



Jerusalem Institute  
for Israel Studies

# Annual Report 2015



## **JIIS Annual Report 2015**

### **INTRODUCTION**

Jerusalem, the capital of the State of Israel, the spiritual and national center of the Jewish people, is also the only city in the world that is holy to the three monotheistic religions. It is the source of spiritual inspiration for hundreds of millions of people and is rich in cultural, historical, archaeological, and religious assets. Today, Jerusalem is the largest city in Israel, with a population of 830,000 people who belong to a broad range of communities. It is a diverse human mosaic: Home to the country's largest Ultra-Orthodox community as well as its largest Arab community, it is a microcosm of Israeli society. The city boasts a world class university and other educational institutions, leading medical centers, thriving high-tech industries, and acclaimed museums. These are a source of strength and validation of the city's continual importance. At the same time, tremendous challenges also face everyday life in Jerusalem, and they must be addressed on the road ahead.

Our mission at the Jerusalem Institute for Israel Studies (JIIS) is to address those challenges with the goal of seeing Jerusalem prosper and flourish as a city that is shared by all its residents.

Jiis is a multidisciplinary nonpartisan research center focusing on public policies related to the city of Jerusalem and its place in the State of Israel. Initiated and founded in 1978 by the late Mayor Teddy Kollek in cooperation with the Hebrew University of Jerusalem and the Jerusalem Foundation, Jiis has been an integral partner in planning, development and innovations in the city.

The Institute analyzes, assesses and contributes to the planning and development of Jerusalem at all levels: the physical-urban space, the demographic-social space, the economic arena and the many geopolitical issues stemming from the city's special status and diverse communities. The topics covered in our work include population, infrastructure, education, welfare, housing, industry, the labor force, tourism, culture, and more.

Our range of services encompasses policy research, the creation and development of databases, master plans, field research, GIS "mapping" projects, evaluation studies, roundtable meetings with experts and policy makers, high-level briefings to decision makers and visitors, conferences, publications, etc. While Jerusalem and its many faces are always at the center of our work, we have developed over the years expertise in a wide range of fields on a nation-wide scale. We are working on projects related to geopolitical issues, sustainability, and various aspects of Israel's Ultra-Orthodox society. In addition, the Milken Innovation Center (MIC), which joined the Jiis in 2014, has brought a new expertise to the Jiis by focusing on finding innovative financial solutions to social challenges and policy issues.

This Annual Report outlines the JIIS' main activities over the course of 2015:

**Section 1** highlights several of the **Research Activities** undertaken at JIIS during 2015.

**Section 2, Impact and Visibility**, addresses categories in which JIIS research and activities influenced and/or have the potential to demonstrate our impact on the realm of policymaking and the public discourse over the last year.

**Section 3** comprises a full list of JIIS **Projects** in 2015 and the year's **Publications and Reports**.

In **Section 4** the **2015 Budget** is presented.

**Section 5** lists our **Staff and Board of Directors**.



JIIS researchers and staff gather in the courtyard

## Section 1 RESEARCH ACTIVITIES

In 2015 a total 35 of projects were underway at JIIS, at various stages of completion. These include 20 projects with a primary focus on Jerusalem, its diverse communities and growth engines, as well as geopolitical issues and conflict management; 8 on the study of Haredi society; 5 as part of the Milken Innovation Center (MIC); the ongoing, comprehensive "Urban Sustainability" project; and the completion of the SPREE international project.

In addition, JIIS hosted over 25 conferences and roundtables on a variety of topics, aimed both at presenting recent findings as well as adding insights to ongoing research. The brainstorming and interaction that are inherent to these sessions contribute significantly to the depth and breadth of the projects.

We highlight here several other projects that reflect the broad spectrum of work undertaken at JIIS.

### East Jerusalem Studies

East Jerusalem is home to some 316,000 Palestinians, making up almost 40% of Jerusalem's population. Yet, to a large extent, the **Palestinian neighborhoods of East Jerusalem**, besides the Old City, are *terra incognita* to the general public, to international communities, and even to Israeli government agencies. We undertook numerous projects in 2015 in an attempt to fill in these knowledge gaps. We continued our 3-year project of mapping each neighborhood in East Jerusalem with the aim of uncovering the social, economic and political characteristics of these neighborhoods. Each report provides an overview of the services and infrastructure available in the neighborhoods, the needs of the residents and key everyday concerns. Our research shows the extensive, ongoing and cumulative neglect that East Jerusalem has experienced in terms of municipal and government services. The current economic situation of the Arab population of East Jerusalem is very poor: 77% of families and 83% of children live below the poverty line. We found that a range of problems regarding social services must be addressed, such as: finding tools to address substantial classroom shortages and high dropout rates in schools; strengthening welfare services that alleviate social problems;



Roundtable discussion about Wadi Joz

improving public transportation and others. Moreover, there is a severe housing shortage: While the Arab population in East Jerusalem has increased by a factor of 4.4 since 1967, public housing construction during this period has produced only a few hundred housing units. In 2015, reports on the neighborhoods of A-Tur and Wadi Joz were published in Arabic and Hebrew. We will continue this work in 2016 with reports on the neighborhoods of Jabel Mukaber, Sheikh Jarrah and Isawiyya.

The JIIS also conducted a study and published a [report](#) on **employment integration of East Jerusalem Palestinians in the labor force in West Jerusalem** amidst the volatile reality in the city. Since the outbreak of the Second Intifada, and following the construction of the defense barrier in Jerusalem, Palestinian residents of East Jerusalem have been increasingly dependent on the Israeli labor market. About half of the East Jerusalem Arab workforce is employed in the Jewish sector in West Jerusalem or in other Israeli cities, which has created a unique channel for interaction between Jews and Arabs in Jerusalem. The high concentration of East Jerusalem residents in a number of employment sectors has also formed a reciprocal dependency on the Arab workforce in these sectors. This research, which will continue in 2016, maps these spaces of employment integration and examines the interactions that take place in them, in an effort to contribute to municipal and national policies regarding diversity in the labor force and fostering coexistence in Jerusalem.

In addition, the JIIS team completed research on the **residence status of East Jerusalem Palestinians**. In the aftermath of the 1967 war and the annexation of East Jerusalem to Israel, East Jerusalem Arabs were granted the status of permanent residents, rather than citizens of Israel. This research analyzes the historical roots and contemporary implications of this government decision, which continues to cause uncertainty among East Jerusalem Palestinians and affect every aspect of life today in East Jerusalem. The research, which was completed in 2015 and will be published as a report in 2016, includes policy recommendations regarding how to address this special status in the future.

The JIIS' research on East Jerusalem received much media attention in 2015. For example, our research was discussed regarding the topics of [calming tensions in Jerusalem](#), [East Jerusalem Palestinians seeking Israeli citizenship](#), [different political opinions about dividing Jerusalem](#), and the [employment of East Jerusalem Palestinians in West Jerusalem](#) and its [influence](#) in the wake of the violence in Jerusalem beginning in October 2015.

### **Migration to and from Jerusalem**

The JIIS research team has been analyzing trends in migration to and from Jerusalem as part of the Marom Plan, a government initiative to improve the economic development of Jerusalem. Over the past decade, there has been a negative migration balance of about 7,000 residents away from Jerusalem annually, which has major consequences for the city and its makeup. Our study, based on both field research and statistical analysis, identified characteristics of those who migrate to and from Jerusalem, along with their reasons for doing so. In contrast to the common belief that only secular people leave the city, the research revealed that in fact migration away from the city occurs among all population groups at a rate relative to their size. The top three reasons for migration to Jerusalem include: to study (especially higher education), to be close to family and friends, and to enjoy the quality of life and special atmosphere in Jerusalem. Meanwhile, among secular and religious (but not Ultra-Orthodox) people, the main reasons for leaving Jerusalem vary, including housing, employment, quality of life, and family and

friends. Among Ultra-Orthodox Jews, there is one central reason for leaving Jerusalem: high housing prices in the city. The methods used for this study included surveys sampling Jewish households among those who migrate, focus groups of Jerusalem residents in order to better understand future intentions for residence and quantitative analysis. In 2015, the field work and much of the statistical analysis was completed.

The JIIS' research on these trends has been covered in numerous [media outlets](#).

### **Biotechnology in Jerusalem**

Jerusalem is home to excellent hospitals and academic infrastructures, and contains a strong labor force and local industries, making it a fitting home for the growing biotech industry. As part of the initiative to leverage these assets, the Jerusalem Development Authority (JDA) set up the **BioJerusalem Center** to encourage the local biotech industry through grant subsidies and other benefits. Within the framework of the Marom Plan, the JIIS team has been evaluating the activities of BioJerusalem for several years. In 2015, we continued our work in monitoring the plan's development and implementation, mapping current activities, assisting in developing strategies for action in the field, and conducting evaluation studies. We assessed the implementation of models for technological hubs on behalf of the biotech and high-tech industries in Jerusalem. We produced two annual reports – one of which describes the indicators devised for monitoring of development of the city's biotech industry, and the other assessing the policy tools used for the industry.

