

Jewish Agency
Budget and Finance Committee
Minutes of the Meeting
November 17th, 2024

Attendance

Committee Members: Bruce Sholk – Chair of Budget and Finance Committee, Sondra Sokal – Deputy Chair of Budget and Finance Committee, Arieh Abir, Harvey Blitz, Kenneth Bob, Eric Goldstein, Seth Greenberg, Bruce Leboff, Mark Levinson, Lea Muhlstein, Jo Murcianno, Yaron Shavit, Mark Wilf

Invitees and Professional Staff: Doron Almog, Yehuda Setton, Moshe Ashirie, Rachel Abecassis, Shalom Allenstein, Diana Anderson, Sandy Antignas, David Barish, Riky August-Cohen, Debbie Berman, Brigitte Bettane, Becky Caspi, Bosmat Chelouche, Yehuda Feinberg, Eric Fingerhut, Shivi Greenfield, Josh Goldberg, Andrew J. Groveman, Dina Hahn, Kim Heiman, Ben Hoffer, Stav Herling Goshier, Yana Kuznetsov, Shoshana Leon, Harry Levy, Mark Levy, Danyelle Neuman, Andy Nomaksteinsky, Inbar Ruimy, Jeff Schoenfeld, Steven Stav, Edna Weinstock Gabay, Hagit Weiss, Fred Zimmerman, Shlomo Zomer

Agenda

1. Approval of minutes from the meeting held on March 26, 2024
2. Update on the implementation of the 2024 budget
3. 2025 Budget

Summary of the Meeting

1. Approval of minutes

The Committee approved the minutes from the meeting held on March 26, 2024.

2. Update on the implementation of the 2024 budget

Bruce Sholk presented the update on the implementation of the 2024 budget. He said that 2024 will be balanced, with the exception of the impact of the unfunded Russia/Ukraine expenses, in the amount of around \$10M. There is an expectation that JFNA will be doing a final fundraising campaign to close this gap.

3. 2025 Budget

Bruce pointed out that in February 2024 the Committee and the BOG already approved a budget for 2025 and that today the Committee will be approving changes in the 2025 budget.

Bruce commented that we are still dealing with two wars that impact our operations and our budget and plan to continue with the steps started in February, focusing on areas in which we have the most impact in this environment. He also noted that the work that the organization does in this environment is made possible by the unwavering support of the partners.

It was agreed last year with the constituent partners that there would no longer be an emergency budget for Russia/Ukraine in 2025, that it would be built into the base budget, and that is what we are doing in the 2025 budget.

Starting with the budget approved in February and continuing with the current updates, overall we are balancing a \$10.3M budget shortfall, of which \$5.8M are based on the elements that we had built into the 2024 budget. The new element we are facing is the absorption of the remaining Russia/Ukraine costs, of \$4.5M. We are able to balance this \$4.5M shortfall, through a combination of a \$1.5M increase in income due to endowment gains, and expense savings of \$3M, from redirecting funds from unrestricted to designated budgets, as well as strategic focus. The primary source of the savings is in Masa; thanks to the WZO and KKL - KKL's board approved NIS 35M of funding for Masa for the coming year. We hope this will be the first year of ongoing support. Bruce thanked Yaron Shavit for his role in making this happen. Mark Wilf also congratulated Yaron Shavit and Doron Almog for the tremendous effort in bringing about the KKL support.

Bruce commented that the overall base budget, including the designated and fees budgets, has increased by close to \$30M.

This includes a net increase in the designated budget by \$19.4M, the key elements are:

- Increased funding from WZO/KKL in Masa, Shlichim, Machon and Mechinot.
- Youth Futures: Increases due to Iron Swords related expansion commitments, as well as the new Mifal HaPa'is (Israel's national lottery company) commitment
- Communities2Gether incorporated into the budget
- The Voice of the People initiative (JAFI's portion) with commitments of \$5M
- This is partially offset by redirecting \$4.5M from the designated to the unrestricted budget for absorbing the Ukraine/Russia expenses into the unrestricted budget.

Fees have increased by \$7.4M, reflecting our current knowledge of the programs' relative participation and government agreements.

Special Projects - Helping to Rebuild Israel and Global Resilience and Security

Bruce noted that there was an agreement with the partners that instead of continuing to use emergency budgets unconnected to the base budget, we would determine what our work plan is and that would be reflected in the base budget. In the budget sent in advance of the meeting, there is a separate section on the right side of the summary page called special projects, which is the next phase of the previous emergency effort, now focusing on rebuilding Israel and our support of communities globally. There are three sections:

a) Expansion of Aliyah and Pre-Aliyah Programs for Rebuilding Israel:

We have set a goal of 300,000 new olim over the next five years. This includes a sizeable portion of funding from designated donations from world Jewry, in the amount of \$14M for 2025 and \$100M over the 5-year period. The "other sources" figure of \$350M in 2025 and \$2.7B in 2025-29 is almost entirely the government of Israel, dealing with a whole range of support for new olim. It is a major commitment that the GOI will need to make to be able to attract this number of new olim over the next 5 years. We are in talks with the government

regarding the required government budgets to drive aliyah. Yehuda Setton pointed out that the full government participation on this is critical to reaching the goal.

