren Hayesod – Appello Unificato per  
Israele, Milano  
Keren Hayesod – Appello Unificato per  
Israele, Roma  
Keren Hajessod German & Italian  
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Romande, Genève  
Collectieve Israel Actie, The Netherlands  
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Keren Hayesod Finland  
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Keren Hayesod - Help The Jews Home -  
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Keren Hayesod, Monaco  
Visjon Norge – Israelkanalen, Norway  
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Keren Hayesod Uruguay  
C.U.E. Venezuela  
Campaña Unida Judeo Argentina

## Friends and Supporters

We offer profound thanks to our many friends and supporters worldwide who generously support the work of the Jewish Agency for Israel.

- |  |   |   |
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| The Isadore and Bertha Gudelsky Family Foundation                          | The David & Laura Merage Foundation                                 |   |

## Jewish Agency Endowment

We would like to recognize the following visionaries who have made a legacy commitment to support the vital work of the Jewish Agency for Israel in perpetuity—an enduring legacy to secure the Jewish future.

- |                          |                    |                  |
|--------------------------|--------------------|------------------|
| Bennet Aaron             | H. Irwin Levy      | Ronald A. Sedley |
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| Herschel Blumberg        | Neil Moss          | Jane Sherman     |
| The Crown-Goodman Family | Julie Wise Oreck   | Alan Shulman     |
| Betsy Gidwitz            | Richard Pearlstone | Carole Solomon   |
| Alex Grass, z"l          | Myra Reinhard      | Richard Wexler   |
| Arlene Kaufman           | Jay Sarver         |                  |

# Israel Education Fund

We would like to thank our many partners who have infused Israel's communities with the educational, cultural and sports facilities to support community growth. The Israel Education Fund is a partnership of the Jewish Agency and The Jewish Federations of North America.

## **Anchorage, Alaska**

Barnard J. Gottstein

## **Baltimore, Maryland**

Grass Family Foundation  
The Joseph & Harvey Meyerhoff Family Charitable Funds

## **Bergen County, New Jersey**

The Joseph Appleman Family  
The Seiden Family Foundation

## **Boca Raton, Florida**

William Sheldon

## **Charlotte, North Carolina**

John Belk

## **Chicago, Illinois**

The Estate of Mollie Goodman

## **Collier County, Florida**

Lorie Mayer

## **Denver, Colorado**

The David and Laura Merage Foundation

## **East Bay, California**

Larry Ellison

## **Hollywood, Florida**

The Eleanor M. and Herbert D. Katz Family Foundation

## **Houston, Texas**

Jewish Federation of Greater Houston

## **Las Vegas, Nevada**

Laurence and Joan Davis

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Benjamin D. & Harriet Bagno  
The Chais Family Foundation  
Anita Hirsh  
The Levy-Marcus Foundation  
Shelters for Israel  
Shelters for Israel, Generation II  
Sinai Temple  
Stephen S. Wise Temple, Metuka  
Benjamin, Director of Education

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Mortimer J. Harrison Trusts

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Joseph, z"l & Betty, z"l Kopelowitz  
Henry, z"l & Eve Rose  
The Russell Foundation/Greater Miami Jewish Federation

## **New Orleans, Louisiana**

The Woldenberg Foundation

## **New York, New York**

The Jacques Asseoff Estate  
Adele Becker  
Diane Belfer  
The Gladys and Irving Coopersmith Estate  
The Ernst & Paula Deutsch Foundation  
Henry, z"l and Edith Everett  
Sheldon Goldstein  
The Gould-Shenfeld Foundation  
Joseph Gurwin, z"l  
The Stella & Charles Guttman Foundation  
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Lily Wajnberg  
Elaine Winik

## **Omaha, Nebraska**

The M.H. Newman Foundation

## **Owing Mills, Maryland**

The Harry & Jeanette Weinberg Foundation

## **Palm Beach County, Florida**

Sidney, z"l & Mildred, z"l Edelstein  
The Eugene & Estelle Ferkauf Foundation  
Sylvia Fried  
Daniel M., z"l & Bente S. Lyons

## **Palm Springs, California**

Helene Berman, z"l  
Jewish Federation of Palm Springs and Desert Area

## **Philadelphia, Pennsylvania**

Jewish Federation of Greater Philadelphia

## **Puerto Rico**

David Efron

## **Rochester, New York**

The Futerman Supporting Foundation, Inc.  
Jewish Community Federation of Greater Rochester

## **San Diego, California**

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## **Sarasota-Manatee, Florida**

Alfred R. Goldstein  
Lucien Levy, z"l  
The Sheldon Foundation

## **Tulsa, Oklahoma**

The Shusterman Family Foundation

## **Waco, Texas**

The Bernard & Audre Rapoport Foundation

## **Washington DC**

Hershel W. & Goldene, z"l Blumberg

## **Waukegan, Illinois**

Mark Lidschin

## Spirit of Israel / People of Israel

The Jewish Agency for Israel would like to recognize those who have worked by our side to change the face of philanthropy in Israel—especially our main partner, the Spirit of Israel, founded by the Jewish Agency and Keren Hayesod-UIA in 1997.