Our monitoring has shown that the biotech industry is clearly in a period of growth in Jerusalem, and many of the city's strengths give it a competitive edge for future development. Between 2013-2015, there was an 18% increase in the number of biotech companies in Jerusalem; 11 companies moved to Jerusalem between 2012-2015. Many of these are small firms, with 1-20 employees. Despite the recent growth, the biotech industry in Jerusalem is still relatively small: in total, 11.1% of Israel's biotech companies are located in Jerusalem, compared to 33% in the central region of Israel. Our assessment has revealed that the benefits packages offered by the government play a significant role in the biotech companies' decisions to establish themselves in the city and it helps facilitate their work.

### ***Statistical Yearbook of Haredi Society***

In 2015, the JIIS team worked in partnership with the Israel Democracy Institute to compile comprehensive data about Ultra-Orthodox (*Haredi*) society in Israel for the *Statistical Yearbook of Haredi Society*. In the recent decades, Haredi society in Israel has been rapidly growing and changing, and therefore there is a need for comprehensive, up-to-date statistical information on this sector. Our publication will be the first concentrated platform of accessible statistical data on Haredi society as both the demand for such information and the interest in Haredi society continue to grow. The biennial *Yearbook* follows the successful model of the JIIS' *Statistical Yearbook of Jerusalem*, and provides decision-makers, researchers, and the general public with a myriad of statistics about the

Ultra-Orthodox society in Israel. It includes chapters on demography, education, welfare and standard of living, industry, elections to the Israeli Knesset, and way of life. The *Yearbook* shows the ways in which Haredi society in Israel is multi-faceted, complex and dynamic; in some arenas, Haredi society is similar to the general Israeli society, and in other ways it is unique in its characteristics. In 2015, all of the data were collected and compiled, and in the first half of 2016 the *Yearbook* will be published online and in hard copy.

### **Urban Sustainability**

Our "Urban Sustainability" project is a three-year-project launched in May 2013 and expected to conclude in spring 2016. The research has been undertaken by a team of experts and in close collaboration with several municipalities in Israel with the goal of developing policy packages for local urban governments to promote sustainable lifestyles through changing consumption patterns. Our project identifies the city as the locus of Israel's sustainable future, and thus all of the research and policy packages are developed for cities.

During earlier phases of the project, a multi-disciplinary team of social scientists prepared papers which pointed to the strong connections between sustainable lifestyles, community involvement and digital connectivity. This year, in the third and final stage of the project, the JIIS team investigated the role and implications of the sharing economy and collaborative consumption, communities, and public space in the promotion of sustainable consumption behaviors. The research has been [well-received](#) and [covered](#) in the press.

In February 2015, the project held its main event, an international conference titled "Urban Sustainability – From Theory to Practice." The event was hosted by the Holon Municipality, with over 250 participants arriving from Israel and abroad. The event focused on the multidisciplinary field of urban sustainability, looking at behavioral sciences, sustainable consumption patterns, the role of social media and the millennial generation, and other topics. For video recordings of the conference, see [here](#).



Urban Sustainability Conference in Holon, Feb. 2015

### **Financing Water Sustainability**

In 2015 the MIC team continued to lead efforts in the California-Israel Global Innovation Partnership, a collaborative effort whose mission is to overcome worldwide barriers to economic growth and security by bringing together the complementary strengths of Israel (the "Startup Nation") and California (the "Scale-Up State"). This project came about following the March 2014 Memorandum of Understanding agreement, signed between California Governor Jerry Brown and Israeli Prime Minister Benjamin Netanyahu, to export Israeli water technology to California, a state suffering from severe drought. The aim of the project is to leverage joint initiatives in water management, health services, agritech and energy efficiency. The JIIS' MIC has partnered with UCSD Rady School's US-Israel Innovation Center for this initiative; both institutions serve as the operational hubs by organizing, managing and strengthening networks that are leading to research and development collaborations, financial innovations, and practical solutions.

In July 2015, the MIC team hosted a very successful **Financial Innovation Lab on New Models for Financing Water Sustainability in California**, under the auspices of the Ministry of Economy, Israel NewTech., and the California-Israel Global Innovation Partnership. The Lab, attended by over 60 business developers, researchers, government officials, and water technology executives from both



Israel and California, featured discussions on financial and technology challenges and solutions to address water needs in Israel, California and the developing world. The Lab included a delegation from California headed by Kathleen Brown, former State Treasurer and Counsel with Manatt Phelps. It raised ideas about new financial and business approaches for Israeli companies and California cities, farms, and water districts. The Lab was followed by two days of detailed study tours and site visits to research and water management facilities and desalination and treatment plants in Israel. As a result of the Lab, numerous developments and meetings took place (See Section 2, Impact and Visibility).

### **Milken Fellows Program**

The [Milken Fellows Program](#) at the JIIS places outstanding Israeli university graduates in placements at government ministries, training them to perform relevant economic and market research and encouraging them to develop new ideas by solving Israel's biggest social, economic and environmental challenges. It provides a platform for them to identify, test and even launch innovative solutions. The program has given rise to several bills and tenders, startups and new financing programs, and it has brought new talent into public service in Israel. In January 2015, six fellows began their work and continued

through September. The following cohort of 2015/2016 began in October and will continue through summer 2016. The placements include positions at the Ministry of Finance, National Economic Council, Ministry of Environmental Protection, Ministry of Economy, Office of Chief Scientist, Tax Authority, and Israel Securities Authority. The training program is comprised of the orientation-immersion week, followed by a graduate course in innovative finance at the Hebrew University of Jerusalem Graduate School of Business Administration, and weekly research training seminar at the JIIS.



Milken Global Fellows on a study tour

This year, the MIC team also hosted four [global fellows](#) over the summer for a 10-week summer internship, within the framework of the MIC's partnership with UCSD-Rady School. The fellows, originally from the US, India, Mexico and China, worked on projects at their placements at the Israel Venture Network, the Social Investment Fund, Netafim, and Our Crowd. The fellows also participated in a wide range of seminars, study tours and workshops on financing water sustainability in California.

In 2015 the Fellows program celebrated 20 years since its establishment. The program was initially established by the Koret Foundation and expanded and developed by Prof. Glenn Yago with the support of philanthropist Michael Milken. In light of this anniversary, we hosted a Milken Alumni Conference in March, with over 65 former fellows in attendance. The event featured keynote addresses by Eugene Kandel, Head of the National Economic Council, and Jeff Swartz, former owner and CEO of Timberland.

## Section 2 JIIS IMPACT AND VISIBILITY

Our central goal at the JIIS is to influence policy by providing up-to-date research and policy recommendations for improving the city of Jerusalem. We measure our effectiveness by attaining the trust of authorities to implement our work; providing expert opinions to policy makers; and effectively disseminating our research and recommendations to create a "public echo."

In 2015, we continued working toward this goal. We produced numerous research reports and policy recommendations, and we hosted dozens of conferences, forums and briefings for local and international policymakers, leaders and the public on a broad range of topics pertaining to Jerusalem.

Throughout the year, the JIIS hosted public conferences and symposia on topics including: equality and inequality in Jerusalem; trends and developments in Haredi society in Israel (supported by the UJA Federation of New York); the status of the East Jerusalem neighborhoods Wadi Joz and A-Tur (following the publication of reports on these subjects); urban sustainability in theory and in practice (hosted by the Holon Municipality); religion, sanctity and nationalism.



The second annual conference in memory of **Prof. Yaacov Bar-Siman-Tov**, former head of the JIIS, focused on the important topic of the Temple Mount/Al-Haram al-Sharif. It included expert presentations and discussions on processes of escalation at the Temple Mount and the role of religion and holiness in the conflict over the site.

As in previous years, we presented our *Statistical Yearbook* to **President Reuven Rivlin**, as well as **Jerusalem Mayor Nir Barkat**. We were also honored to meet with President Rivlin for the presentation of Eliezer Ya'ari's book, *Beyond the Mountains of Darkness*, about the East Jerusalem neighborhood Sur Baher.

Throughout the year, the JIIS served as a valuable knowledge source on Jerusalem for international leaders and representatives. For example, we held three briefings on Jerusalem with the **Japanese ambassador to Israel**, as well as a briefing with the Swedish Consul General of Jerusalem.



JIIS researchers with the Japanese ambassador to Israel

The JIIS also continued to serve as a key information source for national and municipal policy-makers. We held numerous briefings and seminars with high-ranking officials in the government, as well as with different branches of security services, including the representatives from the army, the police, and others. We held a briefing on issues pertaining to Jerusalem with **Minister of Jerusalem Affairs Ze'ev Elkin** and his staff. JIIS researchers also participated in meetings with the Jerusalem Mayor's Office regarding the planning of the Jerusalem 2020 initiative, with leading experts Prof. Michael Porter and Prof. Richard Florida. Our data about Jerusalem have been crucial for their work.

The JIIS hosted productive workshops with Israeli and international experts in different areas. In March, the JIIS hosted a three-day intensive workshop as part of our collaborative Palestinian-Israeli project aimed at brainstorming alternative options for Jerusalem, and particularly for the Old City.