The total estimated budget for this project is:

	Designated	Other Sources	Total
2025	\$14M	\$350M	\$364M
2025-29 (initial Estimate)	\$100M	\$2.7B	\$2.8B

b) Expansion and strengthening of current communities in the North and South, including Ibim project

This includes 3 very specific, concrete projects we are looking to undertake:

- 1) The construction of 1,000 new homes in the south, a project with Amigour. From a financial standpoint it consists of approximately \$300M in loans that would be guaranteed mostly by the government of Israel and supported by \$40M in philanthropic support and would result in our ability to deliver those homes at an attractive price. The government will provide the land and infrastructure for free. The homeowners will buy the homes at cost, minus a small subsidy. Since the land and infrastructure are free, it is a very attractive price.
In the end of the day, the loans will be paid off, either from the proceeds from the sale of the houses or by the government guarantee. The goal is to create an incentive to attract new, younger families to the Gaza envelope communities. The kibbutzim and moshavim see this as a critical component to revitalizing their communities. The project is planned to begin in 2025.
- 2) The construction of 1,500 new homes in the north, using the same model as the south.
- 3) The redevelopment of a youth campus at Ibim

The total estimated budget for these projects is:

	Designated	Other Sources	Total
2025	\$65M	\$117M	\$182M
2025-29 (initial Estimate)	\$150M	\$1.2B	\$1.3B

Asked if this is a "build it and they will come" model, Moshe Ashirie said it is, though the project will be built in phases, with construction after the initial phase being tied to assessed demand. The issue is whether they will come – prior to the war there were long waiting lists for the communities. Now it remains to be seen what will happen. Everything will be guaranteed by the government, so if there is a problem with populating the homes, the government will pay back the loans. The model also mandates philanthropic funding alongside the government guarantees.

Moshe Ashirie said that the 1,000 units represents an increase of about 25% in the homes in the relevant specific kibbutzim and moshavim.

Yehuda Setton explained that the reason for the Jewish Agency to get involved in this project is the Jewish Agency's ability to look at the whole region and not manage the process just on a kibbutz-by-kibbutz basis.

Moshe Ashirie added that a key element for the Jewish Agency to get involved, is that this type project is about building hope. For this you need to have trusted partners. The kibbutzim trust the Jewish Agency and Amigour. Our important role is about building hope for them.

In response to a question regarding the connection to Tkuma, Bruce said that these are free standing projects. The connection to Tkuma will be their participation in the Ibim project and the infrastructure for the community expansion projects.

Bruce pointed out that this is a very complex project and not all of the details are finalized yet. When we get to the point that all is finalized, the project will be carried out through a special purpose entity, with a lay oversight committee.

- Resilience and Security

This area deals with expenditures and support outside of Israel.

There are four separate undertakings here, each with separate support mechanisms:

- Expanding shlichut
- Scaling JReady
- Jewish student resilience on campus and in high schools
- Enhanced security for vulnerable Jewish communities

The total estimated budget for these projects is:

	Designated	Other Sources	Total
2025	\$11M	\$5.5M	\$16.5M
2025-29 (initial Estimate)	\$100M	\$50M	\$150M

In response to a comment that more details are needed for these project, Yehuda Setton said that he agrees, that this is the big picture and that we need to sit down and go model by model on the details. When asked what exactly the Committee is being asked to approved, or if these projects are informational at this point, Bruce said that the projects are part of the budget the committee is being asked to approve in the resolution, with funding fully based on philanthropic dollars and other sources, mainly GOI. The level of confidence we have in the numbers is not the same as in the base budget, but we feel it's important to put a stake in the ground for these priorities, particularly in order to get government buy-in.

Given the scale of the special projects, it was requested that the Committee be given quarterly updates on the budgetary implementation and projections of the projects, and that this be added to the resolution. Bruce agreed with the request.

Debbie Berman commented that we need to see how best to present these project in the financials of the Jewish Agency, given the non-permanent nature of the projects.

Before voting on the budget resolution, it was pointed out that this is an aspirational goal, not a commitment by the constituencies to fund the projects and that the plans need much more detail.

Approval of Budget Resolution

A proposed budget resolution was sent in advance of the meeting to the Committee.

The Committee approved the proposed resolution, as amended regarding providing the Committee quarterly updates on the budgetary implementation and projections of the special projects.

