



# MASA

**The project for Long Term Programs in Israel**

## Project Standards and Regulations

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## Vision

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***“I have a dream, that every Jew will visit Jerusalem at least once. I believe we must set a goal that every young Jew will live here at least one year during their lifetime.”***

(Prime Minister Ariel Sharon UJC General Assembly, November 2003)

The MASA project for the participation of young Jewish adults in Israel programs lasting from a semester to year, is a joint initiative of the Government of Israel and the Jewish Agency. To carry out this initiative, they have established the MASA Company.

The project's main objective is to create the conditions, in a gradual process by 2008, for the participation of 20,000 young adults from the Diaspora (which is about one fifth of each age group) in Long Term Programs in Israel each year. The project's initiators, who also based their thinking on research findings in the field, recognize the fact that **participation in the Long Term Program in Israel is the most effective tool for shaping the next generation of Jewish leadership in Jewish communities, for cultivating their Jewish awareness and their sense of shared destiny with the State of Israel, and for contributing to the creation of a common worldwide Jewish agenda. Young Jewish participants in Long Term Programs in Israel constitute a potential for Aliya from around the world.**

These standards and regulations set out the framework and rules for implementing the project and will be useful for all the entities involved in the matter. The standards and regulations are designed for the Organizers that undertake to realize the vision by creating the required educational programs in the broadest sense of the word, including marketing the programs, recruiting and screening the participants and bringing them to Israel. The Organizers are therefore the pillars of the project and the ones that take on the challenge underlying the vision.

We are certain that with a joint effort, we can enrich the field, expand the circle of participants in the Long Term Programs and fulfill the vision of the project.

Dr. Elan Ezrachi  
Director General of MASA

Dr. Yigal Donyetz  
Academic Education Director

# 1.

## Introduction

### **1.1 Explanations for Using the Project Standards and Regulations**

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The project standards and regulations are designed for the use of organizing entities that implement long term educational programs in Israel. The standards and regulations specify the educational threshold conditions and the administrative standard requirements set by MASA as a condition for participating in the project. The standards and regulations contain practical tools and directions for approving the Organizer as a “Recognized Organizer” and for composing the Request for Recognition of the Long Term Programs that the Organizer will submit to MASA (a separate document for each program). The standards and regulations also include the procedures and criteria entitling program participants to receive MASA scholarships.

The project standards and regulations are designed to lay the groundwork for the joint work of all the entities involved in the project. The aim is to facilitate matters for the Organizers seeking recognition from MASA for their Long Term Programs in Israel in order to give the participants the option of obtaining project scholarships. A careful reading of the standards and regulations and adherence to its directions will prevent possible obstacles to recognition of the Organizers, to granting approval to the programs and, ultimately, to processing the scholarships and financial aid. The standards and regulations are divided into sections, paragraphs and subparagraphs for convenience of follow-up and reading. The project standards and regulations were prepared by a team experienced in the planning, implementation and evaluation of Long Term Programs. Guidance and assistance by company employees will be available to the Organizers as required.

Everything stated in these standards and regulations may change, as they are subject to agreements between the government, the Jewish Agency and MASA and in the framework of the budgets available to the project. The Company reserves the right to change the conditions and requirements contained in the project standards and regulations. In any case of a difference between the project standards and regulations and a signed and valid agreement between the Company and an organizing entity, the agreement will prevail. An entity seeking recognition as an Organizer must keep track of the changes to this document, which will be published and distributed from time to time, and if it does not do so, it will solely be responsible.

Publication and distribution of the project standards and regulations does not constitute a contractual or other undertaking by MASA and/or the Jewish Agency and/or the government of Israel vis-à-vis the Organizers. This undertaking will be created only after the signing of an agreement between the parties and in accordance with the provisions of the agreement to be signed as stated.

Everything stated in these standards and regulations in the masculine gender will also serve for the feminine gender.

## 1.2 Definitions

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“MASA project”	The joint initiative of the government of Israel and the Jewish Agency to encourage Long Term Programs in Israel for young Jewish adults from the Diaspora (hereinafter the “project”).
“MASA Company”	Not for profit company, owned by the Jewish Agency, which is responsible for the implementation of the project (hereinafter the “Company”).
“Steering committee”	A joint committee of the Jewish Agency and the government that sets policy for the project. Joint chairmen: the Cabinet Secretary and the Director General of the Jewish Agency’s Department of Education.
“Organizer”	A Zionist educational implementing entity, operating legally in Israel, which undertakes full responsibility for operating an approved Long Term Program. A recognized Organizer can operate more than one approved program.
“Long Term Program”	A Jewish Zionist educational activity framework, defined in time and place, occurring in Israel, for young Jewish adults from the Diaspora, for a period of time from a semester (five months) to a year (10 months). A Long Term Program that meets all the standards and regulations appearing in these standards and regulations will be called an “approved program.”
“Standards/threshold requirements”	The minimum requirements for an Organizer to conduct a Long Term Program recognized by the Company as an approved program in the framework of the project.
“Request for Recognition of a Program” (RRP)	A document of uniform format (according to a template in Appendix B to the standards and regulations), to be filled out by the Organizer and submitted to the Company in order to obtain recognition for a Long Term Program as an approved program. A document must be filled out and submitted separately for each Long Term Program.
“Participant”	A young Jew from the Diaspora of eligible age who actually participates in an approved Long Term Program and who meets the criteria for submitting a request for a MASA scholarship as specified in these standards and regulations and in additional documents on behalf of the Company.
“Entitlement age”	Graduates of a secondary school and/or those from the age of 18 to the age of 30 at the time of their entrance into the program.
“Scholarship”	Partial financial aid given to the participants according to the criteria specified in these standards and regulations. The scholarship is personal and nontransferable.

## 1.3 Basic Principles

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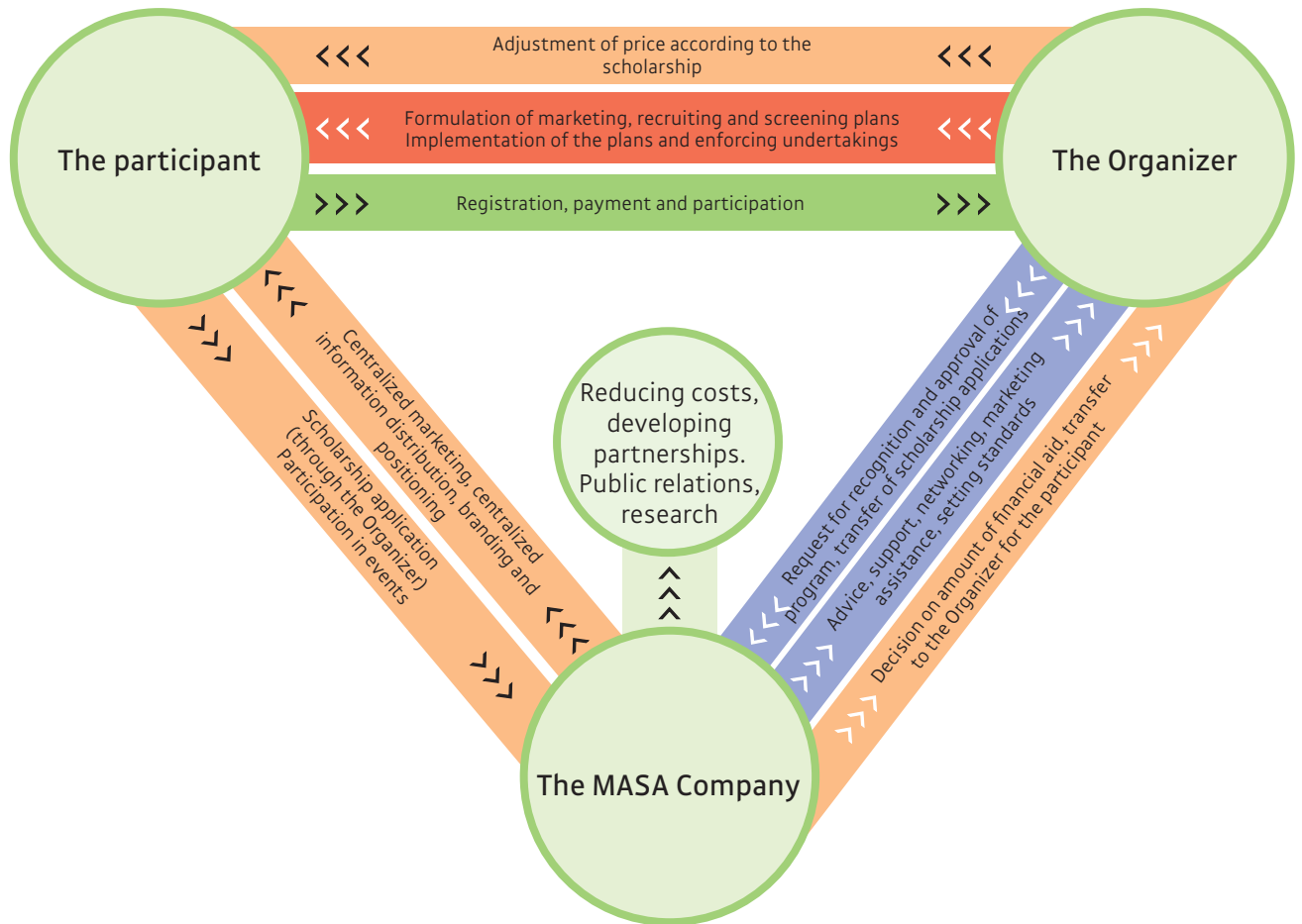
- ▶ Any program that is submitted for the Company's approval through any Organizer must be based on Jewish and Zionist principles and values. To preclude doubt, the project intends to reflect the multiple facets of Judaism and will therefore encourage the expression of a broad spectrum of interpretations, orientations and opinions in the programs. However, it will not be possible to express anomalous worldviews and ideologies which, in the opinion of the steering committee, are contrary to the Jewish experience in the broadest sense and to the various nuances of Zionism.
- ▶ Any program seeking recognition in the framework of the project should be structured and conducted on the core basis that reflects the Organizer's vision, ideology and objectives and the characteristics of the target populations at which the Program is aimed.
- ▶ The Company will encourage Organizers to create varied programs that meet the needs of various communities and to cultivate innovation and sensitivity to changing conditions. The Company will also encourage initiatives from Israel and abroad to introduce programs and will help to locate recognized Organizers through which the programs can be implemented.
- ▶ Every Organizer that wants the participants in its programs to be eligible to submit applications for project scholarships, must obtain recognition for its programs according to the process specified in these standards and regulations.
- ▶ Beyond the core program, which reflects the Organizer's vision and field of expertise, a supplementary program is required of the Organizer, which will constitute an integral part of the Long Term Program.
- ▶ Every supplementary program will be composed of the following educational subjects:
  - Strengthening Jewish identity
  - The history of Zionism and the State of Israel
  - Familiarization with the Land of Israel
  - Learning Hebrew
  - Volunteering in Israeli society
  - Encounters with Israeli peers
  - Exposure to Israeli culture
  - Developing community leadership skills
- ▶ The Organizer must determine goals and objectives for each program, based on the vision, principles and beliefs of the organizing entity. The Organizer must ascertain that the aforementioned subjects find expression in the program objectives.
- ▶ When formulating a Request for Recognition of a Long Term Program (RRP), the Organizer must ascertain that the subjects specified above have been addressed where required in the document, according to the threshold requirements specified in Chapter 2 of these standards and regulations and according to the template for the RRP, which appears in Appendix B to the standards and regulations.
- ▶ Every Organizer seeking to obtain recognition for its programs must meet the threshold requirements specified in this document. It must prove this in the RRP and in practice.