JIIS team members also traveled to participate in numerous activities in the international arena. In June, eight JIIS team members traveled to Montreal, Canada to present at the Association of Israel Studies Conference. In addition, Director General Meir Kraus presented the JIIS' research on Jerusalem and its challenges to audiences in Los Angeles, Seattle and Washington DC. That same month, our "Servicizing Policy for a Resource Efficient Economy" (SPREE) project held its concluding conference in Brussels, Belgium. Following the project's completion, the European Commission had very positive feedback. In its review, it stated, "the SPREE project has done an outstanding job in objectively and critically analyzing the potential role of servicing within the selected sectors, in exploring the role of policy packages for facilitating a transition to a servicing economy, and in evaluating the related costs and benefits of such a shift to servicing." The Commission concluded, "The project has fully achieved its objectives and technical goals and has even exceeded expectations."

The MIC team was also very active in workshops and project implementation in the international arena. In December, we hosted two panels at the Globes International Business Conference in Tel Aviv on the topics of global development opportunities and finance bridges to be built between Israel and sub-Saharan Africa. Moreover, following the successful Financial Innovation Lab on New Models for Financing Water Sustainability in California, many policy developments took place. For example, under the chairmanship of MIC's Glenn Yago and the leadership of Los Angeles Councilmember Bob Blumenfeld, the LA City Council has launched a task force to examine LA's water system and develop strategies for sustainable water. Also, the San Diego mayor convened a working group to review policy framework and pilot projects that can be implemented in San Diego, at which Yago will present findings from the Lab and the project development work underway. In Israel, too, numerous partnerships were built following the Lab, such as the launch of the California-Israel Green Technology Network at Google's Israel office in Tel Aviv in October. The Network is a collaboration among Israeli VCs, businesses, and international partners involved in promoting and strengthening the clean technology sector with capital and markets in California and Israel.

As in previous years, we continued to host monthly seminars on East Jerusalem, with presentations on topics ranging from social media channels in East Jerusalem to the activity of Muslim women on the Temple Mount/Al-Haram al-Sharif. We also held two roundtable discussions regarding East Jerusalem neighborhoods Wadi Joz and A-Tur, with the participants including local community leaders, planners, engineers, municipal and government representatives, and representatives of civil society organizations. In the wake of the wave of violent attacks in Jerusalem beginning in October, we held a special brainstorming session with policymakers and experts on East Jerusalem. In addition, we continued to hold bi-monthly forums on new research regarding the Ultra-Orthodox society.

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Over the past year the Institute's internet and public relations team worked intensively to make our research available to wide and diverse audiences. Overall, the JIIS was cited 504 times in the mass media (including newspapers, television and radio).

There was an increase in the number of sessions on all of the JIIS' websites, which reached a total of 97,536 sessions in 2015. There was a particularly sharp increase in sessions and users on the sites of SPREE, Center for the Study of Haredi Society, and the Sustainability Research Center.

Most of the entries to the JIIS website arrived from Facebook (except for the Haredi site, which arrived more via Twitter). In addition, a significant number entered through LinkedIn, SlideShare, or via our bi-monthly blog. This blog, published in both Hebrew and English, allows our young researchers to voice their insights and opinions on a range of topics that pertain to our projects, from issues in transportation to politics.

In 2015, we worked to update and launch new websites and social media pages. This year, the new Milken Innovation Center [website](#) was created. We also launched a new page on the social media site [Pinterest](#), which brings together articles from the media that highlight the JIIS in a visual way and encourages shares.

The website centering on Ultra-Orthodox (Haredi) research continued gaining momentum in 2015. One of the website's features is a constantly-expanding [annotated bibliography](#), a key tool for the growing number of researchers on Haredi society. At the end of 2015, the bibliography contained about 1200 references of research materials in Hebrew and about 200 in English.



Conference on Trends and Developments in Haredi Society

In figures, JIIS' internet activity in 2015 was as follows:

**JIIS Main [Website](#) (English and Hebrew)**

- ❖ Total sessions: 42,482
- ❖ Total unique users: 29,709
- ❖ Total page views: 137,170

**Additional JIIS Websites**

- ❖ JIIS [Blog](#) (Hebrew and English): 6,694 sessions
- ❖ [SPREE](#): 10,114 sessions
- ❖ [Center for the Study of Haredi Society](#): 38,246 sessions
- ❖ [Sustainability Research Center](#): 10,355 sessions

By the end of 2015 the JIIS' [Facebook page](#) reached **8,160 likes**, and the JIIS had about **2,900 followers** on [Twitter](#).



Financial Innovations Lab on Green Building Construction

## Section 3 RESEARCH PROJECTS 2015

### JERUSALEM RESEARCH

Jerusalem is the heart and the foundation of our research and activities. Our researchers examine the gamut of issues that affect this dynamic city, from its varied communities and their interrelationships to the city's welfare, economy, sociodemographics, and developments in the peace process. The research team produces studies, expands our databases and offers policy recommendations about the necessary steps for promoting the development, prosperity and strength of Jerusalem, for all its inhabitants.

#### **Marom Plan**

In 2011, the government of Israel adopted the 5-year Marom Plan for the economic development of Jerusalem. In accordance with the government's decision, the plan's primary areas of activity are the following:



- Strengthening Jerusalem as a tourist city;
- Strengthening Jerusalem as a center of research, development, and industry in the field of biotechnology;
- Additional complementary measures aimed at economic development.

The government has allocated a total of NIS 290 million for this program. Additional funding is being allocated by the Ministry of Tourism and the Municipality of Jerusalem for the benefit of the tourist industry. There is a steering committee for the Plan, which is to be implemented by the Jerusalem Development Authority (JDA). JIIS was requested to participate in its implementation through consultation, research, monitoring, and evaluation. The JIIS began this work in 2012, and has continued its consultation, research, and evaluation of the Plan. In 2015, our work was in full swing. Our focus areas are: tourism, the biotechnology industry, the AcademiCity project, and internal migration – all major potential growth engines for the city.

In 2015 the JIIS team worked on reports in the following areas:

- **Development of Tourism**

The year 2015 marked the third year during which the JIIS followed the development of tourism activities related to the Marom Plan. This work aims to assist and advise policymakers on how to advance Jerusalem's tourism industry and boost the city's potential as a center in world tourism. Using quantitative and qualitative criteria, the JIIS team continued to evaluate the degree of success of activities and plans. The evaluation criteria were chosen so as to assess the state of tourism in the city in accordance with the parameters of the tourism industry as well as the activities undertaken by the JDA for the promotion of marketing and the acceleration and oversight of plans for hotel construction in the city, activities relating to public relations throughout the city and the world, activities at conferences and events in Jerusalem, and the like. In 2015, the JIIS team

produced an annual report on “The State of Tourism,” as well as a report on the links between East and West Jerusalem in the area of tourism.

Researchers: Israel Kimhi, Lior Regev, and Omer Yaniv

- **Development of the Biotechnology Industry**

Jerusalem's top hospitals, excellent academic infrastructures, significant local industries, and ready labor force give it a real edge in its development of the local biotechnology industry. Over a decade ago, according to the JIIS' recommendations to leverage these assets of Jerusalem to make the city a home for the biotech industry, the government decided to grant subsidies to biotech companies to attract them to Jerusalem. For several years, we have been annually monitoring and mapping the industry and its development within the framework of the Marom Plan. In 2015 our researchers continued to map activities, develop strategies for action in the field, monitor and evaluate. We completed 2 annual reports, and also worked on a study examining the implementation of models for technological "hubs" in Jerusalem for biotech and high-tech industries.

Researcher: Yamit Naftali

- **“AcademiCity”**

“AcademiCity” is an initiative aimed at turning Jerusalem’s academic institutions into a magnet for attracting students to the city by enhancing the local learning experience while leveraging the economic influence of academic activities in the city. In 2015 we continued to monitor and evaluate this initiative within the context of the Marom Plan. Our objective has been to assist the government in increasing the demand for academic studies in Jerusalem, making Jerusalem an attractive option for students from both Israel and abroad, and encouraging young people to settle down in the city. In 2015 we conducted research on topics such as enhancing the competitiveness of higher education in Jerusalem, overseas students, and factors influencing the choice of academic institution. We completed research for three reports on these topics. Our findings revealed that Jerusalem's academic strength lies primarily in the fields of medicine, paramedical studies, and sciences offered as prestigious programs at the Hebrew University, which are limited to a relatively low number of students. Meanwhile, fields that are in great demand elsewhere in Israel, including law, social sciences, and business studies, are not seen as preferred in Jerusalem. Our research also showed that the Hebrew University continues to have the largest number of students studying in Jerusalem, at 53%. However, similar to shifts in the rest of the country, there is a shift in Jerusalem away from universities in favor of academic colleges.

Researchers: Michal Korach, Dr. Maya Choshen, Israel Kimhi

- **Migration to and from Jerusalem**

As in previous years, our team conducted a study on migration to and from Jerusalem. Since the early 1990s, Jerusalem has registered a negative migration balance (the number of people leaving the city for other localities in Israel has been higher than the number coming to live in Jerusalem from other localities in Israel). We have been evaluating this

phenomenon within the context of the Marom Plan, including evaluation of trends relating to the scale of migration, characteristics of migrants, and original and target regions and localities of migrants. Our study used a variety of methodologies, including a field survey of Jewish households among those who depart and those who enter the city, and focus groups of residents in order to determine their future intentions.