Attachments:

- The amended budget resolution as approved
- The budget

Summary: Yehuda Feinberg

THE JEWISH AGENCY FOR ISRAEL

Budget and Finance Committee

November 2024

Cheshvan 5785

PROPOSED RESOLUTION

Approval of the 2025 Budget (January 1, 2025 – December 31, 2025)

It is hereby resolved to approve and to recommend to the Executive to approve as follows:

1.
 - a. The budget for operating activities of JAFI financed by unrestricted funds, for the Fiscal Year January 1, 2025, through December 31, 2025 (hereinafter – "the Fiscal Year"), as presented in the budget proposal attached hereto, is hereby approved in the aggregate amount of \$117.500 million.
 - b. The budget for operating activities of JAFI financed by fees for services income for the Fiscal Year (hereinafter "the Fees for Services Budget"), as presented in the attached budget proposal, is hereby approved in the aggregate amount of \$231.021 million. This level of income is based on current assessments of income to be received during the Fiscal Year. The Fees for Services Budget will be adjusted during the Fiscal Year to reflect actual income.
 - c. The budget for the operating activities of JAFI financed by designated funds for the Fiscal Year (hereinafter "the Designated Budget"), as presented in the attached budget proposal, is hereby approved in the aggregate amount of \$73.513 million. This level of designated funding is based on current assessments of designated income to be received during the Fiscal Year. The Budget financed by designated funds will be adjusted during the Fiscal Year to reflect actual income.
 - d. The total budget for the operating activities of JAFI for the Fiscal Year, as presented in the budget proposal, is hereby approved in the aggregate amount of \$422.034 million.
 - e. The budget for: "Special Projects - Helping to Rebuild Israel and Global Resilience and Security", to be financed by a combination of designated funds and other sources (hereinafter "the Special Projects Budget"), as presented in the attached budget proposal, is hereby approved in the aggregate amount of \$578.500 million, as follows:

Topic	Funded by Designated Funds (M\$)	Funded by Other Sources (M\$)	Total (M\$)
Expansion of Aliya and Pre-Aliyah Programs for Rebuilding Israel	14.0	350.0	364.0
Expansion and strengthening of current communities in the North and South, including Ibim project	65.0	117.0	182.0
Building Jewish Resilience thru Mutual Responsibility- Shlichut, Resilience, Security	11.0	5.5	16.5
Construction of Shelters (the sum remaining to be raised)	16.0	-	16.0
Total	106.0	472.5	578.5

The level of the Special Projects Budget is based on current assessments of costs and the income to be received during the Fiscal Year. The Special Projects Budget will be adjusted during the Fiscal Year to reflect actual needs and income. Quarterly reports regarding the Special Projects, including budget implementation and projections, will be provided to the Committee as well as to the Board of Governors.

2. The Capital Budget of JAFI for the Fiscal Year, as presented in the budget proposal, is hereby approved in the aggregate amount of \$13.400 million for activities funded by unrestricted funds, and \$24.000 million for activities funded by designated funds.
3. Due to the volatility of the shekel-dollar exchange rate and the fact that all budget amounts are in dollars, in the event that the actual exchange rate is higher than the JAFI budgetary exchange rate of 3.6 NIS/\$, during the Fiscal Year, all budget lines for expenditures in shekels will be utilized in an amount in shekels that will not exceed the amount budgeted in dollars, multiplied by 3.6.

**הסוכנות היהודית לארץ ישראל
ועדת תקציב וכספים**

חשוון תשפ"ה

נובמבר 2024

הצעת החלטה

אישור תקציב 2025 (1 בינואר 2025 – 31 בדצמבר 2025)

מוחלט בזאת לאשר ולהמליץ להנהלה לאשר כדלקמן:

1. (א) התקציב לפעילויות השוטפות של הסוכנות היהודית הממומנות ע"י הכנסות לא מיועדות לשנת הכספים המתחילה ב- 1 בינואר 2025 ומסתיימת ב- 31 בדצמבר 2025 (להלן – "שנת הכספים"), כפי שמוצג בהצעת התקציב המצורפת, מאושר בזאת בסכום כולל של 117.500 מיליון דולר ארה"ב.
- (ב) התקציב לפעילויות השוטפות של הסוכנות היהודית הממומנות ע"י הכנסות ממתן שירותים לשנת הכספים (להלן – "התקציב הממומן ע"י הכנסות ממתן שירותים"), כפי שמוצג בהצעת התקציב המצורפת, מאושר בזאת בסכום כולל של 231.012 מיליון דולר ארה"ב. היקף הכנסות זה מבוסס על הערכות נוכחיות של ההכנסות הללו הצפויות להתקבל במהלך שנת הכספים. התקציב המיועד הממומן ע"י הכנסות ממתן שירותים יותאם במהלך שנת הכספים על מנת לשקף הכנסות בפועל.
- (ג) התקציב לפעילויות השוטפות של הסוכנות היהודית הממומנות ע"י הכנסות מיועדות לשנת הכספים (להלן – "התקציב הממומן ע"י הכנסות מיועדות"), כפי שמוצג בהצעת התקציב המצורפת, מאושר בזאת בסכום כולל של 73.513 מיליון דולר ארה"ב לפעילויות הממומנות ע"י הכנסות מיועדות. היקף הכנסות זה מבוסס על הערכות נוכחיות של ההכנסות המיועדות הצפויות להתקבל במהלך שנת הכספים. התקציב הממומן ע"י הכנסות מיועדות יותאם במהלך שנת הכספים על מנת לשקף הכנסות בפועל.
- (ד) סך התקציב לפעילויות השוטפות של הסוכנות היהודית לשנת הכספים, כפי שמוצג בהצעת התקציב המצורפת, מאושר בזאת בסכום כולל של 422.034 מיליון דולר ארה"ב.
- (ה) התקציב עבור "פרויקטים מיוחדים סיוע בשיקום ישראל וחוסן וביטחון גלובליים", ימומנו ע"י שילוב של הכנסות מיועדות ומקורות אחרים (להלן "הפרויקטים המיוחדים"), כפי שמוצג בהצעת התקציב המצורפת מאושר בזאת בסכום כולל של 578.500 מיליון דולר, כדלקמן:

