



הסוכנות היהודית
JEWISH AGENCY
לארץ ישראל
FOR ISRAEL



מסע
Israel Journey

Masa Israel

By-Laws



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Introduction

Masa Israel Journey, a partnership between the Government of Israel and the Jewish Agency, is the leading organization for intermediate- and long-term programs in Israel (hereafter: “the programs”) for young Jews from all over the world. Since its founding, the project has hosted over 120,000 participants from more than 60 countries around the world.

Masa provides a home for a wide variety of international programs in Israel. These programs are chosen with care and commitment to high standards of quality and excellence. Masa offers a variety of programs for academic studies, volunteer work, career development, and Jewish studies. Programs are developed for young adults between the ages of 18 and 30 and are between six weeks and one year long.

The purpose of Masa is to serve as a bridge between the young generation of the Jewish people in the Diaspora and the State of Israel and its citizens, thus influencing the future of both the Jewish people and the State of Israel.

At the foundation of Masa is the understanding that participation in an intermediate or long-term program, of between six weeks and a year, in Israel at a young age is a unique tool for shaping the face of the young generation of Jewish communities around the world, and for developing Jewish collective consciousness and a sense of shared destiny with the State of Israel and the Jewish people. The Israeli experience in Masa programs may also serve as an opportunity to encourage Aliyah by young Jews from around the world, and is a rare opportunity for establishing a cadre of Jewish leadership in local communities in the Diaspora.

Our primary mission is to make Israel the leading destination for international programs for Jewish young adults from around the world. We guarantee the conditions required for the participation of thousands of young adults from the Diaspora in intermediate- and long-term programs in Israel every year. We believe that participating in such programs will provide the participants with a personally and professionally transformative experience and will influence decisions they make later in their lives. Masa participants are eligible for financial assistance, as well as quality educational content in the fields of identity, Jewish peoplehood, leadership and personal development, and will be a part of the growing network of alumni upon return to their home country. Masa program organizers will receive professional support services and assistance from Masa in developing programs and marketing them, recruiting participants, training staff and other matters related to program management.

The challenge of realizing and achieving Masa’s vision and goals is a shared challenge for us and all of our partners and program organizers that work hard to operate the programs on a daily basis.

More than a decade has passed since Masa was founded. The document in your hands describes our vision and goals for the coming years.

Masa's objectives and roles are:

- Setting the industry standard for high-quality international programs in Israel
- Promotion of a meaningful and high-quality experience for participants
- Growth: establishment of a strategy for the development of the program market based on global trends, and formulation of an incentive policy for participants and organizers
- Sales and marketing of intermediate- and long-term programs in Israel

Masa Israel policy, as presented in this Bylaws manual, reflects increased selectivity in choosing programs, and gives expression to the educational approach and tools developed for achieving optimal results from the educational process. Furthermore, the policy includes implementation of more stringent processes for monitoring and enforcement in certain areas.

This Bylaws manual specifies the foundations on which the collaboration between Masa and all parties involved in the Project, particularly with program organizers and participants, is based. Additionally, the Bylaws manual gives expression to the nature of the strategic partnership between Masa and recognized program organizers. The Bylaws describe the educational vision and threshold requirements, as well as administrative standards required of Masa organizers. It also includes procedures and criteria for determining Masa participants' eligibility for financial assistance, safety and security procedures, and rules regarding branding that apply to Masa partners.

Everything in this manual is subject to decisions made by Masa, and to agreements between the Government of Israel, the Jewish Agency for Israel, and Masa, and may change periodically in accordance with these agreements and the budget available for the Project. In the case of any change and/or discrepancy between this manual and a valid signed agreement between Masa and any program organizer, the signed agreement takes precedence. Masa organizers must remain updated regarding changes that may be made periodically, and if they are not, they will assume sole responsibility for this.

The following does not represent an obligation, contractual or otherwise, of Masa and/or the Jewish Agency and/or the Government of Israel towards program organizers. Said obligation will only take effect after the parties sign an agreement, and will be in accordance with the provisions of the signed agreement.

The program organizer is solely responsible for compliance with the provisions of Israeli law, and the provisions of foreign law in the context of the organized activities of the program overseas, in all matters connected with the implementation of the program, and Masa and/or the Jewish Agency for Israel and/or the Government of Israel will assume no liability and/or responsibility in this regard.

Jewish Agency for Israel

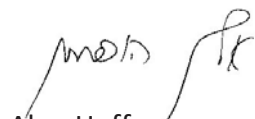
Dear Organizers and Partners,

Imagine a Jewish community in the Diaspora, whose leaders tirelessly attempt to weave Jewish culture into the daily life of its members. This is undoubtedly a complex task: the cultural and geographical dispersal away from the center of Jewish life makes development of active, lively communities difficult. But would this picture appear any different if the members of these communities had experienced in their youth a significant, transformative period in Israel?

Masa Israel is one of many connecting links enabling the realization of the vision of connecting the next generation of the Jewish people to Jewish identity in general, and to the State of Israel in particular. During their stay in Israel, participants become completely integrated in Israeli society, and experience, first-hand, the wide variety of experiences comprising the Jewish-Israeli content world: learning Hebrew, knowledge of Israel, encounters with Israelis, volunteering, developing communal leadership skills and establishing Jewish identity. Experiences, which are shared by all Masa programs, serve as the foundation for the formation of a lively and stable Jewish identity, of which the State of Israel is a key component; a Jewish identity that continues to thrive and prosper long after the participants return to their communities.

