



Glancing Back, Leaping Forward

Bakehila - Leading Social Change

Annual Report 2014-2015



This year's annual report is dedicated to the children of Jerusalem, who possess the potential for an enhanced and improved future for citizens of all backgrounds, religions and social status.



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“**Imagination** is more important than **knowledge**. For knowledge is limited to all we now know and understand, while **imagination** embraces the entire world, and all there ever will be to know and understand.”

Albert Einstein





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Message from our Chairwoman - Debbie Margalit

Dear Friends,

I am honored to be entering our 12th year of social impact with a strong sense of renewal and innovation. This year we will be launching new and exciting projects, expanding into new neighborhoods, and increasing our reach into new sectors of society. We will be commencing a new project within the Ultra-Orthodox community and expanding into additional Arab neighborhoods. In addition, we will launch Bakehila's first Garin Nahal (a special service division) in the Israeli Defense Forces (IDF), with a group of our service fellows from this past year, offering them a unique opportunity to continue their social activism while simultaneously completing their required military service.

We strongly believe that social change can be reached by continual endeavors within the various and diverse components of society – primarily through education and through developing generations of young social entrepreneurs. We are extremely proud as we are beginning to see children that we have worked with and guided over the years, who are now, themselves, enrolling in voluntary service programs before they serve in the IDF.

On behalf of the Bakehila kids, teens, service fellows, staff and communities, I want to thank our donors and partners who have made our years of work possible. On a personal level, I have been volunteering with Bakehila for many years now, and for the past couple of years I have served as the chairwoman. In this capacity I feel privileged to work with the Bakehila professional team - a truly inspiring group of dedicated and capable people with a profound sense of social commitment.

I feel Bakehila values pluralism through our heterogeneous team as they represent and work with the various components of this exciting but complex city.

My hope for this new year is that we will explore ways to further educate towards the understanding and acceptance of one another.

Debbie Margalit
Bakehila Chairwoman





“We strongly believe that social change can be reached by continual endeavors within the various and diverse components of society...”



Mission

To break the cycle of poverty, empower Jerusalem communities and foster a network of young social leaders in Israel by promoting civic responsibility, equal opportunity and social mobility.

Bakehila operates several integrative educational programs inside local schools and community centers, designed to help children and youth from struggling communities reach their full academic and personal potential. Students are offered in-school assistance as well as after-school enrichment and personal development opportunities aimed at closing the educational gap among Jerusalem's diverse populations. In order to ensure long term sustainability, Bakehila works hand-in-hand with local authorities and community leaders to promote and cooperation within the community.

Bakehila's activities are primarily implemented by talented young adults who have chosen to postpone their required military service and dedicate a year to intensive work deep within Jerusalem's eclectic communities. Over the course of the year this carefully selected group of young leaders participates in Bakehila's comprehensive leadership training programs, transforming themselves into agents of social change and a network of social activists.

To date, Bakehila has impacted roughly 25,000 children in 8 different neighborhoods in Jerusalem, and is the leading organization in Israel for the training and operation of year of service fellows, with a network of 400 young adults.

This year, Bakehila continues to touch lives as additional programs are instituted, new sectors of Israeli society are reached, and we lay down the plans to expand beyond Jerusalem's borders.

Bakehila is proud to play this critical role in shaping the future of Jerusalem and Israel.

“The connection I made
with the kids over the year
made giving a year of my life
100% worth it.”

Dor, Service Fellow cohort 2014-2015





A Year of Impact & Growth

Bakehila kicked off its 12th year with its annual summer training and immersion month for 45 new service fellows hailing from all over the country. Packed with captivating seminars, study sessions and workshops, Bakehila's new recruits began this noteworthy year learning about education, welfare, minority and disadvantaged populations, and, of course, all about Israel's capital and holiest city and their new home for the year - Jerusalem. Working on group dynamics, acquiring the tools needed for their individual mentoring work with kids and preparing activities for year, the service fellows began sharpening their own leadership skills. The program opened with a three-day hike in the outskirts of Jerusalem, putting the fellows' navigation skills and collective effort management to the test, and concluded with a powerful ceremony at Mount Herzl, Israel's national military cemetery in the western part of Jerusalem. Upon completing the ceremony, participants received the keys to their apartments, and the new year of impact had begun!



Bakehila's core programs

Education:

- **Classroom support and academic assistance** in multiple schools across Jerusalem to narrow the educational gap between populations.
- **After school Learning and Enrichment Centers** to provide extra-curricular and educational activities while boosting social skills.
- **Individual mentoring** from a positive role model for those who lack the support they need to succeed.