Researchers: Michal Korach, Dr. Maya Choshen and Israel Kimhi

### ***Statistical Yearbook of Jerusalem***

The 29th [Statistical Yearbook of Jerusalem](#) appeared in 2015. The *Yearbook*, by now a renowned information resource on all that pertains to life in Jerusalem, includes about 200 charts and graphs containing current data on territory, climate, population, migration, standard of living, employment, industry, services, construction, tourism, education, culture and sports, health, welfare, communications, public order, religion, municipal budget and more. As in previous years, it was presented to **President Reuven Rivlin**, as well as **Jerusalem Mayor Nir Barkat**.

*Yearbook* team:

Chief editor: Dr. Maya Choshen

Graphics editor: Yair Assaf-Shapira

*Yearbook* research staff: Yoad Shahar, Alon Kupererd

Steering committee chairman: Prof. Moshe Sicron

*In cooperation with the Municipality of Jerusalem, the Jerusalem*

*Development Authority, the Knesset of Israel, and the Leichtag Family Foundation*



### ***Jerusalem Facts and Trends***

This complementary publication to the *Statistical Yearbook* examines and analyzes Jerusalem's present situation as well as developments and patterns of change in the city over the years. It was published in Hebrew and English.

Researchers: Dr. Maya Choshen, Michal Korach, Yair Assaf-Shapira and Yoad Shahar

### ***Tourism in East Jerusalem***

This project aimed to establish a database on tourism in East Jerusalem and to review the findings and state of tourism in East Jerusalem, including the issues of accommodation in hotels and hostels, travel agents, tourist transport companies, catering, the state of main tourist sites, and an examination of the links with tourism-related bodies in West Jerusalem. Within the framework of this research, we completed on a report on tourism-related links between East and West Jerusalem.

Researchers: Israel Kimhi, Omer Yaniv, and Lior Regev

*In cooperation with East Jerusalem Development Ltd.*

### **Migration of Young Adults to, from, and within Jerusalem**

Jerusalem Mayor Nir Barkat has assigned top priority to cultivation of the city's young adult population. The ongoing study examines migration trends of young adults to and from Jerusalem by age group, the localities and regions in Israel from which they moved to Jerusalem, and the localities of residence selected by those who migrated from Jerusalem. Likewise, the study examines the Jerusalem neighborhoods in which migrants to Jerusalem have chosen to reside, and the neighborhoods abandoned by Jerusalemites in favor of other places in Israel. The study analyzes the data and includes charts, graphs, maps, and a summary of the state of affairs and trends that emerge from the quantitative information.

Researchers: Yair Assaf-Shapira and Dr. Maya Choshen

*In cooperation with the Strategic Planning and Policy Division of the Municipality of Jerusalem*

### **Weekend Culture in Jerusalem**

This study, which concluded in 2015, aims to assess whether the Jerusalem public is interested in and participates in the various cultural activities that take place on the weekend in Jerusalem. We conducted this study on behalf of the coalition Yeru-Shalem, through the dissemination of an internet questionnaire to about 500 respondents from various parts of the city. This research was covered in [Ha'aretz](#).

Researchers: Ruth Avraham, Omer Yaniv, and Israel Kimhi

*In cooperation with Yeru-Shalem, a coalition of civil society organizations in Jerusalem*

### **Forecasts of Population and Distribution of Centers of Employment, Centers of Study, and Other Focal Points of Activity – Master Plan for Transportation**

The purpose of this foundational project is to provide the Transportation Master Plan with a base of information, knowledge, and insights that will help establish a new model for transportation in the city. In 2015 we prepared a new population forecast for the city with population distribution according to areas of traffic in the city and its metropolitan area. We also prepared a forecast of employees in relation to centers of employment and major centers of activity across the city that engender traffic, such as major educational and cultural institutions, centers of commerce, industrial zones, and the like. This research has yielded numerous insights. For example, our results have shown that there is enough vacant area in the city to accommodate another 100,000 housing units and therefore there is no necessity to build outside on the green area to the west of the city.

Researchers: Israel Kimhi, Dr. Maya Choshen, Yair Assaf-Shapira, and Dr. Eliyahu Ben-Moshe

## **JERUSALEM EVALUATION STUDIES**

In 2015 we conducted two evaluation studies of social projects in the city and work with organizations seeking to produce an internal assessment of the projects they operate.

### **Gonenim**

This is an evaluation study of activities aimed at encouraging implementation of green plans in the Gonenim (Katamonim) neighborhood. The objective of the program is to promote the assimilation of environmental values in the neighborhood through the initiative of the local community center and with the cooperation of the neighborhood residents. It was concluded and prepared for submission in 2015.

Researchers: Michal Korach and Dr. Maya Choshen  
*In cooperation with the Jerusalem Foundation*

### **Accompaniment of Internal Evaluation Process**

Jiis staff worked in 2015 to provide accompaniment for internal evaluation on the part of organizations that operate programs for the Ultra-Orthodox sector with the support of the Jerusalem Foundation. The evaluation is ongoing.

Researchers: Dr. Maya Choshen and Efrat Sa'ar  
*In cooperation with the Jerusalem Foundation*

## **GEOPOLITICAL ISSUES**

### **Work Group: Jerusalem between the Management and Resolution of the Conflict**

Since 1993, a team of researchers at JIIS has been studying the geopolitical issues that affect Jerusalem. The aim of the Work Group is to present policymakers with reliable and up-to-date information on demographic, social, and political trends in East Jerusalem, and to formulate alternatives for administration of the city in the absence of a political solution, as well as alternatives for future arrangements.

In 2015, the Work Group continued its work aimed to address a variety of issues: analyzing Jerusalem's complex reality and present trends, mapping the positions and interests of the sides, reviewing the lessons learned from former negotiations, and examining alternative solutions for interim and permanent agreements.

Coordinator: Dr. Amnon Ramon

Work Group: Dr. Hagai Agmon-Snir, Dr. Yuval Bedolach, Ora Ahimeir, Yair Assaf-Shapira, David Brodet, Brigadier-General (Res.) Udi Dekel, Prof. Moshe Hirsch, Dan Halperin, Arik Wurzbarger Dr. Maya Choshen, Yaakov Yaniv, Dr. Hillel Cohen, Lior Lehrs, Prof. Ruth Lapidoth, Dr. Kobi Michael, Reuven Merhav, Attorney Gil-Ad Noam, Prof. Robbie Sabel, Israel Kimhi, Meir Kraus, Danny Rubinstein, Prof. Yitzhak Reiter, Ronnie Shaked, Dr. Emanuel Sharon, and Col. (Res.) Dr. Danny Tirza

### **The Temple Mount / Al-Haram Al-Sharif – Changes to the Status Quo**

This study documents and analyzes changes to the status quo at the Temple Mount since 2000. The status quo in this case is not merely another instance in which the existing situation is frozen, as customarily believed, but rather a dynamic and changing state of affairs among Jews and among Muslims. Radical elements on both sides have increasingly been engaging in religious political activities at this holy site, thereby contributing to growing tension in Jerusalem and beyond. This tension has repercussions in a number of arenas, including Israel's relations with the Muslim world, Jordan, the Palestinians, and the international community, as well as repercussions for future arrangements. The research and report, completed for publication in 2015, analyzes these processes and proposes overall guiding principles for policy recommendations regarding administration of the Temple Mount and the nature of activities therein.

Researchers: Prof. Yitzhak Reiter, Dr. Amnon Ramon, and Lior Lehrs

### **Conflicts over Holy Places**

Holy places are a focal point of spiritual and ritual expression. In an environment of ethnic, national, or international conflict, they often become focal points for violence and clashes over identity as well as for political recruitment. Conflicts over holy places are uniquely complex and often pose a substantial stumbling block to peace negotiations, therefore requiring separate attention and special effort. In 2015 we undertook a study aimed at examining the origins of violent conflicts over holy places and identifying ways of reducing violence and resolving conflicts of this nature. The research team adopted an interdisciplinary approach integrating various theoretical perspectives, including the

geography of holiness, conflict resolution (historical and political), and the urban environment. The study addresses the Israeli-Palestinian conflict in the context of conflicts over holy places and, in parallel, undertakes a comparative analysis of conflicts in other parts of Asia and in Europe, in an effort to test theoretical hypotheses based on the empirical cases examined. In 2015, a report was completed on the dispute over demands of “Women of the Wall” to pray at the Western Wall. Research was also concluded for an English-language book on conflicts over holy sites, which will be submitted for publication in early 2016.

Researchers: Prof. Yitzhak Reiter, Dr. Amnon Ramon, Lior Lehrs, and Caroline Kahlenberg

### **East Jerusalem Neighborhoods**

East Jerusalem (Arab neighborhoods) is largely a “black hole” when it comes to systematic knowledge regarding the social and political characteristics of its Palestinian residents (besides the Old City). Policymakers and the general public have very little knowledge about the characteristics of the Arab population in East Jerusalem, its sense of identity and political affinity, and its economic, social, educational, and cultural needs. Even when the will exists to address neglected infrastructures and services in East Jerusalem, institutions lack reliable information regarding the current state of affairs.

