

TAGLIT- BIRTHRIGHT ISRAEL

CEO REPORT
JANUARY 2020

GIDI MARK
INTERNATIONAL CEO



תגלית • תגלית
BIRTHRIGHT ISRAEL
CELEBRATING 20 YEARS





TAGLIT- BIRTHRIGHT ISRAEL

20 YEARS

650,000 WORLDWIDE
PARTICIPANTS

115,000 ISRAELIS

68 COUNTRIES

OVER \$1.5 BILLION
CONTRIBUTED TO THE
ISRAELI ECONOMY



MESSAGE FROM THE CEO

Dear Friends,

As I write these lines, the Coronavirus is still a global ongoing concern. Along with the far reaching medical and economic consequences of a global pandemic, in our world, it has brought about the unprecedented postponement of Taglit-Birthright Israel trips. Though we are pained by the need to suspend trips during these uncertain times, we are committed to keeping Taglit-Birthright Israel strong and to bringing every participant whose trip was postponed. It is important to remember that on our long journey, the virus is only one small part of the 42 trip seasons since we began in 2000. The importance of reaching out to every Jewish young adult and bringing them into the Jewish tent has not changed.

2019 is an example of the far reach of Taglit-Birthright Israel. Close to 46,000 participants from 50 countries participated in a Taglit-Birthright Israel educational trip, alongside an additional 7,800 Israeli Mifgash participants. They enjoyed our classic 10-day trips, as well as 7-day trips, niche trips focusing on various topics such as innovation, photography, hiking and spirituality, accessibility and inclusion (special needs) trips and officers' trips.

This is an opportunity to thank our founders, supporters and partners - the Government of Israel, the Birthright Israel Foundation, communities and stakeholders around the world - as well as our Trip Organizers (TOs) and our dedicated staff who are all part of this success story, ensuring a thriving future for the Jewish people.

Our impact remains as strong as ever with the most recent long-term impact research completed this year showing that our participants are 41% more likely to have a Jewish spouse than non-participants. Even 10-15 years after their Taglit-Birthright Israel experience, they are also more likely to participate in Jewish cultural events and celebrate Jewish holidays like Passover or Rosh Hashanah. More than 85% of participants rate their Birthright Israel trip as "one of the best experiences of their lives" or as "a great experience."

The impact was most meaningful among those participants who were the least affiliated with the Jewish community, tied to their Jewish identity or connected to Israel before the trip. After the trip, these participants reported marked increases in the importance they place on being Jewish, on Jewish values and on the importance of Israel to their lives.

This year we started a new process in which our management, together with our partners, alumni, and other stakeholders, "reimagined" Taglit-Birthright Israel trips, as if we were just launching our first trips today. We understand that the participants of 2020 are very different from the participants of 2000, and our trips must reflect these changes. We left no aspect of the trip untouched, and we have reached some exciting conclusions which we are looking forward to share with you and pilot in 2020 and 2021.

As the Jewish organization that enjoys the trust of Jewish young adults globally, we have a responsibility towards the young generation. In the two decades since we began, we have brought hundreds of thousands back into the Jewish tent, and the current crisis does not change that.

We are looking past the current uncertainties with optimism, knowing that we have a firm foundation and that we are preparing for the future in the best possible way. We are confident in the primacy of our mission to connect young Jewish adults to their Jewish identity, community and to the State of Israel and we will work tirelessly to bring as many of them as possible on a Taglit-Birthright Israel trip.

Wishing you a successful year,



Gidi Mark

International CEO Taglit-Birthright Israel

ORGANIZATIONAL STRUCTURE

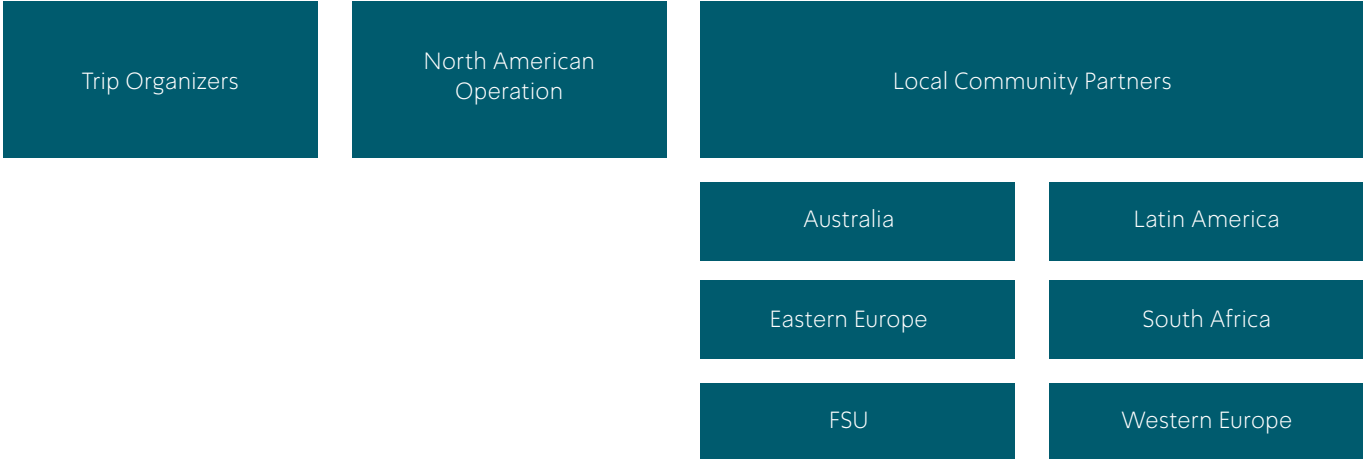
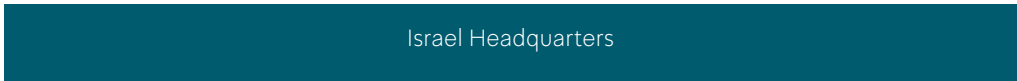
Steering Committee:



Sub-Committees:



Taglit-Birthright Israel International Company:



STEERING COMMITTEE MEMBERS

Representing the Government of Israel

Minister of Diaspora Affairs
Shlomit Barnea
Itzik Davidyan
Lior Farber

Representing the Birthright Israel Philanthropists

Charles Bronfman
Yasmin Lukatz
Marlene Post
Lynn Schusterman

Representing the Jewish Agency for Israel

Chairman of the Executive Committee, Isaac Herzog
Amira Aharonovitz
Shay Felber
Eyal Shviki

Representing the Jewish Federations of North America / Keren Hayesod

Rebecca Caspi
Eric Fingerhut
Mark Wilf

TAGLIT-BIRTHRIGHT ISRAEL INTERNATIONAL COMPANY: BOARD OF DIRECTORS

Charles Bronfman, Co-chair
Joshua Nash, Co-chair
Yonatan Bassi
Aviad Hacoheh
Josh Schwarcz
Eyal Shviki

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OVER
750,000
PARTICIPANTS

1999-2000

Taglit-Birthright Israel is launched. The first 9,500 participants from 11 countries make this extraordinary educational journey.

2003

Through Taglit-Birthright Israel, 50,000 young Jews from 29 countries have visited Israel on a first-time educational trip.



2010

Taglit-Birthright Israel celebrates an unprecedented 250,000 young Jews from 54 countries making the trip of a lifetime! Over the years, 50,000 young Israelis have shared the journey as part of the *Mifgash* Program.

2015

Taglit-Birthright Israel welcomes its 500,000th participant.

2019

Taglit-Birthright Israel marks over 750,000 participants from 68 countries, including 115,000 Israeli participants.

OUR VISION

Ensuring a vibrant future of the Jewish people by strengthening Jewish identity, Jewish communities and connections with Israel.

OUR MISSION

Give every Jewish young adult around the world, especially the less connected, the opportunity to visit Israel on an educational trip.



TO REACH THESE GOALS TAGLIT-BIRTHRIGHT ISRAEL WILL:

Ensure a cutting edge, thematically-based, high impact, peer educational journey in Israel, exploring both Israel's heritage and contemporary achievements, challenges and aspirations.

Design an intellectually and emotionally engaging encounter with Israel, as well as a personal connection to the State of Israel and the Jewish people, in order to significantly improve the relationship between young Jews, the State of Israel and Jewish communities worldwide.

Engage young Israelis in the educational trips and enable them to explore their own sense of Jewish identity and personal connection to the State of Israel and the wider Jewish world.

Encourage participants to leverage the impact of their Taglit-Birthright Israel experience through further-engagement initiatives.



OUR PARTICIPANTS

Taglit-Birthright Israel continues to reach out to an ever-increasing variety of young Jews worldwide. Whereas the majority of our participants come from North America, increased recruitment efforts demonstrate growth in the number of participants coming from the FSU, France, Argentina, Brazil, and Germany.