The collaboration between the Government of Israel, the Jewish Agency for Israel, and the Jewish communities around the world continues to be the factor enabling the increase in the number of participants, the expansion of the scope of possible programs and the improvement of the educational content for the participants who come to Israel for a meaningful long-term experience. These parties, together with the program organizers, have agreed to face the challenge of forming the next generation of Jews in the Diaspora, and have taken upon themselves the fulfillment of stringent criteria that will ensure the mission's success.

I am sure that this shared effort will allow us to expand the circle of participants in intermediate- and long-term programs and fulfill Masa's vision, and the vision of the Jewish Agency for Israel: ensuring the future of a united, committed Jewish people, at the center of which Israel stands strong.



Alan Hoffmann

CEO, the Jewish Agency for Israel

Prime Minister's Office

Office of the Director General

Dear Masa Organizers and Partners,

The Government of Israel has set itself a strategic goal to ensure the future of the Jewish people by strengthening the connection of Diaspora young adults to the State of Israel, and increasing the involvement of Jews around the world in the shaping of Israeli society. Masa Israel's aim is to realize this goal, by connecting the Jews of the Diaspora to the State of Israel, to their Judaism and to their communities.

Masa enables young Jews from the Diaspora to experience day-to-day life in the State of Israel, to engage in activities that are close to their hearts, thereby revealing their own Judaism and identity from up close. Your goal as program organizers and partners is to ensure that these young adults' stay in Israel will be remembered as a formative personal experience that will have an impact on their identity and future activities.

The collaboration between the Government of Israel, the Jewish Agency and the Jewish communities is the foundation that enables the realization of this important mission. I bless you on your participation in this collaboration, and I am confident that we have the power to turn Masa Israel into a significant strategic tool for the Judaism of the Diaspora and the State of Israel.

Best regards,



Eli Groner

Director General of the Prime Minister's Office

Board of Masa

Dear Masa Organizers and Partners,

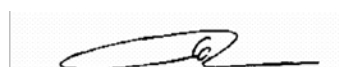
Masa Israel is a joint initiative of the Government of Israel and the Jewish Agency. The goal of the program is to enable Jewish young adults from the Diaspora to live in Israel for a significant period, take part in activities that they enjoy, and in this way experience Israel up close, through meaningful personal experiences that will influence them throughout their lives.

The visit and extended stay in Israel, and the educational program accompanying it, as well as the direct contact with Israel, strengthen the Jewish-Zionist identity of participants and affect their sense of self. As the number of Masa participants continues to increase, the program becomes a strategic instrument for strengthening the connection between Israel and Jews living in the Diaspora. Some of the young adults who participate in Masa programs make Aliyah, and those who remain in their countries of origin develop a strong and significant long-term connection with Israel and the Jewish people.

Masa serves as a home for a wide variety of intermediate- and long-term programs in Israel, for Jewish young adults from around the world, with a commitment to a high-standard of quality and excellence. Masa's Bylaws, which appear here in the most updated edition, define the conditions required for meeting such standards.

I believe that together we can enrich the field of long-term programs in Israel and increase the number of participants in them. We will thereby be able to fulfill Masa's vision and give program participants a transformative, life-changing experience.

Best regards,



Aharon Abramovitz
Chairman of the Board of Masa

Glossary

“Masa Israel”	A joint initiative of the Government of Israel and the Jewish Agency for Israel for the promotion of long-term programs in Israel for Jewish young adults from the Diaspora, in order to strengthen the Jewish identity of participants, as defined below, and their connection to Israel (hereafter: “ Masa ”). Masa will be operated by the Company, as defined below, through organizers operating programs using their frameworks and means, and in accordance with criteria set by the Company and approved by the Steering Committee.
“Masa Company”	A public benefit company founded for the purpose of carrying out the Masa Israel project (hereafter “the Company ”).
“Steering Committee”	A parity committee, made up of 16 members with equal representation from the Government of Israel and the Jewish Agency, which outlines the Project’s policies and approves the Company’s work plan. The committee is co-chaired by the Cabinet Secretary and the CEO of the Jewish Agency.
“Board of Directors”	A supervisory board consisting of at least seven directors, among them four representatives of the Jewish Agency – appointed by the Jewish Agency according to their rules, and three representatives of the general public appointed by the Jewish Agency with the approval of the Steering Committee.
“Program Organizer”	An executive Zionist educational entity which operates legally in Israel and is recognized by the Company according to the criteria it periodically determines. The organizer assumes full responsibility for operating a program in Israel, according to the agreement between the organizer and the Company.
“A Masa Program”	A framework for Zionist Jewish education, defined in time and space, held in Israel, for Jewish young adults from the Diaspora, for a duration of between an academic semester (at least four consecutive months) and an academic year, or between 8 and 10 weeks (hereafter “ intermediate-term programs ”). The Steering Committee is permitted to approve, as an exception, additional programs of a period shorter than

abovementioned, which will be at least 6 weeks long. It is hereby clarified that 6 to 8 week-long programs, following said approval of the Steering Committee, will be considered “intermediate-term programs.” In order to receive Masa’s approval, the program and organizer must comply with all conditions for recognition that appear in this manual.

