



Jerusalem Institute
for Israel Studies

2011 Annual Report



January 2012

Annual Report 2011 Final Report

January 2012

INTRODUCTION

This Annual Report of the Jerusalem Institute for Israel Studies:

- outlines the projects and main activities that took place during 2011
- addresses the impact of JIIS on policy making in Israel
- presents the 2011 budget.

Section 1 describes the **Research Activities** undertaken at JIIS during the year, highlighting several of them that have demonstrated, and/or have the potential to demonstrate, our impact on the decision-making process at both the city and national levels.

Section 2, Impact and Visibility, addresses the various categories in which JIIS research and activities have influenced, and continue to influence, the realm of policymaking and the public discourse over the last year. By-products of these efforts are the ongoing development of our ties with other think tanks and organizations and a broadening of our financial support base.

Appendix A presents a full list of JIIS Projects in 2011.

Appendix B is a list of the year's Publications.

Appendix C presents the 2011 Operational Budget and outlines use of Revson Foundation funds over the past year.

Appendix D presents our staff and Board of Directors.

JIIS wishes to take this opportunity to thank all its supporters for the dedication and generosity they extend to the Jerusalem Institute. We will keep on contributing to the well-being of Jerusalem and Israel.

*Meir Kraus
Director*

*Yaacov Bar-Siman-Tov
Head of the Institute*



JIIS Head Prof. Yaacov Bar-Siman-Tov and Jerusalem Unit head Israel Kimhi welcome HE Hideo Sato, Japan's ambassador to Israel, and colleagues to the Institute

RESEARCH ACTIVITIES

In 2011, 32 projects were in various stages of completion at JIIS. Of those, 12 projects and 3 Evaluation Studies were in the Jerusalem research cluster, 6 in Conflict Management, 8 in the Environment Policy Center, and 3 in the Economics unit. There were 26 new publications this year.

We highlight here just a sample of those that had particular resonance in a number of arenas – and have the potential to continue to influence the discourse to a significant extent. (*The full list of projects appears in Appendix A.*)

The Palestinians Petition to the United Nations for Recognition of a Palestinian State—A Legal/Political Analysis and the UN club

In September Palestinian leader Mahmoud Abbas (Abu Mazen) went to New York requesting that Palestine be recognized as a member of the United Nations. For now, that recognition has not been granted – but Israel must consider the many future implications of such a move, and indeed the possible admission of Palestine as the 194th member of the UN in the foreseeable future. This JIIS policy paper addresses this new situation, with a particular focus on the legal aspects and how they might affect the hitherto-unresolved conflict between the Palestinians and Israel.

Construction of the Museum of Tolerance in Mamilla

The controversy over the construction of the Museum of Tolerance in Mamilla, on a plot that in a past era had been a Muslim cemetery, reflects a clash between human dignity (respect for the deceased) and the urban development of interest of modern societies. It also reflects a conflict between the needs of the Jewish State and the sensitivities of the Muslim-Arab minority, with its needs for symbols of identity in the local and national landscapes. This project examined the case of Mamilla and used it to be able to offer a number of political lessons regarding the eruption of conflict following development projects on plots of land within historical cemeteries in Israel.

Sustainability Outlook 2030: Environmental Futures for Israel

The "2030" project evolved out of the recognition that there is a need for a long-term framework for governmental intervention in environmental issues. Our researchers are creating possible scenarios of Israel's situation in 2030 based on internal driving forces (in Israel) and external forces (such as trade developments, the political situation in the region, global undertakings, technological revolution or ecological disaster); they will propose the indices required to describe the state of the environment on an annual basis, similar to the indices used by the OECD, the EU and the UN-ECE. The study also examines the impact of these scenarios on the environment, and recommends forms of action that the state can take to prevent

the negative trends and enhance the positive trends indicated by the scenarios. The preparation of a long-term framework for Israel to progress along a path towards sustainability comes at a propitious moment – in advance of Rio+20, the global summit on sustainability scheduled to take place in Rio de Janeiro in 2012.

Targeted R&D Policy–A European Union Project (TARGET)

Israel is ranked in first place in the rate of investment in R&D relative to the GDP, but experience accumulated around the world shows that these investments are not the product of an informed and targeted procedure based on clear policy, and therefore do not fulfill their full potential nor are they sufficiently efficient. JIIS and the Ministry of Science, the Israeli partners to this European Union project, worked closely with policy makers to try and refine "targeted policies," with a focus on the field of biotechnology R&D. The study was conducted in cooperation with five other states: France, Scotland, Lithuania, Slovenia and Spain (Galicia). In 2011 the partners produced a structured "toolkit" comprised of guidelines which detail how countries can address such a multidimensional challenge. The Finance Ministry incorporated the principles of the TARGET Toolkit in the proposed R&D budget for 2011-12.



JIIS Director Meir Kraus makes a point at a conference

Section 2

JIIS' IMPACT AND VISIBILITY

Our target is to influence policy in Israel, by creating research and policy papers that maintain a high academic level and can be used by policy makers at the national and local levels, as well as in the public sphere. This year we submitted many such documents to policy and decision makers, and held a number of high-level briefings on Jerusalem and other subjects; indeed, the fact that we can provide policymakers and others with a neutral and objective yet highly professional platform to air and share ideas has proved to be a major advantage of JIIS. Among those that call on us for such briefings are the Prime Minister's Office and other ministries, senior government officials, the National Security Council, Israeli and foreign ambassadors serving in Israel (including the Quartet), diplomats, the Mayor of Jerusalem and his advisors, AIPAC, Jewish leaders worldwide, representatives of the US military, think tanks in Israel and abroad and so on.

In our own efforts to evaluate our impact, we identify where we have had **clear and direct impact** on decision and policy formulation and on the public discourse and, where possible, we measure our future potential impact.

Numerous projects and activities fell squarely into these categories in 2011:

- When the OECD recently released its first-ever Environmental Performance Review of Israel, JIIS' fingerprints were all over the document: the OECD team had drawn on research from our Environmental Policy Center (EPC) in almost all fields covered, and cited the Institute directly 11 times.
- The TARGET project held its closing conference (for this stage of the project) at JIIS in September, drawing some 50 policymakers from Israel and across Europe, including OECD representatives. An additional workshop was held for Israeli senior officials from the Prime Minister's Office and other ministries and relevant bodies, hosted by the Ministry Science and Technology, JIIS' co-coordinator of the Israeli arm of the project.
- The EPC was selected by the Ministry of Environmental Affairs as an advisor on the team established to formulate a national environmental strategy for "greening the Israeli economy." In late 2011 the team began a series of roundtable discussions on the gamut of related subjects.
- A JIIS team formulated a new model for Jewish-Arab relations, entitled "Towards Inclusive Israeli Citizenship." It offers a new perspective on the status of Israel's Arab citizens, examining in detail the many related issues in a multidisciplinary way. Praise for this initiative came from a number of directions, including from the Speaker of the Knesset.
- An in-depth study examining the relationship between Jerusalem and the Jewish people yielded both a very interesting policy paper and a fascinating

seminar at which experts presented the many aspects of this complex yet profound connection. This project garnered considerable interest from Jewish organizations in North America.