נושא	ממומן ע"ד הכנסות מיועדות (M\$)	ממומן ע"י מקורות אחרים (M\$)	סה"כ (M\$)
הרחבת תוכניות עלייה ופרה-עלייה לשיקום ישראל	14.0	350	364
הרחבה והיזוק קהילות בצפון ובדרום, לרבות פרויקט איבים	65	117	182
בניית חוסן יהודי באמצעות ערבות הדדית - שליחות, חוסן, ביטחון	11	5.5	16.5
בניית מקלטים (יתרה לגיוס)	16	-	16
סה"כ	106	472.5	578.5

- היקף הכנסות הפרויקטים המיוחדים מבוסס על הערכות נוכחיות של הצרכים וההכנסות הצפויות להתקבל במהלך שנת הכספים. תקציב הפרויקטים המיוחדים יותאם במהלך שנת הכספים על מנת לשקף את הצרכים וההכנסות בפועל. דוחות רבעוניים לגבי הפרויקטים המיוחדים, כולל ביצוע תקציב וצפי, יסופקו לוועדה ולחבר הנאמנים.
2. התקציב ההוני של הסוכנות היהודית לשנת הכספים, כפי שמוצג בהצעת התקציב המוצע המצורפת, מאושר בזאת בסכום של 13.400 מיליון דולר ארה"ב לפעילויות בלתי מיועדות ו- 24.000 מיליון דולר ארה"ב לפעילויות מיועדות.
3. בשל תנודתיות שער החליפין של השקל מול הדולר והעובדה כי סכומי התקציב נקובים בדולר, במקרה בו שער החליפין בפועל יהיה גבוה יותר מהשער התקציבי של הסוכנות היהודית שנקבע ל - 3.6 שו לדולר לשנת הכספים, כל ההוצאות בתקציב הנקובות בשקלים שיהיו בפועל לא יעלו על הסכום המתוקצב בדולר כשהוא מוכפל ב 3.6.



הסוכנות היהודית
JEWISH AGENCY
FOR ISRAEL ישראלי

Every one of us, together.

Proposed Revised 2025 Budget

November 2024

Income summary - p. 1

Expense summary - p. 2

Detailed budgets - p. 3-10

Capital budget - p. 11

Proposed 2025 Budget - Income

(US\$, ,000)

#	Income	Original 2025 Budget Approved in Feb 2024				Changes			Proposed Revised 2025 Budget				Special Projects - Helping to Rebuild Israel and Global Resilience and Security - Expected 2025 Portion of Project **				
		Total	Unrestricted	Fees	Designated	Unrestricted	Fees	Designated	Total	Unrestricted	Fees	Designated	Income	Designated	Other Sources	Total	
1	JFNA - US Campaigns - Collective	63,000	63,000						63,000	63,000							
2	Other Income from US Federations *	19,300	2,300	2,000	15,000			4,000	23,300	2,300	2,000	19,000					
3	Keren Hayesod *	28,400	18,000	400	10,000			3,250	31,650	18,000	400	13,250					
4	WZO / KKL	4,500	2,500		2,000			13,000	17,500	2,500		15,000					
5	Subtotal: Income from Partners *	115,200	85,800	2,400	27,000			20,250	135,450	85,800	2,400	47,250					
6	Contributions from Other Donors *	32,080	1,500		30,580			-817	31,263	1,500		29,763					
7	UIA (US Government Grant)	5,000		5,000					5,000		5,000						
8	Self Generated Income	28,700	28,700			1,500			30,200	30,200							
9	Income from Fees for Service (including Government of Israel)	215,799		215,799			7,822		223,621		223,621						
10	Income not included in operating budget - Capital	-3,500			-3,500				-3,500			-3,500					
11	Total Income	393,279	116,000	223,199	54,080	1,500	7,822	19,433	422,034	117,500	231,021	73,513	Total Special Projects	106,000	472,500	578,500	

* Including Capital

** Initial Estimate, subject to change

Proposed 2025 Budget - Expenses

(US\$, ,000)