The 230,000-plus donors to the Spirit of Israel campaign continue to make an extraordinary impact on behalf of Israel’s most disadvantaged populations. We would like to also express special appreciation to the following Israeli individuals and business partners for their outstanding support and volunteerism last year:

A.C. Shibolet Dagan	Compedia	I.B.I Investments Ltd.	Paamei Tikva Ltd.
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## United Israel Appeal (UIA)

The United Israel Appeal, a subsidiary of the Jewish Federations of North America, is a principal beneficiary of JFNA’s United Jewish Appeal Federation Campaign.

For more than three decades, through United Israel Appeal, the Jewish Agency has been the recipient of a U.S. Government Grant to bring humanitarian migrants from countries of distress to Israel. A considerable portion of the funds is used to bring Ethiopian Jews to Israel and to settle them in temporary housing.

Initiated by Congress during the early 1970s in response to the first large influx of Soviet Jews to Israel, the State Department’s Bureau of Population, Refugees and Migration supervises grant programs. Key members of the U.S. Senate and House of Representatives have provided the leadership to assure continued support. Over the years,

members of Congress have recognized the continuing responsibility to help bring Jews to Israel from countries of distress based on the principle that free emigration is a hallmark of a democratic society, and therefore a priority of the U.S. Congress. They look upon this grant as a concrete expression of these values.

## Non-Jewish Support

The Jewish Agency extends profound thanks to the many non-Jewish supporters who help make our work possible.

Among others, we are particularly grateful for the long-standing major support and leadership of the International Fellowship of Christians and Jews, led by Rabbi Yechiel Eckstein, its founder, president and an active member of the Jewish Agency Executive. Based in Chicago with an

office in Jerusalem that maintains a close relationship to the Jewish Agency, IFCJ has been an indispensable partner over the past decade. From dramatic rescues of Jews in peril to ensuring every new immigrant has the support to succeed, IFCJ plays a major role in our ability to meet urgent needs.

We would also like to give special recognition to Pastor John Hagee for his unwavering commitment to Israel’s people and the critical support provided by the John Hagee Ministries, including considerable financial support for the Sapir Absorption Center and the Ben Yakir Youth Village.

# Future focused leadership

**Richard L. Pearlstone**, Chairman, Jewish Agency Board of Governors

**James S. Tisch**, Chairman-Elect, Jewish Agency Board of Governors

**Natan Sharansky**, Chairman of the Executive of the Jewish Agency

**Rany Trainin**, Deputy Chairman of the Executive of the Jewish Agency

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Avraham Burg 1995-1999

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Senior Management as of June, 2011

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Moshe Sharett, z"l 1961-1965

Zalman Shazar, z"l 1956-1961

Berl Locker, z"l 1948-1956

David Ben-Gurion, z"l 1935-1948

Arthur Ruppin, z"l 1933-1935

# 2010 financial highlights

## Management Discussion & Analysis

**After weathering the pervasive economic crisis and a series of biting cutbacks to its core activity budget (i.e. financed from unrestricted revenue) made to balance its income and expenditures in 2009, the Jewish Agency managed to stabilize its activity level during 2010.**

Although they were painful, it is clear that the reductions made in 2009 achieved their goal. During 2010 the Jewish Agency not only managed to balance its operational budget, it also maintained and even slightly increased the volume of activity.

This stabilization is an essential prerequisite for the implementation of the Jewish Agency's new strategic plan and the resultant organizational change.

The relative stability of the shekel-dollar exchange rate that characterized 2009 continued through August 2010, after which there was an overall reduction in the strength of the dollar as seen in the graph below.

The average exchange rate for 2010 was \$1= NIS3.73, as compared to an average

exchange rate of \$1=NIS3.93 during 2009. As a result, the Jewish Agency's shekel-denominated expenditures were just over 5% higher on average in dollar terms during 2010 than the same shekel-denominated expenditures in 2009.