- The "Christians in the Middle East" project deals with Israeli policy towards Christian churches and communities from the founding of the State until today. Findings were presented to the National Security Council and the Mayor of Jerusalem. The project will conclude with a book, about to be published, which recommends ways to improve the policy and activities of the Israeli establishment regarding this sensitive and neglected subject.
- In addition to our projects, the Institute hosted a seminar marking the centenary of the birth of Teddy Kollek, at which the people closest to him shared their professional and personal memories of the legendary Jerusalem mayor

Impact on the public discourse

2011 saw over 30 conferences and seminars and a similar number of high-level briefings at the Institute in addition to 46 lectures presented by JIIS researchers and 26 media interviews (aside from references to JIIS work in the local and foreign press). Most of these events were at the initiative of the "clients," who view JIIS as a reliable and professional contact for expanding their knowledge and understanding of the issues in question – particularly in the realm of Jerusalem.

In addition, JIIS hosted 27 Roundtable Meetings – a tool we continue to find very effective in exposing our latest research to decision-makers and policy setters. They provide an optimal forum for encouraging dialogue between experts in the field under review.

The Institute was also called on to conduct 3 Evaluation Studies in the social/welfare sphere in Jerusalem in 2011. Recommendations emerging from these and past similar studies are already being implemented and thus will help shape Jerusalem in the future.

Beyond this, JIIS researchers are members of a dozen municipal committees, offering objective and professional opinions on a regular basis.

Moreover, JIIS publications, public conferences and seminars, our web site, newsletter and the media enable us to be heard among a broad audience – and we are expanding this audience all the time. This year, JIIS was mentioned over 150 times in the mass media (press, radio and television) and our researchers published scores of newspaper columns.

Our efforts to expand our social media base are bearing fruit. In practical terms:

- The **Hebrew website** had 18,468 unique visitors and a total of 30,452 visits from more than 90 countries; they opened a total of 126,748 pages (excluding file downloads, such as publications or data tables).
- The **English website** had 21,006 unique visits and a total of 28,693 visits from over 130 countries; 78,229 pages were opened (excluding file downloads, such as publications or data tables).
- Regarding the **Hebrew blog** (jiis-jerusalem.blogspot.com), there were 6,265 unique visitors and a total of 7,944 visits from more than 60 countries.
- The **English blog** (jiis-jerusalem-eng.blogspot.com), meanwhile, had 1,515 unique visitors and a total of 1,822 visits from over 70 countries.
- 8,500 people "like" our **facebook** page – almost four times that last year – and our **twitter** following is approaching 3,000.
- Our digital library has certainly grown: we have uploaded all new publications and executive summaries to the JIIS website – there are now 216 publications in Hebrew and 100 in English available for free download; and on our online **Scribd** account, to date, there have been 61,000 "reads" of the Institute's materials and an additional 6,000 reads of EPC publications.
- Several JIIS video clips can be seen on a **Youtube** channel.
- Finally, we have a new **Slideshare** account, where slideshows created by JIIS staff and presented at several conferences can be downloaded, and albums of recent events and activities held at the institute can be viewed on **Flickr**.

Direct impact on policy formulation

Eleven projects were conducted in 2011 at the behest of and/or in conjunction with government authorities and public bodies, as follows:

Kidron Valley Basin – Preparation of Master Plan

In cooperation with the Dead Sea Basin Authority

Master Plan for Community Services Edifices

In cooperation with the Community Services Authority, the Municipality of Jerusalem

Statistical Yearbook of Jerusalem

In cooperation with the Jerusalem Municipality and the Jerusalem Development Authority

Jerusalem Facts and Trends

In cooperation with the Jerusalem Municipality and the Jerusalem Development Authority

Migration to, from and within Jerusalem among young people (20-34)

In cooperation with the Jerusalem Municipality

Conservation Policy for Jerusalem

In cooperation with the Municipality of Jerusalem

Card Index – Conservation of Sites

In cooperation with the Municipality of Jerusalem

Downtown Jerusalem – The History of Jerusalem's City Center and Its Regeneration Process

In cooperation with the Jerusalem Development Authority

Sustainability Outlook 2030: Environmental Futures for Israel

In cooperation with the Ministry of Environmental Protection

TARGET – A European Union Project

In cooperation with the Ministry of Science

International collaboration in R&D

In cooperation with the Ministry of Industry, Trade and Labor



Researcher Dr. Asmahan Masry-Herzalla (left) and Jerusalem Unit head Dr. Maya Choshen

Appendix A

RESEARCH PROJECTS 2011

JERUSALEM RESEARCH CLUSTER

Jerusalem continues to command the lion's share of JIIS activities. This research cluster produces policy recommendations and influences policymakers about the necessary steps for promoting the development, prosperity and strength of Jerusalem, for all its inhabitants.

Statistical Yearbook of Jerusalem

The JIIS annual *Statistical Yearbook of Jerusalem* provides some 200 tables and graphs presenting up-to-date information on 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.

Yearbook editor: Dr. Maya Choshen

Graphics editor: Yair Assaf-Shapira

Research team: Eitan Bluer, Michal Korach, Yair Assaf-Shapira

Steering Committee Chairmen: Prof. Moshe Sicron, Prof. Sergio DellaPergola

In cooperation with the Municipality of Jerusalem, the Jerusalem Development Authority and the Pratt Foundation

Jerusalem Facts and Trends

This complementary publication to the *Statistical Yearbook* examines and analyzes Jerusalem's present situation as well as changing trends and developments in the city over the years.

Researchers: Dr. Maya Choshen, Michal Korach, Yair Assaf-Shapira, Eitan Bluer

Steering Committee Chairmen: Prof. Moshe Sicron, Prof. Sergio DellaPergola

In cooperation with the Municipality of Jerusalem and the Jerusalem Development Authority

Indicators of the State of Affairs in Jerusalem

The aim of this study is to develop indicators for the city of Jerusalem to serve as measurement tools for analyzing and monitoring the state of affairs in the city. Out of a long list of potential areas of examination, four were chosen in the first stage: population, economy and tourism, education and quality of urban life, and the environment. The indicators are intended to enable decision-makers at the municipal and government levels, professionals, and the general public to follow the processes of the city's development. Periodical reviews of the indicators will enable a long-term analysis of the level of development or decline of the city.

Research head: Israel Kimhi

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

Conservation Policy for Jerusalem

The issue of conservation in Jerusalem is more complicated than elsewhere, both because of the plurality of sites, its diverse communities and a neighborhood structure which requires a different approach per area, and because of the concentration of most of the sites in a relatively small urban space known as the "historic city" whose borders reflect the city's borders at the end of the British Mandate era. The objective of this study is to develop and suggest a clear policy regarding the issue of conservation in Jerusalem. The study aims to propose to decision-makers possible methods of action together with recommendations for implementing an appropriate policy in this domain. In 2011, the background material and the theoretical chapters were completed.