In 2019 the annual number of Taglit-Birthright Israel participants reached a total of 45,777, including 31,757 participants during the summer season alone. We can proudly say that today the makeup of participants on Taglit-Birthright Israel's educational trips truly reflects the rich tapestry of the Jewish people.

The notable diversity of our programs has been very effective in attracting a broader range of young Jews from all walks of life. However, irrespective of their personal background, all participants share in their desire to discover Israel, learn more about the historic and contemporary Israel, and gain greater understanding of their Jewish heritage and their own place in the global Jewish world.





NORTH AMERICAN PARTICIPANTS

	BRI 1 WINTER 1999-00	BRI 10 SUMMER 2004	BRI 25 WINTER 2011-12	BRI 40 SUMMER 2019
GENDER				
Male	46%	48%	46%	46%
Female	54%	52%	53%	54%
AFFILIATION				
Reform	n/a	23%	44%	30%
Conservative	n/a	33%	19%	14%
Orthodox	n/a	11%	3%	4%
Reconstructionist	n/a	1%	2%	1%
Just Jewish	n/a	29%	27%	46%
Other	n/a	3%	5%	5%
AGES				
18-21	87%	69%	47%	61%
22-26	13%	31%	53%	30%
27-32	n/a	n/a	n/a	9%

TOTAL: 755,322





THE INTEGRATIVE APPROACH

The Taglit-Birthright Israel trip is a life-changing, educational experience, which provides a meaningful, intelligent and responsible encounter with Israel, its achievements, challenges, innovations and complexities.

By employing an integrative approach, our ten-day educational journey offers a rich tapestry of experiences designed to evoke both cognitive and emotional responses. By engaging participants and challenging their preconceptions of Israel, Judaism and the Jewish world, we enable them to forge deep, direct and personal relationships with a host of ideas and values associated with Israel, Jewish identity and Jewish peoplehood.

Each trip is thoughtfully crafted to ensure an effective and engaging exploration of our three core themes. Since the participants are as much a part of the subject matter as the sites, narratives and ideas they encounter, our theme-based educational program – alongside the integrative pedagogy – offers an unmediated venue to explore their connections to the core themes. Additionally, the group’s experience as a whole offers our participants valuable insight on the idea of Jewish community, its inherent diversity and place in the overall Jewish narrative.

Our Education Division continues to think and work hard to ensure that the content and pedagogy of the program – as well as the training of group leaders – are highly geared towards the specific and changing needs of today’s young Jewish adults. This approach not only contributes to the cutting-edge educational structure, but offers participants a sense of involvement, responsibility and personal ownership over the educational journey as a whole. Activities and sites are associated with concepts, ideas, values and dilemmas, and are interlaced so to create a ten-day mosaic of experiences, rather than a “checklist” of must-see sites. This narrative of Israel is offered with full educational

transparency, and participants are given the time and space (tie-in sessions) to reflect, critique and create a dialogue with their educators and peers. Moreover, the program abides by the “less is more” principle, namely that the fewer sites/activities that are given, means more time to be engaged in in-depth discussions which provides a superior educational platform to “cramming as many sites as possible”. Thus, we structure a thoughtful balance between sites/activities and the safe space and time for processing sessions, group discussions and personal reflection.



THE INSTITUTE FOR TOUR EDUCATORS





The Institute is a pioneering educational project, aimed at cultivating a new generation of Tour Educators. While mastering all the knowledge and skills of the conventional tour guide, our Tour Educators gain a deeper understanding of Taglit-Birthright Israel's educational platform, as well as acquire the skills to become "facilitators for transformation."

The Institute Features Three Tracks:

- Forum – A five-day program aimed at veteran Taglit-Birthright Israel tour guides, improving and sharpening their existing skill set.
- Seminar – A three-week seminar aimed at recently qualified tour guides, to further qualify them as Taglit-Birthright Israel Tour Educators.
- Enrichment seminars targeted at key educational components.

Key Components of The Institute's Jewish Educational Curriculum Include:

- The vision, mission and educational platform of Taglit-Birthright Israel.
- The personal and professional identity of the Tour Educator.
- The contemporary Jewish world.
- Contemporary Israel: Innovation, Challenges and Opportunities.
- The sociology and psychology of the Taglit-Birthright Israel participant.
- Theory and practice of informal Jewish education.

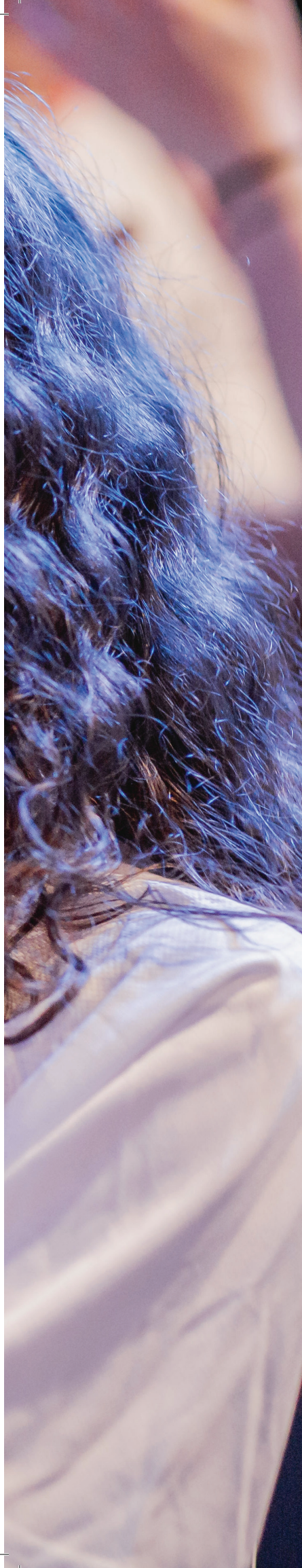
By Winter 2020, about 700 tour educators will have completed their training at the Institute. Their knowledge, cutting-edge pedagogy and enhanced skills will further enrich the overall Taglit-Birthright Israel educational experience.

In addition, the Institute continues to train the graduates through a series of 'in-service' training and enrichment modules, such as mini-courses about geopolitics and social diversity in Israel, open spaces or Shabbat retreats, which all enhance Tour Educators association with Taglit-Birthright Israel, and contribute to their overall professionalism.

BIRTHRIGHT ISRAEL FELLOWS

PAVING THE WAY





Recognizing the need for complimentary and contextualized voices on the trip, Taglit-Birthright Israel has invested heavily in the training of Fellows, the local madrichim or counselors who accompany each group. Fellows are able to provide a local articulation of the themes and values of the Taglit-Birthright Israel experience.

North America

Birthright Israel Fellows is an intensive professional development program designed to identify, attract and train experiential Jewish and Israel educators to staff Birthright Israel trips from the US. The initiative elevates the traditional role of madrichim, raises the overall educational quality of the ten-day trip in Israel, and offers Trip Organizers a growing pool of staff who are trained in Birthright Israel's educational pedagogy.

Made possible through a generous grant from the Jim Joseph Foundation, the Maimonides Fund, and the William Davidson Foundation, and implemented in partnership with the iCenter for Israel Education, the program trains approximately 100 Birthright fellows per year. After completing a three-and-a-half-day training seminar, Birthright Israel Fellows commit themselves to staff at least three Birthright Israel over the course of the following three years. Since its launch in 2014, Birthright Israel Fellows have staffed more than 1,500 trips.

The Birthright Israel Foundation of Canada funded Canada Israel Experience's Madrichim in Training (MIT). The training began in the Fall of 2019, bringing together Canadians from across the country for a weekend retreat, and was then followed by monthly local meetings. The program, which runs for 10 months, focuses on leadership training, Israel and Jewish programming and the integration of Taglit-Birthright Israel's educational framework to prepare trainees to lead future Birthright Israel trips with Canada Israel Experience – the only trip provider in Canada.

FSU and Germany

For over a decade, Taglit-Birthright Israel has organized seminars for FSU Fellows and more than 1,200 leaders from Russian speaking countries. In 2019, a one-week training seminar for Taglit-Birthright Israel Fellows from FSU countries took place in Israel, with more than 120 participants. This is the tenth year in a row that such seminars took place. The 2nd training seminar for madrichim from Germany took place in 2019, with 24 participants.

Within the framework of the seminars, the Fellows undergo intensive training, which gives them tools to become leaders in their Jewish communities and successfully staff trips from their countries during following seasons. These seminars are possible, thanks to the partnership between Taglit-Birthright Israel and the Genesis Philanthropy Group.