- ▶ The Organizer is responsible for fulfilling all the provisions of law in Israel pertaining to any matter related to the implementation of its programs, such as: laws connected with insurance, security and labor relations. The Company will not be subject to any liability, directly or indirectly, for fulfillment of provisions of the law that apply to the Organizer ("Company" also means entities that compose the Company, including the Jewish Agency and the government of Israel).
- ▶ The Company's engagement with Organizers, the distribution of the scholarships to participants and Organizers, and any other financial aid to Organizers will be made in accordance with the project policy which is determined by the steering committee and according to the criteria specified in these standards and regulations and/or criteria that will be approved by the steering committee and published separately.
- ▶ The Company reserves the right not to recognize a particular Organizer, and not to approve a particular program, at its discretion, even if the Organizer and/or the program have met all the conditions and requirements. The Company also reserves the right to cancel recognition that was granted to an Organizer and/or to a program if the Organizer does not fulfill the requirements of the project standards and regulations and/or the agreement signed between the Organizer and the Company.
- ▶ Recognition will be granted to an Organizer for a specific period of time. At the end of each Organizer's recognition period, the Company will examine renewal of the recognition. The actual expression of the recognition of an Organizer will be an agreement signed between the Organizer and the Company.
- ▶ The Company has the right not to approve scholarships for participants, at its discretion, even if this seemingly involves a recognized Organizer and an approved Long Term Program. Transfer of scholarship monies and any other financial aid will be contingent and specified in the agreement between the Organizer and the MASA Company.
- ▶ The Company operating the project will act according to the norms in practice in public service, such as: maintaining transparency, providing equal opportunity, the obligation to refrain from conflicts of interest and so forth. The Organizer will also be subject to the obligation to act according to the rules of good administrative practices and must abide by the law.

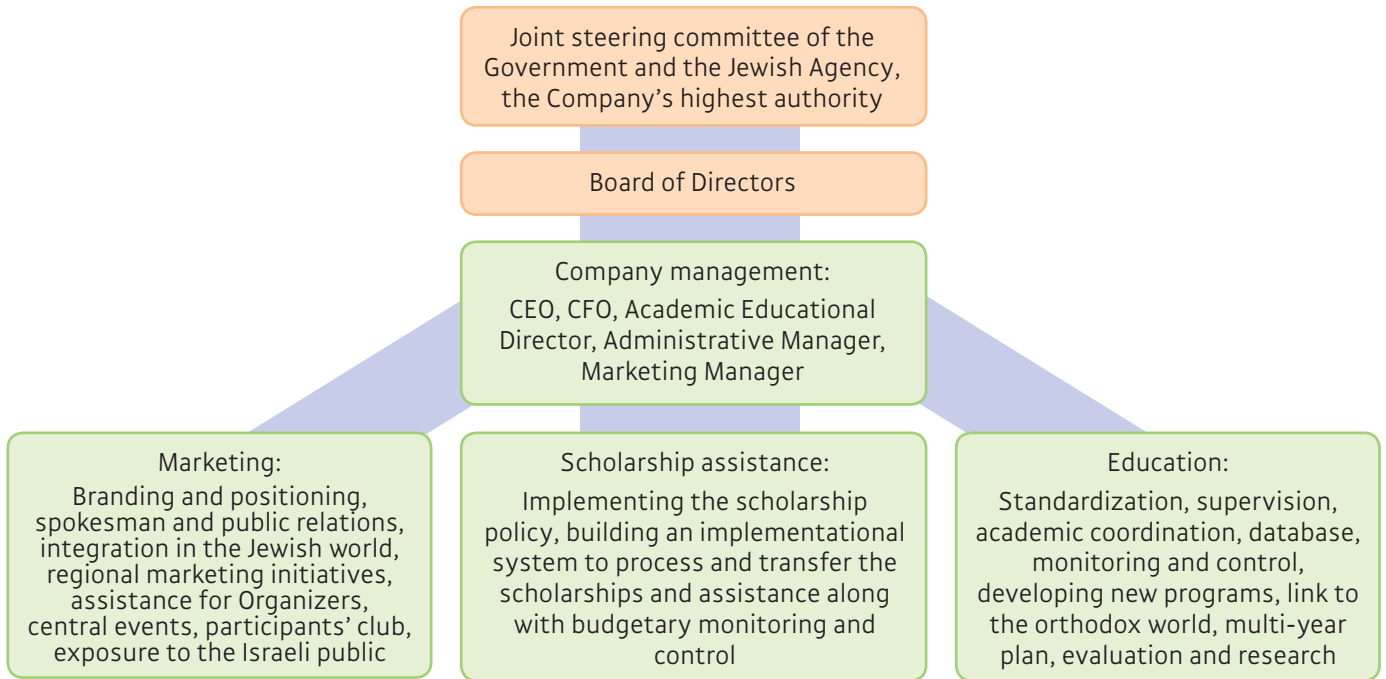
## 1.4 Organizational Structure

Below are flow charts that explain the company's structure and the engagements with the Organizer and the participant:

### MASA project – flow chart:



## Structure of the MASA Company:



# 2.

## Educational Standards and Threshold Requirements for the Organizing Entity

### 2.1 General Educational Principles

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As stated in the introduction (1.3 Basic Principles), the Organizer is asked to describe its vision and the educational principles deriving from it in the RRP. The educational principles should express, in simple and clear terms, the Organizer's conceptual basis for planning the Long Term Program in Israel.

The educational principles should reflect the Organizer's moral and educational philosophy and its core specialization. The educational principles should also indicate the approaches utilized by the Organizer as a professional entity dealing with education (formal and informal). The educational principles should be written briefly and clearly.

The MASA Company will support both the participants in Long Term Programs designated for organized groups and the integration of participants as individuals within groups. In both cases, the Organizer is obligated to provide the required social conditions and a proper, supportive group process for the program participants.

### 2.2 Program Goals and Objectives

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The Organizer must specify the goal/s of the Long Term Program in the appropriate section in the RRP (See Appendix B). The program goals must express the Organizer's educational aspirations regarding the program's impact on the participants. The program goals should express the Organizer's vision in simple and clear terms for everything pertaining to the Long Term Program, its participants and the Organizer itself.

That Organizer must specify the objectives of the Long Term Program in the appropriate section in the RRP.

The program objectives must:

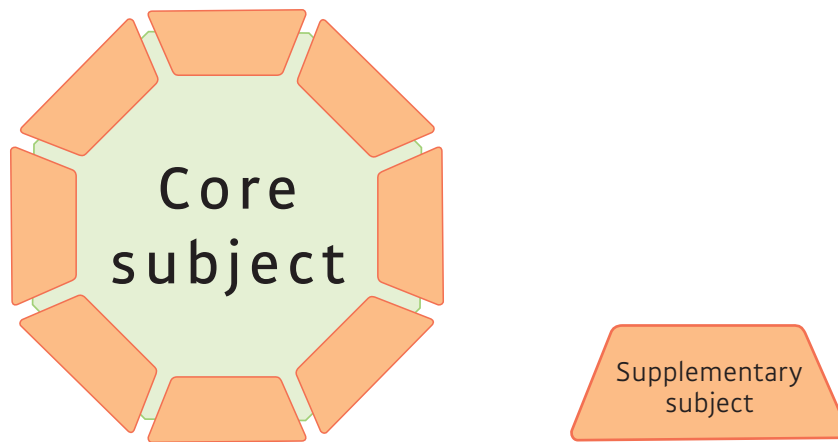
- relate to the participant.
- stem from the program goals and be connected to them.
- reflect the required educational standards (see section 1.3 above and section 2.3 below).
- be defined in time.
- be measurable and examinable for success.
- be achievable (realistically).

The Organizer must specify the various educational methods that it utilizes to attain the program's goals and objectives. The Organizer should write this in the appropriate section in the RRP. This does not require specifics for each content unit within the program details, but rather a general compilation of the educational methods employed by the Organizer to attain the program objectives and goals.

## 2.3 **Supplementary Educational Subjects – Required Standards**

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The Company intends to include as wide a variety as possible of Long Term Programs as recognized programs. However, this means that aside from the core subject, to be developed by the Organizer, supplementary educational subjects will also be included in the program and, presumably, each Organizer will determine the core subject/s, according to its beliefs, approach, and educational specialty. Additionally, the Organizer must also integrate, as a supplementary program, the supplementary subjects (as specified below) that the MASA Company views as vital and a unique contribution to the participants.



The following details constitute the minimum common basis, albeit the most significant, for the program participants. By definition, the educational subjects supplement the core subject of the program. There may be cases in which a program not only meets the threshold requirements, but even adopts one or more of the subjects as the program core. However, its planners will still have to address the other supplementary educational subjects and ensure that they meet the threshold requirements.