Team leader: Israel Kimhi

In cooperation with the Richard and Rhoda Goldman Foundation and the Municipality of Jerusalem

Master Plan for Community Services Edifices – Stage B

Jerusalem, Israel's largest city, is characterized by a diverse human mosaic and communities that differ from one another in terms of religion, culture and socioeconomic status. The population complexity creates a broad spectrum of needs in areas for which the Jerusalem Municipality's Community Services Administration is responsible. Despite the plurality of problems and range of services that must be provided, the service networks lack suitable buildings for their special needs. Moreover, the city does not have an overall plan that lists the number or lack of buildings and areas of land slated to cater to future needs. JIS is about to complete a master plan encompassing the areas of responsibility of the Community Services Administration in Jerusalem: social welfare, public health, immigrant absorption and employment. The plan includes an analysis of the present situation, a mapping of the target users of the various systems over the next two decades, an evaluation of predicted urban and demographic trends, and it offers a range of alternative solutions.

Client: Municipality of Jerusalem

Researchers: Dr. Maya Choshen, Israel Kimhi, Michal Korach, Yair Assaf-Shapira

Card Index – Conservation of Sites

To date, two general conservation lists have been drawn up for the city of Jerusalem. In addition, there are urban building plans that are earmarked for conservation of specific sites and urban building plans for neighborhoods with buildings and sites slated for conservation. The aim of the project is to draw up a comprehensive, up-to-date, computerized conservation list for the city of Jerusalem and make it into a statutory list. A team from JIS has been selected to carry out an updated study of buildings for conservation in the neighborhoods of Mea Shearim, Zichron Moshe, Achva and Yegiya Kapayim. The project is close to completion.

Client: Municipality of Jerusalem
Team leader: Israel Kimhi
Researchers: Yair Assaf-Shapira, Aviel Yelinek

Downtown Jerusalem – The History of Jerusalem's City Center and Its Regeneration

Jerusalem's city center has been undergoing a process of renewal in recent years, with extensive investment on the part of the public sector. The project, which concluded with a book and a seminar in 2011, reviewed the different aspects of the renewal process and provided a view to the future. The book includes chapters on: the historical development of the city center, its present status in terms of population, society, culture, transport and business, strategic policy for the rehabilitation of the city center, conservation aspects, economic aspects and leading projects, the city center as a cultural focal point, an economic model for the independent administration of the city center, and city center renewals in Europe and the U.S.

Editors: Dr. Amnon Ramon, Aviel Yelinek and Asaf Vitman
In cooperation with the Jerusalem Development Authority

Migration to, from and within Jerusalem among young people (20-34)

With Jerusalem suffering from negative migration in recent years, the aim of the research was to try and identify trends among young people (aged 20-34) – to, from and within the city – that would explain the phenomenon. The research team thus examined regional patterns (between Jerusalem and the periphery and central Israel), inner-city patterns, and sectoral influences (such as processes of increased orthodoxy in certain neighborhoods) to assess whether any spatial and demographic traits characterize such migration.

Research team: Eitan Bluer, Yair Assaf-Shapira, Dr. Maya Choshen
In cooperation with the Municipality of Jerusalem

Jerusalem as an Internal Migration Destination for Israeli-Palestinian Families

Palestinian-Israelis, representing an educated modern elite, are increasingly opting to move to Jerusalem, both in search of higher education and because of the potential employment opportunities available to them, this study found. Some 10,000 Palestinian-Israelis, most of them originally from the Galilee, live in Jerusalem today.

Researcher: Dr. Asmahan Masry-Herzalla, in conjunction with Prof. Eran Razin and Dr. Maya Choshen
In cooperation with Floersheimer Studies at the Hebrew University of Jerusalem

Architecture in Jerusalem City Center

The study deals with the history and development of the city center from various aspects: historical, urban, architectural, environmental, social and ethnic. It describes the city center's historical-urban-architectural development process,

analyze these processes and draw conclusions regarding recommended methods of tackling its urban renewal. The project was concluded in 2011 with publication of the book, *The Jerusalem Triangle—An Urban Biography*.

Researcher: David Kroyanker

Kidron Valley Basin – Preparation of a Master Plan

The Kidron Valley basin extends from the municipal confines of the city of Jerusalem through the Judean desert to the Dead Sea. Its historic, cultural, and religious sites are among the most important in the Middle East, but the basin suffers from the effects of long-term neglect. A comprehensive and sustainable program to realize the economic, cultural, and historic potential of the basin is needed. This project, concluded in 2011, addressed all of the hazards that exist today in the basin area and, in parallel, proposed targets for the conservation and cultivation of the area's historical and cultural resources. The aim was to lay the foundation for the basin to be recognized as a world heritage site. Within the framework of the study JIIS is proposing a comprehensive planning policy for the basin area between Jerusalem and the Dead Sea.

Researchers: Israel Kimhi and Yair Assaf-Shapira

In cooperation with the Dead Sea Drainage Authority

The Christian World and Jerusalem

JIIS research has revealed that Israel's approach to Christian affairs is highly problematic. Matters of authority among the various bodies responsible for the churches and Christian communities in Israel are unclear, and many issues thus fall "between the cracks." Despite the great importance and significance of Jerusalem in the eyes of the Christian world, and despite the church leaders' strong influence on decision makers and world opinion, this crucial and sensitive issue has been relegated to the bottom of the Israeli government's list of priorities. The issue usually makes headlines only around special events such as violent clashes in the Church of the Holy Sepulcher, visa problems, or a Papal visit. The bureaucratic and legal obstacles that thwart efforts on behalf of local Christian churches and communities are often based on fear of setting a precedent that would inspire Muslim or Jewish action one way or another. This study aims to develop a sound and more appropriate municipal and government policy on Christian affairs both in relation to Jerusalem (including tourism and pilgrimage) and in relation to Christian Arab communities in the Galilee.

In cooperation with the Jerusalem Center for Jewish-Christian Relations

Researchers: Dr. Amnon Ramon and Aviel Yelinek

Date of completion: approximately 2 years from date of initiation

Evaluation Studies

At the request of various authorities, JIIS was engaged in three **Evaluation Studies** of social/welfare projects operating in Jerusalem in 2011.

Science at Their Fingertips

A formative and summative evaluation study for a unique physics curriculum for junior high schools. The Bloomfield Science Museum in Jerusalem and Hebrew University's Youth Science Center joined together in planning and implementing this project, which was concluded in 2011.

Researchers: Dr. Maya Choshen, Shiri Borenshtein

In collaboration with the Jerusalem Foundation

Promoting Women's Health in the Third Age in the Community

A formative and summative evaluation study for the Women's Health Center project at Hadassah and the Legacy Heritage Fund. The project seeks to work towards promoting the health of underprivileged elderly women residents of the lower-class Katamonim neighborhood in Jerusalem, by setting up and training a network of volunteers who operate the project and work with them. It was recently decided to expand this project to an additional neighborhood (Gilo).