France

The first education seminar for French Fellows took place in the spring of 2016. Since then, over 280 French Fellows have participated in the program. During each seminar, participants take part in heritage lectures, educational and leadership training, dynamic workshops and studies on Israeli geography, all under the leadership of the Education and Operations staff of Taglit-Birthright Israel. Upon their return, Fellows continue as ambassadors for Israel and leaders in their local communities around France.

THE MIFGASH



The diverse and intriguing human landscape of Israel - the people - are the heart of the matter. We at Taglit-Birthright Israel have long since recognized this crucial element and continue to incorporate it on each and every trip.

The *Mifgash*, where participants meet and spend quality time with their Israeli peers, has been proven as one of the most effective and transformative elements in the Taglit-Birthright Israel experience.

In 2019, commanders and soldiers from 310 IDF units, students from 28 campuses and young professionals from dozens of leading Israeli companies and youth centers, joined their peers from abroad on a journey to gain greater understanding of Israel and their Jewish heritage. The *Mifgash* is a unique aspect of the Taglit-Birthright Israel experience, delivering an intimate and highly personal dynamic, where the various themes explored on the trip come alive through the very people who live and experience them on a daily basis.

This is also the place for participants to tackle some challenging topics and issues, while discussing and debating any and all subjects face to face. Whatever the issue - no matter how complex or controversial - the *Mifgash* provides genuine opportunities for meaningful dialogues and deliberations among peers.

The Israeli peers gain important insights into the Jewish world and its significance, as well as their own connection to Israel, let alone friendships that extend far beyond the ten-day trip. These relationships forge the basis for lasting bonds between young Israelis and their worldwide Jewish peers. Research also indicates that Israelis return from the *Mifgash* with a renewed sense of pride and motivation to further contribute to both the Israeli army and the country.

We are constantly adding innovative measures to deepen our partnership with the IDF, in order to provide enriching content to the most promising soldiers and officers. For the first time, in 2019, The IDF and Taglit-Birthright Israel partnered together for a “Reverse *Mifgash*” to Jewish communities in Boston and New York City. Eight Israeli officers who are Taglit-Birthright Israel alumni took part in this inaugural delegation. The goal of the trip was to expose the officers to Jewish life in North America and to its challenges, as well as to strengthen the ties with their peers from overseas whom they met during their Taglit-Birthright Israel trip. The officers shared the impact the trip had, in helping them to gain a better perspective of what it means to be Jewish outside Israel, as well as internalizing the differences between identity in Israel and in Jewish communities abroad. This trip was a continuation of the successful encounters that began during the *Mifgash* on Taglit-Birthright Israel.

Over 750,000 young Jews worldwide, including 112,903 young Israelis, have benefitted and continue to benefit from their *Mifgash* experience, rendering it one of the largest educational enterprises in IDF history.

Shahar, Israel

“One of the defining moments for me during my Taglit trip occurred immediately after our visit to Mount Herzl. As we were making our way to the bus, some of the other participants approached me. We just stood in a group hug for a few moments. And then one of the them told me something that I will never forget: ‘Now we understand. This army is not just the army of Israel. It is the army for all of us. And this country is not just of the Israelis. It belongs to us all.’ At this moment I decided that it does not end here. I have since dedicated myself to show people the ‘real Israel,’ the Israel that I know. I have traveled around the world to speak in front of audiences of Israel supporters and detractors. And it is thanks to Taglit that this has become my life mission. Everybody knows that Taglit causes young Jewish adults around the world to fall in love with Israel. But now I know that Taglit also causes Israelis to fall in love all over again with their country.”