Family:

- **Family workshops** to involve parents and provide them with the tools they need to help their children.

Community:

- **Community events** to foster a feeling of unity and responsibility, while generating positive group experiences.
- **Empowering local authorities** to take responsibility.

Training young adults to be agents of social change:

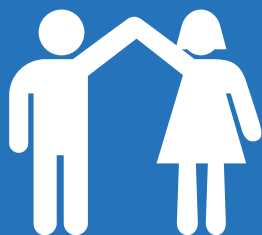
- **Leadership training and enrichment** to stimulate the mind and generate an intellectual toolbox for work with the community.
- **Jerusalem fellowship** for alumni fellows to infuse Jerusalem with the youthful spirit of social activism.
- **Continued leadership training programming** for alumni to sustain their personal growth and encourage and support a community of social change agents.

“I had such a difficult year, but having my service fellow mentor there made it so much better.”

Michael, 3rd grade, Katamonim



Our Year in Numbers



180 kids
mentored



750 kids
participated in
Learning &
Enrichment
Centers



15
Learning & Enrichment
Centers operated

12 Years
of Impact



16
alumni fellows enrolled
Garin Nahal Bakehila
program



45 Bakehila
new service fellows
worked in community programs





8 communities
impacted

38 
community events
carried out



2
Bakehila centers
created in **Arab neighborhoods**

85%



Service Fellow alumni
are dedicated
to continuing their
social activism

40 volunteers
from other organizations
participated in a
Bakehila study day



15
schools received
classroom assistance
for their students



Highlight Reel

Beyond Bakehila's core programs, each community develops their own unique character throughout the year, created hand-in-hand with local community members, Bakehila professional staff and service fellows. We are proud to put the spotlight on some of those extra special moments.

Celebrating Community

Five years ago, Bakehila service fellows initiated a community street fair in Bakehila's largest and most complex neighborhood of operation - Gilo. Today, Gilo's street fair, known as "**Chag-Glio**", a pun meaning "the holiday of Gilo", is a highly anticipated annual affair. The "Chag-Gilo" street fair continues to be the only community event where local artisans can sell their crafts, at no cost, and is open to the public free of charge.

Together with the neighborhood youth, Bakehila's service fellows managed the event from beginning to end, organizing the various booths, activities and entertainment. This summer, 500 Gilo families filled the streets to enjoy entertainment, arts and crafts, tasty food delicacies, and most of all - each other. A true community celebration!



Going Above and Beyond

After discovering that they were living in close proximity to a women's shelter (home to women and children seeking refuge from abuse), two of Bakehila's service fellows decided to take their community empowerment work to the next level and volunteer additional hours together with neighborhood kids at the shelter. Both the service fellows and kids soon became significant members of the shelter's volunteer network, bonding deeply with the women and children. They provided emotional support, organized fun activities, and offered companionship and academic assistance to the kids at the shelter.

Beyond the unquestionable personal growth that our service fellows experienced during their service year, the initiative they took directly reflects Bakehila's holistic approach to community responsibility.

The Joining of Generations

Last Hanukah, in search of a meaningful activity to inspire the community for the holiday of lights, the Bakehila service fellows and youth from the Katamonim neighborhood decided to visit homebound elderly community members and light Hanukah candles with them. This beautiful and most welcomed act of kindness made vast strides in teaching kids about true community responsibility and in strengthening the community fabric by bringing the young and old together.

“There is no better exercise for your heart than reaching down & helping to lift someone up”

Bernard Meltzer





בַּקְהִילָה

משנים מציאות חברתית

بكهילה Bakehila

שנת שירה

A Letter to My Mentees

(translated from original Hebrew)

My year of service is coming to an end and I am not sure why it's called a "year of service". It should actually be called "a year of love"- because that's what this year is filled with. Lots and lots of love. My love towards you, that has given me the desire to do and create, and your love towards me that touches me time and gives me butterflies in my stomach. You are but only 9 years old, but you've changed my life. Each and every one of you in an unexplained way- from teaching me long division (which I forgot!) to helping me understand where you come from and that things that I see as a given are not always possible. I am positive that you will succeed in life, even though you had a rough start, because you now dream!

So when things get tough, and you feel like you are about to break, remember that I am here. Whether I am near or far, I've got your back. I am here for you, always.

Never ever stop dreaming.