Researchers: Dr. Maya Choshen, Michal Korach, Shiri Borenshtein

In cooperation with the Hadassah Medical Organization

"The Community Believes in Education – Better Together"

This community education program began in 2000, based on the premise that within a community there is the strength, wisdom, knowledge and desire to ensure the education of neighborhood children and youth. Over the years, thousands of Jerusalem residents took part in the program, Jews and Arabs alike. In every neighborhood where the project was active, a steering committee was set up, made up of both residents and professionals. JIIS hosted a conference to mark the end of the project in mid-2011 at which insights from the field were presented by those who devised and ran the innovative program.

Research team: Dr. Maya Choshen, Michal Korach, Shiri Borenshtein

In cooperation with the Jerusalem Foundation, Ashalim (JDC), Israel Association of Community Centers

CONFLICT MANAGEMENT AND RESOLUTION RESEARCH CLUSTER

The Conflict Management and Resolution research cluster develops new conceptual models and practicable alternatives for the management and resolution of the Israeli-Palestinian conflict, particularly in Jerusalem, for the use of decision-makers.

Jerusalem Work Group: Jerusalem between management and resolution of the conflict

JlIS has been studying the city's political future since 1993, and the signing of the Oslo accords. The aim of this Work Group project is to present policy-makers with reliable, up-to-date information on demographic, social and political trends in East Jerusalem and formulate alternatives for the management of the city today, in the absence of agreements and in preparation for future negotiations. In 2011, the Work Group focused on analyzing the current situation and mapping the positions and interests of both the Israeli and Palestinian sides and other important players. Two policy papers were issued in this context: Lior Lehrs' "Peace Talks over Jerusalem" and Gilad Noam's "The Palestinian Petition to the United Nations for Recognition of a Palestinian State – A Legal/Political Analysis" (see below and in Publications).

Work Group team: Ora Ahimeir, Yair Assaf-Shapira, David Brodet, Prof. Yaacov Bar-Siman-Tov, Brig.-Gen. (res.) Udi Dekel, Prof. Moshe Hirsch, Dan Halperin, Dr. Maya Choshen, Dr. Hillel Cohen, Israel Kimhi, Meir Kraus, Prof. Ruth Lapidot, Lior Lehrs, Reuven Merhav, Dr. Kobi Michael, Adv. Gilad Noam, Prof. Yitzhak Reiter, Prof. Robbie Sabel, Ronnie Shaked, Col. (res.) Dr. Danny Tirza, Dr. Emanuel Sharon, Aviel Yelinek

Coordinator: Dr. Amnon Ramon

The Palestinians Petition to the United Nations for Recognition of a Palestinian State—A Legal/Political Analysis

The Palestinian petition to the United Nations (UN) is part of a broader Palestinian process aimed at advancing Palestinian interests not by means of negotiations with Israel, but through the use of multi-national political and legal frameworks. This study analyzes the political and legal implications of this process, with attention to both long-term and short-term consequences. It also explores the pros and cons of potential reactions by Israel to the different scenarios. The project was concluded in 2011.

Peace Talks over Jerusalem—A Review of the Israeli-Palestinian Negotiations Concerning Jerusalem 1993-2011

Jerusalem lies at the heart of the Israeli-Palestinian conflict and of the national, religious, and political discourse on both sides. Its resolution is therefore crucial for the overall success of efforts to resolve the conflict. And yet, an in-depth review of the history of negotiations between Israel and the PLO reveals that over the course of 18 years – from September 1993 to September 2011 – the two sides held

substantive talks about Jerusalem only on two brief occasions. These negotiations yielded differing, often conflicting, versions, assessments, and interpretations, thus leading to uncertainty and lack of clarity. This research outlines as clear and credible a picture as possible of the negotiations that have been held over the future of Jerusalem, including the identification of areas of agreement and disagreement, and analyzes the manner in which negotiations were conducted, taking into consideration the inherent complexities and limitations. The project was concluded in 2011.

Work Group: The Relationship between the Arab Minority and the Jewish Majority in Israel

The issue of the relationship between the Arab minority and the Jewish majority in the State of Israel is on the national agenda. The aim of this project was to formulate a new model for Jewish-Arab relations entitled: "Towards Inclusive Israeli Citizenship." The multidisciplinary work group, comprising ten experts, authored a policy paper which offers a new perspective on the status of Israel's Arab citizens. This document proposes a number of innovations relating to the following issues: the constitutional status of this minority group, joint citizenship, rights and obligations, appropriate representation, definition of the "Jewish State," participation in government, national service, implementation mechanisms and monitoring of the issue of equality, responsibility of the Jewish and Arab leadership for inclusive discourse and legitimacy. The first stage of the project was concluded in 2011, and a second is under preparation.

Work Group leader: Prof. Yitzhak Reiter

Work Group team: Prof. Yaacov Bar-Siman-Tov, Prof. Frances Raday, Dr. Sarah Osacky-Lazar, Dr. Abigail Jacobson, Dr. Hillel Cohen, Dr. Alex Yakobson, Dr. Kobi Michael, Dr. Ephraim Lavie, Dan Patir

Coordinator: Galit Hazan

In cooperation with the Friedrich Naumann Foundation for Liberty—Jerusalem

Conflicts over Holy Sites

Numerous studies have been conducted at the Institute on the subject of conflicts over the holy sites. The aim of this study is to examine the issues that arouse violent clashes over the holy sites and to identify, from a comparative perspective, ways of reducing the violence and resolving these forms of conflicts. The study is based on special collaboration between Israeli and Palestinian researchers and is characterized by a multidisciplinary approach that integrates theoretical insight into a number of areas, among them, the geography of sacred places, conflict settlement (including history and politics), and urban landscapes. The study will cover, among other things, the following issues: the role of the holy sites in the escalation of conflicts and in their transformation from political to religious conflicts; the role of religious figures in ethno-national conflicts in the construction of meaning imparted to the holy sites and the influence of the construction process on the intensity of the conflict;

conflict-resolution strategies for the holy sites – arbitration decisions, courts, negotiations, third party involvement and economic incentives. The project will include research work in the Israeli-Palestinian context alongside a comparative study of conflicts from other areas in Asia and Europe, while examining theoretical hypotheses and assumptions based on empirical cases.

Team leader: Prof. Yitzhak Reiter

Researcher: Prof. Rassem Khamaisi

Research assistant: Galit Hazan, Lior Lehrs

Construction of the Museum of Tolerance in Mamilla

This project discusses the controversy of the construction of the Museum of Tolerance in Mamilla on a plot that had in the past been a Muslim cemetery. The controversy reflects a clash between human dignity (respect for the deceased) and the urban development of interest of modern societies. It also reflects a conflict between the needs of the Jewish State and the sensitivities of the Muslim-Arab minority, with its needs for symbols of identity in the local and national landscapes. The main issues addressed here were: the individual case of a conflict over the location of the Museum, the political level in the context of majority-minority relations and the universal level of objectivity versus ideological and political positions. The case of Mamilla offers a number of political lessons regarding the eruption of conflict following development projects on plots of land within historical cemeteries in Israel. The study concluded with a call for the establishment of an interreligious body, supported by the state, to represent the different religious and cultural sectors involved and to serve as mediator to help avoid repetitions of similar situations in the future. It was published as *Allah's Safe Haven? The Controversy Surrounding the Mamilla Cemetery and the Museum of Tolerance – Contesting Domination over the Symbolic and Physical Landscapes*, and a symposium on the subject was held.