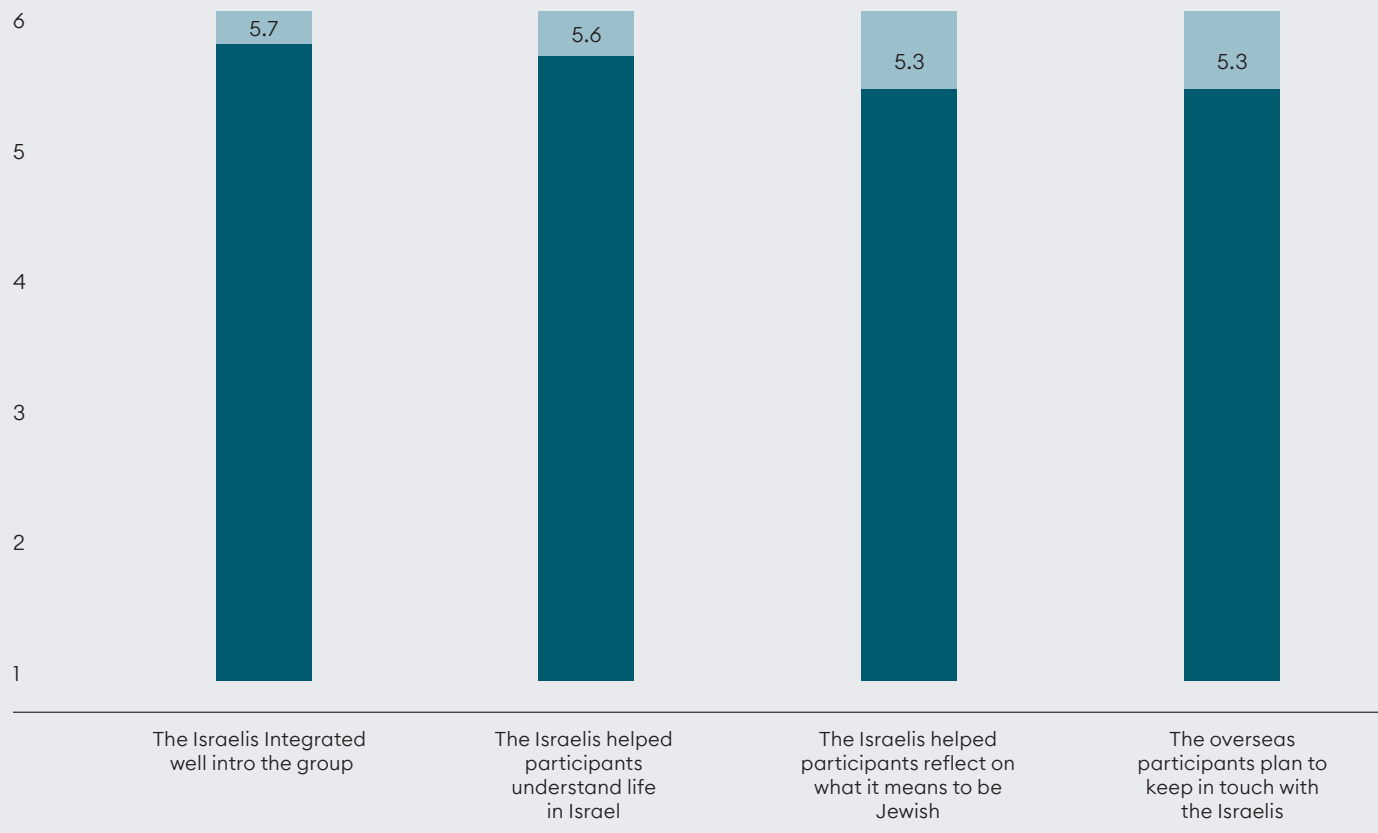
IMPACT ON ISRAELIS

TAGLIT · תִּגְלִית
BIRTHRIGHT ISRAEL



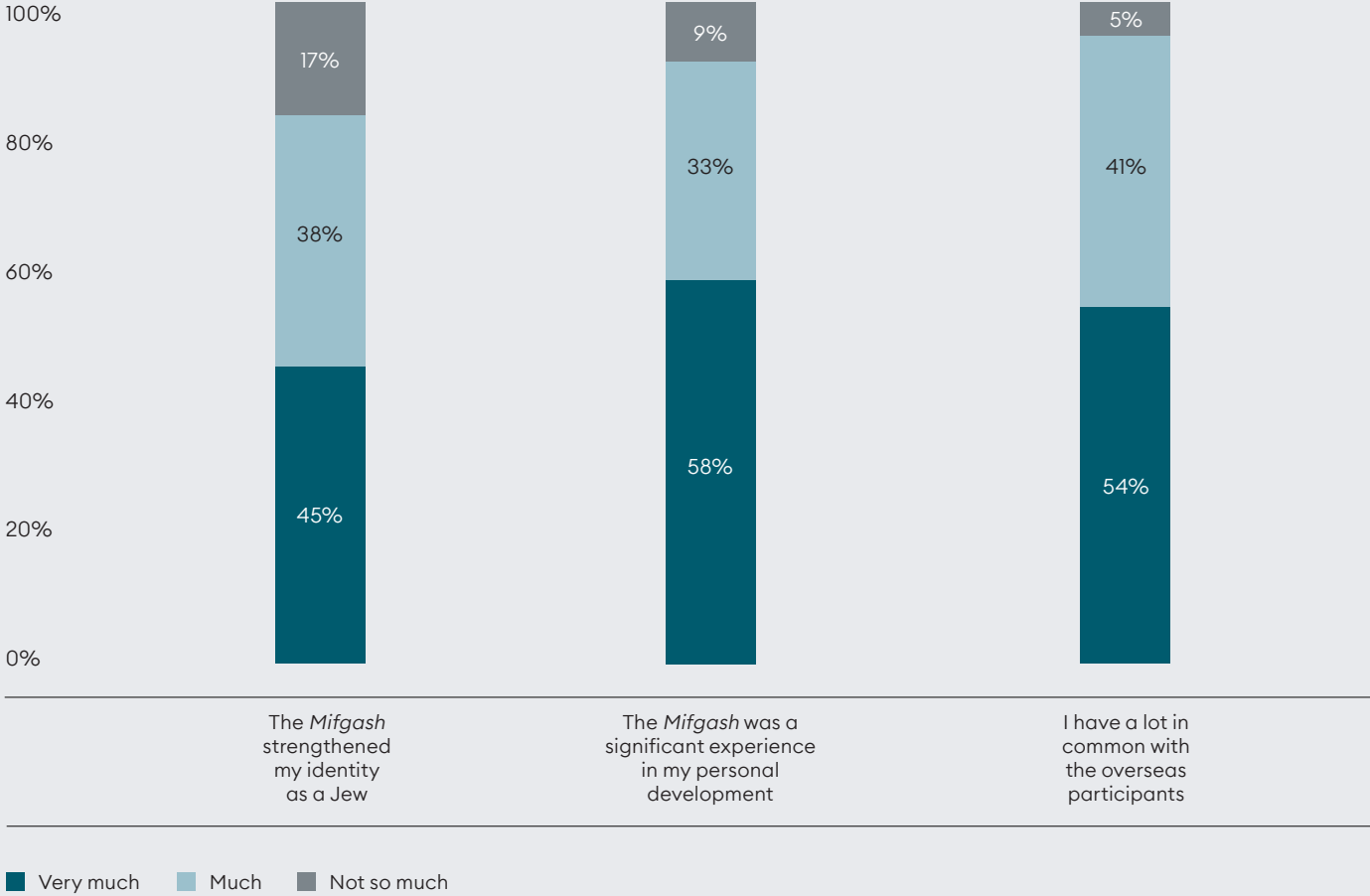
THE PERSPECTIVE OF OVERSEAS PARTICIPANTS ON THE PARTICIPATION OF ISRAELIS

(1-6)



*Results from the 2019 Szold evaluations from over 14,000 respondents

THE ISRAELI PERSPECTIVE ON JEWISH IDENTITY AND PEOPLEHOOD



*Results from research conducted on 2,282 Israeli alumni of Taglit-Birthright Israel, published in 2018



OUR NICHE TRIPS & SPECIAL PROGRAMS

Creating unique programming for all interest areas

Taglit-Birthright Israel has developed an exciting range of Niche programs, bringing young professionals, artists, academics and students to Israel. In addition to the core themes, their Taglit-Birthright Israel educational trip includes a unique focus on their respective fields of interest.

Niche programs create a platform wherein Jewish identity and unique interests are woven together. Niche programming allows participants to consider Israel's role in their respective areas of interest and fosters close personal relationships, international cooperation and global Jewish networks. In planning its trips and itineraries, Taglit takes into consideration the unique needs and interests of all potential participants.

A sample of niche programs in 2019:

- Arts, Music and Entertainment
- A Taste of Israel through the Lens
- Bicyclists - Israel By Bike
- Culinary
- Doctors
- Extreme Outdoor Adventure
- Israel by Foot
- Israel Underwater
- LGBTQ
- Mind, Body & Israel
- Orthodox Single Gender
- Sober
- Special Needs
- Spices of Israel
- State of Innovation
- Urban Tel Aviv
- Vegan

Birthright Israel Plus Extend your Jewish journey

Birthright Israel Plus piloted in Summer 2017 in partnership with the Maimonides Fund, with 7 programs throughout the course of the season. In 2019, we offered 7 programs with 1,752 participants from 17 countries. During 2019, we ran programs in Spanish, Russian and English.

Programs last between 4-7 days, and are open to all Taglit-Birthright Israel participants, regardless of group, organizer or country. Programs focus on a specific theme or topic, and groups are capped at 20-25 participants.

The thematic focus and smaller groups, together with a more relaxed schedule and individual free time, enable Birthright Israel Plus programs to provide participants with an experience that feels fundamentally different than their Taglit-Birthright Israel trip. In fact, participants have shared that their time on Birthright Israel Plus helped them process their Taglit-Birthright Israel trip and experience.

A SAMPLE OF THE SUCCESSFUL PROGRAMS IN 2019 INCLUDED:

- The Foods of Israel - A Culinary Experience Through Israeli Diversity
- Jews and Arabs of Israel - Complexities, Identities, and Shared Communities
- The He(Art) of Israel - Behind the Scenes of Israeli Art and Culture
- Eilat of Heart and Soul - Delve Deeper Beyond the Surface of Israel and Yourself
- Desert Treks/The Sea-to-Sea Trek - Hike Along the Land
- Faces of Israel - Discover Israel's Diverse Social Fabric
- Mountains & Mystics - A Spiritual Experience in the Heights of Tzfat

Accessibility and Inclusion Trips Leaving no one behind

Taglit-Birthright Israel believes that every eligible young Jewish adult should be able to travel to Israel to experience his or her birthright. Guided by Jewish values, Taglit-Birthright Israel aims to be inclusive of all individuals with disabilities, special requirements, limitations or challenges. As such, our efforts to incorporate members with special needs within our regular programs, are supplemented by a number of trips specifically designed for those with physical, developmental and other special needs.

In 2019, Taglit-Birthright Israel ran 11 accessibility trips from the USA, Canada, Germany, Argentina and France, enabling these young Jewish adults to experience Israel in an educational framework, just like their peers. Participants engaged in the typical Taglit-Birthright Israel activities, as well as special experiences that were adapted to their unique needs. The organization prides itself on its efforts to ensure that no individual will be left behind.



Max, Canada CIE Accessibility & Inclusion participant.

“I’m from Montreal. I was on the CIE Special Needs trip. It was a dream come true! I spent many years dreaming of going to Israel. I was the last one in my family to go. It was an experience I will never forget. I hope to go back to Israel in the future. Thank you for making my dream come true!”



BIRTHRIGHT ISRAEL EXCEL

10 Weeks in Israel. A lifelong fellowship.

Birthright Israel Excel offers a 10-week professional and educational experience in Israel, followed by a lifelong Fellowship that builds strong business, personal and philanthropic relationships between North American and Israeli young Jewish adults. Since 2011, 783 participants have joined the Birthright Israel Excel Fellowship. During their 10-week summer experience with Excel, Fellows can experience either of two opportunities:

Excel Business

North American participants are placed in a competitive internship in a leading global company, focusing on finance, consulting, venture capital, cyber, biotech, marketing or business development; Business Fellows also gain professional mentorship and personal relationship with Israeli participants.

Excel Business Bus

As part of our efforts to empower our Excel Fellows and to encourage their companies to invest in Israel, we created a four-day tour of Israel for Fellows and their managers (CEO's or Partners), to explore the country in terms of its business culture and potential investments. Participants have an opportunity to meet with representatives of other companies, as well as attend lectures by entrepreneurs and members of the Israeli business ecosystem. In 2019, we launched the program with 3 tours for 3 Excel Fellows and their companies. Business collaborations with Israeli companies have already resulted.

Excel Ventures

North American and Israeli participants form interdisciplinary teams and undergo several phases of educational and practical training in an entrepreneurship boot camp; Ventures Fellows are read to launch a startup by the end of the summer or in the years to come.



Community in Focus

In 2017, Excel began to shift the emphasis of the Fellowship onto more community-building activities. Fellows created scores of events aimed to build connections amongst themselves and with partner organizations. The highlight events of the year are the conferences led for and by Excel Fellows in order to create a large-scale networking and educational experience. In November, 300 Excel Fellows attended the 8th annual Excel Summit in New York, which also included a delegation of 30 Israeli Excel Fellows and 200 members of the wider young professional community.

As the Excel Fellows community continues to grow, Fellows are encouraged to take greater initiative, expand their interactions, and increase their engagement personally, professionally and philanthropically within the global Jewish and Israel-supporting community.

THE EXCEL COMMUNITY BY THE NUMBERS

783 EXCEL FELLOWS

Since 2011, Birthright Israel Excel has selected Fellows from the United States, Canada, Mexico and Israel to participate in a 10-week professional summer experience and in a lifelong community.