***All my love,
Yair the Service Fellow***





Outcomes



30%
increase
on English
language exams

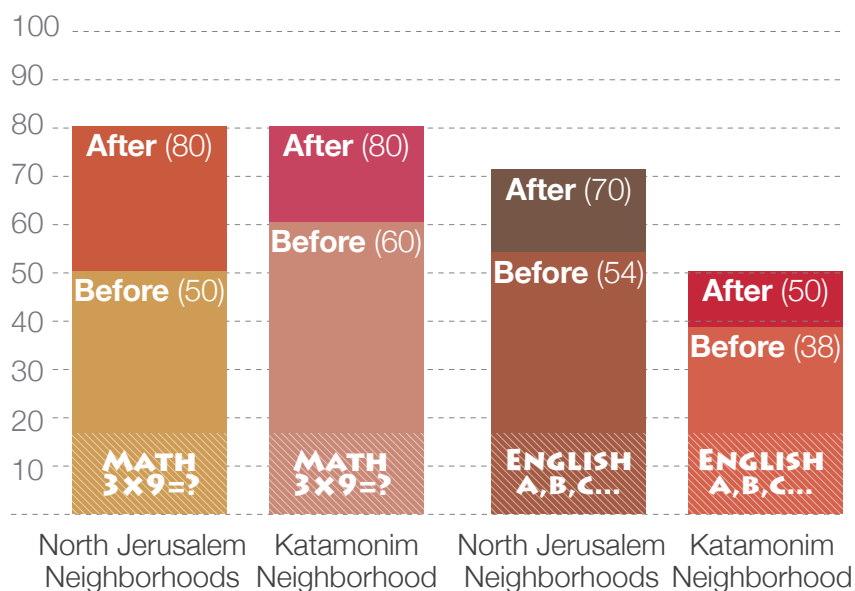


30%-60%
increase on
exam scores in Math

A Sampling of Impact in Numbers:

In order to ease the intimidating transition for kids moving from elementary to middle school (6th to 7th grade), Bakehila runs a summer program, Maavarim (translated as “Transitions”), packed with learning and fun for students. The main focus of the program is to increase the students’ scores in the subjects of English and Math in order to boost their confidence as they enter their new school environment. According to research, self-esteem plays a crucial role for kids when adjusting to a new social and academic setting. Additionally, the program offers its participants a sort of “summer camp” experience which they would otherwise be unable to afford for themselves. **Bakehila’s goal is to ensure that the kids enter middle school with enthusiasm and confidence towards this next step in their lives!**

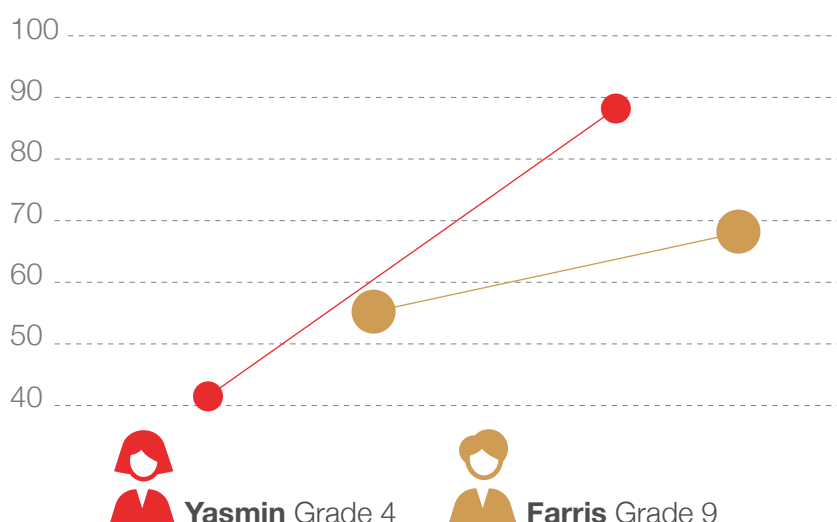
Average test scores of kids before and after participating in the Maavarim



Arab-Israeli youth in Jerusalem suffer from inadequate educational opportunities- crowded classrooms, lower academic level, and a culture that is less-inclined to encourage its youth to invest in their education. Studies have shown that Arab-Israeli students score on average 100 points lower than their Jewish counterparts on the national standardized test- the Psychometry - a required exam for entering Israeli colleges and universities.

Bakehila has spent the last six years battling this enormous educational gap by with its proven model - Learning and Enrichment Centers, inside some of the Arab-Israeli neighborhoods of Jerusalem.