At \$486 million, the Jewish Agency's 2010 revenues were slightly higher than their 2009 level of \$483 million.

The continued annual revenue stream of \$43 million in payments by the Government of Israel improved the Jewish Agency's overall financial position (assets less liabilities). These payments resulted from the sale of apartments owned by the Jewish Agency and some of its major supporters (hereafter, Amigour Apartments), under an agreement signed in February 1999.

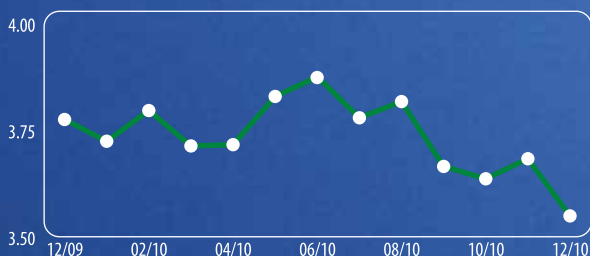
Under the terms of the 1999 agreement, this revenue stream is expected to continue for the next four years. Currently, the Government of Israel remits the sales proceeds of the apartments in the year following the year that the revenues are recognized for accounting purposes.

This improvement in net assets occurred despite an incurred expense caused by the increase in the net liability to the Pension

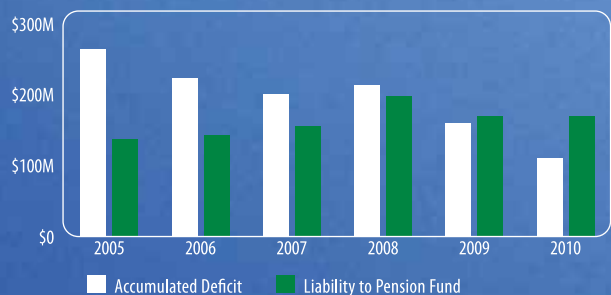
Fund of approximately \$5 million during 2010. The increase partially resulted from exchange rate differences incurred as a consequence of the strengthening of the Israeli shekel against the U.S. dollar toward the end of 2010. The net outcome of the year's results was that the Jewish Agency's accumulated deficit in unrestricted net assets was reduced during 2010 by nearly \$50 million, from \$159.5 million at the end of 2009 to \$110 million at December 31, 2010. This represents a one-year reduction of more than 31% and a reduction of 58% since 2005. As shown in the graph below, the accumulated deficit in net unrestricted assets of \$110 million is less than the amount of \$170 million owed to the Pension Fund. The surplus in net unrestricted assets (before accounting for the Pension Fund liability), which first occurred in 2009, has not only been maintained, but has grown.

The signal achievement of a working capital surplus (current assets less current liabilities) at the 2004 year-end has been sustained in subsequent years. Bolstered by the cash receipts from the sale of the Amigour Apartments, the Jewish Agency has enjoyed a substantial improvement in its liquidity over the past several years.

**Trajectory of the Shekel-Dollar Exchange Rate**



**Accumulated Deficit Compared to Pension Fund Liability**



The Jewish Agency's working capital surplus was \$119 million at December 31, 2010 as compared to \$80 million at December 31, 2009. In June 2010, the Jewish Agency's Board of Governors decided that each year, the portion of the funds from Amigour Apartment sales revenues not used to reduce long-term debt may be transferred in the subsequent year to the Jewish Agency Endowment Fund (investments designated by management that function as an endowment fund).

It is important to note that the working capital surplus each year is at its highest at year-end, reflecting the influx of funds in the last few weeks of the year. As expenditures over most of the ensuing year are not matched by revenue, it is the working capital surplus that allows the Jewish Agency to operate on an ongoing basis without an excessive requirement to borrow for operations.

**Trends for 2011** The major challenge and focus for 2011 will be to restructure the Jewish Agency's organizational structure and budget to enable the Agency to migrate to the new strategic plan approved by the Board of

Governors in October 2010. The new structure and budget will be adapted to the framework of the strategic plan to enable its implementation in the most efficient manner.

Early in 2011, the Jewish Agency assumed control of and began to operate the pre-aliyah services provided to the remaining aliyah candidates from the Jewish community in Ethiopia. It is anticipated that this will upgrade the services provided to these potential olim, so they will be better prepared for their eventual aliyah.