The subjects detailed below are substantively different from one another and there is no intention to present them as being of the equal weight or to try to determine their order of importance by the order of their appearance. Each supplementary educational subject is a world unto itself. However, there is a great deal of overlapping between subjects and it is only natural that certain program chapters will cover several subjects simultaneously. This is the place to explain that when the Company examines a Long Term Program, the minimum threshold requirements are examined cumulatively, and there will be no possibility of over-reduction by overlapping.

The Organizer is asked to describe the educational planning in the Long Term Program and the manner in which the supplementary educational subjects will be integrated. In the appropriate section in the document Request for Recognition, the Organizer must specify, for each supplementary educational subject, the manner in which the subject has been integrated into the program. The Organizer should make sure that it passes the required threshold for each separate subject, in terms of both quality and quantity. The threshold test for each subject will naturally be different, so the Organizer must use the index, adapted for each subject, as specified below.

**The required supplementary subjects are listed below in detail and contain:**

- Details of the guiding principles by which the relevant program components must be planned.
- A list of possible operational frameworks that can be utilized. The list is not compulsory or final and is solely a recommendation. Some of the subjects also contain details on fields and modes of operation and not necessarily possible operational frameworks.
- Measurement parameters that must be taken into account at the time of planning in order to meet the threshold requirements specified separately for each subject.
- The compulsory minimum requirements.

## 2.3.1 Strengthening Jewish Identity

Guiding principles: The Organizer must challenge the program participants to contend with the components of their Jewish identity in everything pertaining to religion, nationality and Jewish culture. The Organizer must challenge the participants to contend with the question of their Jewish Peoplehood. In its program, the Organizer must address the Jewish calendar, the Jewish lifecycle and Shabbat.

### **Possible operational frameworks:**

- Marking holidays and Shabbatot, marking events on the Jewish calendar throughout the program.
- Learning about the traditions and customs of the various communities.
- A structured seminar on the subject of Jewish identity.
- A meeting with Israeli philosophers and intellectuals.
- Lectures, panel discussions and conversations on subjects and fields of Jewish thought.
- Use of Jewish sources for holding values-oriented discussions.
- Educational field trip to Jewish heritage sites.
- Visit to institutes for research in Judaism.
- Meetings with Israelis on the subject of Jewish identity.
- Learning about the Holocaust and the lessons learned from it, including a possible visit to Poland in the course of the program.

### **Measurable parameter\*:**

Study/activity hours (academic hour).

### **Minimum threshold requirement:**

10 study/activity hours for each month of the program (for example: 100 hours for a 10 month program). The study/activity can be concentrated or, alternatively, spread throughout the program.

In the RRP, the Organizer must also present a structured educational process on the subject of Jewish identity, which is spread throughout the entire period of the Long Term Program. The Organizer is required to present this by means of a list of questions with which participants will contend during the educational process.

\* Despite the great difficulty in defining a measurable parameter in educating for Jewish identity, a quantitative parameter was chosen. A qualitative parameter was also selected, called a “structured educational process,” which the Organizer is required to present, and which addresses the outlook of the Organizer and the participants.

## 2.3.2 The History of Zionism and the State of Israel

### **Guiding principles:**

The Organizer must integrate into the program the story of the struggle to establish the State of Israel and relate to Israeli society and the Israeli government. Some of these issues can be discussed didactically in the context of the participant's beliefs vis-à-vis Zionist values such as: aliya, pioneering, vision, fulfillment, etc. The purpose of this is to make the discussion current and relevant for the younger generation. When dealing with the subject of Zionism, it is important to refer to the Jewish sources of Zionism and to teach about the pivotal people and their ideas.

### **Possible operational frameworks:**

- Educational trips to national heritage sites.
- Visits to the national institutions of the State of Israel (the Knesset, the Supreme Court, the Jewish National Fund, the Jewish Agency, etc.).
- Lectures, classes and experiential activities for learning the history of Zionism and the State of Israel.
- Outings with an emphasis on pioneering, settlement and building Israel.
- Participating in seminars and fairs on the subject of aliyah.
- Meeting with contemporary Zionist leaders.
- Experiencing work in a rural environment and/or an ideologically-oriented community
- Utilizing the texts of Zionist philosophers for discussion.
- Structured seminar on the subject of contemporary Zionism.

### **Measurable parameter:**

Two measurable parameters have been determined for this educational subject. One – an activity hour (academic hour); the other – an operational framework (lecture/experience/outing/meeting/discussion, etc.) lasting at least four hours.

### **Minimum threshold requirement:**

12 activity hours for each month of the program. While some of the activities can be concentrated during the program, the program must contain at least one operational framework on the above subject in each month of the program.

Aside from that, as part of the number of hours that must be allocated to the subject, the Organizer is required to integrate into every program at least one content unit dealing with the possibilities of immigrating to Israel through the Ministry of Immigrant Absorption and the Jewish Agency, including the Student Administration. This unit will be at least three hours in scope.

## 2.3.3 Familiarization with the Land of Israel

### **Guiding principles:**

Familiarization with the Land of Israel is one of the fundamentals in the learning experience of the Long Term Program, enabling the participant to form a meaningful connection with the past of the Jewish people in the Land of Israel and with the State of Israel as the center of contemporary Jewish experience. The hope of the project initiators is that by becoming familiar with the length, breadth and depth of Israel, the participant will develop a love for the country.

The Organizer must strive for the broadest coverage of most of Israel's geographic regions. Physical presence alone is not sufficient and the Organizer is obligated to teach and describe the relevant subject matter for the various locations, addressing the Jewish-Zionist-Israeli historical continuum. Aside from this, familiarity with Israeli society and its spectrum of communities, ethnic groups, etc. is extremely important.

The Organizer is obligated to ensure the well-being of the participants during the trips around the country and, with regard to coordinating and implementing educational trips and tours, it must act in accordance with the standards and regulations specified below in section 4.4.2 (security and safety/threshold requirements for organizing an outing).

### **Possible operational frameworks**

- Touring an area/visiting to a site/hiking along a path.
- Preparatory lesson/activity for the outing (for example, studying the map and subject matter on which the tour will focus).
- Holding a seminar off campus which will relate meaningfully to the location.
- Going for social mixers in the area, going on joint outings with groups of young Israelis.
- Participating in archaeological digs.
- Taking trips in the footsteps of the Bible.
- Participating in site and nature preservation activities.
- Challenging field activities.
- Art in nature.

### **Measurable parameter:**

Tour/outing days, geographical coverage, subject matter.

### **Minimum threshold requirement:**

The Organizer must integrate in the program at least one tour/outing day for each month of the program, whether in concentrated form or spread throughout the program, and in any case, no less than six full days of touring. The Organizer must integrate a proper level of geographical recognition of the Jerusalem area (including the city), the Negev and the Galilee and it must address sites of Jewish, Zionist and Israeli heritage in the tours, as well as sites with historical significance and nature spots. The Organizer must provide variety in the operational frameworks, places and content.

## 2.3.4 Learning Hebrew

### **Guiding principles:**

A Long Term Program in Israel is a good opportunity to learn Hebrew. Lengthy and in-depth study and practice can bring the participant to a reasonable or even high level of fluency in Hebrew (depending on the participant's previous knowledge of the language). A knowledge of Hebrew increases the participant's ability to absorb and connect with the Israeli experience on a more intimate level, to contend with its complexity in its own language, and to read new and varied texts in the original language. A knowledge of Hebrew helps to create a feeling of being at home in Israel and it constitutes an extremely important tool for those interested in immigrating to Israel to live, learn and work.

The Organizer must address the level of the participants' Hebrew language proficiency. The Organizer must adapt the study of Hebrew to the participants' personal level of mastery (on a scale of 1 – 6) and introduce differentiation in the educational mode of operation if necessary.

### **Possible operational frameworks:**

- Regular Hebrew classes.
- A concentrated Hebrew seminar.
- A daily Hebrew hour.
- Building a lexicon/booklet for the group.
- Teaching Hebrew in an experiential manner.
- Work/volunteer environment using Hebrew.
- Use of textbooks.
- Use of computer courseware.

### **Measurable parameter:**

Study hours.

### **Minimum threshold requirement:**

The required minimum per program is 12 hours for each month of the program.

[We recommend examining the participants' level of fluency in Hebrew before the start of the program at both the individual and average levels. We also recommend bringing the participants up at least one level over their starting level during their stay in the program in Israel.]

## 2.3.5 Volunteering in Israeli Society

### **Guiding principles:**

In recognition of the fact that personal and group volunteering by young people has a positive affect on both the community and on the volunteers themselves, volunteering contributes to a better understanding of the needs that exist in Israel, exposes the volunteers to projects of social importance and creates active involvement in the Israeli experience. The Organizer must therefore create conditions in which all the program participants can take part in volunteer activities in one of the volunteer frameworks operating in Israeli society.

In the framework of the program, volunteering in political entities such as political parties (national or local), political movements (not including recognized Zionist youth movements), political protest movements, etc. will not be recognized. In addition volunteering as a group or as individuals, in private for-profit organizations will also not be recognized. The Organizer must verify that the entity accepting the volunteers is prepared to do so from both professional and human standpoints. The Organizer must integrate the subject “Volunteering and the challenges of Israeli society” as a study subject. It is recommended to hold a seminar on the subject.

### **Possible operational frameworks:**

- Personal volunteering in mentoring children and adolescents (taking language limitations into account).
- Personal volunteering in teaching a foreign language.
- Activism to benefit a particular group (children, patients, the elderly, new immigrants, minorities, soldiers), focusing on development towns and underprivileged areas.
- Group or individual assistance in a variety of nonprofit organizations in Israel.
- Volunteering in Jewish Agency immigrant absorption centers.
- Helping to operate soup kitchens or distributing food to needy families.
- Volunteer activities in Israeli youth movements.
- Activities in community welfare frameworks.
- Renovating buildings and the physical surroundings in disadvantaged neighborhoods.
- Environmental quality activities.
- Activities to enhance democracy and tolerance.

### **Measurable parameter:**

For a group volunteer project – days of volunteering per month. For individual volunteering – hours of volunteering per week.

### **Minimum threshold requirement:**

Every program requires at least one project of group volunteering for at least one day for each month of the program (5 days per semester, 10 days per year). Additionally, there should be an opportunity in every program for personal volunteering based on qualifications, in various frameworks that can be selected, for at least 3 hours a week.

In the volunteering chapter of the Request for Recognition, the Organizer must note the name of the volunteering project, the beneficiaries of the volunteering and/or the organizations that will benefit from the volunteering, as well as the organizations that are participating in/sponsoring the volunteering.