“Terms of Recognition”

The minimum requirements, detailed in this manual, to be met by a program organizer in order for the organizer’s program to be recognized by the Company as an approved Masa program.

“Program Recognition Request Form (PRRF)”

A document in a uniform format (see Appendix A of this Bylaws manual) that each program organizer must submit separately for each program in order to request to be recognized as a Masa program.

“Participant”

A young adult from the Diaspora (a resident of a foreign country), high school graduate, up to 30 years old (under 31 at the start of the program), who has declared that he is Jewish (excluding those from the Former Soviet Union, hereafter FSU; young adults from Eastern Europe, Ethiopia and additional countries in respect of which the Company will determine from time to time that they must meet the eligibility criteria for Aliyah according to the Law of Return). The meaning of a “resident of a foreign country” can be one of the following two options:

- a) A Jewish person who is not an Israeli citizen, who holds a foreign passport and has not resided in Israel in the four years prior to submitting the application.
- b) A Jewish person, who was or still is an Israeli citizen, but moved out of the country with his parents before the age of 14, lived abroad for at least 4 consecutive years, and did not reside in Israel in the four years prior to submitting the application for a scholarship (**“returning minor”**).

This definition does not include young adults who participated in a program in Israel in any year prior to that academic year, beginning September 2004 and onward, unless decided otherwise by the Steering

Committee. Additionally, it does not include young adults who lived in Israel for four or more consecutive months (even if not in the framework of an organized program) at the age of 18 and up, in the 24 months prior to the program for which they have applied.

“Financial Assistance”

Financial assistance given to the organizers for the participants of an approved program, according to the criteria detailed in this manual, which may change periodically, and to which the Company has committed in writing. The financial assistance is for personal use only and may not be transferred.

Educational Vision and Blueprint – A Long-term Experience in Israel

Masa's Educational Vision

The long-term experience in Israel will be a defining chapter in the lives of participants, and will contribute to their personal and professional development; participants will feel at home in Israel, and they will act from a sense of responsibility for the fate and character of the State of Israel; participants will have a sense of connection to Judaism and belonging to the Jewish people, which will find active and significant expression in their lives.

The transformative educational experience in Masa programs is a product of the length of time spent in Israel and an experience which is partly structured and partly unmediated and independent, both on a personal level and on a collective level. During the participants' stay in Israel as part of an intermediate- or long-term program, various processes of development and personal growth naturally take place. The experience is structured in congruence with the interests and motivations of participants. The uniqueness of the Masa experience acts as a bridge connecting Jewish young adults with Israel, their Judaism and each other. In order to fulfill the educational vision of Masa, it is the responsibility of Masa programs to prepare a wide variety of educational experiences and encounters which will contribute to the personal and professional development of participants and strengthen their connection to Judaism as a culture, tradition and religion. The programs must also facilitate experiences that will strengthen their connection with Israel, Israeli society, Israeli culture and with other Jewish young adults.

The transformative educational experience of Masa is based on three "circles" of content:

(1) **"Israel as home: An authentic experience in Israel"**: The goal of this circle is to deepen familiarity between participants and the State of Israel and Israeli society, while establishing the emotional connection of the participants as **members of the State of Israel. Through the authentic experience of living in Israel as locals and the unmediated encounter with Israel and Israelis, participants will develop a sense of belonging and commitment towards the State of Israel and Israeli society which will find expression in their lives even after returning to their home countries.** In order to implement the circle of "Israel as home: An authentic experience in Israel," participants are to be exposed to the following content:

- a) Familiarity with Israel – getting to know the geography and history of the State of Israel
- b) Israeli culture
- c) Israeli society at all cultural, socio-economic, ethnic and religious levels
- d) Opportunities and challenges of Jewish sovereignty in the State of Israel
- e) Knowledge of the Hebrew language

(2) **"Discovering the nation: Judaism and peoplehood"**: the educational experiences in this circle focus on **strengthening the sense of belonging and responsibility of participants to the people of Israel as well as reinforcing the active bond between them and various manifestations of Judaism (as a tradition, culture and religion).** The experience of living in

Israel for an extended period, the opportunity to meet other Jewish young adults from Israel and around the world, and the opportunity to experience various ways of incorporating Judaism into daily life in the State of Israel comprises one of the advantages and added values of the educational experience on a Masa program. As a result of this, participants experience the power and value of Judaism and of belonging to the Jewish people and experience the various ways of incorporating their connection to Judaism and their commitment to the Jewish people into their lives.

In order to implement the circle of “Discovering the nation: Judaism and peoplehood,” participants are to be exposed to the following content:

- a) A variety of narratives and expressions of Jewish identity: as a culture, a tradition and a religion
- b) Jewish sources and sites – both historical and modern
- c) Ancient and modern Jewish culture and art

(3) **“Personal growth and development”**: This circle focuses on the personal and professional development of participants and the development of their identity. The length of the experience, which takes place far from home in an unknown social and cultural environment, the young age of the participants, and the ensemble of experiences and opportunities for personal and professional development provide fertile ground for a deep personal journey.