Researcher: Prof. Yitzhak Reiter

Research assistant: Galit Hazan

Christians and Christianity in the Jewish State

This project deals with Israeli policy towards Christian churches and communities from the founding of the State until today, and discusses the problems and challenges in the relationship between Israel and the churches. It is based in large part on a series of interviews conducted with heads of churches, representatives of local Christian communities, policy-makers and administrators in charge of Christian affairs in the Israeli government, both at the national and local levels. The project will conclude with a book, to be published in early 2012, which proposes recommendations aimed at improving the policy and activities of the Israeli establishment regarding this sensitive and neglected subject. Included in the book are a paper summarizing a public opinion poll on the subject of the attitudes of Jewish society in Israel towards Christianity, the Christian world and the Christian presence in Israel, and a paper that discusses the not-coincidental absence of the

subject of Christianity and its history in the curricula of Israeli schools. The next stage of the project will look at the Arab Christian community in the north of Israel.

Editor and researcher: Dr. Amnon Ramon

Researcher: Dr. Orit Ramon

Research assistant: Aviel Yelinek

In cooperation with the Jerusalem Center for Jewish-Christian Relations



ENVIRONMENTAL POLICY CENTER

The JIIS Environmental Policy Research Center (EPC) enhances public management of environmental matters by influencing decision-making processes, analyzing and expanding data used for designing environmentally-friendly policies, and evaluating the effectiveness of public-service intervention tools.

Sustainability Outlook 2030: Environmental Futures for Israel

The study will propose the indices required to present a picture of the state of the environment on an annual basis, similar to the indices used by the OECD, the EU and the UN-ECE. Possible scenarios of Israel's situation in 2030 are being created, based on internal driving forces (in Israel) and external forces (trade developments, the political situation in the region, global undertakings, technological revolution or ecological disaster, etc.). The EPC is examining the impact of these scenarios on the environment, and will recommend forms of action that the state can take to prevent the negative trends and enhance the positive ones indicated by the scenarios.

In cooperation with the Ministry of Environmental Protection and a philanthropic foundation

Indicators for Sustainable Development in Israel

Following the OECD requirement for annual reports on the state of the environment and the setting of environmental policy for evaluating future situations, the subject of "measurement" has gained momentum. The EPC acquired expertise in this field through previous studies (Indicators for Sustainable Development in Israel – Stage 1, Indicators for Sustainable Development in Israel – Stage 2, Managed Authority Sustainability) and, this year, reoriented this project so as to integrate it into the broader 2030 project. Here, 18 indicators are undergoing analysis (some were analyzed in Stage 2 or are being updated; others are new), and compared internationally with OECD countries. This analysis will serve as a basis for future scenarios: taking into account the past and present we will be able to predict Israel's trends 20 years into the future, should we continue along the path we have been on for the last 20 years.

Researchers: Dr. Amir Eidelman and Yael Yavin

Environmental Peacemaking – A Review of the Literature and Development of the Field

The connection between environmental issues, conflict resolution and peace has been on the international agenda for over two decades. This review of the available literature focused on the "environmental peacemaking" approach that assumes that the environment has inherent qualities that suit the role of conflict resolution, and

that, in itself, it is likely to be a source for reducing the force of the conflict and be part of the resolution process. The review proposes ways in which this approach can support and contribute to peaceful conflict resolution. This project was concluded in summer 2011.

Researcher: Shachar Sadeh

Analysis of Negotiations on Environmental Issues – Recommendations and Ways of Holding Future Environmental Negotiations with Countries in the Region

From the early 1990s, a number of environment-specific negotiations took place between Israel and its neighbors. The aim of this study is to learn from that experience and gain insights into how to improve the management of future negotiations on the environment. The intention is, insofar as possible, to help professionals to identify obstacles and stumbling blocks in advance, as well as opportunities, and to move forward towards better achievements – both environmental and diplomatic. Ten case studies of negotiations over environmental issues were compared and analyzed; in the coming months the insights will be synthesized and written up as an aid for future negotiations, when relevant. This project, like the Environmental Peacemaking Literature Review (see above), are both valuable contributions to the field of environmental democracy.

Researcher: Ori Livne

Reforming Institutions: Mainstreaming environment into institutional decision-making processes, as exemplified by the Land Use Planning Authorities

The study examines the assimilation of environmental considerations in the decision-making processes of planning institutions. To date, it has reviewed the literature and compared 5 case studies that represent the ways institutions operated in the course of environmental struggles and conflicts. Among the topics explored is the degree of willingness of an existing institutional system to accept new concepts and terms, such as the principle of “preventive caution.” The aim is to help institutional preparations for innovations in governance and provide tools for environmental organizations to create institutional change in an effective manner. A roundtable meeting is scheduled for February 2012, and following that the project will be concluded.

Team leader: Prof. Deborah Shmueli

The Effectiveness of the Use of the Private and Administrative Legal Tool for Maximizing the Environmental Responsibility of Hazardous Elements

The study is examining the mechanisms of Israeli private and administrative law for encouraging the environmental responsibility of governmental and private entities, comparing them with models existing around the world and with OECD recommendations. Two case studies are under review that look at the application of compensation liability: (i) due to damage caused by pollution in the Yarkon River, and (ii) due to damage caused by transportation-related air pollution in the Tel Aviv

area. The research will present recommendations and economic evaluations regarding the changes required in the environmental responsibility regime in Israel, adding or changing the existing private and administrative enforcement tools, or changes to the existing policy required to encourage the use of these tools.

Chief researcher: Dr. Orr Karassin

Economist: Dr. Anat Natan

Changes in the Balance of the Water as a Means of Dealing with the Problems of the Dead Sea: Assessment of Possible Solutions

“Water Conveyance” is a World Bank-led peace project between Israel and Jordan aimed at solving the problem of the drop in the level of the Dead Sea. Further to the Dead Sea policy paper, an interdisciplinary team of researchers (geology, hydrology, economics) examined the implications of setting up a “water conveyance” between the Red Sea and the Dead Sea, with an emphasis on Israeli economic and other interests. The study also examined other alternatives to the “water conveyance” that might achieve the project’s objectives. The EPC research was carried out in cooperation with the Dead Sea Works, accompanied by a steering committee that included, among others, government officials and representatives of environmental organizations. The study was recently completed and sent to the Israeli inter-ministerial committee responsible for discussions on the peace conduit project.

Researchers: Dr. Amos Bein (team leader), Dr. Amir Eidelman, Prof. Amitzur Barak, Ran Haklai, Prof. Ezra Sadan, Gabi Shacham, Eli Raz

Enforcement against Building Offenses in Open Areas

Building offenses in open areas cause harm to the environment and the character of the open areas. This study examines the methods of enforcement against building offenses in open areas in Israel, and reveals the major problems in the enforcement system’s method of operation. It classifies building offenses according to an environmental/social/economic ranking, and establishes priorities for enforcement according to the ramifications of the building offenses. Two case studies, including court verdicts, have been examined regarding building offenses on the Poleg shore and the shore of Tiberias. Currently, the final report is being prepared. The study’s recommendations are intended for the planning administration, planning institutions and local authorities, with the aim of reducing the phenomenon.