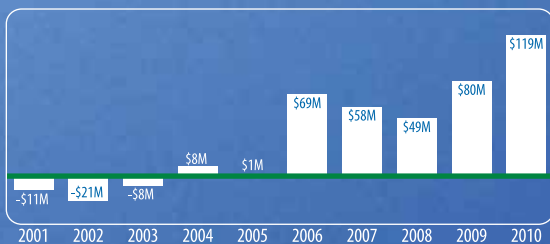
In Israel there is a dire shortage of affordable public housing for economically challenged populations, such as elderly olim. A new endeavor will be undertaken to provide public housing for elderly and other economically challenged populations. Both the required capital expenditures and the rents will be partially subsidized by the Israeli Government. Five former absorption centers will be renovated and adapted to meet the needs of an elderly population and will be available for occupancy toward the end of 2011.

The Masa Israel Journey program, funded

jointly with the Government of Israel, gives 18-to-30-year-old Jews long-term experiences in Israel. It brought more than 10,000 young Jews to Israel during the 2009-2010 academic year, the highest number since the program's inception. It is expected that Masa Israel Journey will further expand the scope of its operations and that the number of participants will continue to grow.

As a result of the continued sale of the Amigour Apartments to the Government of Israel, it is anticipated that there will be a continued reduction of the Jewish Agency's debt and an improvement in its balance sheet, including its working capital. In parallel, the Jewish Agency's management will continue to implement the policy of maintaining strict budgetary control. It will also continue to strengthen its financial resource development structure. Pending a sustained recovery from the trend of recent years of declining donations—in particular, unrestricted donations—the Jewish Agency will be limited in its ability to significantly enhance the services it offers to its beneficiaries and constituents.

2001-2010 Working Capital Surplus / Deficit



# Consolidated Balance Sheets

as of December 31,

	2010 Thousands U.S. \$	2009 Thousands U.S. \$
<b>assets</b>		
<b>Current assets</b>		
Cash and cash equivalents	123,727	71,685
Short-term deposits in banks	24,000	51,000
Accounts receivable	76,329	77,361
Total current assets	224,056	200,046
<b>Investments and other assets</b>	<b>60,277</b>	<b>56,984</b>
<b>Fixed assets</b>	<b>157,833</b>	<b>152,807</b>
<b>total assets</b>	<b>442,166</b>	<b>409,837</b>
<b>liabilities and net assets</b>		
<b>Current liabilities</b>		
Short-term credit from banks	121	1,894
Accounts payable	83,092	100,260
Short-term deposits	13,991	-
Liabilities for employee rights upon retirement, net	5,000	5,000
Current maturities of long-term bank loans and deposits payable	2,360	12,687
Total current liabilities	104,564	119,841
<b>Long-term liabilities</b>		
Bank loans and deposits payable	57,974	49,190
Liabilities for employee rights upon retirement, net	210,572	207,146
Other liabilities	9,017	9,154
Total long-term liabilities	277,563	265,490
<b>Minority interest</b>	<b>445</b>	<b>359</b>
<b>Deficit in unrestricted net assets</b>	<b>(109,707)</b>	<b>(159,500)</b>
<b>Temporarily restricted net assets</b>	<b>169,301</b>	<b>183,647</b>
Total net assets	59,594	24,147
<b>total liabilities and net assets</b>	<b>442,166</b>	<b>409,837</b>



**Rany Trainin**

Deputy Chairman, Executive



**Shoel Silver**

Chairman, Budget/Finance Committee



**Yaron Neudorfer**

Chief Financial Officer

Date of approval of financial statements: May 23, 2011

Please refer to the companion document "2010 Financial Report" to review accompanying notes that are an integral part of these financials.