## 2.3.6 Structured Encounters with Israeli Peers

### **Guiding principles:**

A long stay in Israel presents an opportunity for a meaningful and direct encounter with Israeli society in general and a parallel age group in particular. However, in view of the research and experience accumulated in this matter, chance encounters are not sufficient. The encounters should be planned, organized and structured. The power of this type of encounter between young people from abroad and from Israel lies in promoting understanding of each other, in attempting to find similarities despite the cultural differences, in a critical examination of stereotypes, in forging interpersonal and intergroup connections and enhancing the mutual sense of belonging which, more than once, has led to a deeper commitment and a feeling of shared destiny between Israelis and young people from the Jewish communities around the world.

In planning a structured encounter, the Organizer must take the following dimensions into consideration:

- Matching the groups (age groups, spheres of interest, etc.) and a suitable numeric ratio.
- A sufficient period of time that allows for personal acquaintanceship and the utilization of guidance techniques to promote it.
- Experiencing cooperation.
- The possibility of finding similarities and differences in identity, in cultural gaps in different existential experiences, etc.
- Creating a foundation for continued contact.
- A skilled team to facilitate the structured encounter.
- A common language for the structured encounter (or interpretation).

It is recommended to hold a series of educational structured encounters that are structured and meaningful in terms of time, scope, content and learning, between the program participants from abroad and a group of young Israelis of the same age.

### **Possible operational frameworks:**

- Structured dialogue
- Joint outing.
- Joint educational seminar.
- Joint workshop.
- Joint periodic structured encounters (for example, a theater group).
- Series of structured encounters with various groups of Israelis.
- Joint volunteer work.
- Integrating young Israelis throughout all or part of the program.

**Measurable parameter:**

Number of structured encounters, encounter hours, mixture of operational frameworks for the structured encounters.

**Minimum threshold requirement:**

In programs with organized groups, the Organizer must conduct a series of 3 structured encounters in a semester program (15 hours, minimum) and 6 structured encounters in a yearly program (30 hours, minimum), spread throughout the period of the participants' stay. In programs in which individual participants are integrated into a program for Israeli participants, the social activities will be considered structured encounters if they are structured.

[It is recommended to conduct joint activities for young people from abroad and from Israel in joint semester/yearly programs. It is advisable to create a framework in which Israelis families adopt young people from abroad on an individual basis, to create deep, long-term ties.]

## 2.3.7 Exposure to Israeli Culture

### Guiding principles:

Long term stay in Israel may provide young Jewish adults the opportunity to be significantly exposed to the varied Israeli culture. In turn, this opportunity may lead to the development of a personal connection to Israel. This, however, should not be left to chance. The Organizer is obligated to intentionally expose the participant, in an organized manner, to all expressions of the entire range of Israeli culture, with all the richness and variations of its multidimensional aspects. Aside from passive participation in cultural events and institutions, it is recommended to examine interactive ways to get the participant involved in the cultural context in order to enrich the experiential side of the cultural encounter.

### Possible operational frameworks:

Israel has a wealth of cultural offerings, so instead of listing countless possible operational frameworks in cultural fields, two partial lists are shown below, one for Israeli cultural spheres and the other for modes of operation that can be utilized to expose the participants to culture in Israel.

<b>Spheres of Israeli culture:</b>		
Theater	Electronic media	Food
Music	Plastic arts	Minority cultures
Movies	Sports	Culture and religion
Dance	State events and ceremonies	Spirituality
Literature and poetry	Ethnicity	
Written media	Humor	

<b>Methods:</b>		
Shows		
Social mixers	ActionActivities	Seminars
Visits	Creative activities	Lectures

The two lists can be placed on two axes in the table to obtain a matrix, and in almost each one of the matrix boxes, a possible operational framework can be considered for exposing the program participants to Israeli culture.

### Measurable parameter:

An event or an activity connected with Israeli culture, lasting at least one hour.

### Minimum threshold requirement:

The quantity of events/activities – at least one each month (in other words, at least 5 events per semester; 10 events per year). Variety – A combination of at least 5 cultural spheres among those listed above, and the use of at least 2 different methods for each sphere.

## 2.3.8 Developing Community Leadership Skills

### Guiding principles:

A Long Term Program in Israel is an opportunity to empower the participants and equip them with tools that will enable them to act for the future of the Jewish people and its communities. Not every participant is destined to be a leader and not every Long Term Program is designated for leadership development. In developing leadership skills, the intention is to leverage the Israeli experience in order to strengthen the sense of belonging and foster a mutual sense of obligation in the program participants and their place as future activists in their communities who take responsibility for shaping the future of the Jewish people in their countries and in the Diaspora.

The Organizer must deal with developing leadership skills among the program participants by learning and understanding the needs of the community/communities. The Organizer must enhance and develop skills that are required for leadership in general and Jewish leadership in particular. Development of leadership skills should be handled in the program at both the theoretical and practical levels.

[It is recommended that the Organizer combine a practical section in the program. This section can be something initiated by the Organizer as a structured part of the program (internship), or by the participants, which affects the daily lives of the participants during the program (creating frameworks, participating in conferences, taking stands and attempting to persuade)].

### Possible operational frameworks:

In view of the above, below are two partial lists, one showing the required skills and the other showing the modes of operation with which this kind of development can be integrated in a Long Term Program in Israel.

#### Skills:

Initiatives and involvement in the community	Public speaking
Community building relations	Working with the media and public
Training	Educational methodologies
Guidance	Developing a social vision
Publicity	

#### Modes of actionoperation:

Lectures and classes	Seminars
Workshops	Conferences
Concentrated seminars	Experiential learning in the field
Activities	Simulated dilemmas
Fairs	

### Measurable parameter:

Academic program hours, skills (nominal).

### Minimum threshold requirement:

The Organizer must include operational frameworks in the program for developing leadership skills – six hours for each month of the program, whether in a concentrated manner or spread throughout the program. The Organizer must deal with at least three skills out of those specified above.

## **2.4 The Program Structure and Components**

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The Organizer must describe the Long Term Program in writing in the required template (which appears in Appendix B to these standards and regulations). The Organizer must describe the program components in the requested manner in the Request for Recognition, and elaborate as much as necessary in order to give the reader the level of detail required for understanding the program and its components. Below is an explanation of the concepts used by the Company regarding program components:

### **2.4.1 Program Outline**

In the framework of the RRP, the Organizer must present the outline of the program's educational curriculum/syllabus (rationale). The appropriate template, which appears in the Appendix to this document, should be used to present the program. If the program is structured on a weekly or monthly basis, this should be stated in the program presentation. If the program is structured on segments of different lengths, the beginning and end of each program segment should be clearly noted.

### **2.4.2 Operational Framework**

The operational frameworks that compose a sample program day must be specified. It is best to give the title, subject and objectives of the operational framework and, only if there is room, a brief outline of the activities.

### **2.4.3 Educational Tour**

Timetable, sites and subject matter – The timetable must be specified for each day of the program that will be devoted, wholly or partially, to an educational tour, in accordance with the sites and subjects that the participants will encounter on that tour.

## **2.5 Accreditation**

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In everything pertaining to recognition of a Long Term Program in Israel as an academic program for academic credit (accreditation) and/or professional credit, the Company will do its best to help forge the contact between the Organizers and institutions of higher education. However, the Company is not qualified to grant or withhold accreditation. The MASA Company and/or the Jewish Agency and/or the government of Israel is not responsible or liable for academic and/or other recognition of the program.

An Organizer interested in obtaining academic accreditation must request academic accreditation directly from the relevant academic institution/s. Another address is the Council for Higher Education in Israel, which grants academic recognition to universities and post-secondary educational institutions in Israel. The Council publishes the list of institutions of higher Education in Israel that are accredited for granting academic degrees. The website address of the Council for Higher Education is: <http://www.che.org.il>.

The Organizer must inform the participants explicitly that the MASA Company and/or the Jewish Agency and/or the government of Israel, have no connection to granting academic accreditation and/or professional recognition of any type whatsoever and that they are not responsible to it in any manner.

## 2.6 Evaluation

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The evaluation process that accompanies the program is a vital component to ensure the program's quality, which the Organizers are constantly seeking to improve and develop. Aside from centralized evaluation processes that will be conducted by the MASA Company or other academic entities on its behalf, the Organizer must formulate tools to evaluate its programs in order to examine both its success in achieving the program goals and objectives and the satisfaction of the participants and their opinion regarding the various program components. When formulating the evaluation tools, the Organizer must utilize, among other things, written and oral feedback. It must formulate a feedback program that will be integrated into the evaluation program.

It is important to note that oral and written feedback are not the only tools that should be used by the Organizer to evaluate its programs. Whether the Organizer plans to conduct the evaluation itself or it hands this task over to an external entity – the Organizer must examine the tools for conducting the evaluation and decide on the best mode of operation to ensure the high quality of its program and its commitment to seek ways to improve and develop its programs.

The Organizer must examine the tools required for gathering and analyzing the necessary information in order to reach the most objective conclusions that truly reflect the trends to be examined. If the Organizer is not able to create an evaluation process that meets the above requirements, it must contact professional entities that specialize in evaluating educational programs in Israel.

The Organizer must give details of the evaluation program in the appropriate section in the RRP template. The Organizer's evaluation process will, as stated, be integrated into a larger evaluation system implemented by the Company and/or anyone on its behalf. This evaluation system will be implemented as part of the Company's professional support. The entire evaluation process is based on a commitment to quality, on the desire for cooperation and on full and genuine reporting. Full cooperation with the Company and/or anyone on its behalf is a condition for recognition and/or renewed recognition of the program.

# 3.

## Participants and Staff – Threshold Requirements

### 3.1 Participants

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A participant in a Long Term Program will be considered a participant in the project framework if he meets the criteria that appear in the Definitions section (1.2), if he has fulfilled everything required of him before arriving in Israel, and he actually participates throughout the duration of the program to the satisfaction of the Organizer and the Company. The Organizer must verify that the participant receives all the information he requires in order to prepare himself for the program and to take an active, enjoyable and meaningful part in the Long Term Program.