Researcher: Iris Hann

In cooperation with the Open Landscape Institute

ECONOMICS UNIT

TARGET (Targeted R&D Policy) – A European Union Project

Many states invest vast resources in research and development. Israel is ranked in first place in the rate of investment in R&D relative to the GDP, but experience accumulated around the world shows that these investments are not the product of an informed and targeted procedure based on clear policy, and therefore do not fulfill their full potential nor are they as efficient as they could be. JIIS is a partner to this international study, which is conducted in cooperation with five other states: France, Scotland, Lithuania, Slovenia and Spain (Galicia). Focusing on the field of biotechnology R&D, the team devised the TARGET Toolkit, designed to help policymakers streamline their R&D policies and determine feasible interventions that lead to a functioning biotechnology system of innovation within a country or region. The Toolkit, released in 2011, offers a way for policymakers to work through the complexities associated with targeted policies and come up with a tailored, context specific strategy based on realistic assessments of their country or region's resources and capacities. The Finance Ministry noted the model in the proposed R&D budget for 2011-12.

Project director: Dr. Dan Kaufmann

Researcher: Oz Gore

Steering committee at JIIS: Dr. Emanuel Sharon, Dr. Jacob (Kobi) Metzger

International collaboration in R&D

The study is intended to perform policy evaluation of international R&D collaborations. It examines the state's objectives in joining such collaboration programs, and the expectations of the Israeli companies taking part in them and the barriers facing them. An evaluation is also done of bilateral agreements, the EUREKA program in particular. The study, completed in 2011, was carried out in cooperation with the European Union, the Ministry of Industry, Trade and Labor, the Chief Scientist, the Israel Export Institute and DMATIMOP (Israeli Industry Center for R&D).

Team director: Dr. Dan Kaufmann

Researcher: Yael Marom

Ultra-orthodox in the Workforce

The issue of integrating the ultra-orthodox into Israeli society is on the national agenda. This, JIIS' second study on the subject, examines the issues involved in integrating members of this community who have a higher education (including vocational high school education) into the workforce. It identifies a series of barriers – social barriers of the ultra-orthodox and/or employers, barriers related to availability of work, barriers related to the type of training given to the ultra-orthodox and to the quality of training, and so on. The study will also offer a policy framework for dealing with these matters. It will cover quantitative and qualitative

aspects, drawing on interviews with many ultra-orthodox who have already assimilated into the workforce.

Research coordinators: Dr. Dan Kaufmann and Reut Marciano



Participants at the international TARGET meet tour Jerusalem

Appendix B

JIIS Publications and Project Reports – 2011

Most JIIS publications are available on the Institute's web site (publications that appear only in Hebrew usually have an Executive Summary in English). Project reports refer to documents evaluating and/or concluding projects that were commissioned; they are not always made available for general publication. The following list refers to books and reports published in the past year.

Publications

Statistical Yearbook of Jerusalem 2011, 25th edition (in Hebrew and English)

Maya Choshen (ed.)

The 2011 *Statistical Yearbook of Jerusalem*, as always, provided 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. The *Yearbook* is widely considered "the" resource on the city of Jerusalem.

Jerusalem Facts and Trends 2011 (in Hebrew and English)

Maya Choshen and Michal Korach (eds.)

This is the companion volume to the *Statistical Yearbook of Jerusalem*. It 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.

The Jerusalem Triangle – An Urban Biography (in Hebrew)

David Kroyanker

Jaffa, King George and Ben-Yehuda Streets represent Jerusalem's historic "triangle." David Kroyanker describes a time when this triangle was the beating heart of the city, in the mid-1930s-60s. The book includes five walking tours.

"The Palestinian Petition to the United Nations for Recognition of a Palestinian State – A Legal/Political Analysis"

Gilad Noam

Israel must consider the many future implications of the possible admission of Palestine as the 194th member of the UN in the foreseeable future. This policy paper addresses the situation, with a particular focus on the legal aspects and how they might affect the hitherto-unresolved conflict between the Palestinians and Israel.

"Talmud Torah is Equivalent to All": The Ultra-Orthodox (Haredi) Education System for Boys in Jerusalem (in Hebrew)

Udi Spiegel

This study presents a unique phenomenon in the field of Israeli education – the haredi (ultra-orthodox) education system for boys. It describes a system that has created a meaningful alternative to the regular state education in Israel, employing its own methods and teaching means.

The Rise and Fall of Arab Jerusalem (JIIS and Routledge)

Hillel Cohen

This book examines Palestinian politics in Jerusalem since 1967, particularly since the outbreak of the second Intifada in September 2000, focusing on the city's decline as an Arab city and the identity crisis among the Jerusalemite Palestinians. Principally concerned with developments in Palestinian politics, it covers issues such as the separation wall, military activity and terror, planning regulations, the joint Jewish-Arab struggle against the occupation, and efforts to remove Palestinians from the city.

War, Peace and International Relations in Contemporary Islam: Muslim Scholars on Peace Accords with Israel (JIIS and Sussex Academic Press)

Yitzhak Reiter

This book analyzes the thinking of Muslim legal experts and muftis in the field of international relations as well as their efforts to adapt Islamic law (Shari'a) to the realities of modern statesmanship and relations among states and peoples. It assesses their stances regarding peace agreements with Israel as a special case.

Toward Inclusive Israeli Citizenship: A New Conceptual Framework for Jewish-Arab Relations in Israel (in Hebrew, Arabic and English)

Yitzhak Reiter

This study, with the participation of ten researchers from various universities and research institutes, proposes a new conceptual framework to address the status of the Arab minority while simultaneously striking a balance between Israel as a Jewish state and as a democratic state. The project was funded by the German Friedrich Naumann Foundation for Liberty.

Where City and Stream Meet (in Hebrew)

Moti Kaplan and Yaara Rosner

Israel's streams including those passing through urban areas have been subjected to many years of abuse. The result has been that Israel's cities lost a central asset, which has instead become a neglected "back alley." This study provides a review of the conflicts that arise around the interface of the stream and the city and presents updated approaches from around the world on the planning of urban watercourses.

Allah's Safe Haven? The Controversy Surrounding the Mamilla Cemetery and the Museum of Tolerance – Contesting Domination over the Symbolic and Physical Landscapes (in Hebrew)

Yitzhak Reiter

This book discusses the controversy of the construction of the Museum of Tolerance in Mamilla, on a plot that was in the past a Muslim cemetery. This conflict reflects a clash between human dignity (respect for the deceased) and the urban development of interest of modern societies, as well as between the needs of the Jewish State and the sensitivities of the Muslim-Arab minority. The book is currently undergoing translation into Arabic.

Downtown Jerusalem: The Story of Jerusalem's City Center and Its Regeneration (in Hebrew)

Amnon Ramon, Aviel Yelinek, Asaf Vitman (eds.)