The following is a sample of the grade improvements of two students from their first semester and third semester, after participating in the Bakehila Learning and Enrichment Center program in Beit Safafa.



“Since participating in Bakehila's enrichment program, my students have shown immense improvement in their self-confidence and studies.”

Malaaha, school teacher,
Beit Safafa



Upwards
&
Onwards!

Embarking on new frontiers!

In response to the dynamic social environment in Israel, Bakehila is proud to announce the new directions and activities planned for the coming year.

Bakehila in Green – impact in the IDF!

Each year, upon completing their year of service, Bakehila's fellows are drafted into the IDF and spend at least 3 years serving the State of Israel. This year, a group of Bakehila's fellows have chosen to partake in the pilot year of Garin Nahal Bakehila, a special service division of the IDF. This program, designed to maintain the young idealistic spirit throughout the demanding military experience, offers the service fellow alumni an exceptional opportunity to continue their social activism while simultaneously completing their required service. In addition, the older IDF service fellows are in a unique position to work with older teens and serve as positive role models. Ultimately, we hope to see the neighborhood youth inspired to become service fellows on their own and eventually join the Garin Nahal Bakehila program!



Back to the Basics - English for Ultra-Orthodox Boys

The ultra-orthodox community in Jerusalem is plagued by high rates of unemployment and poverty. The lack of secondary education among this group is a major contributing factor. As a first step in reaching this complex and insulated population, Bakehila will be tapping into a small network of Ultra-Orthodox teachers who have been part of an English language teaching program in their neighborhoods. We plan to work with 200 boys from ultra-orthodox neighborhoods in Jerusalem between the ages of 9-11, who currently cannot read or write in English- a

necessary skill required to study in institutes of higher education and for gaining higher-paying jobs in Israel. In small groups, the boys will study the foundations of the English language, thus strengthening their knowledge base, increasing their confidence in learning new skills, and expanding their horizons.

This is a first step towards our ultimate goal to institute Bakehila's proven learning and enrichment center model inside ultra-orthodox neighborhoods across Jerusalem, to be operated by local professionals and national service volunteers from ultra-orthodox backgrounds. We believe that Bakehila's holistic model for youth empowerment could potentially play a truly significant role in transforming the economic condition of the ultra-orthodox sector, effectively impacting the entire city of Jerusalem and beyond.



Impacting Together – Center for Integrative Activism

Bakehila will be partnering with a community council in the heart of Jerusalem, which is currently running a young activist program for its more privileged local youth. However, this district actually represents a diverse demographic makeup of people, most of whom are not benefitting from what the community council has to offer. Bakehila has decided to join forces with the community council in an effort to integrate youth from all backgrounds into the community's young activist program and to promote collaborative leadership and activism among the diverse populations living in the same neighborhood.



Spreading the Knowledge

Bakehila has proudly opened The Center for Educational Growth (CEG) offering organizations the opportunity to be coached by Bakehila's qualified professionals in the areas of informal education and instruction of volunteers and community leaders. Drawing on over a decade of experience, the CEG will provide the tools needed to adopt Bakehila's best practices and expertise, to maximizing their volunteer force and organizational leadership. Additionally, the CEG will oversee the establishment of learning and enrichment centers modeled after Bakehila's program, in more privileged neighborhoods of Israel, to establish a trend of continued learning and enrichment in the afternoon hours for all populations.

Arab Sector Expansion

In reaction to the success of Bakehila's Learning and Enrichment Center in Beit Safafa, two additional Arab neighborhoods in Jerusalem implemented the model this past year with great enthusiasm. As the buzz continues to spread throughout the Arab community, Bakehila will begin to work with three additional Arab communities in Jerusalem's periphery this coming school year, slowly making headways in the educational and community experience for Arab children in Israel.







To be Smart Yet Humble

Interview with Chen Bitan, General Manager of CyberArk

September 2015

By: Nimrod Danishman, Bakehila alum, cohort 2009-2010

When CyberArk first went public, General Manager Chen Bitan, stood full of pride. Since then, the company's stock value has been on the rise. Chen, along with his executive staff, decided to generously donate some of the company shares to Bakehila. We asked Chen to share why they have decided to support our cause.



Throughout his childhood, Chen Bitan never dreamed he would become the general manager of one of the most successful high-tech companies in Israel. Growing up in Gilo, one of the southern neighborhoods of Jerusalem built after the six day war, he mostly remembers spending time outdoors playing soccer.