110 COMPANIES

The portfolio of firms that we work with includes global leaders in finance, VC, consulting, cyber, biotech, business development, marketing, entrepreneurship and more!

95 MENTORS/ADVISORS (PER YEAR)

Excel Fellows are paired directly each year with senior-level professionals who guide them along their path both during their time in Israel and upon return home after the summer program.

79 UNIVERSITIES

Excel Fellows come from a wide variety of academic institutions in North America and Israel and study dozens of disciplines, contributing to the diversity and strength of our community.

70 COMMUNITY EVENTS (PER YEAR)

Each year, the Fellows around the world initiate many events tailored to their professional, personal and Jewish interests. Over 500 Fellows and other young professionals attended the Excel Summit in New York in November, 2019.

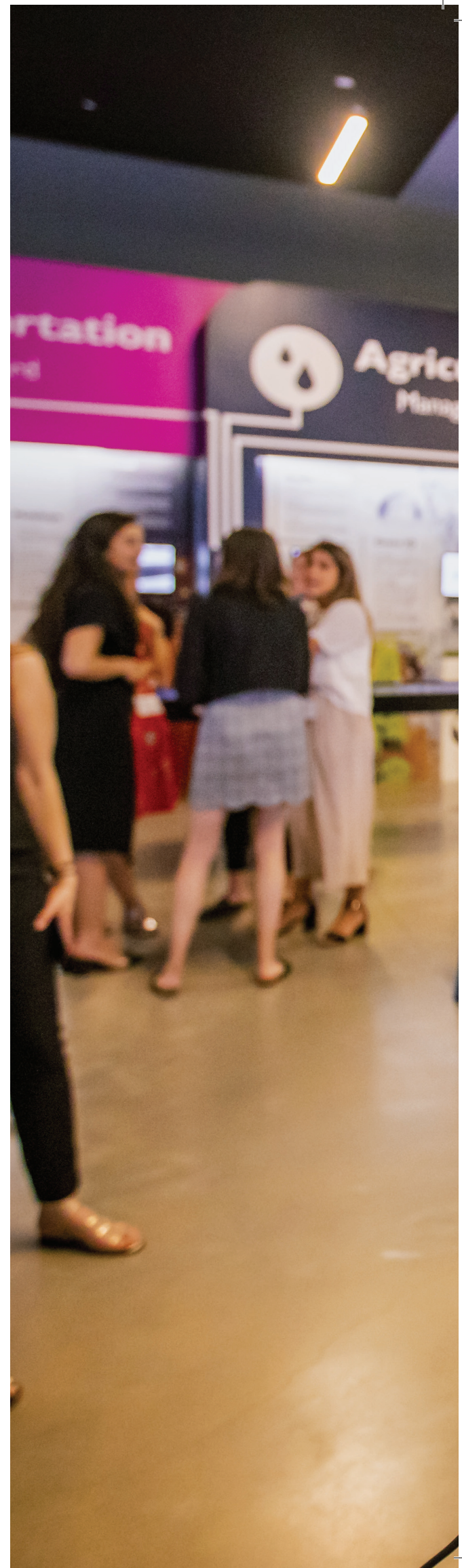
THE CENTER FOR ISRAELI INNOVATION

By Taglit-Birthright Israel

Israel is widely known as the Start-Up Nation, and is recognized as a major player in the fields of innovation, R&D and entrepreneurship. In June 2016 Taglit-Birthright Israel launched the Center for Israeli Innovation Center in partnership with The Tel-Aviv Stock Exchange. The exciting and cutting-edge Center allows Taglit-Birthright Israel participants as well as tourists and visiting delegations to learn about the new advancements Israeli start-ups are making in such fields as science, space, medicine, security, transportation, agriculture and more.

The Center maintains a vibrant entrepreneurial community of volunteers from the start-up ecosystem who share their stories with Taglit-Birthright Israel participants and before top quality audiences who come to explore the Israeli ecosystem. During the evenings, the Center is available as a unique and inspiring meeting place for Israeli innovation community meetups and conferences. Furthermore, the Center offers a networking platform to share internship programs and job opportunities with young professionals from around the world.

Since its official launch in mid-2016, over 168,000 guests have visited the Center, including Taglit-Birthright Israel participants and local and international delegations of journalists, diplomats, entrepreneurs and businessmen and women.





PROGRAM MONITORING AND EVALUATION

Taglit-Birthright Israel is committed to the single most rigorous educational evaluation structure in the field of Jewish and Israel educational tourism, by constantly monitoring and evaluating its educational program in order to ensure its overall quality and implementation.

The Henrietta Szold Institute executes this rigorous educational evaluation process, examining every element and stage of the program through observations and participant surveys. Monitoring at least 25% of all educational trips and surveying a majority of participants, the institute assesses adherence to the core themes; content and integrative methodology; the performance of the Tour Educators and staff; the Mifgash and overall participant satisfaction and perceived outcomes.

At the end of each season, the Henrietta Szold Institute presents a detailed report with analysis and feedback to each Trip Organizer, along with recommendations for further improvement on a myriad of subjects, as outlined by Taglit-Birthright Israel. These reports – as well as a general summary submitted to Taglit-Birthright Israel’s management - serve as the basis of our preparations for

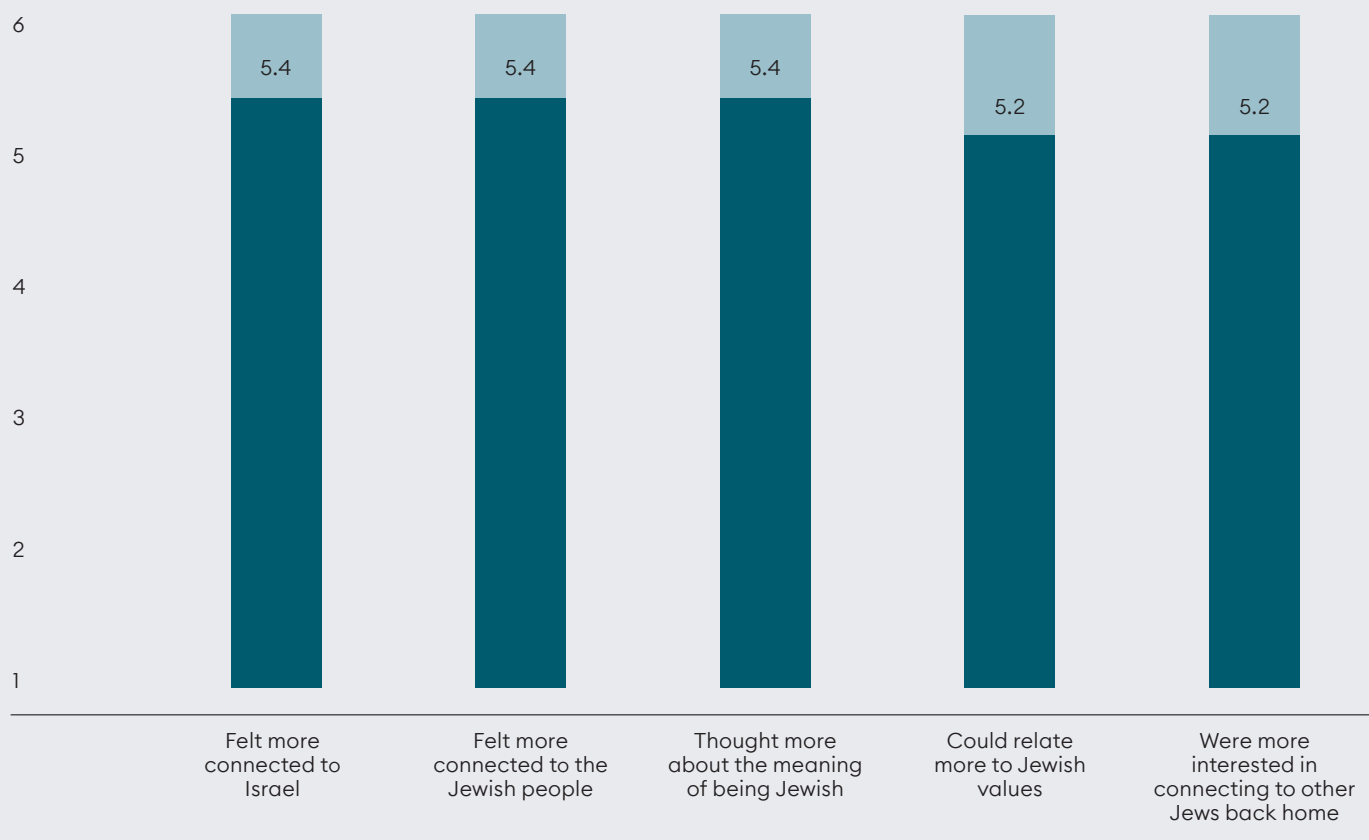
each coming season, as well as more strategic educational decisions. In addition, “System Advanced Laboratories” evaluates the logistical execution of the trips by randomly observing approximately 75% of the trips. Together, these tools provide Taglit-Birthright Israel with both an essential bird’s-eye view of its overall operation, as well as a detailed understanding of the educational and operational elements that are required to maintain its standards of excellence.