#	Expenses	Original 2025 Budget Approved in Feb 2024				Changes			Proposed Revised 2025 Budget				Special Projects - Helping to Rebuild Israel and Global Resilience and Security - Expected 2025 Portion of Project *			
		Total	Unrestricted	Fees	Designated	Unrestricted	Fees	Designated	Total	Unrestricted	Fees	Designated	Topic	Designated	Other Sources	Total
12	Aliyah	117,756	30,488	76,566	10,703	4,491	3,128	-3,727	121,648	34,978	79,694	6,976	Expansion of Aliya and Pre-Aliyah Programs for Rebuilding Israel	14,000	350,000	364,000
13	Connecting World Jewry	124,203	39,320	50,487	34,396	-2,881	2,519	18,567	142,408	36,439	53,006	52,963				
14	Israeli Society	110,593	5,571	96,041	8,981	-109	1,405	4,593	116,482	5,462	97,447	13,574	Expansion and strengthening of current communities in the North and South, including Ibim project	65,000	117,000	182,000
15	Marketing and Resource Development	12,674	12,674						12,674	12,674						
16	Executive, Support and Strategy	24,990	24,885	105			770		25,760	24,885	875					
17	Financial Expenses	1,882	1,882						1,882	1,882			Building Jewish Resilience thru Mutual Responsibility- Shlichut, Resilience, Security	11,000	5,500	16,500
18	Inflation impact	3,000	3,000						3,000	3,000						
19	Increased Organizational and Operational Efficiencies	-820	-820						-820	-820			Construction of Shelters (the sum remaining to be raised)	16,000		16,000
20	Additional reductions TBD	-1,000	-1,000						-1,000	-1,000						
21	Total Expenses	393,279	116,000	223,199	54,080	1,500	7,822	19,433	422,034	117,500	231,021	73,513	Total Special Projects	106,000	472,500	578,500

* Initial Estimate, subject to change

Proposed 2025 Budget - Aliyah *

(US\$,000)

#	Impact Area	Strategy (\$K)	Original 2025 Budget Approved in Feb 2024				Changes			Proposed Revised 2025 Budget			
			Total	Unrestricted	Fees	Designated	Unrestricted	Fees	Designated	Total	Unrestricted	Fees	Designated
22	Aliyah	Global Aliyah Operation	30,396	17,497	8,222	4,677	991	-172	-3,167	28,047	18,488	8,050	1,510
23		Ethiopian Aliyah and Absorption Enrichment	1,076	576		500				1,076	576		500
24		Olim Flights	7,229	5,019	1,510	700	3,500		-500	10,229	8,519	1,510	200
25		Absorption	48,656	3,784	44,572	300				48,656	3,784	44,572	300
26		Integration of Young Olim	10,911	1,511	7,250	2,150		3,300		14,211	1,511	10,550	2,150
27		Conversion - Nativ	12,410		11,880	530			-280	12,130		11,880	250
28		<i>Shlichut Platform (Aliyah)</i>	6,695	1,853	3,022	1,820			220	6,915	1,853	3,022	2,040
29		<i>Content and Educational Strategy Platform (Aliyah)</i>	384	248	110	26				384	248	110	26
30		Total	117,756	30,488	76,566	10,703	4,491	3,128	-3,727	121,648	34,978	79,694	6,976

* This budget can handle an assumed 28K olim, of which 16K from Russia and the remainder from the rest of the world

Proposed 2025 Budget - Connecting World Jewry

(US\$,000)

#	Impact Area	Strategy (\$K)	Original 2025 Budget Approved in Feb 2024				Changes			Proposed Revised 2025 Budget			
			Total	Unrestricted	Fees	Designated	Unrestricted	Fees	Designated	Total	Unrestricted	Fees	Designated
31	Connecting World Jewry	Global Peoplehood Operation	14,273	9,469	1,571	3,233	-9	-345	-1,333	12,586	9,459	1,227	1,900
32		Partnerships and Global Dialogues	16,312	5,812	1,000	9,500	-200	-150	11,300	27,262	5,612	850	20,800
33		Immersive Experiences:											
34		Masa Israel Journey	36,800	11,300	20,300	5,200	-2,200	3,000	6,500	44,100	9,100	23,300	11,700
35		Other Israel Experience Programs	19,835	1,795	11,230	6,810		750	1,490	22,075	1,795	11,980	8,300
36		Global Immersive Experiences	727	177	200	350	-177	-200	-350				
37		Peoplehood for Israelis & Pluralism	3,391	2,441		950	-100			3,291	2,341		950
38		Community Resilience and Security Fund	2,335	735		1,600	-195	764	190	3,094	540	764	1,790
39		<i>Shlichut Platform (Connecting World Jewry)</i>	<i>23,628</i>	<i>6,504</i>	<i>10,578</i>	<i>6,545</i>			<i>770</i>	<i>24,398</i>	<i>6,504</i>	<i>10,578</i>	<i>7,315</i>
40		<i>Content and Educational Strategy Platform (Connecting World Jewry)</i>	<i>6,902</i>	<i>1,087</i>	<i>5,607</i>	<i>208</i>		<i>-1,300</i>		<i>5,602</i>	<i>1,087</i>	<i>4,307</i>	<i>208</i>
41	Total	124,203	39,320	50,487	34,396	-2,881	2,519	18,567	142,408	36,439	53,006	52,963	