JIS and other institutions such as the Municipality of Jerusalem, the Central Bureau of Statistics, and the Palestinian Bureau of Statistics have accumulated a great deal of data regarding economic and social issues as well as the level of services and the infrastructures. But this knowledge is not complete and has not been analyzed for the purpose of supporting a focused, in-depth study – neither at the inclusive level covering all East Jerusalem Arab residents, nor at the local neighborhood level.

JIS is conducting a multi-year research project on East Jerusalem across several dimensions: collection of social information on neighborhoods; cross-sectional studies on the needs of East Jerusalem and all its neighborhoods in relation to findings regarding infrastructures and services; and the pooling of databases in the areas of demography, employment, transportation, infrastructure, services, and more. In 2015, reports on the neighborhoods Wadi Joz and A-Tur were published in Hebrew and Arabic.

Researchers: Prof. Yitzhak Reiter, Israel Kimhi, Lior Lehrs, and Ahmad Asmar

### **Inclusive City Residence**

Alongside research on East Jerusalem neighborhoods, in 2015 we continued a project initiated in 2014 entailing a series of roundtables addressing the status of these neighborhoods and the main problems that require attention and response on the part of the authorities in order to promote solutions and practical policy measures. Participants included representatives of Arab residents, planners, engineers, experts, municipal and government representatives, city council members, and representatives of civil society organizations. The roundtables were intended to promote a channel for direct, continuous dialogue between the leadership of East Jerusalem’s Arab residents and the authorities,

with the goal of engendering a policy change in this area and providing an appropriate response to the needs and problems of East Jerusalem's Arab neighborhoods. This year, we held roundtables on the neighborhoods A-Tur and Wadi Joz.

Project committee: Prof. Yitzhak Reiter and Lior Lehrs

*In cooperation with the Friedrich Naumann Foundation for Freedom, Jerusalem Branch*

### **Israeli Policy towards East Jerusalem Arabs**

The Work Group's discussions addressing East Jerusalem revealed a harsh and complex reality and, in particular, a series of complications and barriers that make life very difficult for Arab residents as well as the Israeli authorities in East Jerusalem. In the physical realm, the most difficult problems that were raised relate to arrangements regarding real estate, planning, and construction that make it hard to obtain building permits under the law and to address difficult infrastructure problems in East Jerusalem. In the social realm, the issues raised relate to the splitting up of East Jerusalem's population, the problems stemming from the status of residence, the lack of representative and agreed-upon leadership, difficulties in community organizing, and structural weaknesses, all of which encumber municipal and government action as well as interaction between the authorities and the residents. In the matter of schools and higher education, the issue arose of difficulties faced by young people who had been schooled according to the Jordanian-Palestinian curriculum and find it hard to integrate into higher education institutions in Israel or into the Israeli workforce. In the economic realm, the lack of basic data about the East Jerusalem economy became evident: there is scant information regarding employment, the labor market, the scope of trade, the extent of poverty, ties with the Jewish sector, and more.

At the same time, among some segments of East Jerusalem's Arab society, it is possible to discern tentative indications of an interest in acting to improve the quality of life while, to a certain extent, setting aside the sensitive issue of the city's political future. All this is occurring in the context of the ever-receding "political/diplomatic horizon." The protests and violence that erupted in East Jerusalem in the summer of 2014 as well as the violence in fall 2015 underscore the need to formulate a new Israeli policy vis-à-vis East Jerusalem residents.

Against this background, we began work on a study to propose a "smart" Israeli policy aimed at alleviating tension in East Jerusalem by means of systematic government action that would benefit the Arab population across a range of issues in the physical, social, and economic dimensions. The Work Group aims to recommend the removal of a series of bureaucratic, legal, and other barriers and obstacles that create hardships for the Arab population and encumber the activities of the governing authorities in East Jerusalem. The first phase entailed mapping, analysis, and detailed specification of the various barriers and obstacles in the physical, social, and economic dimensions. The second phase entails an analysis of tools as well as "do and don't" guidelines for the Israeli government in East Jerusalem. Finally, the study proposes creative "bottom-up" solutions that make use of civil society while circumventing policy-related, political, legal, and other difficulties.

Researchers: Dr. Amnon Ramon, Dr. Hagai Agmon-Snir, and Meir Kraus  
*In cooperation with the Jerusalem Intercultural Center*

### **The Residence Status of East Jerusalem Arabs**

With the beginning of Israeli sovereignty over unified Jerusalem in 1967, the state granted resident status to city residents who held Jordanian citizenship. This status, which generally applies to individuals who hold a citizenship other than that of the sovereign ruler, was supposed to be a temporary measure, but in fact it has remained in place. It is problematic for numerous reasons: it generates many legal, moral and administrative difficulties, as well as a sense of insecurity within the population. The situation applies to most of the 316,000 people who live in East Jerusalem. The situation is exacerbated by high poverty rates, low educational achievements and dilapidated infrastructures – water supply, sewage, roads and sidewalks. Moreover, confusion and ignorance are widespread among politicians, officials working on this issue, the media, and the general public, and difficulties in the area of land management make planning and building works difficult. This research, which was completed in 2015 and will be published as a book in 2016, aims to examine all aspects and implications of the permanent resident status of East Jerusalem Arabs: the form it has taken since 1967, its significance in day-to-day life, and its long-term implications for Israeli policy and the activities of governing authorities in East Jerusalem, as well as alternative status proposals for East Jerusalem Arabs using various scenarios – that of no arrangement or that of progress towards an interim arrangement or permanent arrangement.

Researcher: Dr. Amnon Ramon

### **Open City**

During the course of diplomatic meetings that took place between Israel and the Palestinians over the years, the idea was raised of maintaining Jerusalem as an “open city,” without any physical division, in the framework of a peace agreement between the parties. This ongoing study explores the issue and the questions it raises and undertakes a comprehensive assessment of models and challenges related to the legal, economic, security, and administrative aspects of this matter. This research is accompanied by a comparative analysis of models from various cities throughout the world and an examination of the conflict management and resolution processes employed in divided cities – whether divided between communities or between countries – around the world. It also includes a survey of studies, proposals, and creative ideas raised by various entities and individuals – Israeli, Palestinian, and international – related to this issue. In 2015, the majority of research was completed, and the report is expected to be finished in 2016.

Researcher: Lior Lehrs

### **A Special Regime for the Old City – An Israeli-Palestinian Project**

In the past JIIS researchers have engaged in thinking about the model of a “special regime” in the Old City or the Historic Basin as a policy solution in the context of an Israeli-Palestinian peace agreement. The same concept also surfaced in talks between

Olmert and Abu-Mazen during the Annapolis process in 2008. This project aims to formulate a detailed proposal for a special Israeli-Palestinian regime – a Jerusalem Joint Authority – in the Old City, in order to help policymakers during future negotiations on Jerusalem. The project, conducted by an Israeli-Palestinian research team comprising experts in various fields, aims to identify a joint framework that would reflect the interests and positions of both sides. The project addresses various aspects related to the special regime: the structure of the regime, international involvement, security arrangements, municipal administration, economic aspects, judicial system, and administration of holy places. In March 2015, we held a three-day conference to work on this proposal.

Researchers from the JIIS: Meir Kraus, Israel Kimhi, Dr. Amnon Ramon, Prof. Robbie Sabel, Udi Dekel, and Lior Lehrs. This project also included a team of Palestinian experts and researchers.

### **Interaction and Patterns of Spatial Integration in Jerusalem between Jews and Arabs**

This study addresses various aspects of spatial integration between Israelis and Palestinians in Jerusalem, with a focus on the problems of daily life in the city and the influence of the geopolitical situation, intensity of national conflict, and citywide public discourse on patterns of inter-community interaction. The research aims to create indicators to measure the extent of spatial integration, drawing on the various spheres of daily life in Jerusalem, in order to assess the extent of spatial integration or overlap between Jewish and Arab residents. The indicators will enable multi-year monitoring, a survey of trends, and the formulation of recommendations for municipal planning and administrative policies in divided cities. In 2015, the research focused on commerce and employment and on indicators of interaction and their significance in these spheres. A report on "[Employment integration amidst the volatile reality](#)" was published on this subject.

Researcher: Marik Shtern and Ahmad Asmar



JIIS researchers discuss geopolitical issues facing Jerusalem

## **INTERNATIONAL PROJECTS**

### **SPREE: Servicing Policy for a Resource Efficient Economy**

SPREE is a three-year environmental project that was submitted as a research proposal to the European Union in late 2011 by the Innovation Policy Center at JIIS. The project concluded in June 2015 with a conference



in Brussels, Belgium. The project's research consortium comprises 10 entities, including universities, research institutes, and public authorities from across Europe, as well as JIIS, Tel Aviv University, and Ben-Gurion University from Israel.

The aim of the SPREE project was to propose policies for promoting “servicizing” in specific sectors (water, mobility, and agri-food), building on case studies among member states of the consortium (the UK, Spain, Finland, Netherlands, Sweden, Lithuania, and Israel). The project is innovative in its development and integration of qualitative and quantitative methodologies, in particular its use of agent-based modeling, in order to measure the economic, environmental, and social performance of servicing systems. These tools enable identification of the conditions that make it possible for servicing systems to bring about a delinking between economic growth and environmental harm while achieving valuable social objectives. Likewise, these tools will help measure the potential of policy tools to encourage the creation of servicing systems and support their implementation on the ground. The major outcome of the SPREE project was the “Servicizing Policy Packages” to facilitate and promote servicing in the water, mobility, and agri-food sectors.