In 2019, Taglit-Birthright Israel built a comprehensive BI system that gathers the raw data from participant surveys and organizes the findings in an accessible manner. This allows real-time access to the data and adaptations throughout the season by the Taglit-Birthright Israel educational staff.



AVERAGE RATINGS OF THE 14,037 RESPONDENTS FROM THE SUMMER SEASON WERE SIGNIFICANTLY HIGH

PERCEIVED OUTCOMES
Towards the end of the trip, participants...



Source: Henrietta Szold Institute, Post Trip Surveys, Summer 2019

RESEARCH



Taglit-Birthright Israel sponsors an independent program of research to assess the program's impact on participants. The research is conducted by the Maurice and Marilyn Cohen Center for Modern Jewish Studies (CMJS) at Brandeis University and is led by Professors Leonard Saxe and Theodore Sasson. Since Taglit-Birthright Israel's inception, CMJS has been conducting rigorous research to evaluate the program and learn about its impact on the current generation of Jewish young adults. The evidence from the Brandeis studies indicates that participation in Taglit-Birthright Israel positively alters participants' trajectory of Jewish engagement.



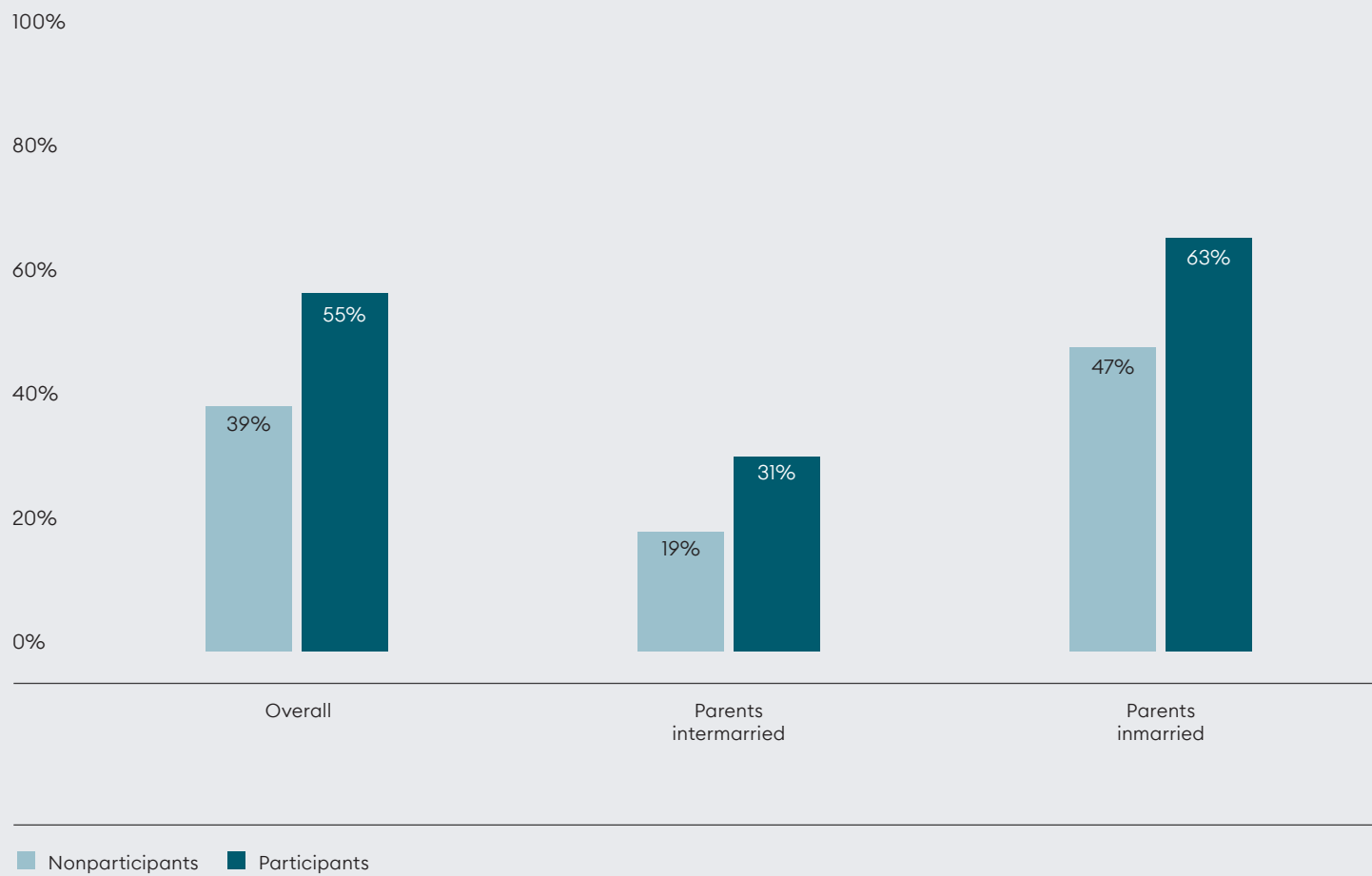
A large-scale study conducted in 2019 of Taglit-Birthright Israel applicants and participants from inmarried and intermarried families, revealed that participation in Taglit-Birthright Israel has a significant positive effect on a number of Jewish outcomes years after the trip. The study documents Taglit-Birthright Israel's long-term impact (up to 19 years post-trip) and concludes that participation in the program produces a substantial and sustained impact on the lives of Jewish young adults, as is reflected in their high levels of connection to Israel, their marital choices and engagement with Jewish communal life.

The impact was most meaningful among participants who were the least affiliated with the community or Judaism and Israel before the trip.

Specifically the study found that:

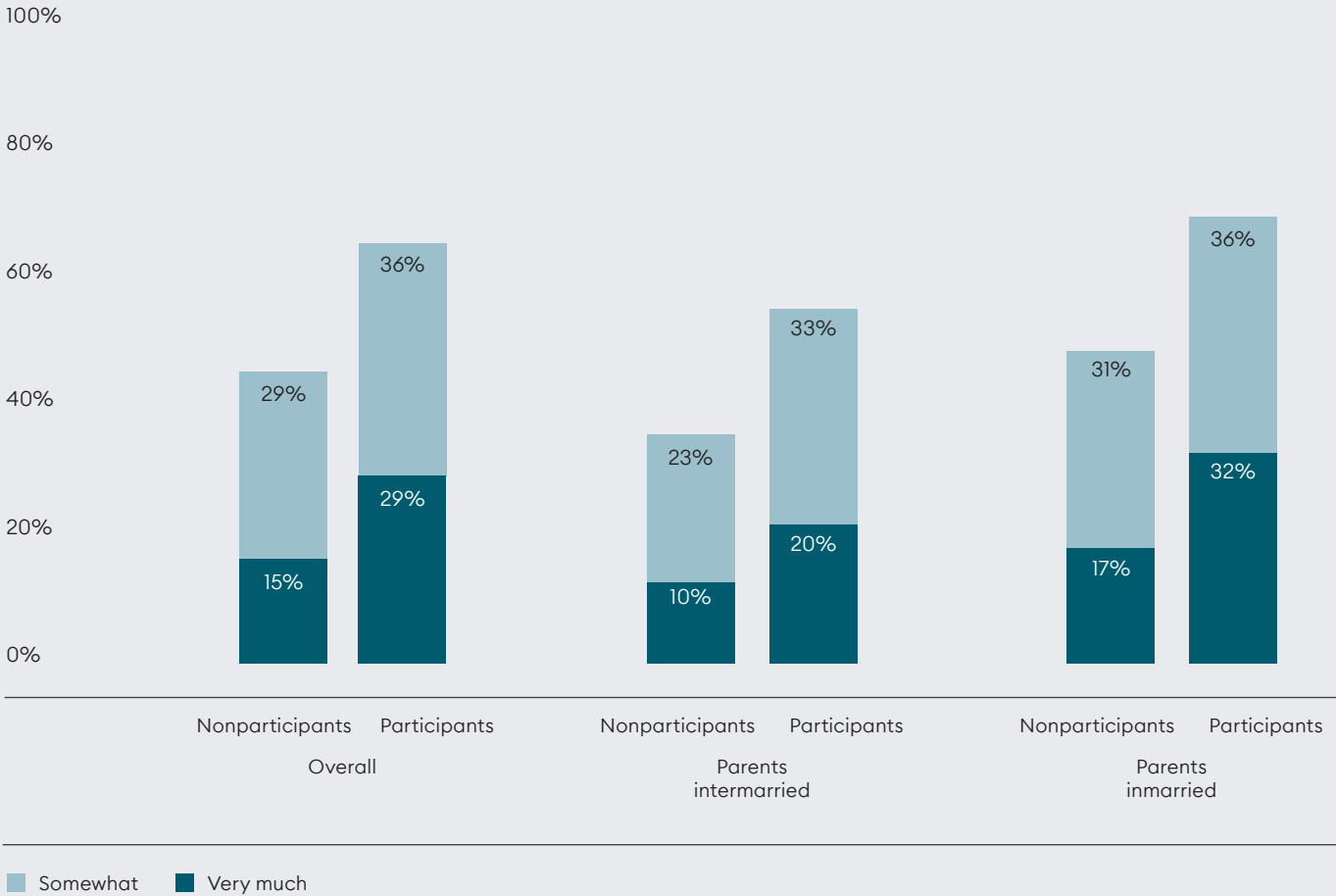
- In contrast to reports of “distancing” from Israel among young Jewish adults, Taglit-Birthright Israel’s impact on connection to Israel is significant and continues far beyond the ten-day journey. Taglit-Birthright Israel participants have much stronger relationships with Israel than nonparticipants. Even 15-20 years after the trip, they are 93% more likely to be “very much” connected to Israel.
- Taglit-Birthright Israel has a positive effect on participants’ likelihood of marrying a Jewish partner, compared to nonparticipants. This is evident for those with two Jewish parents as well as those with one Jewish parent.
- Taglit-Birthright Israel participants are more likely to be involved with Jewish communal engagement. Participants are 41% more likely to participate in a Jewish cultural event, compared to nonparticipants.