#### 3.1.1 Criteria for Acceptance to a Long Term Program

The Organizer must determine the acceptance criteria for those wishing to participate in its Long Term Programs in Israel, above and beyond those determined by the Company in these standards and regulations. The Organizer must formulate these criteria and write them in the appropriate section in the RRP.

The Organizer must require every participant to provide a letter attesting to the participant's good health, enabling him to participate fully in the program for which he has registered. The letter must be legible and expressly refer to the participant's participation in all parts of the program. The letter must be signed by a family doctor with a valid license to practice medicine in the participant's country of origin.

An extremely important consideration in accepting participants to a Long Term Program in Israel will be their psycho-sociological suitability for a long stay (5-10 months), cut off from their regular environments, in a group of contemporaries, in the framework of the program, with all the ramifications that entails. The company therefore recommends that the Organizer determine acceptance criteria accordingly and implement a screening system according to professional considerations and, if necessary, avail itself of the assistance of a psychologist or an educational consultant.

### 3.1.2 Legal Status

**Tourist** – According to international law and Israeli law, a participant, as a citizen of a foreign country, must arrive in Israel with a valid passport from his country. In accordance with the project requirements, the Organizer must verify that the participant's passport is valid for more than six months from the date of conclusion of the program for which he is arriving. If the participant is a citizen of one of the countries on the list of those requiring a visa to enter Israel, the Organizer must arrange for a valid visa to be issued to the participant by an authorized Israeli consulate in his country of origin, for the entire period of the program.

**Returning minor** – A returning minor is someone who was taken outside the borders of Israel by his parents before he reached the age of 14, and then returned to reside permanently in Israel from the age of 17 and onwards, and who lived at least 4 years abroad. It is important to emphasize that according to publications issued by the Ministry of Immigrant Absorption, a stay in Israel for one year of study in a recognized institution or in a program of the Jewish Agency, the youth movements and a pre-IDF induction program, is considered one of the four years abroad and does not diminish the rights of a returning minor if he decides to immigrate to Israel. If the participant was born in Israel and holds an Israeli passport in addition to his other passport, he must report this to the Organizer, to prevent any problem with the stay in Israel in the program's framework. This applies particularly to a participant who is designated for military service under laws of the State of Israel. Additional details on entitlement can be obtained at the Ministry of Immigrant Absorption website: <http://www.moia.gov.il/zakaim>.

**Immigrant citizen** – An immigrant citizen is someone who was born abroad to a parent who is an Israeli citizen, and would have been entitled to immigrant status under the Law of Return, if he was not an Israeli citizen. If the participant is a member of an Israeli family and was born abroad, he has the option of receiving the status of "immigrant citizen" according to that stated above, with entitlement to the benefits prescribed by law, from the date of receipt of an Israeli identity card (naturalization). A participant who changes his status from "tourist" to "immigrant citizen" during his stay in Israel in the framework of a Long Term Program, must immediately notify the Organizer about his change in status. If the participant received and/or is receiving and/or will receive a MASA scholarship at the time of the change in status, the Organizer is obligated to notify the Company immediately. The MASA Company will do everything in its power to avoid infringing the rights of a participant who becomes an "immigrant citizen." However, the Organizer is obligated to clarify the rights and restrictions that apply to this participant and to inform him of this so that no distress will be caused to him.

**Temporary resident A/1** – The status of temporary resident A/1 is granted at the request of the applicant by the Ministry of the Interior on a temporary basis to a person who is entitled to the status of "immigrant." This visa is granted for three years after which a permanent status must be obtained. Those with A/1 visas are not entitled to receive direct assistance from the Ministry of Immigrant Absorption and other government ministries. If the participant was granted the status of "temporary resident A/1" by that Ministry of the Interior of the State of Israel, he is obligated to notify the Organizer to that effect and to provide the appropriate certification. The Organizer will report the matter to the Company.

### 3.1.3 Obligations, Rights and Restrictions of the Participants

In recognition of the fact that the participants arrive in Israel from abroad for a long period of time, and are actually the responsibility of the Organizer throughout that period of time, the Organizer is obligated to clearly define the participant's status in everything pertaining to the obligations, rights and restrictions that apply to him during the program vis-à-vis the Organizer.

The Organizer must specify the obligations, rights and restrictions in the appropriate section in the Request for Recognition. Before the start of the program, the Organizer is also obligated to notify the participants in writing of their obligations, rights and restrictions. The Company is entitled to require the Organizer to obtain the participants' signatures on written undertaking regarding their aforementioned obligations, rights and restrictions. The Organizer is obligated to make preparations for the participants before they arrive in Israel for the start of the program. As part of the preparations, the Organizer must correlate the expectations of the participants with the details of the program and the process of the participation.

The Organizer will be solely responsible for collecting the tuition/fees from the program participants. The Company will monitor the amount and collection of the tuition/fees insofar as this pertains to determining the amounts and transfer of financial aid.

If a participant in an approved program terminates his participation before the end of the program, whether of his own volition or because he was removed by the Organizer and/or anyone on its behalf, the Organizer must report to the Company on the removal/departure. The financial significance of early termination of participation will be defined in the agreements between the Organizer and the Company and will be brought to the attention of the participant in advance.

## 3.2 Staff

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The staff of a Long Term Program will be recruited, screened and hired by the Organizer and at its expense. The Organizer is responsible for selecting the most suitable teachers, instructors, tour guides, social escorts, etc. Naturally, the wide variety of Long Term Programs will require a variety of staff job descriptions. The threshold requirements for Organizers in assembling a staff for Long Term Programs are detailed below.

The Organizer will be responsible for fulfilling the provisions of Israeli law in everything pertaining to employing the program staff. When employing tour guides during the program to guide the educational tours and outings, the Organizer must employ qualified tour guides who hold valid licenses from the Ministry of Tourism.

The Organizer is obligated to prepare the Long Term Program staff before the start of the program. The staff must receive from the Organizer all the information and tools required to succeed in their duties. The Organizer must provide professional support and courses for the staff before and during the program in such manner that they will contribute to the program and its goals and will not, under any circumstances, disturb the program or its success.

The minimum requirement for permanent staff in the program is two positions: Program Director and Social Coordinator. These two positions are required for each separate program.

In a program with a large number of participants and/or several groups, it is recommended to consider increasing the number of social coordinators in proportion to the number of participants in the program.

### 3.2.1 Program Director

Since a Long Term Program constitutes an educational process that covers a lengthy period of time (5 – 10 months), the Organizer must arrange for each program to have a program director who will accompany and run the program from beginning to end.

**When hiring a program director, the Organizer must seek the following required qualifications:**

- Administrative management and team management qualifications
- Proven ability in managing educational programs
- A comprehensive view of the program with an individual approach to the components
- Excellent people skills
- Good judgment and evaluation skills

### 3.2.2 Social Coordinator

The need for a social coordinator in Long Term Programs in Israel has been proven time after time. The social coordinator's job is to make the interpersonal connections among the participants in the group, as well as between them and the world outside the group. The social coordinator's first concern is for the well-being of the participants in the context of the program goals.

**When hiring a social coordinator, the Organizer must seek the following required qualifications:**

- Skill and experience in the field of informal education
- Excellent people skills
- Teamwork abilities
- Familiarity with the target audience and fluency in its language (may be from abroad)
- Identification with the program's goals and striving to attain them

# 4.

## Administrative Standards, Threshold Requirements

### 4.1 Providing for the Program Participants

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The Organizer undertakes full responsibility for providing for the participants in a Long Term Program, whether it supplies the participants' needs itself or it ascertains that other entities and/or the participants themselves are supplying these needs. The basic subsistence needs are food and shelter. That Organizer will be solely responsible for fulfilling the provisions of Israeli law in everything pertaining to providing its program participants with meals and living quarters, and no liability and/or responsibility in this connection will apply to the MASA Company and/or the Jewish Agency and/or the government of Israel.

The Organizer is responsible for ensuring that the program participants lack nothing in their basic needs or anything connected with their sustenance during their entire stay in Israel from the beginning to the end of the program. Aside from living quarters and meals, the Organizer must provide a proper response to other basic needs, such as toiletries, clothing, leisure time travel and entertainment expenses, whether it supplies the participants' needs itself or it ascertains that the participants themselves are supplying these needs. If the Organizer asks the program participants to bring pocket money, it must inform the participants of this in advance, noting the amount that the participants should bring with them.

#### 4.1.1 Living Quarters

If the Organizer provides living quarters in a hotel, guest house, kibbutz, hostel, dormitory, rented apartment or any other suitable conditions, it must ascertain that the living quarters meet the minimum requirements, which include: a room in a proper permanent structure with a door that can be locked, no more than 4 single beds in each room, each bed with a suitable mattress, bedding, closet, table, toilet and shower (if not en suite, then no more than 6 users per shower unit and toilet). The room must be reasonably ventilated and well lit.

- ▶ During the program there may be a few overnight stays with a different arrangement (Bedouin encampment, field accommodations, etc.).
- ▶ In mixed groups, the Organizer must arrange separate accommodations for male and female participants. For married couples, the Organizer must provide a separate room.
- ▶ In permanent structures located in particularly hot areas, the rooms must be air-conditioned in summer and in particularly cold areas, the rooms must be heated in winter.
- ▶ The Organizer is obligated to arrange suitable insurance coverage for the residential structures.
- ▶ The Organizer must provide (including the possibility of a secondary supplier) laundry services at least once a week.
- ▶ If the participants are lodged in rented apartments, the Organizer must provide assistance in finding apartments and assist in the rental process.

## 4.1.2 Meals

The Organizer is obligated to ensure the provision of at least 3 meals a day to all the program participants, whether directly or by feeding the group in restaurants/dining rooms/catering service or by means of purchases/cooking implemented by the participants. The Organizer is obligated to verify the existence of the valid lawful business license of the restaurant/dining room/catering company providing the meal. If the participants arrange for their own meals in the program, the Organizer must verify that the participants are given the opportunity to make the appropriate purchases. The Organizer must also verify the use of proper kitchens and utensils.

- ▶ The Organizer is obligated to address any request for a special diet stemming from the participant being a vegetarian or a vegan, or from the participant's health, which requires refraining from eating certain products or ingredients. The Organizer must ensure that it receives the required information from the participants in this matter before the program begins.
- ▶ The Organizer is obligated to address the matter of kashruth in the restaurants/dining room/catering company, including the foodstuffs, the kitchens and the utensils, in accordance with the participant population and the program rules as defined in advance.
- ▶ The Organizer must ensure that the meals it supplies, whether directly or through secondary suppliers, are satisfying, nourishing, tasty and varied. The Organizer must examine the quality of the meals by obtaining feedback from the participants and rectify defects, if any.