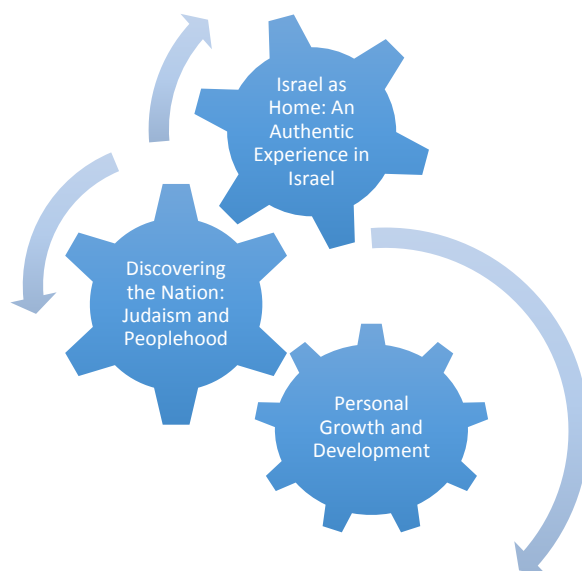
In order to implement the circle of “Personal growth and development,” participants are to be exposed to the following content:

- a) Processes of reflecting on, considering, and conceptualizing personal beliefs and values
- b) Acquisition of tools and skills for professional development
- c) Social action
- d) Leadership skills

Meaningful development in the other two circles of content (“Israel as home” and “Discovering the nation”) are conditional upon personal development.

It is also important to note that the transformative experience of a Masa program is the result of all of the participants’ experiences in Israel, including all additional planned and unplanned components of the program.

As described in the model below, these circles of content interlock and support one another, through the creation of experiences that drive processes of change and growth of participants.



As shown in the model, Masa's educational blueprint and the educational experience of the participants are based both on the mutual influence of the experiences taking place in the framework of each circle of content, as well as on the interaction between the circles of content and pedagogical principles. Thus, the success of Masa's educational process is dependent on the successful combination of the circles of content, the educational vision and the pedagogical principles detailed below.

Pedagogical Principles

The pedagogical principles serve as the conceptual infrastructure that defines how the educational experiences of Masa programs are to be designed. Each of the principles detailed below is a necessary component for the implementation of Masa's educational vision, and the educational programs should be constructed in light of these principles. Examples will be provided to demonstrate the pedagogical principles and how they are to be incorporated into the educational experiences of participants. These examples are not binding and are not the only possible expression of the following principles.

A multidimensional experience: knowledge, emotion and action

In every complete learning experience there are different dimensions of learning: the intellectual (knowledge), the emotional and the behavioral (action). A multidimensional approach to education guarantees that every educational experience will consist of a judicious balance between these three dimensions.

For example, the educational activities for holidays such as Yom Ha'atzmaut or Passover will include an intellectual dimension (introducing the values, the academic material concerning these holidays, and the rituals associated with them); the emotional dimension will include

examining the personal and emotional significance of these events for participants; and the behavioral dimension will find expression in the participants' action within the content space.

Observing and processing experiences

The educational experience of Masa participants is comprised of two intertwined channels. The first is the external journey that is connected to all the experiences the participants undergo by virtue of being in Israel and participating in the programs. The second is the internal channel where participants process their experiences emotionally and make sense of them. Observation and processing enable the formation of meaning for participants and examination of additional behavioral options. For this purpose, structured processes of personal and group reflection, will comprise an essential part of Masa programs. The reflection processes will take place regularly throughout the program, in addition to processing opportunities, created by the organizer, around central educational events.

The participant as a partner in forming the activities

The participants' experience in Masa is built around their fields of interest, needs and motivations. For this purpose, Masa programs must create opportunities with and for participants to fulfill the educational vision (to connect them to Israel and strengthen their connection to Judaism and the Jewish people) in ways that are appropriate for the needs and learning levels of the participants. One way to implement this principle is recruiting the participant's natural environment during the stay in Israel, for the benefit of the participant's learning processes and development. For example, internship placements, social organizations and/or academic institutions provide an opportunity to learn about Israeli society, through the organizational culture and the members of the organization, and the organizer must create and take advantage of such opportunities. An additional possibility is getting the participants involved in processes of formation and structuring of the educational programs from the content worlds that interest them.

Unmediated experiences

Masa sees great value in providing an opportunity for participants to experience Israel in a manner that is as independent and unmediated as possible. Thus the role of the educational staff is to encourage participants to create such opportunities for themselves, make these experiences available to them and ensure maximization of the influence of such unmediated experiences. For example, the independent daily activity of participants invites a variety of unmediated experiences with Israeli society and Israel in general: taking public transportation, shopping in the Shuk (market) and the supermarket, adopted families, meeting residents and various position holders in the Israeli economy. One of the key ways that the organizer can encourage the curiosity of participants is by informing them of and giving them access to various cultural and social events.

Striking the balance between challenge and support

Personal growth occurs when participants expand their comfort zone, through facing physical, intellectual, ethical or emotional challenges. At the same time, growth requires a safe and supportive environment to balance out the challenge of being in a new environment. Masa programs take place under challenging conditions for participants (away from home, in a foreign country and day-to-day activities in a new language and culture), and thus create opportunities of growth and empowerment for participants. Therefore, it is the organizer's responsibility to create with and for participants a supportive and strengthening environment. This supportive environment includes processes of reflection and personal guidance, a positive, healthy social environment, and opportunities for developing tools for coping with these experiences in a manner making them positive and empowering experiences (comprehensive knowledge of the culture, environment and language as well as formation of a sense of personal ability to function in them). Additional examples of educational experiences expanding the participant's comfort zone would be challenging hikes or experiences exposing them to and confronting them with ethical conflicts.