Researchers: Yael Marom, Prof. Eran Feitelson, Tami Schlossberg, and Inbar Gordon

## **URBAN SUSTAINABILITY STUDIES**

“Urban Sustainability” is a three-year project that was launched in May 2013. The project is a continuation of the large-scale project “Sustainability Outlook 2030” undertaken by the JIIS in cooperation with the Ministry of Environmental Protection.

The starting point of “Urban Sustainability” is the fact that despite achievements in the efficiency of production processes and the transition to environmentally friendly products, we are very far from achieving the objectives that will enable global environmental preservation for the next generations. The project is innovative in its focus on human behavior. “Urban Sustainability” identifies the city as the place where most human activity takes place, and with the assistance of a team of leading experts in various areas of human behavior, it seeks to formulate recommendations for policy and conduct, with a view to attaining sustainability by changing the urban lifestyle. The first phase of the project entailed the preparation of a professional opinion by experts in various fields identified as constituting the elements of sustainable urban life, as well as the formulation of a vision and principles for a sustainable city in Israel. In 2015 the project was well into its second phase.

The first half of 2015 was devoted to “urban laboratories” in cooperation with various local authorities. The laboratories focused on issues that were identified in the first phase as essential to the promotion of urban sustainability and included workshops and information gathering regarding the various actors, barriers, and opportunities that comprise the means of advancing sustainability in Israel’s cities. The aim of the laboratories was to examine the applicability of the ideas raised in the experts’ opinion and to enrich our knowledge and insights in preparation for the final phase of the project, during which we worked to formulate policy recommendations to promote changes in behavior aimed at achieving a sustainable lifestyle in Israel’s cities. For the purpose of hosting the laboratories, additional experts in the relevant fields of research have been recruited. In the second half of 2015, we began work on the formulation of the project’s policy recommendations, building on all the knowledge accumulated from the experts’ opinion and the various laboratories.

In February 2015 the project’s main event was held: an international conference on “Urban Sustainability – From Theory to Practice.” Over 250 participants from Israel and abroad to attend the 2-day conference. Two researchers from Clark University in the United States – experts in participatory economics – were the keynote speakers. The public conference was intended present the project to various stakeholders and as workshop facilitators and lecturers before various partners.

Project committee:

Chair – Tami Gavrieli

Coordinators – Galit Raz-Dror, Inbar Gordon

Research assistants – Erela Ganan, Leila Collins

Advisor – Valerie Brachia

Researchers: Michal Eitan, Heschel Center staff – Dr. Lia Ettinger, Dr. Orli Ronen, Lorit Lebovitz, Prof. Erel Avineri, Dr. Meidad Kissinger, Dr. Yodan Rofe, Sharon Band-Hevrony, Yoav Egozi, Idit Alhashid, and Hagai Kot



The sustainability team discusses their work at the AIS conference in Montreal, Canada

## **MILKEN INNOVATION CENTER**

In 2015 the Milken Innovation Center (MIC) was engaged in a wide range of projects aimed at "scaling-up" Israel's growth through research on key strategic economic objectives. The Center held three successful Financial Innovations Labs in 2015 that led to a wide range of expert insights as well as continuing partnerships with public and private entities. We also continued to operate the Milken Fellows Program, which aims to support long-term strategic decision-making by placing outstanding university graduates in government ministries, training them to conduct relevant economic and market research and encouraging them to develop new ideas for solving Israel's biggest social, environmental and economic challenges.

Here is a brief summary of the three Financial Innovations Labs in 2015:

### **Financial Gaps in Commercializing Biomedical Technologies**

The first lab addressed the financial gaps in commercializing biomedical technologies. The Lab included a Fellow placed at the Office of the Chief Scientist/Ministry of Economy. The work done in the Lab and in its follow-up includes the design of a scalable long-term debt fund that will manage a portfolio of early-stage pharma solutions. Among the participants in the Lab included Roger Stein from MIT, who has been pioneering this financial innovation, and Nora Yang from the National Institutes of Health, who has been experimenting with similar models for orphan drugs. The Lab was fully funded by Takeda Ventures, J&J Development Corporation, Gary Jacobs, Biomotiv LLC, Harrington Development, Greenberg Traurig, FuturX, and Orbimed.

### **Financial Models for Water Innovations**

The second Financial Innovations Lab was focused on financial models for water innovations in California. This Lab included a delegation from California headed by Kathleen Brown, former State Treasurer and Counsel with Manatt Phelps. Others included the heads of the Water Centers at UCLA and Berkeley, the heads of water authorities, the budget director from LA County, and other companies involved in the water sector in Israel and California, including investors in the sector. This Lab has resulted in a variety of innovative capital structure solutions for municipal water systems, commodity farmers in the Central and Imperial valleys, and even contaminated aquifers. The policy and project results from the Lab are being integrated into state policy in a special staff group with the Governor's office, Department of Agriculture and our staff and fellows. Along with the Governor's staff, we are coordinating legislative initiatives with the State Assembly through Assembly-member Richard Bloom's office. The Governor's office is planning a high level delegation to Israel in March to follow-up on the Lab and to move projects and policy initiatives forward. We are also working with Stanford University's Hoover Institution led personally by Secretary George Schultz on the initiatives from our Lab. Local initiatives have begun already based on the Lab, including a water bond issue in San Diego, a resolution by LA County, and a high level delegation to the WATEC conference in Israel in October, leading to a number of business-to-business transactions between Israeli companies and California communities.

This Lab was fully sponsored by the Gilbert Foundation, Blum Foundation, and Gary Jacobs as part of the California-Israel Global Innovation Partnership.

### **Opportunities in Green Building Construction**

The third Financial Innovations Lab was about the financial and economic opportunities in green building construction in Israel's residential sector. This Lab included experts from Germany (Susann Bollman of Financial Forum for Energy Efficiency in Buildings), the US (Tabitha Crawford, Senior Vice President, Innovation & Sustainability, Balfour Beatty Investments, and Bob Blumenfield, Council member, Los Angeles, and former California State Assembly member). The Lab included a Fellow at the Ministry of Environmental Protection. The results from the Lab included a policy proposal for the creation of specific financial tools to help developers, contractors, and homeowners. As part of the discussion and findings at the Lab, the Ministry asked the MIC to advise it on how to achieve the carbon emission reduction goals to be presented at the Paris Conference. At the same time, the Government issued an official decision to commit NIS 300 million in guarantees, and NIS 500 million in budget funding. To this end, the Ministry has contracted with the MIC to design the specific financial programs and tools for these initiatives, including the development of a Green Bond to include green building construction, alternative energy, and solid waste treatment. This is part of our 2016 work plan. This work is supported by a joint venture agreement between the Ministry of Environmental Protection and the JIIS.

### **Additional Applied Research Projects**

As for the MIC's applied research projects, we have been working on the development of a community funding model for Jerusalem. This work began in 2015 with some background work on the market, including the review of a number of community lenders in Jerusalem and their disparate and desperate funding base. This work focused on a financial model to build a sustainable and scalable investment vehicle that can be deployed in Jerusalem. We will continue this work in 2016. This work is fully supported by Citi Foundation.

Project staff: Glenn Yago, Steven Zecher, Orly Movshovitz-Landskroner and Leora Shoham-Peters

### **Fellows Program**

The Fellows Program trains outstanding university graduates in their own fields, with a view to improving their familiarity with policy issues in Israel and training them to be leaders in the implementation of practical and sustainable financial and economic policies in various areas. The Fellows are placed with decision-makers in government ministries, non-profit organizations, and other key institutions. In 2015, there were two Fellowship cycles: January-September 2015, and October 2015-August 2016. The Fellows were placed in government ministries including: the Ministry of Finance, National Economic Council, Ministry of Environmental Protection, Ministry of Economy, Office of Chief Scientist, Tax Authority, and Israel Securities Authority.

During the course of the year, the Fellows receive intensive training in economic policy, governance, and research methodologies. During weekly training seminars, the Fellows acquire various professional tools (such as interpersonal communication, time management, and the like). In addition, the Fellows meet with business and government leaders as well as leading Israeli and international academics. The Fellows take a course that focuses on financial innovations. Each Fellow also is required to complete a research project in his/her own field of specialization. Each research project is supervised by a member of the Center, and all are published as research papers and publicly disseminated. The Fellows Program is accompanied by an evaluation process during the course of the year.

Program staff: Orly Movshovitz-Landskroner, Steven Zecher, Glenn Yago, Leora Shoham-Peters, research supervisors, professionals and specialists from JIIS, and various lecturers

### **Fellows Alumni Program**

This year we instituted a new program for alumni of the Fellows Program. The need for such a program stems from the interest expressed by alumni and from the need to continue tracking program alumni in order to train significant human capital in Israel. Today there are more than 120 alumni working in the private sector, the public sector, the third sector, and academia. The objective of this program is to provide enrichment, inspiration, and networking and to enlist alumni in providing professional assistance and support to new and future Fellows. We seek to create a community of Fellows who are trained, committed, and engaged in the fields of economy, society, environment, and the like.