(It is recommended to inform the participants in writing and in as much detail as possible about the program's kashruth policy.)

## 4.2 Study and Activities Structures

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Since the participants take part in activities that are held in structures during a large part of the time that they are in a Long Term Program, the Organizer is obligated to ensure that those segments of the program in which the participants are in study/activity structures, are conducted in proper structures, according to the parameters shown below.

The Organizer is required to verify, whether it is providing a structure or it has an agreement with another party that is providing a structure, that all the authorizations required by law have been provided by the legal owner of the structure for everything pertaining to its use as a study/activity structure. The Organizer is responsible for ascertaining the validity of all the relevant authorizations.

The Organizer must heed to the following parameters when it provides program segments in study/activity structures:

- Type of structure (fixed/mobile, etc.)
- The maximum permitted density in terms of number of participants in one place at a given time
- Suitable furnishings that are required in a study structure (desks, chairs, etc.)
- The aids required to conduct the study/activity (blackboard, raw materials, etc.)
- The required technological means (computers, Internet, projector, etc.)

## 4.3 Transportation

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Since transportation is essential for conducting and operating Long Term Programs, below are details of the standard required of the Organizer by the Company. The use of transportation entails very important safety and security aspects involving people's lives, so it is very important to meticulously fulfill the provisions of the laws and regulations, and the provisions of these standards and regulations in everything pertaining to the use of transportation during the program. The issue of transportation during a Long Term Program is divided into two parts: organized transport and public transportation.

### 4.3.1 Organized Transportation

The Organizer must ensure that organized transportation in the program is operated by authorized transportation companies that have valid business licenses and insurance, as required by law, and meet all the requirements of the laws and regulations of the Ministry of Transportation dealing with the transport of tourists, including legislation dealing with the driver's work hours. The Organizer must verify that the transportation company holds valid authorization from a vehicle security officer authorized by the Ministry of Transportation. Any vehicle used for transporting the participants in a Long Term Program must be air-conditioned and contain a proper baggage compartment, voice amplification system and microphone.

### 4.3.2 Public Transportation

In general, there is a clear preference for organized transport over public transportation. Any case of the participants' use of public transportation in the framework of the program must be with the Organizer's knowledge. The Organizer must inform the participants that when traveling on public buses/trains, the destination must be ascertained, the trip will be made at full payment as prescribed by the law and the regulations. The Organizer must address all the parts of section 4.4 (security and safety) pertaining to transportation.

- ▶ Participants may only travel in taxis belonging to taxi companies registered and recognized in Israel. It is best to order the taxi by telephone. The participants are strictly prohibited from getting into a taxi that does not have Israeli license plates.
- ▶ The participants are strictly prohibited from hitchhiking.
- ▶ Traveling in the areas of Judea and Samaria and the Gaza Strip require separate authorization and may only be implemented in a protected vehicle.
- ▶ Participants are prohibited from driving the vehicle of a host family, even if the former have valid driver's licenses, which are also valid in Israel.
- ▶ Participants may use a rented vehicle with the Organizer's knowledge and only through car-rental companies registered and recognized in Israel, which have a valid lawful business license. Participants are strictly prohibited from renting a vehicle from car-rental companies that are not Israeli.

The Organizer will bear full responsibility for fulfilling the provisions of the law in Israel in everything pertaining to transports and the use of public transportation, and no liability and/or responsibility in this connection will apply to the MASA Company and/or the Jewish Agency and/or the government of Israel.

## 4.4 Security and Safety

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This section is of supreme importance to all the entities involved and it is designed to ensure the safety and welfare of the participant. The Organizer is responsible for ensuring the safety and welfare of the participant. The Company is the entity that guides and supervises the Organizer, but the Company bears no liability and/or responsibility in this matter. In view of the security situation in Israel, the Organizer must plan, conduct and operate its programs in such a manner that the top priority will be the safety and welfare of the participant. Any educational and/or other consideration must be subordinate to this principle.

The Organizer must formulate a document detailing the security and safety policy in the program which will be given to each participant at the beginning of the program. The Organizer must ensure that the document is read and confirmed by obtaining the signature of each participant. The document must specify the conduct required during the participants' stay in Israel. The following must be specified for everything connected to the participants' security: the boundaries of the permitted geographical area, the use of transportation, security alertness and awareness and actions to be taken at the time of an event. The following must be specified for everything pertaining to the participants' safety: the rules of preventive conduct, preventing dehydration, swimming rules, rules for conduct on hikes, refraining from breaking the law (including the use of drugs) and conduct in everything connected with sexual harassment. The Organizer is entitled to add subjects that it considers relevant for the security and safety of the participants.

In everything pertaining to ensuring security and safety during a Long Term Program in Israel, there is a distinction among several possible periods of time:

- Period of stay on campus/base of activity
- Period of a trip
- Period of free time during the program
- Organized home hospitality
- Travel and stay abroad

Each one of the above possibilities is treated differently in everything pertaining to the safety and security of the participants. The Organizer must examine its actions in this connection at several stages: in the first stage, it must ascertain and prove that its actions meet the Company's threshold requirements. In the second stage, it must adopt the modes of operation practiced in its organization or another organization with experience in operating Long Term Programs. In the third stage, it must formulate internal standards and regulations and procedures that will guide its actions in ensuring the safety and security of the program participants, all before the program begins and before the participants arrive in Israel.

### 4.4.1 Period of Stay on Campus/Base of Activity

In the first stage, the threshold requirements of the Organizer for ensuring safety and security on the campus/base of activity will require obtaining approval from a security officer of the Israel Police and/or from the security division of the Jewish Agency. Organizers that utilize the accommodation services of a licensed hotel, hostel or dormitory will be responsible for verifying the existence of authorization from the Israeli Police regarding the security of the place. Most hostels, hotels and dormitories are obligated to obtain such authorization as part of the licensing for their businesses.

## 4.4.2 Organizing a Tour/Outing

The Organizer must act according to the guidelines specified in the notice from the director general of the Ministry of Education for coordination of outings, published in the Official Gazette of the Government of Israel and on the Ministry of Education website at <http://www.education.gov.il>. Every outing and/or tour must be coordinated with the Trip Coordination Office of the Society of the Protection of Nature in Israel. The Organizer is obligated to coordinate outings and it must do so directly with the coordination offices or through secondary suppliers that are authorized to coordinate outings. The Organizer is obligated to adhere to all the instructions of the Trip Coordination Office as specified in the trip coordination document.

[Entities that are not instructed directly by the Jewish Agency's Security and Safety Division are advised to peruse the Security Division's guidelines for everything pertaining to trip coordination and security. The guidelines are available at the Company and are revised from time to time.]

## 4.4.3 Free Time During the Program

The Organizer must address each period of free time during the program separately. All periods of free time should not be addressed in general. The following should be defined for each period of free time, whether in Israel or abroad:

- The exact time frame.
- The areas in which the participants are permitted to stay (clear geographic borders should be given).
- Guidelines regarding the use of public transportation.
- Manner of communicating with the staff (it is advisable to distribute individual cards with important telephone numbers).
- Incidents and responses (reporting if necessary).

A participant who wishes to depart from the defined framework of space and/or time should contact the program team to obtain authorization. Without prior authorization, the participant will be deemed missing and the Organizer will commence the chain of actions and reports necessitated by this definition. Among other things, the Organizer must report to the Company.

[It is recommended to prepare a table containing the participants' details, their activity destinations during their free time, their means of arriving and returning and telephone numbers at which they can be reached.]

The Organizer is obligated to verify that all the participants receive the relevant definitions (as above) in advance before each period of free time in the program.

#### 4.4.4 Organized Home Hospitality

Organized home hospitality is a significant educational part of a Long Term Program and therefore is not defined as free time. From the standpoint of ensuring security and safety, the Organizer must address home hospitality in regard to the following:

- The exact time frame.
- Means of dispersing and picking up the participants.
- Security and safety rules of conduct (for both the participant and the hosting family).
- Manner of communicating with the staff (it is advisable to distribute individual cards with important telephone numbers).

The Organizer is obligated to verify the participants' arrival at the homes of the hosting families. It must also be available during the entire duration of the hospitality and verify the possibility of the hosting family contacting it.

Below is a list of recommendations pertaining to home hospitality:

- ▶ Requesting that the families pick up the participants from one dispersal point and return them to one pick up point.
- ▶ Assembling small contact groups among the participants in order to pass messages quickly and efficiently.
- ▶ Equipping the heads of the groups with mobile telephones or pagers.
- ▶ Providing the families with an explanation sheet on the program and on the rules of conduct required of the guest.

#### 4.4.5 Travel Abroad During the Program

This concerns travel and stays abroad during the program, which constitute a part of the program. Private trips abroad will be considered periods of free time during the program. When the participants go abroad in the framework of the program, the Organizer must fulfill the provisions of Israeli law and the law of the sovereign states in which the program participants will stay with regard to the participants' security and safety.

The Organizer must keep abreast of the security situation in the country/countries to which the participants are going and carefully consider the security arrangements it will implement during the stay abroad. The Organizer must act according to the information available to him at that time and according to its responsibility for the security and well-being of its participants.

The Organizer must give the person responsible for the group during the stay abroad a list of telephone numbers and addresses of the diplomatic missions of Israel and the participants' countries of origin, in the countries the participants will visit.

[It is advisable to read the notice from the Director General of the Ministry of Education on the Ministry's website, regarding delegations traveling abroad. The relevant information can be found at: [http://www.education.gov.il/mankal\\_cgi/menu.asp](http://www.education.gov.il/mankal_cgi/menu.asp)

For information on the situation in various countries around the world, the Ministry of Foreign Affairs website can be accessed at: [http://www.mfa.gov.il/MFAHeb/MFAArchive/2003/hashuv\\_ladaat](http://www.mfa.gov.il/MFAHeb/MFAArchive/2003/hashuv_ladaat)

## **4.5 Means of Contact and Communication**

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The threshold requirements regarding means of contact obligate every group in a Long Term Program to be identified by a lead mobile telephone number. The Organizer must arrange to have a staff member in each group who will carry the mobile telephone with the lead number throughout the entire program, and will be responsible for the group's contact with the Organizer and with the Company. If, for any reason, the Organizer decides to change the lead phone number for the group, it must report this to the Company before the number is changed.