Coming into contact with variety and complexity

The transformative experience of Masa leverages the variety of resources that exist in Israel (the people, landscape, narratives, ideologies, traditions etc.) and its complex reality for the benefit of processes of identity formation and personal development of participants. The ability to accommodate and successfully cope with complexity and differences is essential for proper personal development and prosperity in all areas of life. For example, discussion and learning of social and political issues in Israel requires participants to confront the range of existing narratives concerning the subjects discussed and to deepen their understanding of the nuances of every position. This process provides participants with the skills to analyze and understand the complexities while at the same time allowing them to form mature connections and gain a realistic picture of the State of Israel and its challenges.

Educational Outputs

Each educational circle of content (Israel as home; Discovering the nation; Personal growth and development) has a set of defined educational outputs. Masa's evaluation and monitoring system focuses on the quality of the program's educational processes and measures the educational outputs detailed below.

Educational outputs of the "Israel as home: An authentic experience in Israel" circle of content:

1. Participants will have a sense of connection and belonging to the State of Israel as a significant component of their personal identities.

2. Participants will become familiar with and understand the meaning of current and historical events; they will get to know inspiring figures that shaped and continue to shape the character of the State of Israel and Israeli society.
3. Participants will become familiar with and gain an understanding of the political, social, economic and cultural challenges and achievements in the State of Israel.
4. Participants will become familiar with different narratives and methods for coping with the political, social, economic and cultural challenges, and will develop opinions concerning these challenges.
5. Participants will become familiar with and learn to appreciate the differences and variety within Israeli society (including ideological, ethnic, cultural and religious differences).
6. Participants will become familiar with the geography, and the physical and urban landscapes of Israel, including the main historical sites and landmarks.
7. Participants will be able to conduct their day-to-day lives in Hebrew at a level that is consistent with the length of the program.
8. Participants will learn about the value of social responsibility and will acquire knowledge and tools for its realization.
9. Participants will understand the complexity of the Israeli-Palestinian conflict, and will know how to relate to the different narratives concerning the conflict.

Educational outputs of the “Discovering the nation: Jewish peoplehood and culture” circle of content:

10. Participants will have a sense of connection and belonging to the Jewish people as a significant component of their personal identities.
11. Participants will form personal connections with Israelis and Jews from different communities around the world.
12. Participants will experience diverse approaches and manifestations of Jewish life – as a religion, a tradition and a culture.
13. Participants will become familiar with both historical and current events that shaped and continue to shape the Jewish people, and will understand their significance.
14. Participants will realize the value of becoming involved in and/or forming Jewish community frameworks.

Educational outputs of the “Personal growth and development” circle of content:

15. Participants will examine and conceptualize the significant values in their lives.
16. Participants will experience personal and professional growth during their stay in Israel.

17. Participants will express active commitment to the State of Israel, Judaism and the Jewish people.

Guidelines for the Implementation of Masa's Educational Vision – Threshold Conditions

1. **The program will implement the educational outputs**

The program will actively implement the abovementioned educational outputs. The program will implement the three circles of content ("Israel as home," "Discovering the nation" and "Personal growth and development"), by making the experiences relevant to each circle accessible in accordance with the educational principles.

2. **The educational curriculum will include the following educational inputs:**

- a. **Observation, reflection and conceptualization processes:** All Masa program participants will undergo structured reflection processes as part of the program. Masa developed a content unit called "*My Israel Journey*" for the purpose of implementation of reflection processes. Masa will be responsible for routine training and guidance of the educational staff of the program and will provide the content needed for implementation of *My Israel Journey*. Masa programs holding alternative reflection processes that meet Masa's criteria will be allowed to implement them following consultation and approval by Masa's Educational Unit.
- b. **The program will implement two content units developed by Masa:** Once a year, Masa will suggest content units to the organizers and the organizers will be required to implement two of the proposed content units during each activity year. The educational content units will concern subjects such as "Face to face – meeting the Jewish people," "Leading the dialog about Israel," "Social action" etc. For the purpose of implementation of these units, Masa will hold training days ("*Matzpen*" (Compass) days) for the educational staff, during which the organizers will be exposed to and experiment with these content units. Organizers will be invited to join the development processes of new educational units and contribute from their experience in the field.
- c. **Five educational tours:** Participants will take part in five experiential tours in the north, center, and south of Israel as well as Jerusalem – at least one tour in each region. These tours will include experiences and encounters with residents of the region, and will refer to historical and modern, social and political characteristics of the place. At least one tour must include a hike. Intermediate-term programs will be required to hold at least three educational tours outside the area where the program is being held.
- d. **Shared experiences with Israelis:** Participants will take part in programs and encounters with Israelis. These experiences will include components of preparation and reflection in order to ensure familiarity with Israeli society and its complexity.