"I had a great childhood. We didn't grow up in a very rich family, but we weren't poor either. We were taught to always work hard and told that we were responsible for our own ability to succeed in life. For as long as I can remember, my parents have taught me that my future and my character is in my own hands."

"Both my parents were amazing. Many of the values I live by today were given to me by my parents. My mother was born in Persia, (now Iran), and my father, a true Jerusalemite came to Israel from Morocco. During those days in Israel, there was an atmosphere of discrimination towards Jewish immigrants from Middle Eastern countries, referred to as the "Mizrachi" community in Israel. But my parents always said- 'discrimination or not, if you work hard, you will succeed. If you are good at what you do, you will succeed. If you push yourself, you will succeed.' I think that their attitude is what really guided my entire family throughout life."

Today, Chen is the General Manager of CyberArk, an international company specializing in defending inter-organizational cyber-attacks, founded in 1999, during the initial ".com and high-tech boom". After nearly two decades, CyberArk has grown into one of the most successful companies in its field, according to Bitan. Today, 17 out of 20 of the leading banks worldwide use CyberArk's products. Last year CyberArk went public in NASDAQ and has since tripled its value, exponentially increasing investor returns. The CyberArk leadership generously decided to designate some of its shares to charity and give back to the community in Israel.

“My definition of a successful company is not only of one that is profitable, yet one that’s built on a set of values.”

Why did you decide to donate some of the company's shares to charity?

"We are building a business that is connected to the community and to the society, and throughout the years we have really tried to put an emphasis on that. Whether it's focusing on a specific mission like packaging and delivering food for the needy, implementing volunteering into our employee's regular work schedule, or the decision to take a bigger role and invest in a nonprofit organization whose cause that resonates with us, such as "Elem" in Petach Tikva and Bakehila in Jerusalem.

"My definition of a successful company is not only of one that is profitable, yet one that's built on a set of values. I think CyberArk is based on very humane values; our motto is "be smart but humble". We demand of ourselves to be the best that we can in every professional aspect, and also be modest enough to listen to those around us, such as our staff, peers, clients, analysts and the society as whole. I learn from everyone- the guard at the door, the CEO of another company, fans at a soccer game and from this conversation with you."

Bakehila works with the youth in Gilo, the neighborhood you grew up in. We don't see many kids from the community with goals and aspirations such as becoming the CEO of a successful company.

"Up until 7th grade I wasn't very invested academically. I was a pretty wild kid, a real punk. When I reached 7th grade, I realized school can actually have an impact on my future, and that's when I started applying myself and improving my grades. By the end of 8th grade, I was in the top of my class. My goal was to get into a good high school, "Ort" - which at the time was the only technology high school that taught computer sciences. "

"I really think my parents did a good job with us. We were three brothers, and even though it was cool to wear brand names, we wore hand-me-downs. And we didn't care. We knew that if we were to aim for a high standard, people would like and respect us, even if we didn't have the best clothes. I look at families today who struggle financially, and even when there is a bit of extra money, people just don't know how to spend it. They want their child to be part of the social elite, but they are focusing on the wrong aspect of the society. "

“When you’ve worked hard as a kid, and you know you’re in charge of your life choices, you’ll breeze through other struggles in life.”

As someone who had grown up in a similar environment to the that of the youth that Bakehila works with, what message would you like to share?

"First of all, believe in yourself. It is all up to you, and when you understand that, the sky is the limit. There are so many examples of kids who grew up in difficult neighborhoods and have succeeded. Yes, it's a challenge, but once you overcome it, suddenly everything else seems like a piece of cake. When you've worked hard as a kid, and know you are in charge of your life choices, you'll breeze through other struggles in life. I would tell kids that grow up with some sort of disadvantage or a struggle to look towards their future and tell themselves, 'my surroundings will not dictate my future. No one will tell me if I will succeed or not. I know I will.'