## 4.6 Insurance

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The Organizer must act vis-à-vis all areas of insurance as provided in the laws of the State of Israel and in any place in the world in which the Organizer operates in connection with the project. Provisions pertaining to insurance which bind the Organizer will be specified in detail in the agreement to be signed between the Organizer and the Company.

Without derogating from that stated above, it is clarified that in respect of the program, the Organizer must arrange for insurance policies in the following areas: property insurance, employers' liability insurance and third-party liability insurance. The terms of the insurance policies that must be arranged by the Organizers, as well as the amounts stated therein, will be specified in detail in the agreement to be signed between the Organizer and the Company

The Organizer must arrange medical insurance for the participants in its programs within the framework of the project. The coverage must begin in the participant's country of origin from the time of departure for the activity in Israel up to the participant's return thereto at the end of the participation in the program. The coverage must include at least the following:

1. Coverage of expenses for evacuation to a hospital.
2. Expenses for hospitalization, including payments for doctors, surgery, intensive care, ambulatory treatment, tests, x-rays, and drugs during the hospitalization.
3. Medical expenses incurred not during hospitalization, which a qualified doctor deems necessary. Payment to a qualified doctor, tests, x-rays, drugs prescribed by a doctor or recognized medical institution.
4. Expenses for emergency dental treatment or dental treatment required due to an accident.
5. Expenses for returning the body of a participant from Israel to a foreign country if the participant died in Israel.

The Organizer is obligated to check the validity and suitability of all the insurance policies of the entities, organizations and institutions involved in providing services to the Organizer. This must be implemented by obtaining confirmation of the insurance duly signed by the insurer of the aforementioned suppliers.

All the suppliers' insurance and the Organizer's insurance will also be made in favor of the State of Israel, the Company and the Jewish Agency. They will include a clause stating that they will not be canceled or reduced for any reason whatsoever without 60 days advance notice to the Company. All the policies of the supplier and the policies of the Organizer must be primary and the insurer must confirm in writing that it waives the right to participation with the insurance policies of the Jewish Agency and the insurance policies of the Company, and that it also waives the right of subrogation vis-à-vis the State of Israel.

The Organizer is obligated to verify the validity of the policies relating to the project during the period of the insurance, and to do everything required, including making the required payments, in order to uphold the conditions of the policy as an insured. The Organizer undertakes to update the Company, regarding any change occurring in its status as an insured under this insurance policy.

# The Engagement Process between the MASA Company and the Organizer

## 5.1 Requirements for Recognition and Licensing of the Organizer and its Programs

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The purpose of the engagement between the Company and the Organizer is to implement the project. An Organizer that wishes to be included in the list of Organizers operating Long Term Programs in Israel is required to provide information at the request of the Company. The Company will provide the Organizer with all the information it requires to help it obtain the necessary authorization to submit a program for approval. The Organizer must submit various documents to the Company, including the documents required under law for registration of companies and/or nonprofit organizations, a business license, confirmation of proper management, tax authorizations and confirmation of keeping account books as prescribed by law. The legal basis will be the laws of the State of Israel pertaining to organized tourism in Israel, the provision of products and services and the income tax and VAT laws.

Any educational Zionist implementation entity operating legally in Israel, which has proven organizational and financial abilities in the management, planning and implementation of educational programs in Israel, may be considered an Organizer. An Organizer can obtain authorization from the Company to submit a program that it wishes to operate with the Company's assistance, only if it fulfills the conditions specified above and in accordance with the Company's decision. The Company will inform the Organizer of its consent or non consent in a formal letter. The letter authorizing the Organizer to submit a program for the Company's approval will be limited in time. At the end of the period stated in the letter, the Organizer will have to renew the application by contacting the Company. An Organizer is obligated to report to the Company in writing about any change in its legal status during the period in which it is the Organizer of a program operated under the auspices of the Company or with its support.

The Company will receive Requests for Recognition of a Program only from Organizers who have received authorization for this purpose. The stages of recognition and approval are detailed below. Approval of an Organizer and its programs does not automatically entitle it and/or the participants in its programs to receive scholarships or any financial aid whatsoever, but rather is intended to give participants in the approved programs the opportunity to request a MASA scholarship from the Company. The Company reserves the sole right to grant MASA scholarships in accordance with the policy determined by the steering committee.

The Company will encourage initiatives with regard to the Long Term Programs which are designed for young Jewish adults from the Diaspora. Among other things, the Company will make financial aid available for establishing new programs, for Organizers that meet the criteria. These criteria will be published separately and will be designated for new Organizers that are interested in developing new programs and veteran Organizers that are interested in expanding their activities by developing innovative programs. The Company will also encourage Organizers that see a significant increase in the number of participants in their Long Term Programs. These Organizers will be entitled to incentives as publicized by the Company and on the basis of the relevant decisions by the steering committee.

## 5.2 Stages in the Process

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Below are details of the stages in the engagement between the Organizer and the Company. The Organizer is responsible for the full implementation of all the stages dependent upon it and for monitoring the progress of the process. The Company will be available to the Organizer and will assist it as far as possible during all stages of the process of recognizing the Organizer and its programs. The Company will be entitled to change the stages, their order and the requirements at each and every stage.

- Stage 1:** Every organization wishing to become an Organizer operating a program in the project framework must carefully read the project standards and regulations and submit an Organizer Form by e-mail to the Company, with all the required details. Simultaneously, the Organizer must submit to the Company all the documents required to obtain the status of recognized Organizer.
- Stage 2:** The Company considers the Organizer's application and if it passes the threshold of the preliminary stage, it will be given the opportunity to submit to the Company a program proposal which would be operated under the Company's auspices or with its support.
- Stage 3:** The Organizer prepares and submits a RRP of a Long Term Program (for each program separately), according to the RRP template appearing in Appendix B. When writing the document, the Organizer must address the required standards that appear in these standards and regulations.
- Stage 4:** Examination and approval of the Request for Recognition by the Company. If there are comments and reservations, the Organizer amends the documents and its contents with the guidance of Company personnel.
- Stage 5:** The Organizer provides the participants in its programs with information about the possibility of submitting an application for a MASA scholarship. Program participants who wish to do so can fill out the application forms for the scholarship and submit them to the Organizer. The Organizer must collect the applications and submit all of them together to the Company.
- Stage 6:** The Organizer prepares everything required of it before signing an agreement for transferring the scholarship monies and any other financial aid from the Company to the Organizer.
- Stage 7:** The Company examines the applicants' entitlement to receive scholarships and decides the amounts that they will receive. The Company then transfers the information on the scholarship amounts to the Organizer and its participants.
- Stage 8:** The signing of an agreement between the Company and the Organizer regarding the latter's programs and transfer of the monies from the Company to the Organizer, along with implementation of the required control and reporting.

As stated, an agreement encompassing the details of the engagement will be signed between the Company and the Organizer, including the matter of the scholarships and all the financial arrangements between the Company and the Organizer. The detailed agreement will be valid for a particular program and its validity will be limited to the duration of that program. In addition to the financial arrangements, the agreement will also address, *inter alia*, publicity, marketing, public relations, participation in central events, insurance and reporting. Under the agreement, the Organizer will be obligated vis-à-vis the Company to collect monies from the participants according to the program registration procedures and to ensure that the participants fulfill the program requirements and tasks, all as specified in the agreement and/or its appendices.

## **5.3 Marketing and Advertising Policy**

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The working assumption of the MASA project is that across the Jewish world, there has, as yet, been no mass movement of young people who view participation in a program of one semester to one year in Israel as a real and practical option. There are, indeed, communities that view a year in Israel as a significant component of their identity and they therefore encourage their young people to join the programs. In less committed communities, the need has not yet been engendered and “a market must be created” to motivate the youth. This impediment creates a kind of glass ceiling that requires new approaches which will lead to a breakthrough.

### **5.3.1 Goals of the MASA Company’s Marketing Plan**

- Creating a behavioral norm among young Jewish adults around the world of spending a year in Israel between the ages of 18 and 30.
- Strengthening the overall concept of a year in Israel and exposure to the wide variety of programs.
- Creating an advertising and public relations system, segmented according to the various communities.

### **5.3.2 Major Objectives for the First 5 Years**

- Helping to recruit 8,000 young Jewish adults from around the world in 2005-6 for Long Term Programs in Israel.
- Building a marketing infrastructure that will allow for gradual growth up to 2008-9, for bringing 20,000 young Jewish adults from around the world for Long Term Programs in Israel.
- Holding a series of structured encounters, making connections and creating a sense of active community by means of various events for participants in the various programs in Israel.

### 5.3.3 The Marketing Concept

The method is based on a variety of marketing tools specially produced to support and achieve the above objectives. Among other marketing tools, the Company will utilize branding, establish a marketing team and build an information system, including a central Internet website. The Company will also produce a comprehensive catalog of approved programs and will advise regarding local processes, create support systems for mobilizing resources in the Diaspora, develop a marketing system in the United States and positioning in Israeli society.

The Company will create central marketing tools and share them with the recognized Organizers, in accordance with the policy set by the steering committee. Another significant tool utilized by the Company is holding central events for the participants in Israel. Through these events, and by creating additional means, the participants will feel that they are part of a broad, worldwide youth movement that is located in Israel under the auspices of the Israeli government and the Jewish Agency. This does not diminish the responsibility of the Organizers but rather constitutes a striving to attain national and moral objectives that are outside the individual framework of each program.

It should be noted that the scholarship policy will create a situation in which there will be participants who will not receive scholarships from the project, so in order to enable them to feel like full participants in the project, they should be included by means of the central activities during the period of their stay in Israel.

### 5.3.4 Wording in Publicity

Publicity for the project for encouraging Long Term Programs in Israel for young Jewish adults must be worded appropriately in all publications connected with the Organizer's program, as follows:



**“MASA” the Project for Long Term Programs**  
of  
**the Government of Israel and the Jewish Agency for Israel**



The caption and the symbols can be obtained by email by contacting the MASA Company's marketing manager, Mr. Lior Shmueli at [liors@jazo.org.il](mailto:liors@jazo.org.il).