Proposed 2025 Budget - Israeli Society

(US\$,000)

#	Impact Area	Strategy (\$K)	Original 2025 Budget Approved in Feb 2024				Changes			Proposed Revised 2025 Budget			
			Total	Unrestricted	Fees	Designated	Unrestricted	Fees	Designated	Total	Unrestricted	Fees	Designated
42	Israeli Society	Israeli Society Operation	968	968			-9			959	959		
43		Young Change Agents											
44		Pre-Gap-Year Programs	33,882	966	31,416	1,500	-100	-1,000	150	32,932	866	30,416	1,650
45		Gap-Year Programs	6,179	329	4,700	1,150		1,066	200	7,445	329	5,766	1,350
46		Post-Gap-Year Programs	1,129	284	525	320		-105		1,024	284	420	320
47		Fortifying Israeli Society	723	233	90	400				723	233	90	400
48		Safeguard At-risk Populations	55,075	1,575	49,000	4,500		1,444	4,133	60,652	1,575	50,444	8,633
49		Educational Campuses	9,002	150	8,752	100				9,002	150	8,752	100
50		<i>Shlichut Platform (Israeli Society)</i>	<i>3,431</i>	<i>935</i>	<i>1,511</i>	<i>985</i>			<i>110</i>	<i>3,541</i>	<i>935</i>	<i>1,511</i>	<i>1,095</i>
51		<i>Content and Educational Strategy Platform (Israeli Society)</i>	<i>204</i>	<i>131</i>	<i>47</i>	<i>26</i>				<i>204</i>	<i>131</i>	<i>47</i>	<i>26</i>
52	Total	110,593	5,571	96,041	8,981	-109	1,405	4,593	116,482	5,462	97,447	13,574	

Aliyah Impact Area Budget *

(US\$, 000)

#	Impact Area	Strategy/Detail	Original 2025 Budget Approved in Feb 2024				Changes			Proposed Revised 2025 Budget			
			Total	Unrestricted	Fees	Designated	Unrestricted	Fees	Designated	Total	Unrestricted	Fees	Designated
53	Aliyah	Global Aliyah Operation	30,396	17,497	8,222	4,677	991	-172	-3,167	28,047	18,488	8,050	1,510
54		Aliyah Services and Eligibility	5,592	5,527	65					5,592	5,527	65	
55		Preparation for Aliyah	15,438	6,326	6,262	2,850	1,000		-2,500	13,938	7,326	6,262	350
56		Nefesh b'Nefesh	848	848						848	848		
57		Regional Infrastructure and Activities	3,331	1,803	411	1,117		-172	-667	2,492	1,803	239	450
58		Worldwide Representatives	2,221	1,888	334					2,221	1,888	334	
59		Aliyah Managerial Infrastructure	3,010	1,150	1,150	710	-9			3,001	1,141	1,150	710
61		Ethiopian Aliyah	1,076	576		500				1,076	576		500
62		Olim Flights	7,229	5,019	1,510	700	3,500		-500	10,229	8,519	1,510	200
63		Absorption (including initial ulpanim and Olim Associations)	48,656	3,784	44,572	300				48,656	3,784	44,572	300
64		Integration of Young Olim	10,911	1,511	7,250	2,150		3,300		14,211	1,511	10,550	2,150
65		Conversion (Nativ)	12,410		11,880	530			-280	12,130		11,880	250
66		<i>Shlichut Platform (Aliyah)</i>	<i>6,695</i>	<i>1,853</i>	<i>3,022</i>	<i>1,820</i>			<i>220</i>	<i>6,915</i>	<i>1,853</i>	<i>3,022</i>	<i>2,040</i>
67		<i>Content and Educational Strategy Platform (Aliyah)</i>	<i>384</i>	<i>248</i>	<i>110</i>	<i>26</i>				<i>384</i>	<i>248</i>	<i>110</i>	<i>26</i>
68	Total	117,756	30,488	76,566	10,703	4,491	3,128	-3,727	121,648	34,978	79,694	6,976	

* This budget can handle an assumed 28K olim, of which 16K from Russia and the remainder from the rest of the world

Connecting World Jewry Impact Area Budget
(US\$, ,000)