- e. **Shared experiences with Jewish young adults from around the world:** Participants will take part in programs and encounters with young adults from Jewish communities around the world. These experiences will include components of preparation and reflection.
Intermediate-term programs will be required to promote implementation of this input taking into account the variety of Masa participants present in Israel during the program.
 - f. **Hebrew:** The programs will provide participants with day-to-day Hebrew communication skills and ensure that participants significantly improve their Hebrew level. Hebrew lessons will be held in a methodical manner as part of a structured program, by the program's educational staff or through an external content provider chosen accordingly.
 - g. **Experiential educational activities on Jewish and Israeli holidays:** The programs will ensure that participants experience, through a structured educational experience, at least three Jewish holidays and at least three national Israeli holidays in a meaningful manner within the framework of the program, if possible, according to its timeframe.
 - h. **Social action:** Participants will take part in at least one social action initiative, in collaboration with Israeli organizations. The activity will include learning the topic and the gaps to be overcome by the social action before in the course of the experience, as well as processing the content to which the participants were exposed during their volunteer work, at the end of the experience. Masa sees value in participants volunteering in their area of residence, if possible.
3. **Threshold requirements of the educational staff:**
- Each program's educational staff fill an important role in the implementation of Masa's educational vision, and in the overall experience of participants. The educational staff includes counselors. The counselors deal with various aspects of the day-to-day experiences of program participants (safety and security, welfare and education), as well as with the educational and administrative aspects, and contribute greatly to the program framework.
- The programs' educational staff must include Israeli educators, with background and experience in experiential Jewish and Israeli education.
 - The ratio of staff to participants must be one educational counselor for every 25 participants.
- The educational staff of each program must be represented in every training day for educational staff ("*Matzpen*" (Compass) day). Each educational staff member must take part in at least two Compass days each year.

Leadership program

Masa is committed to and sees great value in the establishment and training of a reserve of young leaders in the Jewish communities around the world. Masa operates a leadership program for selected Masa program participants who are committed to communal work and leadership. The leadership program works to train and establish a reserve of leaders for the

Jewish people, as well as form connections that guarantee the successful integration of program alumni in their communities upon their return home.

For this purpose, Masa works together with Jewish federations and organizations worldwide to map needs and develop solutions and identify and train leaders who can empower Masa programs, Jewish communities in the Diaspora, the State of Israel and the Jewish people.

Accordingly, each organizer is committed to identifying and recommending to the Masa staff select participants who are suitable for the program. The organizer is responsible for encouraging the suitable participants to apply for the leadership program and for enabling their full participation in the program should they be accepted.

Program Evaluation

1. Programs will undergo evaluation according to the outputs, pedagogical principles and inputs described in this chapter. The evaluation process will serve the organizers as a tool for continuous self-critique and as a platform for growth.
 2. The monitoring method will include a mapping tool that will allow organizers to receive feedback on their educational programs referring to each of the relevant educational outputs. Based on results of this mapping, targets for advancement will be determined in order to attain the level and depth of the outputs required by Masa's Bylaws. The monitoring process will be guided by Masa's Educational Unit that will work to support and collaborate with the programs to ensure successful implementation of the educational blueprint.
 3. Programs that are ranked at the bottom of the evaluation scale for two years will cease to be recognized as Masa programs. Masa may set a threshold grade and retain programs that have surpassed this grade.
 4. Each year, Masa will select a program demonstrating innovation and creativity in education and the implementation of the educational blueprint. This program will receive Masa's award for excellence.
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The Fundamentals of the Partnership between an Organizer and Masa Israel

Who Is a Masa Program Organizer?

An executive Zionist educational organization (a registered non-profit association or public benefit company or private company), operating legally in Israel, that has been recognized by the Company in accordance with the criteria set forth in its Bylaws, and that assumes full responsibility for the operation of a long- and/or intermediate-term program in Israel in accordance with the agreement between the organizer and the Company.

Programs in the Masa Family

A Jewish Zionist educational framework, defined in time and place, taking place in Israel, for Jewish young adults from the Diaspora, for a period of between six weeks and one academic year. In order to receive approval from Masa, the program must fulfill all of the standards and procedures outlined in this Bylaws manual, at minimum.

The company encourages organizers to develop, operate and expand programs meeting the needs of different target populations, which have the potential to increase the total number of participants.

The program must guarantee a high quality experience; experienced and professional staff; maintenance of international standards for programs; the ability to adjust to changing market conditions, geopolitical processes influencing Jewish young adults and their decisions concerning immigration, as well as international competitive conditions.

Masa aims to reflect the diversity and various needs of Jewish young adults around the world, and thus promotes programs with a wide variety of subjects, content, movements and opinions.

Each program submitted to the Company for approval through the organizer, will be based on Jewish and Zionist principles and values, in a way that gives expression to Masa's educational approach (as described in the chapter concerning the educational vision of the long-term experience in Israel). Programs which Masa considers to give voice to world views and ideologies contradictory to the Jewish experience and wide spectrum of the Zionist ideology will not be part of Masa.

Joining the Masa Family

Organizations interested in collaborating with Masa are required to receive program recognition from the Company in accordance with the provisions detailed in these Bylaws.

Organizers, operating within the framework of Masa, have independence in constructing the educational and professional content of their program, in accordance with their vision, perception and target population, all to the extent that they are within the framework of the educational vision and administrative requirements defined in this manual. All of these aspects will be examined as part of the recognition process. In the program recognition request form (hereafter PRRF – see appendix A of this manual) submitted to the Company, the organizer will be required to provide information pertaining to various matters including the core of the program, the educational curriculum, the budget of the program and logistic aspects concerning accommodations, administrative and program staff, etc.