## **5.4 Supervision of the Organizers and their Programs**

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Before and during implementation of the program, the Organizer will be required to provide ongoing reports to the Company. The Company will operate a supervision system to monitor implementation of the program in accordance with the planning and with the educational, administrative and financial standards. The supervision system will be operated by the Company and/or anyone on its behalf. The Organizer and its staff must cooperate fully with the representatives with whom it will come into contact and who will examine it, and it must make accurate and full reports. Among the reports, the Organizer must submit to the Company, within 30 days from the date of the participants' arrival in Israel, information on the participants including names, addresses, telephone numbers and any other relevant information that will be requested.

## **5.5 Canceling Program Recognition**

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The Company recognizes the fact that there are factors affecting the program in practice which may cause changes in the program implementation in the field. If substantive changes occur in implementing the original program, the Organizer must inform the Company to that effect. The Company reserves the right to make any decision due to the changes.

The Company is entitled to cancel recognition of a program that it approved previously or to prevent approval of a program from the outset for any reason whatsoever, including a deviation of the program from the standards required by these standards and regulations. A letter stating the reasons will be sent to the Organizer within 14 days from the date that such a decision is made.

The Company reserves the right not to grant, or to cancel, an Organizer's recognition, at its discretion. In any case of cancellation of recognition or non-granting of recognition in advance, the Company will provide the Organizer with a reasoned and detailed response regarding its decision not to grant or to cancel recognition of Long Term Programs in the framework of the project, within 14 days from the date the decision is made.

## **5.6 Appeal of Non-granting and/or Cancellation of an Organizer's Recognition**

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An Organizer that did not receive recognition or whose recognition and/or program was canceled will be entitled to appeal the Company's decision before the steering committee.

# 6.

## MASA Scholarship for Participants

### 6.1 Principles of Entitlement to a MASA Scholarship

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A MASA scholarship is a sum of money that will be given (through the Organizer) to a participant in an approved program, who is found to be entitled to a scholarship according to the parameters determined by the steering committee. The maximum amount of the scholarship is \$10,000 (ten thousand U.S. dollars) per individual for a 10 month program, provided that the scholarship amount does not exceed 95% of the program price and the minimum amount paid by the participant is no less than 5% of the price of the program. For shorter programs, the scholarship amount will be adjusted to the program's duration.

The amount of the scholarship will be determined separately for each participant after examining the participant's details and needs against the criteria and will be publicized from time to time. The entitlement method will be differential and the indices will be, among others: the participant's country of origin, the participant's country of residence, personal financial status, age and special needs. The Company will advise the Organizers of the system under which entitlement is determined and the amount of the scholarship for each participant.

### 6.2 Scholarship Application and Handling

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At the time of registration for a program, the Organizer must provide scholarship application forms to the participants who are interested in obtaining scholarships from the project. The participants must fill out the application forms and return them to the Organizer along with all the required documentation. The Organizer will then transfer all the participants' application forms together to the Company.

The Company reserves the right not to consider applications in the following cases:

- The application form of a participant who does not meet the criteria.
- An application form submitted after the Company's deadline for submitting the forms.
- An application form that was not filled out properly and/or is not accompanied by the required documentation, as specified in the body of the application form.

### 6.3 Granting the Scholarship

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Upon making the decision about the type of entitlement and amount of the scholarship, the MASA Company will inform the Organizer and its participants, who are entitled to project scholarships, of the amounts they will be receiving (subject to that stated above regarding the agreement between the Organizer and the Company). The amounts will be coordinated with a list of names of entitled participants, among all the program participants.

The scholarship amount that was determined for a participant will be transferred to the Organizer of the Long Term Program in which the scholarship recipient is participating, provided that a detailed agreement was signed between the Company and the Organizer. Upon receipt of the scholarship, the Organizer will offset the scholarship amount from the program fees that it will collect from the participant or, alternatively, it will give the participant a refund in the amount of the scholarship that was granted by the Company.

# 7. Appendices

## APPENDIX A

### Organizer Form

The Organizer must prepare a document based on the following breakdown. Please maintain the order of the subjects and the sequential numbering. The form will be provided to Organizers as an Excel document in which some of the fields will have a menu of options and others will have space for filling in text. The Organizer Form must be filled out and returned as an email attachment to romang@jazo.org.il.

Organizer Form			
	Instructions: 1. In fields in which a menu appears, select one of the options. If you select "Other (specify)," provide details in the box below it. 2. In fields that do not have a menu, please enter the required text. Please enter brief and clear text and do not exceed 15 lines. 3. If the organizerOrganizer operates more than three programs, it must expand the form for the number of programs that it operates. 4. The completed form should be saved as an Excel file with the organizerOrganizer's name as the filename.		
Organizing institution (organization, company, etc.)			
1	Name of entity / institution		
2	Type of organizerOrganizer		
3	Address		
4	Telephone numbers		
5	Fax number		
6	Email		
7	Website address		
8	Institute director		
9	Year of the institution's establishment and brief description of its history		
10	Religious orientation		
11	Institute specializations		
	Program	A:	B:
12	Program name		
13	Program director		
14	Program length in months		
15	Date of the program's start		
16	Date of the program's end		
17	Type of accommodations and number of participants per room		
18	Service packages given to the participants		
19	Type of certificate granted to participants completing the program		
20	Type of accreditation granted to participants completing the program		
Participants			
21	Participants' countries of origin		
22	From age (at the start of the program)		
	To age (at the start of the program)		
23	Comments on the participants' profiles		
Financial data			
24	Program price per participant		
25	Is the institution receiving support from a government or other entity from Israel and/or abroad?		
26	Does the institution provide subsidization or support to the participants?		
27	What are the criteria for subsidization / support?		
28	General comments		

## APPENDIX B

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### RRP - Template for Request for Recognition of a Program

#### General explanation:

This template creates the framework for preparing the document that a recognized Organizer must submit to the Company. The document must be submitted to obtain recognition for a Long Term Program so that it will be approved for financial aid from the project.

The Organizer must enter the relevant contents in all 12 parts of the document and not skip any sections/parts. The required contents must be entered briefly and clearly and no information should be included that is not connected to that particular section/part.

The principles under which an approved Long Term Program must be planned and implemented appear in the project standards and regulations for programs, which contain responses to questions that may arise during composition of the document. In any case in which a question arises to which there is no response in the project standards and regulations, the Organizer should contact the Company for an answer.

#### Body of the template:



Organizer's logo

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#### 1. Introduction:

In this section, the Organizer fills in the following

- The Organizer's vision (What is it? A brief description of the Organizer and its history can be given).
- Educational principles (What are the Organizer's guiding principles in planning and implementing the educational program in Israel?).
- Core subject (What is it?).

#### 2. Program goal(s):

In this section, the Organizer briefly describes the program goal(s) deriving from its vision, without going into objectives.

#### 3. Program objectives:

In this section, the Organizer describes the program objectives deriving from the goal(s). In setting its objectives, the Organizer must address, among other things, the supplementary educational subjects.

#### 4. Mode of operation/educational methods:

In this section, the Organizer briefly describes the modes of operation and educational methods that it employs in the program (the intention here is not for the Organizer to give details of the methodology for each section and subsection of the program).

#### 5. Overview of the program (semester/year):

This can be presented as a table, with details of the program's main time periods/months. If there are different tracks within the program, they must be clearly specified.

#### 6. Detailed view of the program (various resolutions):

- Program weeks – full table (can be presented as a full yearly calendar).
- Program days – sample table.
- Daily schedule – sample list.



Organizer's logo

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### **7. Supplementary educational subjects:**

In this section, the Organizer must address all supplementary subjects in the program in concentrated form, i.e., explain briefly in which parts of the program the educational subject will find expression and in what manner. The Organizer must be sure that it addresses the educational subjects in a manner that meets the threshold requirements as specified in the project standards and regulations.

For the Organizer's convenience, below is a list of the supplementary educational subjects:

- Strengthening Jewish identity
- The history of Zionism and the State of Israel
- Familiarization with the Land of Israel
- Learning Hebrew
- Volunteering in Israeli society
- Structured encounters with Israeli peers
- Exposure to Israeli culture
- Developing community leadership skills

### **8. project participants/target audience:**

In this section, the Organizer must address the following main points:

- Criteria for accepting participants to the program (What are they?).
- The living conditions in the program framework (details should be given for the different periods of time if there is a change during the program).
- Obligations, rights and restrictions (What are they?).
- The program language (In what language will the program be run?).

### **9. Program price:**

The Organizer must specify the price of the program for the participant, financial aid and scholarships (aside from the financial aid of the project).

### **10. Program staff:**

The Organizer must provide the following details regarding the program staff: name, job, brief resume, contact information.

### **11. Evaluation planning:**

In this section, the Organizer must describe the evaluation plan that it will implement for the program in question. The Organizer must address the standards and regulations appearing in the chapter dealing with evaluations in the project standards and regulations.

### **12. Sponsorship and accreditation:**

The Organizer must specify the entity(s) – if any – that is/are sponsoring the program. If accreditation is granted to program graduates, the Organizer must provide the details of the academic institution granting the recognition.

At the end of the document, the Organizer must note the name of the author of the RRP of a Long Term Program and his/her contact details.

## APPENDIX C

Table of supplementary subjects scheduling

<b>Supplementary subjects – scheduling table* for the _____</b>					
Supplementary subject	Required minimum (quantitative)	Minimum hours weighted yearly**	Scope in the program	Details on method and content	Operator (organizer / external supplier – specify)
Strengthening Jewish identity	10 hours each month	100 hours			
The history of Zionism and the State of Israel	12 hours each month	120 hours			
Familiarization with the Land of Israel	1 outing day per month	80 hours			
Learning Hebrew	12 hours each month	120 hours			
Volunteering	1 day (8 hours) each month	80 hours			
Encounter	3 per semester / 6 per year	30 hours			
Exposure to Israeli culture	1 event per month	15 hours			
Developing community leadership skills	6 hours per month	60 hours			
<p>* The completed table can be attached to the Request for Recognition RRP of a Program instead of section 7. The table will be kept in the organizer's file and will be utilized in building the database for monitoring and control supervision purposes. All the blank boxes should be filled in.</p> <p>** The calculation is for a 10 month program. For shorter programs, the required adjustments should be made proportionately for the number of program months.</p>					