This book tells the story of Jerusalem's city center over the last 150 years – right up to the ambitious renewal plan currently underway undertaken by the Israeli government and the Jerusalem Municipality.

Jerusalem as an Internal Migration Destination for Israeli-Palestinian Families (JIS and Floersheimer Studies at the Hebrew University of Jerusalem; in Hebrew)

Asmahan Masry-Herzalla, in conjunction with Eran Razin and Maya Choshen

Palestinian-Israelis are increasingly opting to move to Jerusalem, both in search of higher education and because of the potential employment opportunities available to them, according to this new study.

For the Sake of Zion I Shall Not Stand Still? (in Hebrew)

Gabriel (Gabi) Sheffer and Eyal Tsur

This book marks the first comprehensive research that focuses on the Jewish Diaspora's relations with Jerusalem, Israel's capital and the holiest city for most of the Jewish people. It examines the standpoint of Diaspora communities and their central organizations vis-à-vis questions concerning Jerusalem and the actions they take for its sake.

Jerusalem: Some Legal Issues (Update)

Ruth Lapidot

This publication attempts to explain why the legal status of Jerusalem is such a thorny problem in the search for peace. It summarizes legally relevant landmarks in the recent history of the city, reviews opinions expressed by experts in international law about its legal status, and examines proposals made for the future of the city in the recent stages of the peace process.

Altering the Water Balance as a Means to Addressing the Problems of the Dead Sea (in Hebrew)

Amos Bein (ed.)

The Dead Sea water level is dropping at an alarming rate. Stabilizing and or raising the water level will require a conduit to convey water from the Red Sea or the

Mediterranean to the Dead Sea. This publication analyzes and compares the cost effectiveness and implications of various alternatives for such a conduit and achieving its declared goals.

Metropolitan Parks and Recreation Areas in Israel (in Hebrew)

Iris Hann (ed.)

A manual offering basic principles and recommendations for planning and advancing metropolitan parks and recreation areas in Israel. The research was conducted by the Jerusalem Institute, with support from the Charles H. Revson Foundation, the Green Environment Fund, the Ministry of Environmental Protection, the Jewish National Fund, the Ministry of Construction and Housing, and the Jerusalem Development Authority.

Peace Talks over Jerusalem (in Hebrew)

Lior Lehrs

A review of all the Israeli-Palestinian negotiations concerning the city that took place between 1993 and 2011. This study provides background on how decisions were – and were not – made at the different talks in order to provide decision makers and negotiators with a better understanding of the gaps, difficulties, and different positions that exist, and to draw on past experience to make future negotiations more fruitful.

TARGET Toolkit

The Target Toolkit is one of the main achievements of the TARGET project. It is designed to help policymakers form a strategic "road map" to streamline their R&D policies and determine feasible interventions that lead to a functioning biotechnology system of innovation within a country or region.

The Historic Basin – Problems and Possible Solutions

Amnon Ramon (ed.)

This book comprises an English translation of selected chapters from the original Hebrew version (2007). It offers numerous possible solutions to the Israeli-Palestinian conflict, with special reference to the historic basin of Jerusalem – the very heart of the problem.

Kidron Valley—Wadi El Nar Master Plan

Arie Rahamimoff and Liora Meron

This Master Plan is a blueprint for the common future of the Kidron Valley/Wadi Nar developed by Israelis and Palestinians in coordination and in consultation with stakeholders from both entities. It reflects a common vision to improve the quality of life for local residents and visitors, both environmentally and economically. JIIS was part of this venture, in conjunction with the Jerusalem Municipality, Dead Sea Drainage Authority, Ministry for Environmental Protection, Peres Center for Peace, and Milken Institute.

Project Reports

Master Plan for Community Services Edifices

An interim report, the third to date, was submitted to the client, the Jerusalem Municipality's Community Services Administration, in 2011. It included recommendations for planning and action regarding land allocations and construction.

Science at Their Fingertips

A final report was submitted to the Jerusalem Foundation evaluating this project, which devises a unique physics curriculum for junior high schools.

Promoting Women's Health in the Third Age in the Community

An interim report was submitted to Hadassah Medical Organization evaluating the third year of this project, which is aimed at promoting the health of underprivileged elderly women residents of a lower-class neighborhood in Jerusalem. The report included both statistical information, an evaluation of the achievements and hurdles experienced thus far, and recommendations.

Collaboration in R&D

The report analyzed the added values of the Israeli bilateral and multilateral R&D programs, specifically the EU's EUREKA program. It was found that collaborative projects are critically important, but structural changes are required to improve the way these programs are managed: the current structure poses difficulties in exploiting their potential. The report was presented to the Israeli Industry Center for R&D in the Ministry for Industry, Labor and Trade.

Card Index – Conservation of Sites

In this report, we proposed a methodology and set of criteria for determining conservations sites for the city of Jerusalem. The aim of the project is to draw up a comprehensive, up-to-date, computerized conservation list for the city that will become a statutory list. The report was based on a comparison of case studies elsewhere in the world, was submitted to the Municipality of Jerusalem.

Appendix C

2011 OPERATIONAL BUDGET

2011 ended with a lower-than-expected budget, regarding both income and expenses. At the same time, we maintained our planned deficit of approx. \$130,000. Regarding income, we received \$250,000 less than anticipated, and regarding expenses, the most significant cuts were made in the area of sub-contractors/suppliers of services – \$273,000 in total cuts.

The income discrepancy can be explained by the decision to postpone the Marom Plan slated for 2012 (almost \$117,000) and the continuation of various existing projects, which meant that other planned payments were postponed.

As noted, actual expenditure shows lower-than-expected outlay on payments to sub-contractors. Again, this discrepancy can be explained by the continuation of existing projects and the parallel postponement of new payments.



Knesset Speaker Reuven Rivlin addresses the seminar marking the centenary of Teddy Kollek's birth

| JIS Budget 2011 | | | | |
|------------------------|--|--|-------------------------------|--|
| | | | 31-Dec-11 | |
| | | | <u>2011 Budget</u> | <u>2011 Budget (Actual)</u> |
| <u>INCOME</u> | | | | |
| | Contributions - unspecified | | 1,075,000 | 1,099,159 102.2% |
| | Income from projects | | 1,330,003 | 1,054,908 79% |
| | Income - miscellaneous | | 19,444 | 18,859 97% |
| | <u>TOTAL INCOME</u> | | <u>2,424,447</u> | <u>2,172,926 90%</u> |
| <u>EXPENSES</u> | | | | |
| | Salaries | | 1,100,000 | 1,095,628 <u>100%</u> |
| | Administration - general | | 208,333 | 182,478 <u>88%</u> |
| | PR/Development | | 138,889 | 171,859 <u>124%</u> |
| | Adjunct researchers | | 860,817 | 607,897 <u>71%</u> |
| | Publications | | 199,567 | 188,503 <u>94%</u> |
| | Project expenses (excluding researchers' salaries) | | 59,737 | 48,208 <u>81%</u> |
| | <u>TOTAL EXPENSES</u> | | <u>2,567,343</u> | <u>2,294,573 89%</u> |