#	Impact Area	Strategy/Detail	Original 2025 Budget Approved in Feb 2024				Changes			Proposed Revised 2025 Budget			
			Total	Unrestricted	Fees	Designated	Unrestricted	Fees	Designated	Total	Unrestricted	Fees	Designated
69	Connecting World Jewry	Global Peoplehood Operation	14,273	9,469	1,571	3,233	-9	-345	-1,333	12,586	9,459	1,227	1,900
70		Regional Infrastructure and Activities	7,261	4,205	823	2,233		-345	-1,333	5,583	4,205	478	900
71		Informal Education in FSU	2,153	571	582	1,000				2,153	571	582	1,000
72		Worldwide Representatives	3,572	3,405	167					3,572	3,405	167	
73		Connecting World Jewry Managerial Infrastructure	1,376	1,376			-9			1,367	1,367		
74		Community Services - Reduction TBD	-89	-89						-89	-89		
75		Partnerships and Global Dialogues	16,312	5,812	1,000	9,500	-200	-150	11,300	27,262	5,612	850	20,800
76		Immersive Experiences:											
77		Masa Israel Journey	36,800	11,300	20,300	5,200	-2,200	3,000	6,500	44,100	9,100	23,300	11,700
78		Other Israel Experience Programs	19,835	1,795	11,230	6,810		750	1,490	22,075	1,795	11,980	8,300
79		Onward Israel	7,500		2,500	5,000		750	1,500	9,750		3,250	6,500
80		Machon - Young Leadership Training	5,832	742	3,730	1,360			440	6,272	742	3,730	1,800
81		TAGLIT (Birthright- Israel)	1,000	1,000						1,000	1,000		
82		Teen Israel Experiences	503	53		450			-450	53	53		
83		Morasha	5,000		5,000					5,000		5,000	
84		Global Immersive Experiences	727	177	200	350	-177	-200	-350				
85		Peoplehood for Israelis & Pluralism	3,391	2,441		950	-100			3,291	2,341		950
86		Peoplehood Activities	394	144		250	-100			294	44		250
87		Religious Streams	2,997	2,297		700				2,997	2,297		700
88		Community Resilience (such as International Relations, J-ready, Security Fund)	2,335	735		1,600	-195	764	190	3,094	540	764	1,790
89	<i>Shlichut Platform (Connecting World Jewry)</i>	23,628	6,504	10,578	6,545			770	24,398	6,504	10,578	7,315	
90	<i>Content and Educational Strategy Platform (Connecting)</i>	6,902	1,087	5,607	208		-1,300		5,602	1,087	4,307	208	
91	Total	124,203	39,320	50,487	34,396	-2,881	2,519	18,567	142,408	36,439	53,006	52,963	

Israeli Society Impact Area Budget
(US\$, ,000)

#	Impact Area	Strategy/Detail	Original 2025 Budget Approved in Feb 2024				Changes			Proposed Revised 2025 Budget			
			Total	Unrestricted	Fees	Designated	Unrestricted	Fees	Designated	Total	Unrestricted	Fees	Designated
92	Israeli Society	Israeli Society Operation	968	968			-9			959	959		
93		Young Change Agents											
94		Pre-Gap-Year Programs	33,882	966	31,416	1,500	-100	-1,000	150	32,932	866	30,416	1,650
95		Youth Villages	31,382	866	29,016	1,500		900		32,282	866	29,916	1,500
96		Youth Centers including Eshkol	2,500	100	2,400		-100	-1,900	150	650		500	150
97		Gap-Year Programs	6,179	329	4,700	1,150		1,066	200	7,445	329	5,766	1,350
98		Mechinot: Pre-Army Academy	5,149	229	3,870	1,050		1,066	200	6,415	229	4,936	1,250
99		Service year in Israel	1,030	100	830	100				1,030	100	830	100
100		Post-Gap-Year Programs	1,129	284	525	320		-105		1,024	284	420	320
101		Intentional Communities	921	196	525	200		-105		816	196	420	200
102		Scholarships	208	88		120				208	88		120
103		Fortifying Israeli Society	723	233	90	400				723	233	90	400
104		Developing Small-Business Initiatives (loan funds)	133	133						133	133		
105		SparkIL: Social Loans to Micro-businesses	590	100	90	400				590	100	90	400
106		Safeguard At-risk Populations	55,075	1,575	49,000	4,500		1,444	4,133	60,652	1,575	50,444	8,633
107		Youth Futures	13,375	875	8,000	4,500		1,444	4,133	18,952	875	9,444	8,633
108		Amigour Social Housing	41,000		41,000					41,000		41,000	
109		Former Prisoners of Zion	700	700						700	700		
110		Educational Campuses	9,002	150	8,752	100				9,002	150	8,752	100
111		<i>Shlichut Platform (Israeli Society)</i>	3,431	935	1,511	985			110	3,541	935	1,511	1,095
112	<i>Content and Educational Strategy Platform (Israeli Society)</i>	204	131	47	26				204	131	47	26	
113	Total	110,593	5,571	96,041	8,981	-109	1,405	4,593	116,482	5,462	97,447	13,574	

Platforms and Regional Infrastructure and Activities

(US\$, ,000)