The PRRF will be reviewed by Masa on four dates throughout the year: January 1st, April 1st, July 1st, or October 1st. Masa will respond to the request within three weeks of the review date. The PRRF must be submitted no later than 14 days before the review date.

Criteria for Program Recognition

Masa operates in accordance with norms that apply in public service and in accordance with rules of proper management, such as: maintaining transparency, equal opportunities, obligation to avoid conflicts of interests, etc. The organizer is obligated to operate in accordance with these norms and the provisions of the law.

Masa's recognition policy is oriented towards programs of high quality with the potential to significantly increase the number of young adults who will choose Masa's Israel experience.

When reviewing program recognition requests Masa will examine the identity of the organizer submitting the request, their vision and abilities in the fields required for operating a high-quality program. The program itself will also be examined for quality, added value for the market, participant recruitment feasibility, the presented educational program, and further considerations as detailed below.

Threshold Requirements for Being Recognized as an Organizer

1. The organization must be an entity operating in Israel according to the Non-Profit Associations (Amutot) Law, 1980 or the Companies Law, 1999.
2. A Zionist organization that identifies with the Zionist and Jewish values of the State of Israel and with Masa's vision and goals, and educates its participants in these values.

3. The organization must provide certificates of proper management (non-profit associations), tax and bookkeeping confirmations as required by law, as well as all documents mentioned in the Multiyear Organizer Agreement.
4. The organization must submit a declaration prepared and verified in accordance with the law that attests to the fact that the organization and/or the parties holding rights in the organization have not been convicted in criminal proceedings. In the event that there are criminal proceedings pending against them, the organization and its rights holders must provide details of the nature of the proceedings and their current status, and the Company has absolute discretion not to recognize the organizer as a “Masa Organizer” in the relevant circumstances.
5. The organization in general, and its owners and/or managers must demonstrate knowledge of the target population and experience in operating similar/parallel educational projects.

Threshold Requirements for Program Recognition

1. The program must express Masa’s values and goals as detailed in this manual.
2. The program must meet the educational and administrative requirements detailed in the following chapters.
3. The program’s degree of concordance, in terms of content and target populations, with Masa’s policy regarding the desired available programs will be checked. This will be done while considering, among other things, the matter of the program’s potential to increase the total number of participants given the supply of existing programs, and attract the Company’s strategic target populations.

The Company’s policy on such matters will be formulated periodically, based on an overall analysis of market needs and trends in different geographic regions, and of global competition conditions in the field of international experiences, and will be brought to the organizers’ attention.

4. A new program will be examined according to its unique added value to the existing Masa market, in comparison to the set of similar existing programs in Masa and their participant numbers, among other things.
5. The program will also be examined according to quality, including the professional quality the program offers in the core fields. The infrastructure of suppliers and service providers will also be examined.
6. The program’s presented educational curriculum will be examined, including the depth, scope and suitability of the content to Masa’s educational vision.
7. The professional and administrative tools required to operate the program will be examined:
 - a. The program’s economic feasibility – sources of funding will be examined in comparison with anticipated expenses.
 - b. Recruitment and marketing capabilities – the organizer will specify the available tools for recruiting participants to the program and previous successes in participant recruitment. Additionally, the program’s marketing plan will be presented, as well as the extent of the resources they plan to invest in program

- marketing and recruitment. Program recruitment feasibility will be examined, as well as its potential to begin its first cycle with at least ten participants.
- c. The logistic and administrative aspects of the organizer's existing operational infrastructure will be examined, including a list of position holders, facilities, accommodations to be used in the program, etc.
 - d. A professional and experienced personnel infrastructure in the field of mentorship and Jewish education.
8. A cycle of a new program with five or fewer participants by a date close to the start of the program will not receive the Company's support, unless it has received special approval from Masa, granted according to the considerations listed below.
9. Recognition of an intermediate-term program is subject to compliance with the terms of Government Decision 582 dated October 18, 2015 and with the criteria that will be set forth by the Company from time to time, and will be conditional on the existence of a suitable philanthropic source of funding as determined by the Company.

The Company reserves the right not to approve any program at its discretion, if the program fails to meet any of the above criteria.

Recognition of a Personal Track Masa Program

- a. A program offering a personal track to its participants will be recognized as an independent program for each of its participants if all of the following conditions are met:
 - 1. Each participant has a personal arrival and departure date that substantially differs from that of other program participants (a difference of a few days is not considered a substantial difference).
 - 2. Program content is personalized for each participant, and is to be at least 20 weekly hours.
 - 3. Each participant will receive Masa's required educational program in a manner proportionate to the length of their program, as defined in the educational chapter in this Bylaws manual.
- b. If in all of an organizer's personal track programs of the same year more than five participants apply for identical dates and identical content, the programs will be considered regular group programs, and not personal track programs, and the organizer will have to submit a designated PRRF for the following year.
- c. A participant whose core program is paid work in Israel, will not be recognized as a Masa participant.
- d. A participant in a personal track program may procure core content from a regular Masa program (a university, Pardes, etc.), only when there are differences between the two programs and only if the two organizers are clearly separated in regards to direct responsibility for the participant.