Program staff: Orly Movshovitz-Landskroner, Steven Zecher, Glenn Yago, Leora Shoham-Peters, and various lecturers

### **International Fellows Program (in the framework of the California-Israel Partnership)**

Within the framework our partnership with UCSD–Rady School, we held a study group that bring together Fellows in Israel and Fellows in California. The four International Fellows (from India, China, Mexico, and the US) joined the Israel project teams for ten weeks in Israel over the summer.

Program staff: Orly Movshovitz-Landskroner, Steven Zecher, Glenn Yago, Leora Shoham-Peters, and Jeri Rubin (UCSD–Rady School)

## **THE CENTER FOR THE STUDY OF HAREDI SOCIETY**

The Center for the Study of Haredi Society continued to expand its activities to a wide range of research areas in 2015. Below are the projects that were underway:

### **Research on Processes of Changes in Haredi Education**

This research project is based on the cooperation between CSHS-affiliated researchers and academically-trained supervisors at the Haredi Education District of the Ministry of Education. The main endeavor is to identify and analyze issues arising in the effort to integrate Haredi schools within the full-fledged state education system. This cooperation began in the summer of 2015 and is currently ongoing. The team has already met several times and discussed ways in which researchers can assist the staff of the Haredi District. The project will result in the preparation of several research papers concerning the current transformation that Haredi education is experiencing. These research papers are written by supervisors of the Haredi District under the guidance of CSHS-affiliated researchers and will be published jointly by the two parties in order to assist policy makers and practitioners (teachers, principals and supervisors) in bringing about the desired integration. Two of the supervisors presented their papers at our October conference on Haredi society organized by the JIIS.

### **New Haredi Towns**

The study provides an understanding of general trends in employment, consumption patterns and community restructuring currently evolving among the population of the new Haredi towns of Betar Illit, Modi'in Illit and El'ad. It is based on a questionnaire survey conducted in 2014, as was the statistical analysis of the survey data. A summary of the research was presented our conference on Haredi society in October 2015.

Researcher: Dr. Lee Cahaner

### **Haredi *ba'alei teshuva*: Socioeconomic Situation and Employment Potential**

This study seeks to explore the unique status of *ba'alei tshuva* (newly religious) members of the Haredi community with respect to their employment potential and the extent of their integration into the heart of Ultra-Orthodox society. The questionnaire survey among a sample of *ba'alei teshuva* was completed in 2015, as was the statistical analysis of the data. A summary of the survey results was presented at the October 2015 conference as well as at the Researchers of Haredi Society Forum in November 2015.

Researcher: Asaf Malchi

### **Research and Planning of Additional Haredi High-School Yeshivas**

Until recently, there were no institutions combining Torah and general studies that could serve demand among mainstream Haredi population. In 2015, our researchers began surveying the overall current situation in this emerging area and collected some basic data on the various kinds of yeshivas that include high school contents in their

curriculum. The main outcome of this general survey has revealed substantial differences between three kinds of yeshivas, spread along the socio-cultural spectrum of Haredi society. On one end is the elitist and costly as well as mostly “modern” kind of institutions, which are not accessible to the overwhelming majority of Haredim interested in such education combining religious and general studies. On the other end of the spectrum are institutions that serve as havens for youngsters dropping out of the rigorous yeshiva ketana style and the Haredi code of life. Up until recently, there were not enough institutions combining Torah and general studies that could serve demand among mainstream Haredi population. Among these few are Hacmey Lev Yeshiva in Jerusalem, the Beth Semesh Metivta and the Midrasha Hasidit in Betar Illit. As part of this project, we are working to formulate a strategy of alternative models for establishing and managing of additional high-school yeshivas in Israel as well as an analysis of projected demand and resources needed. Some of the early findings and insights were presented at the CSHS conference in October 2015. This project will continue in 2016.

Researchers: Rabbi Bezalel Cohen, Prof. Amiram Gonen, Meir Kraus, Dr. Yaakov Lupu and Rabbi Benayahu Tevila

**Meetings of the Forum of Researchers on Ultra-Orthodox Society:** Since 2012, the JIIS has collaborated with the Jerusalem Foundation to conduct a monthly forum of researchers who concentrate on the study of Haredi society. The Forum reviews studies conducted recently on this sector at various research institutes in Israel and abroad. The Forum also serves as a place for young scholars to pub their work to a review. The Forum continued its activities in 2015.

Forum chair: Prof. Menachem Friedman

Forum coordinator: Asaf Malchi

### **Conference on Trends and Developments in Haredi Society**

On October 20, 2015 a conference was held at the JIIS on trends and developments in Haredi society. Presentations were divided into five sessions: Haredi education for girls; Haredi education for boys; Haredi women; Haredi residential space; and ba'alei teshuva and other Haredi groups.

### **Journal: *Haredi Society Studies***

With the rising production of research articles analyzing recent transformations in Haredi society, there is a growing need for a Hebrew-language journal to serve as the main arena for the distribution of these research outcomes. In May 2014, the CSHS launched a Hebrew-language [academic e-journal](#), *Haredi Society Studies*. All articles submitted to the journal are subject to an academic review process. Each article includes a short abstract in English. Between June 2014 and December 2015 fifteen articles were published.

Journal editor: Prof. Amiram Gonen

### **Annotated Bibliographic Database of Studies on Ultra-Orthodox Society**

In 2014, CSHS built and launched an annotated bibliographical data base of publications dealing with Haredi society in Israel (ADBH), intended to facilitate research in this field. The database includes not only basic reference details of a research publication but also a short abstract in Hebrew. ADBH can be found on CSHS's website, where a software program allows for a search process, thus allowing users quick retrieval of bibliographical items. At the end of 2015, there were about 1200 references of research materials published in Hebrew and about 200 in English.

Database editor: Dr. Shlomo Tikochinsky

### ***Biennial Statistical Yearbook of the Ultra-Orthodox Society in Israel***

The CSHS has partnered with the Israel Democracy Institute to create a statistical database on Haredi society. It includes a myriad of statistics generated by a variety of data producing and collection institutions such as the Central Bureau of Statistics, the Bank of Israel, government ministries and municipal governments. In 2015, the data collection was completed, and publication of the data as a biennial yearbook is slated for early 2016.

Researchers: Dr. Maya Choshen, Dr. Lee Cahaner, and Dr. Gilad Malach

## **JIIS PUBLICATIONS AND REPORTS**

Most JIIS publications are available on the Institute's web site (publications that appear only in Hebrew usually have an Executive Summary in English). The following new titles appeared in 2015.

### ***Statistical Yearbook of Jerusalem 2015, 29th edition*** (in Hebrew and English)

*Maya Choshen (ed.)*

For almost 30 years, the [Statistical Yearbook of Jerusalem](#) has served as "the" resource on the city of Jerusalem. Each year the *Yearbook* team works to present the latest data, tables and graphs on every aspect of life in Jerusalem – territory, climate, population, migration, standard of living, work, industry, services, construction, transport, tourism, education, culture and sport, health, social welfare, communications, public order, religion, municipal budget, etc. In 2015, we published the 29th edition of the *Yearbook*.

### ***Jerusalem Facts and Trends 2015*** (in Hebrew and English)

*Maya Choshen and Michal Korach (eds.)*

The [companion volume](#) to the *Statistical Yearbook of Jerusalem* presents an up-to-date and concise picture of Jerusalem and trends for change in a broad range of spheres, including population, employment, education, tourism and construction.

### ***Employment Integration amidst the Volatile Reality: East Jerusalem Residents in the Urban Labor Market*** (in Hebrew)

*Marik Shtern*

This [publication](#) provides a basis of factual data that describes the labor market of East Jerusalem residents in general, with an emphasis on their participation and integration into the West Jerusalem economy. It reveals the crucial role that East Jerusalem residents play in West Jerusalem's economy as skilled and unskilled workers in a wide variety of industries. This fact indicates the need to formulate a regional employment policy that will assist East Jerusalem residents to integrate into and advance in existing workplaces in the Jewish sector. The publication contains data and analysis that will serve as the foundation for future comprehensive research regarding shared workplaces between Jews and Arabs in Jerusalem. These data are mainly based on official databases of state authorities such as the Central Bureau of Statistics and the National Insurance Institute, as well as on interviews with employers, experts, and policy-makers in the field of employment in Jerusalem.

### ***Urban Tourism in Jerusalem*** (in Hebrew)

*Israel Kimhi and Noam Shoval*

This [book](#) addresses the subject of tourism in Jerusalem in a variety of aspects. Despite the political unrest that characterizes the Middle East and Jerusalem, tourism in the city has steadily increased since the city's unification under Israeli rule and now boasts millions of domestic and international visitors. Tourism and pilgrimage are among the largest economic engines in Jerusalem, and it is estimated that one out of every six residents is employed directly or indirectly in this industry. Still, given Jerusalem's religious importance, even in comparison to other historic, religious and national capital

cities of a similar size, Jerusalem is underutilizing its potential for tourism. This book is the result of a 2013/2014 collaborative workshop organized jointly by the JIIS and the Department of Geography at the Hebrew University of Jerusalem. It is intended to serve as a practical and theoretical foundation for anyone interested in tourism development for Jerusalem: students, researchers, planners and decision-makers. It includes chapters on the main shifts and developments that have shaped tourism in Jerusalem since 1967, the phenomenon of 'day visitors' in Jerusalem, tourism in East Jerusalem and Bethlehem, the effects of the security fence in Jerusalem, the development of culinary tourism and other means of urban tourism, and other relevant topics.