#	Item	Original 2025 Budget Approved in Feb 2024				Changes			Proposed Revised 2025 Budget			
		Total	Unrestricted	Fees	Designated	Unrestricted	Fees	Designated	Total	Unrestricted	Fees	Designated
114	Shlichut tracks	27,619	6,244	13,525	7,850			1,100	28,719	6,244	13,525	8,950
115	Community Educators and Shinshinim	10,801	2,464	6,337	2,000				10,801	2,464	6,337	2,000
116	Israel Fellows	7,650		2,050	5,600			600	8,250		2,050	6,200
117	Youth Movement Shlichim	3,835	2,057	1,528	250			500	4,335	2,057	1,528	750
118	Short-term shlichim (summer camps and Zionist seminars)	5,333	1,723	3,610					5,333	1,723	3,610	
119	Returning Shlichim	278	28		250				278	28		250
120	Shlichut recruiting, training, supervision and management (incl. Shlichut Institute)	5,857	3,020	1,587	1,250				5,857	3,020	1,587	1,250
121	Total Shlichut Platform	33,754	9,292	15,112	9,350			1,100	34,854	9,292	15,112	10,450
122	Educational content and knowledge (including Makom, JPPI, and the Excellence Center)	1,963	1,233	470	260				1,963	1,233	470	260
123	Educational network solutions (such as Cha'il, TalentEd, Heftziba, Pinkus)	5,168		5,168			-1,300		3,868		3,868	
124	Educational programs (such as the content portion of Ulpanim in Jewish Literacy in FSU)	359	233	126					359	233	126	
125	Total Content and Education Strategy Platform	7,490	1,466	5,764	260		-1,300		6,190	1,466	4,464	260
126	Regional Infrastructure and Activities	9,992	5,408	1,234	3,350		-517	-2,000	7,475	5,408	717	1,350
127	Informal Education in the FSU	2,153	571	582	1,000				2,153	571	582	1,000
128	Worldwide Community Representatives	5,793	5,293	500					5,793	5,293	500	
129	Total Regional Activities Framework	17,938	11,272	2,316	4,350		-517	-2,000	15,421	11,272	1,799	2,350

Non-Programmatic Budgets
(US\$,000)

#	Item	Original 2025 Budget Approved in Feb 2024			Changes 2025-2025		Proposed Revised 2025 Budget		
		Total	Unrestricted	Fees / Designated	Unrestricted	Fees / Designated	Total	Unrestricted	Fees / Designated
Marketing and Resource Development									
130	Corporate Marketing (including Spokesman)	4,965	4,965				4,965	4,965	
131	Resources Development	7,709	7,709				7,709	7,709	
132	Total	12,674	12,674				12,674	12,674	
Executive Offices and Support Units									
133	Office of the Chairman	1,605	1,605				1,605	1,605	
134	Office of the Deputy Chairman of the Executive	731	731				731	731	
135	Office of the Director General	1,196	1,196				1,196	1,196	
136	Office of the Secretary General	779	779				779	779	
137	Board of Governors and Assembly	200	200				200	200	
138	Chief Operations Officer	671	671				671	671	
139	Human Resources and Administration	3,322	3,322				3,322	3,322	
140	Finance and Logistics	5,040	5,040				5,040	5,040	
141	Strategy and Planning	1,736	1,731	5			1,736	1,731	5
142	Legal Advisor	1,127	1,127				1,127	1,127	
143	Worldwide Regional Management	4,206	4,106	100			4,206	4,106	100
144	Security Division Headquarters	1,121	1,121			770	1,891	1,121	770
145	Comptroller	691	691				691	691	
146	Technology	5,645	5,645				5,645	5,645	
147	Indirect costs - Support Units	-3,080	-3,080				-3,080	-3,080	
148	Total	24,990	24,885	105		770	25,760	24,885	875

2025 Proposed Capital Budget

(US\$, ,000)

#	Sources	2024 Budget			Changes		Proposed 2025 Budget		
		Total	Unrestricted	Designated	Unrestricted	Designated	Total	Unrestricted	Designated
149	Depreciation	7,300	7,300				7,300	7,300	
150	Asset Realization	18,100	18,100		-12,000		6,100	6,100	
151	Endowment Distribution - Transfer of Unutilized Budget	6,500	6,500		-6,500				
152	Donations	45,000		45,000		-21,000	24,000		24,000
153	Total sources	76,900	31,900	45,000	-18,500	-21,000	37,400	13,400	24,000
Applications		2024 Budget			Changes		Proposed 2025 Budget		
		Total	Unrestricted	Designated	Unrestricted	Designated	Total	Unrestricted	Designated
154	Renovation, Planning and Upgrading Assets	14,000	6,000	8,000			14,000	6,000	8,000
155	Safety (including fire safety, stability and disabled accessibility)	1,100	1,100				1,100	1,100	
156	Equipment and Furniture	200	200				200	200	
157	CRM, ERP and IT needs	1,500	1,500		1,500		3,000	3,000	
158	Asset management expenses and related costs	3,100	3,100				3,100	3,100	
159	Shelters *	57,000	20,000	37,000	-20,000	-21,000	16,000		16,000
160	Total applications	76,900	31,900	45,000	-18,500	-21,000	37,400	13,400	24,000

* The 2024 unrestricted figure of \$20M is in addition to the \$5M that was expended in 2023, funded by the Jewish Agency as approved