NB: The budget is based on an exchange rate of \$1 = NIS 3.6

| Income 2010-11 | | | |
|--|------------------|----------------------|--------------------|
| in \$US* | | | |
| | 2010 | Expected 2011 | Actual 2011 |
| Charles H. Revson Foundation | 974,972 | 1,035,000 | 1,029,561 |
| Dead Sea Basin Authority | 436,772 | 392,809 | 488,860 |
| Jerusalem Development Authority | 278,274 | 162,964 | 47,712 |
| Jerusalem Municipality | 256,516 | 229,062 | 94,676 |
| Richard and Rhoda Goldman Foundation | 135,000 | | |
| European Union | 97,330 | 157,551 | 12,370 |
| Dead Sea Works | 72,379 | 88,464 | 117,702 |
| Yad Hanadiv | 40,750 | 189,561 | 181,635 |
| Raymond Frankel Foundation | 28,000 | 28,000 | 28,744 |
| National Science Foundation | 24,542 | | |
| Jerusalem Foundation | 22,485 | 12,479 | 18,026 |
| Hadassah - Center for Women's Health | 15,530 | 15,530 | 16,639 |
| S. Neaman Institute | 13,441 | | 1,636 |
| Gaas Foundation | 12,405 | 12,000 | 14,043 |
| Friedrich Naumann Stiftung | 9,070 | 5,269 | 6,193 |
| Konrad-Adenauer-Stiftung | 8,874 | | |
| Dialogue | 8,364 | | 5,778 |
| Ministry of Environmental Protection | 7,042 | 29,074 | 25,186 |
| Shasha Center for Strategic Studies (Hebrew University) | 3,861 | | 10,910 |
| Peres Center for Peace | 40,395 | 21,630 | 15,914 |
| Jerusalem Center for Jewish-Christian Relations | | | 10,333 |
| Other clients | | | 28,149 |
| New Israel Fund | | 10,000 | |
| Ministry of Industry, Trade and Labor | | 31,022 | |
| MISCELLANEOUS | | 4,033 | 18,859 |
| TOTAL | 2,486,003 | 2,424,447 | 2172926 |
| *\$1 = NIS 3.6 | | | |
| The income from philanthropic sources (non-designated monies or monies for specific projects) stood at 50.5% of the total income for 2011. | | | |

Direct contribution of Revson Foundation funds to 2011 activities

The generous and ongoing contribution of the Charles H. Revson Foundation goes way beyond quantitative measurement – it has sustained us, allowed us to retain our independence from political or other interest-related groups, and enabled us to make decisions and judgments and initiate projects we believe are vital for Jerusalem and/or Israel, based solely on professional considerations. For all this we thank you.

The 2011 allocation of the Revson contribution stood at \$1,024,041 after overhead payment to the Jerusalem Foundation. This represented 47% of the Institute's total income; the remainder was earned as income from projects (from the commissioning authorities and/or philanthropic organizations), with a small amount coming from undesignated contributions. By research cluster, the Revson grant was divided up as follows:

- The grant to the Jerusalem research cluster totaled \$407,785 – 34.6% of the expenses* of that cluster and 39.8% of the grant.
- Conflict Management cluster: \$226,540, which is 89% of the cluster's expenses and 22.1% of the grant.
- Environment Policy Center: \$308,993 – 50.9% of the Center's expenditure and 30.2% of the grant.
- \$80,729 (approx. 8%) went towards JIIS' visibility – maintaining the web site, newsletter expenses, PR activities, and so on.

* Administrative overheads are incorporated into the different clusters.

Appendix D

Governance

This year, four Board meetings were held, the Academic Committee met twice, and there was one General Assembly meeting.

The JIIS Family

In 2011, Ora Ahimeir, JIIS' founding director, was honored as a "Yakir Yerushalayim" (Distinguished Citizen of Jerusalem) in recognition of her service to Jerusalem. In addition, Valerie Brachya, director of the EPC, was a co-recipient of the 2011 Israel Planners Association Planning Award, "for being at the vanguard of environmental change in Israel, shaping attitudes and policies since the 1970s," and JIIS researcher Lior Lehrs won the annual Carmon Prize, awarded by the Leonard Davis Institute for International Relations at the Hebrew University to outstanding graduate students. Lior won for his MA thesis on "Private Peace Initiatives in Conflict Resolution Processes," in which he reviewed and analyzed tens of peace initiatives advanced by private citizens in different geopolitical conflicts and at different times.



JIIS Founding Director Ora Ahimeir is named a Distinguished Citizen of Jerusalem

Unit Directors

Meir Kraus – Director General

Yaacov Bar-Siman-Tov – Head of the Institute and Director of the Conflict Cluster

Valerie Brachya – Director of the Environmental Policy Center

Israel Kimhi – Co-Director of the Jerusalem Research Cluster

Dr. Maya Choshen – Co-Director of the Jerusalem Research Cluster

Dr. Dan Kaufmann – Director of the Economics Unit

Research Staff

Yair Assaf-Shapira – Mapping, graphics & databases
Eitan Bluer – Statistics and urban issues in Jerusalem
Inbal Doron – Demography and statistics
Oz Gore – Economics and R&D policy
Galit Hazan – Environmental policy; Islam and Middle Eastern Studies
Michal Korach – Jerusalem's demography and society
Prof. Ruth Lapidot – International law
Lior Lehrs – The Israeli-Palestinian conflict and peace negotiations; Jerusalem
Reut Marciano – Israel's ultra-orthodox; R&D in Israel
Yael Marom – International R&D collaboration; Eco-innovation
Reuven Merhav – International and Middle Eastern affairs
Dr. Amnon Ramon – Modern Jerusalem; Christianity and Christians in Israel
Prof. Yitzhak Reiter – East Jerusalem; holy places; Jewish-Arab relations in Israel
Aviel Yelinek – Urban planning and Jerusalem studies

Administrative Staff

Shirli Ben-Tolila – Executive Assistant to the Director
Hamutal Appel – Conference Coordinator and Publisher
Sigal Daly – Accounting

BOARD OF DIRECTORS

Dan Halperin, Chairman of the Board; Managing Director, IFTIC Ltd.
Avraham Asheri, Former Director-General, Israel Discount Bank
Danny Bar-Giora, Director of Education Administration, Jerusalem Municipality
David Brodet, Chairman, Bank Leumi
Ruth Cheshin, President, Jerusalem Foundation
Prof. Sergio DellaPergola, Hebrew University of Jerusalem
Roy Folkman, Head of Strategic Planning Division, Jerusalem Municipality
Prof. Hanoch Gutfreund, Former President, Hebrew University of Jerusalem
Ariel Halperin, Managing Director, Tenram Investments
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Dina Rachevsky, Architect, former Head of Planning Division, Ministry of the Interior
Judith Shalvi, Director, Avney-Rosha Institute
Ehud Shapira, Director, Bank Leumi
Emanuel Sharon, Former Chairman, Bank Hapoalim
Prof. Ilan Solomon, Hebrew University of Jerusalem

All Members of the Board are volunteers.