***The Arab Neighborhoods of East Jerusalem – Research and Evaluation***

Little statistical information is available about East Jerusalem. In 2015 the JIIS continued its project to create a database focusing on East Jerusalem's neighborhoods – their characteristics, social structure, education system, employment and infrastructures. The database will be based on a series of research and evaluation studies mapping and analyzing local services and infrastructures in the urban/neighborhood space, areas of tension and friction between Jewish and Arab residents of Jerusalem, and regulations that impact on the fabric of life. Reports on the neighborhoods Sur Baher and Beit Hanina were published in 2014. Two additional reports were published in 2015:

- ***The Arab Neighborhoods of East Jerusalem – Research and Evaluation Report #3: A-Tur*** (in Hebrew and Arabic)  
*Yitzhak Reiter, Ahmad Asmar, Israel Kimhi, Lior Lehrs*
- ***The Arab Neighborhoods of East Jerusalem – Research and Evaluation Report #4: Wadi Joz*** (in Hebrew and Arabic)  
*Yitzhak Reiter, Muhammad Nakhal, Israel Kimhi, Lior Lehrs* (translation by Ahmad Asmar)

***The Geopolitics of Creating a Pantheon: The Burial of Muhammad Ali, 1931***

(in Hebrew)

*Yitzhak Reiter*

The politics of burial is characterized by, among other things, the creation of a national pantheon. A burial site may be used as a place for organizing national and public ceremonies as well as pilgrimage for those who seek to show respect to the buried. This [report](#) discusses the interment of the prominent Muslim Indian leader Muhammad Ali Jouhar, buried in the perimeter of the Jerusalem Haram al-Sharif compound in Jerusalem in 1931. The burial was a large-scale political production involving a variety of political actors with particular interests and stakes. As this report shows, the creation of such a pantheon may also be used to express a geopolitical vision.

### **Marom Plan – List of Reports, 2015**

- Annual report on the state of tourism
- A report on tourism-related links between East and West Jerusalem
- A report on indicators for monitoring developments in the city's biotech industry
- A report monitoring the biotech industry with a formative assessment of the policy tools used for the biotech industry
- A study examining the implementation of models for technological “haves” in Jerusalem for the biotech and high-tech industries (in progress)
- A monitoring and evaluation report on the development of the high-tech industry in the city
- A monitoring report on the high-tech industry in the city with a formative assessment of policy tools
- A report on location considerations for the high-tech industry in Jerusalem (in progress)
- A monitoring and evaluation report on higher education in Jerusalem in 2015 (in progress)
- A report surveying graduates of programs for overseas students (in progress)
- A report on the main factors influencing the choice of an academic institution (in progress)

**Section 4**  
**BUDGET – 2015**

**TOTAL INCOME** (NIS)

(For full list of income sources, see the following page)

**8,741,525**

**EXPENSES**

Salaries 5,730,899

Scholarships 486,600

Research project expenses 1,013,224

Project administration expenses 640,689

Publications 307,410

Development/PR 380,721

General Administration 633,791

**TOTAL EXPENSES**

**9,193,334**

## Sources of Income

| Sources of Income 2015                      |                            |
|---|----------------------------|
|   | <b>Income<br/>(in NIS)</b> |
| Milken Innovation Center                    | 1,950,000                  |
| Dead Sea Basin Authority                    | 64,250                     |
| Yad Hanadiv                                 | 1,083,789                  |
| Jerusalem Transport Master Plan team        | 490,751                    |
| Municipality of Jerusalem                   | 472,105                    |
| Jerusalem Development Authority             | 455,428                    |
| Jerusalem Foundation                        | 406,404                    |
| Richard Blum                                | 390,000                    |
| Dono Citi Foundation                        | 389,961                    |
| The Rosalinde and Arthur Gilbert Foundation | 384,396                    |
| Gary Jacobs                                 | 341,238                    |
| European Commission                         | 286,771                    |
| Finance Ministry                            | 256,579                    |
| Leichtag Foundation                         | 200,580                    |
| Yossi Hollander                             | 188,912                    |
| Arison Investments                          | 186,986                    |
| UJA-Federation                              | 174,162                    |
| Jerusalem Foundation                        | 155,384                    |
| Ministry of Environmental Protection        | 120,606                    |
| Russell Berrie Foundation                   | 96,972                     |
| Friedrich Naumann Foundation                | 82,011                     |
| Dead Sea Works                              | 61,579                     |
| Gaas Foundation                             | 58,861                     |
| Karev Initiatives in Education              | 40,519                     |
| Orbimed LLC                                 | 39,000                     |
| Yitz Applbaum                               | 39,000                     |
| Biomotiv, LLC                               | 38,645                     |
| University Hospitals Case                   | 37,818                     |
| Cooperative Society Shuva                   | 31,323                     |
| Joint Distribution Committee - JDC          | 18,884                     |
| Futurx                                      | 9,750                      |
| Miscellaneous                               | 188,859                    |
| <b><u>TOTAL</u></b>                         | <b>8,741,525</b>           |

## **Section 5**

### **GOVERNANCE**

#### **Board of Directors**

**Dan Halperin**, Chairman of the Board; Managing Director, IFTIC Ltd.

**Avraham Asheri**, Former Director-General, Israel Discount Bank

**David Brodet**, Chairman, Bank Leumi

**Ruth Cheshin**, Former president, Jerusalem Foundation

**Prof. Sergio DellaPergola**, Hebrew University of Jerusalem

**Raanan Dinur**, Director of Development, Taavura; former director-general, Prime Minister's Office

**Prof. Hanoch Gutfreund**, Former President, Hebrew University of Jerusalem

**Dr. Ariel Halperin**, Senior Managing Partner, Tene Investment Funds

**Amb. Sallai Meridor**, Chairman of the board, Jerusalem Foundation; former chairman, Jewish Agency

**Dina Rachevsky**, Architect, former Head of Planning Division, Ministry of the Interior

**Gil Rivush**, Head of Strategic Planning Division, Jerusalem Municipality

**Dr. Ehud Shapira**, Chairman, Psagot Investment House

**Dr. Emanuel Sharon**, Former Chairman, Bank Hapoalim; former director-general, Ministry of Finance

**Prof. Ilan Solomon**, Hebrew University of Jerusalem

All Members of the Board are volunteers.

Four Board meetings and one General Assembly meeting were held in 2015.

#### **Director General**

**Meir Kraus**

#### **Unit Directors**

**Dr. Maya Choshen** – Co-Director, Jerusalem Research

**Tami Gavrieli** – Director, Sustainability Research Center

**Prof. Amiram Gonen** – Director, Center for Study of Haredi Society

**Israel Kimhi** – Co-Director, Jerusalem Research

**Yael Marom** – International Projects

**Prof. Glenn Yago** – Senior Director, Milken Innovation Center

#### **Research Staff**

**Ahmad Asmar** – East Jerusalem; Interaction between Jews and Arabs

**Ruth Abraham** – Culture studies; Jerusalem

**Yair Assaf-Shapira** – Mapping, graphics & databases

**Leila Collins** – Urban sustainability

**Inbar Gordon** – International R&D collaboration; Urban sustainability

**Caroline Kahlenberg** – Jerusalem; Holy places

**Michal Korach** – Jerusalem's demography and society

**Alon Kupererd** – Jerusalem statistics

**Lior Lehrs** – The Israeli-Palestinian conflict and peace negotiations; Jerusalem  
**Orly Movshovitz-Landskroner** – Fellowship Programs Manager, Milken Innovation Center  
**Yamit Naftali** – Economic innovation  
**Shelley Pritzker** – Innovation policy  
**Dr. Amnon Ramon** – Modern Jerusalem; Christianity and Christians in Israel  
**Galit Raz-Dror** – Urban sustainability  
**Lior Regev** – Tourism; Higher education  
**Prof. Yitzhak Reiter** – East Jerusalem; Holy places; Jewish-Arab relations in Israel  
**Yoad Shahar** – Jerusalem statistics  
**Dafna Shemer** – Mapping and statistics  
**Marik Shtern** – Interaction between Jews and Arabs  
**Omer Yaniv** – Tourism; Jerusalem  
**Steven Zecher** – Project Director, Milken Innovation Center

#### **Senior Fellows**

**Prof. Ruth Lapidot** – International law  
**Reuven Merhav** – International and Middle Eastern affairs

#### **Administrative Staff**

**Hamutal Appel** – Conference Coordinator and Publisher  
**Sigal Daly** – Accounting  
**Erela Ganan** – Web Content Editor and Research Assistant  
**Shira Sanani** – Executive Assistant to the Director  
**Tami Schlossberg** – Web Content and Online Marketing Manager  
**Leora Shoham-Peters** – Administration Manager, Milken Innovation Center