INMARRIAGE 10-19 YEARS AFTER TAGLIT-BIRTHRIGHT ISRAEL PARTICIPATION



Source: Jewish Futures Project, W6 (2019)

CONNECTION TO ISRAEL 10-19 YEARS AFTER TAGLIT-BIRTHRIGHT ISRAEL PARTICIPATION



Source: Jewish Futures Project, W6 (2019).

FINANCE & BUDGET

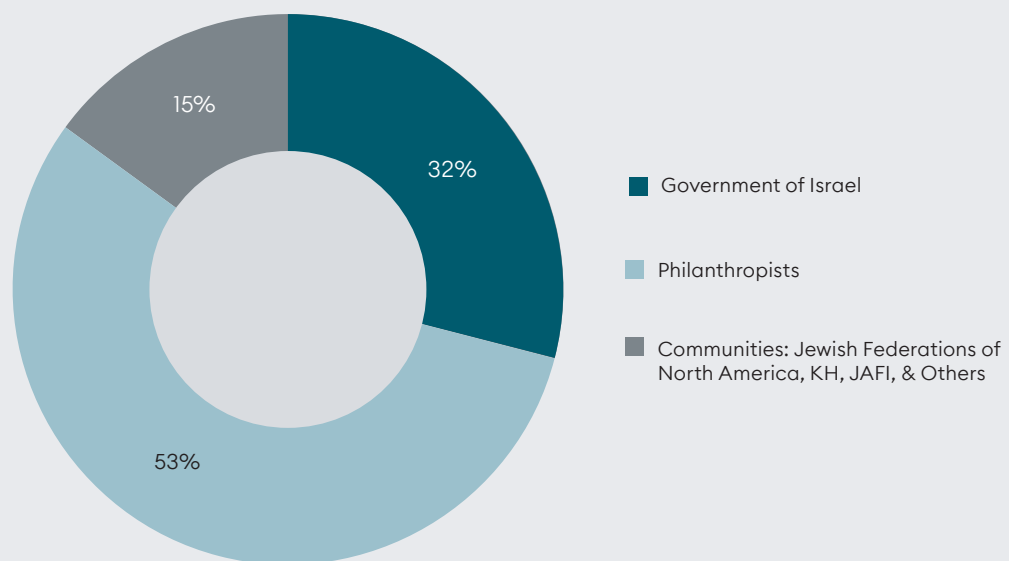




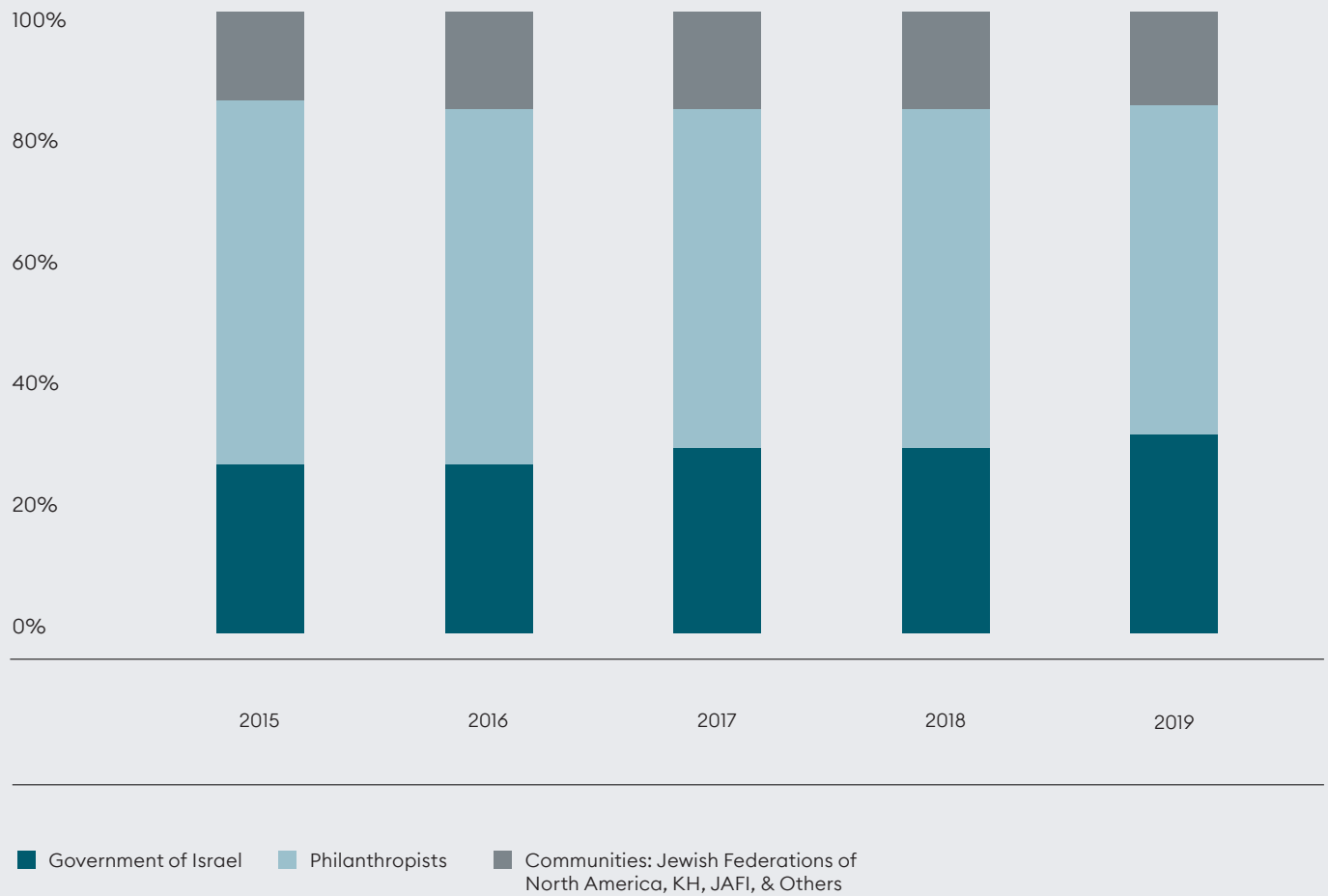
FUNDING 2015-2019

\$ ('000) Funding Source	2015	2016	2017	2018	2019
Government of Israel	35,886	37,217	42,266	41,560	44,357
Philanthropists	77,300	77,885	72,627	75,581	73,251
Communities	18,798	20,652	21,504	20,108	20,391
Total Income	131,984	135,755	136,397	137,249	137,999