# Consolidated Statements of Operations

for the Year Ended December 31,

	2010 Thousands U.S. \$	2009 Thousands U.S. \$
<b>revenues:</b>		
<b>Unrestricted donations and contributions:</b>		
United Israel Appeal, Inc.	105,652	101,276
Keren Hayesod – United Israel Appeal	43,570	42,842
International Fellowship	8,984	10,991
Direct donations & Spirit of Israel	975	365
<b>Net assets released from restrictions:</b>		
United Israel Appeal, Inc.	79,101	76,866
U.S. Government grant	25,234	28,997
Keren Hayesod – United Israel Appeal	19,985	33,997
International Fellowship	17,043	19,239
Direct donations & Spirit of Israel	24,335	14,880
<b>Other income</b>	<b>160,864</b>	<b>153,699</b>
<b>Total revenues</b>	<b>485,743</b>	<b>483,152</b>
<b>expenses:</b>		
<b>Cost of activities and other expenses:</b>		
Education department	88,775	82,315
Immigration and absorption department	86,268	89,158
Israel department	66,382	64,631
Amigour social housing	19,803	21,142
Allocations and social programs	74,039	81,696
Agency-wide projects and organizational activities	108,294	105,194
Support functions	24,100	23,625
Resource development and public affairs	8,459	6,125
Allocation to World Zionist Organization	4,000	4,500
Global management	3,783	3,445
	<b>483,903</b>	<b>481,831</b>
<b>Income from ordinary operations</b>	<b>1,840</b>	<b>1,321</b>
Financial expenses, net	514	793
<b>Income from activities</b>	<b>1,326</b>	<b>528</b>
<b>Non-operational income (expenses):</b>		
<b>Income from asset realization, net:</b>		
Sale of Amigour apartments	43,271	44,166
Sale of other assets and property rights	1,601	1,618
Changes in investments functioning as endowment, net	3,997	(103)
Decrease (increase) in Pension Fund liability, net	(4,861)	22,392
Early retirement program expenses	(720)	(11,355)
Capital loss	-	(8,187)
<b>Non-operational income, net</b>	<b>43,288</b>	<b>48,531</b>
<b>Net income for the year</b>	<b>44,614</b>	<b>49,059</b>

Please refer to the companion document "2010 Financial Report" to review accompanying notes that are an integral part of these financials.

## Statements of Changes in Net Assets

	Unrestricted in use		Temporarily restricted		Total
	For operations Thousands U.S. \$	Board designation Thousands U.S. \$	For projects Thousands U.S. \$	For allocations Thousands U.S. \$	
<b>Balance at January 1, 2009</b>	<b>(243,985)</b>	<b>30,800</b>	<b>166,117</b>	<b>-</b>	<b>(47,068)</b>
<b>changes during 2009:</b>					
Temporarily restricted donations and contributions received:					
United Israel Appeal, Inc.	-	-	43,621	38,242	81,863
U.S. Government grant	-	-	28,997	-	28,997
Keren Hayesod – United Israel Appeal	-	-	8,698	30,882	39,580
International Fellowship	-	-	589	19,350	19,939
Direct donations & Spirit of Israel	-	-	18,916	6,840	25,756
<b>Total received</b>	<b>-</b>	<b>-</b>	<b>100,821</b>	<b>95,314</b>	<b>196,135</b>
Released from restriction	-	-	(92,284)	(81,695)	(173,979)
Net income for the year	49,059	-	-	-	49,059
Changes in Endowment Investments	103	(103)	-	-	-
Release of fixed assets and restricted assets depreciation expenses	4,626	-	(4,626)	-	-
<b>Net change during 2009</b>	<b>53,788</b>	<b>(103)</b>	<b>3,911</b>	<b>13,619</b>	<b>71,215</b>
<b>Balance at December 31, 2009</b>	<b>(190,197)</b>	<b>30,697</b>	<b>170,028</b>	<b>13,619</b>	<b>24,147</b>

### changes during 2010:

Temporarily restricted donations and contributions received:					
United Israel Appeal, Inc.	-	-	35,920	36,093	72,013
U.S. Government grant	-	-	25,234	-	25,234
Keren Hayesod – United Israel Appeal	-	-	6,906	11,516	18,422
International Fellowship	-	-	2,256	7,298	9,554
Direct donations & Spirit of Israel	-	-	22,933	8,375	31,308
<b>Total received</b>	<b>-</b>	<b>-</b>	<b>93,249</b>	<b>63,282</b>	<b>156,531</b>
Released from restriction	-	-	(91,659)	(74,039)	(165,698)
Net income for the year	44,614	-	-	-	44,614
Changes in Endowment Investments	(3,997)	3,997	-	-	-
Release of fixed assets and restricted assets depreciation expenses	5,179	-	(5,179)	-	-
<b>Net change during 2010</b>	<b>45,796</b>	<b>3,997</b>	<b>(3,589)</b>	<b>(10,757)</b>	<b>35,447</b>
<b>Balance at December 31, 2010</b>	<b>(144,401)</b>	<b>34,694</b>	<b>166,439</b>	<b>2,862</b>	<b>59,594</b>

Please refer to the companion document "2010 Financial Report" to review accompanying notes that are an integral part of these financials.

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The Jewish Agency is funded by The Jewish Federations of North America, Keren Hayesod, major Jewish communities and federations, the International Fellowship of Christians and Jews, foundations and donors from Israel and around the world.

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הסוכנות היהודית לארץ ישראל  
**Jewish Agency for Israel**