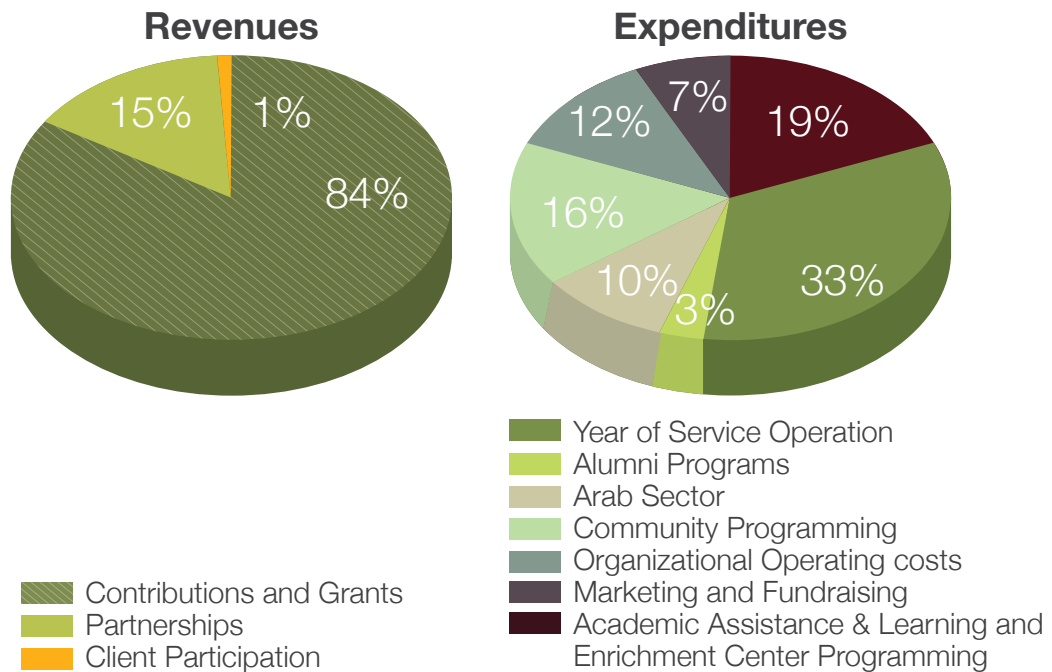
Financial Statement

Consolidated Statement of Revenues and Expenditures 2014-5

Revenues	
Contributions and Grants	\$709,507
Partnerships	\$130,000
Client Participation	\$8,666
Total Revenues	\$848,173

Expenditures	
Academic Assistance & Learning and Enrichment Center Programming	\$164,093
Year of Service Operation	\$292,918
Alumni Programs	\$28,720
Arab Sector	\$84,210
Community Programming	\$145,439
Organizational Operating costs	\$101,835
Marketing and Fundraising	\$62,089
Total Operating Expenditures	\$879,304





Discovering New Tools of Expression

Meet 6th grader, Andy, and Service Fellow Shiri-Noam, his Bakehila mentor.

When they first met, Andy was struggling in school and lacked the self-confidence he needed to stand up to the boys who were bullying him at school.

Over the next few weeks, Shiri-Noam and Andy discovered that they shared a passion for art, which immediately became the foundation for the rest of their work together.

They created art using various mediums, visited the Israel Museum, and even spent time with Debbie Margalit, Bakehila's Chairwoman, in her art studio. Through these various activities Shiri-Noam helped Andy communicate feelings, working through his sensitivities and anxieties, and clearing the way for the talented, smart and artistic boy to shine through. Not only did Andy's talent develop, but also his confidence grew and his sense of self took on new expression.

To mark the end of their year together, Shiri-Noam and Andy organized an art exhibition of Andy's work, attracting schoolmates, Bakehila staff and service fellows, and community members. Andy's poise and confidence certainly glowed that day. We are sure that he will forever remember Shiri-Noam, the service fellow who helped him express his inner-self, and provided him with a powerful tool for self-expression that will guide him through life.





Thanks to our Donors

Bakehila is pleased to recognize those who have made significant donations to the organization during the past fiscal year (July 2014-June 2015) enabling Bakehila to implement its mission and contributing to a stronger Jerusalem.



MK Dr. Erel and Debbie Margalit
Annette Blum and Richard Blum, Blum Family Foundation
Avichai Foundation
Beit Avichai
Bezeq
CyberArk
HaPoalim Bank
Jerusalem Venture Partners
Leumi Bank
OZE Family Foundation
The Glencore Foundation for Education and Welfare
The Jerusalem Municipality- Division for the Advancement of Youth
The Russell Berrie Foundation
The Jerusalem Foundation
The Jewish Community Federation of San Francisco
The Jewish Agency
The Ministry of Education, Department of Society and Welfare
The Zofim Youth Movement
Tmura Foundation
Tzaly and Orna Reshef
Yad Elie

We would like to also recognize our countless donors who wish to remain anonymous this year, but are equally central to Bakehila's legacy.

“To be a service fellow in Bakehila is to know that you are doing something that has been done in the past and will be done again in the future, and yet to still do it like you are the first.”

Noa Alajim, Bakehila Service Fellow, Cohort 2014-2015