FUNDING 2019



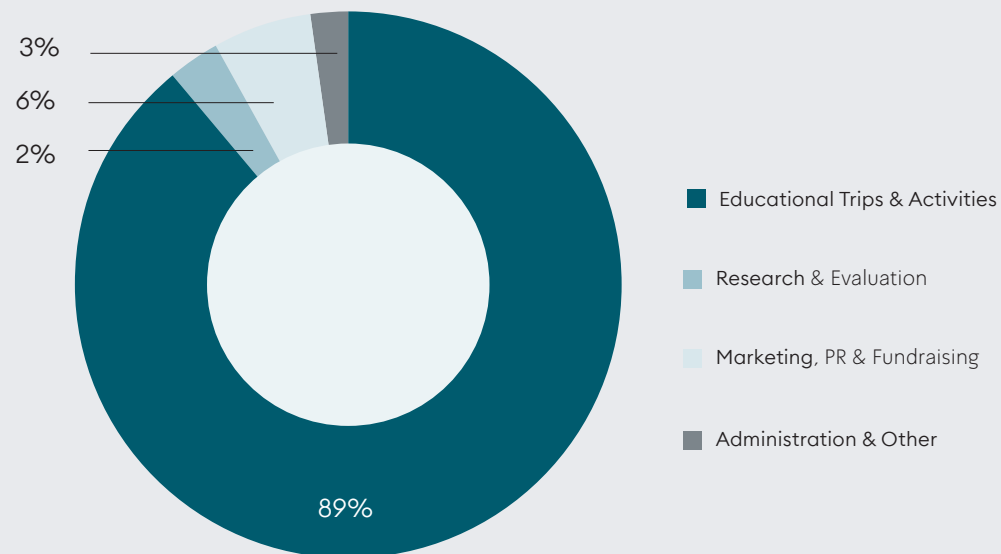
ALLOCATION OF TOTAL FUNDING



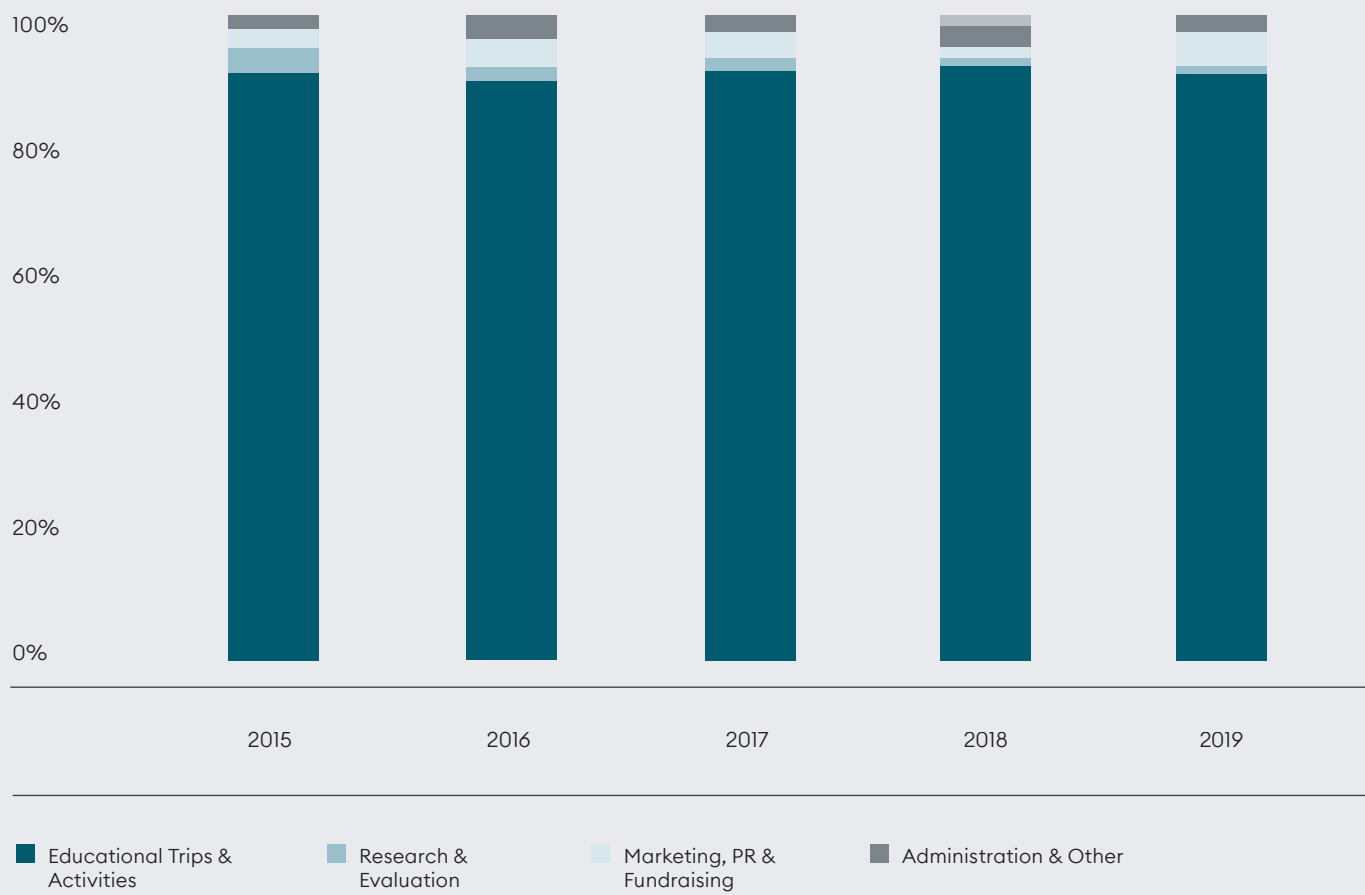
EXPENSES 2015-2019

Project Expenditures \$ ('000)	2015	2016	2017	2018	2019
Educational Trips & Activities	112,754	110,525	116,327	126,084	126,557
Research & Evaluation	1,503	2,788	2,862	3,277	3,569
Marketing, PR & Fundraising	4,341	5,403	5,125	6,321	8,282
Administration & Other	5,698	4,480	3,111	5,813	3,472
Total Expenses	124,297	123,198	127,425	141,497	141,881

EXPENSES 2019



ALLOCATION OF TOTAL EXPENSES



THEIR STORY, OUR FUTURE

Melissa, Canada

“Birthright Israel completely changed my life, my perspective on the Middle East, how I feel about being Jewish and much more. I made friendships that will last a lifetime, connected more deeply with myself than I ever have before, and went to places I’ve only dreamed about. It’s safe to say I fell in love with Israel. There were so many highlights but building relationships with the Israelis was, by far, the highlight for me...They gave me perspective on my life and my privilege and changed me forever. I will never look at things the same way!”

Jenna, USA

“If I hadn’t gone on Birthright Israel, not a single part of my life would be the same. Being Jewish would not be as important to me. I would not have met my husband nor have our house, our daughter or this life. I wouldn’t be part of a community in Florida that loves and supports my family. I would never have the experiences that I’ve had or the open mind I carry with me each day. Braden and I now know the importance of our Jewish heritage because that too made our paths cross on Birthright Israel, and we are so thankful.”

Rebecca, Israel

“Over ten days we saw the Land of Israel from the North to the South, and I was able to learn about myself and my history. I felt a sense of pride and purpose, when I understood that this was my turn to expose them to the truth about Israel, the homeland of each one of us. Most importantly, I learned that despite the differences in our lifestyles, each of us shares the same background. This background is what created such a strong connection between us all.”

Felix, Germany

“Shabbat in Jerusalem, the Hall of the Names of Yad Vashem, as well the breathtaking panorama in the Negev – these are just a few of the many experiences that I will always remember. These ten days have made me aware of my Jewish identity for the first time and have provided me with an unforgettable insight into Israeli culture. This once-in-a-lifetime experience certainly would not have been possible without your generous support. Thank you for this valuable gift. I look forward to my next trip to Israel.”

Hary, Brazil

“Before Taglit, I was disconnected from the community and had little knowledge of Judaism or interest in my Jewish side. Fortunately, this trip came as an opportunity to create the bridge that was missing with my people. Today, almost a year since my trip, I have never been so involved in the community and in touch with Jewish traditions and culture. I keep in touch with everyone who has traveled with me and I have built a strong bond of friendship with some. I dance in a group of Jewish folklore, which helps me to understand more about the Jewish culture in different parts of the world and to continue my bonds with the community.”

Pierre, France

“I was born to a Tunisian Jewish mother and a non-Jewish father. I grew up in Toulouse with no Jewish connection. In 2017 at the age of 25, I discovered Israel for the first time, thanks to Taglit. During the trip, I celebrated my bar mitzvah at the Western Wall. Before the trip, I had no clear path in my life and after the incredible experience on Taglit, I understood that I must live my life as a Jew. When I returned to France, I decided to have a brit mila in order to completely join the Jewish people. I have become very involved in the Jewish community and I am studying Hebrew. I could say that this trip changed my life but even greater is what the trip aroused within me.”