Procedure for Joining the Masa Family

Stage 1: An organization wishing to become an organizer operating a program as part of Masa will receive the required information and details of the conditions and requirements the organization must meet.

Stage 2: The organizer will submit to the director of the relevant department in the Company a **Program Recognition Request Form**, attached as Appendix A, separately for each program and on the designated dates, as described above. The form will include detailed descriptions of the various aspects of program operation: budgetary feasibility, program core, the program meeting the educational criteria mentioned in the Bylaws, target populations, program location, etc. The request will include a budget proposal in the format appearing in the PRRF.

Stage 3: The Company will review the request to recognize the organizer and its programs. If the program meets the Company's requirements and policy, the program will be recognized as a Masa program. Masa Company will examine each program recognition request in a professional committee consisting of content, education, marketing and financial professionals working in Masa. The committee will assemble for the purpose of approving programs four times a year, during the months of January; April; July; October.

It is emphasized that a visit and meeting of Masa staff with the organizer and organizer's staff comprise an essential stage in the recognition process.

The organizer will receive official notification of the program's Masa recognition approval/refusal within three weeks of submission of the PRRF, when possible.

Stage 4: Following approval of the request, a **Multiyear Organizer Agreement** (Appendix B – General Organizer Agreement and Agreement for Organizers of Intermediate-term Programs) will be signed between the Company and the organizer, in which the relationship between the parties and the details of the contract will be established. This agreement is an integral part of the provisions of this manual. It is noted that several versions of organizers' agreements exist for the different categories of programs, including intermediate-term programs, and various amendments made to agreements for long-term programs in certain categories, such as academic programs. The detailed agreement will be valid for all programs of the organizer in the same category.

The agreement will include, among other things, reference to matters of financial assistance, advertising, marketing, branding, public relations, participation in key events, insurance and reporting. The

organizer will submit a program information form for each cycle of each of its approved programs in order to enable the submission of financial assistance requests for participants on the Company website and in order to launch an information page about the program on Masa's website.

Recognition of a program will be granted for a limited period of three years. At the end of the three years the organizer will submit an updated PRRF that will be reviewed and re-approved by the department manager. The results of the annual program monitoring inspection carried out by the Company will form the basis of the reexamination of recognition of the program during the recognition period of three years.

Mutual obligations between Masa and an organizer who receives recognition for a program include, among others:

1. The organizer is committed to the full implementation of **all** chapters of this Bylaws manual, and the organizer will be particularly stringent in regards to the Safety and Security chapter and the chapter dealing with implementation of Masa's educational vision.
2. Masa program participants will be permitted to submit a request for financial assistance from Masa. The support will be provided through the organizers and will be deducted from the participant's share in the program fee. The organizer must make information on eligibility for financial assistance from the Company available to the participants in a clear manner and in all of the organizer's marketing material. It is clarified that approval of a program does not automatically grant its participants any sort of financial assistance, but rather allows them to submit a request for financial assistance to the Company, which will be reviewed separately and in accordance with the Company's financial assistance policy at the relevant time. The Company reserves the right to either grant or refuse to grant financial assistance, and to cancel it or to make it contingent on certain conditions, in accordance with the policy determined by the Steering Committee (see Financial Assistance for Participants chapter).
3. The organizer must submit periodic demands for payment, to which all documents required in the Organizer Agreement are to be attached.
4. The funds from the Company will be transferred to the organizer subject to the completion of required inspection and reporting and subject to the provisions of the law.
5. Masa organizers will be eligible for support from Masa staff, whose job is to guide, advise, provide solutions to routine needs, identify solutions for systemic limitations, etc.
6. The Company will hold training and enrichment days for program staff and provide them with tools and educational methodologies for achieving the program's goals. Participation of the staff in these sessions is mandatory (at least one representative).

7. The Company will operate an international marketing and recruiting campaign, the purpose of which is to increase the number of participants in the different programs. Furthermore, the Company will work to promote the Masa brand and Masa programs in Israel and abroad.
8. From time to time, Masa Company, at its discretion, will offer financial support for business development and growth processes, in accordance with the Company's strategic focus areas.
9. The Company will hold an annual organizer conference. Attendance of the conference is mandatory for the organizer and staff.
10. The Company will conduct content, administrative and financial monitoring of the programs, the purpose of which is to improve the quality of the programs and ensure the programs' proper execution. The organizer is obligated to fully cooperate and act in full transparency in the monitoring processes (see Monitoring and Evaluation chapter of this manual).

A Masa program organizer undertakes to comply with and is responsible for complying with all the provisions of the law regarding any matter, issue or subject related to program operation, such as: provisions concerning safety, security and work relations. **The Company, and/or the Government of Israel, and/or the Jewish Agency will not assume any responsibility, whether direct or indirect, for the operation of the program and fulfillment of the provisions of the law that apply to the organizer.**

Revoking Recognition from an Organizer or Program

The Company reserves the right to revoke recognition granted to an organizer/program, in the following cases:

1. The organizer fails to fulfill requirements of the Bylaws manual and/or the agreement signed between the organizer and the Company.
2. The organizer fails to meet the threshold requirements for recognition as an organizer or the criteria for recognition of a program.
3. Ideological gaps undermining the realization of Masa's vision and goals are discovered.
4. In the case of a significant gap between the information and plan provided, based on which the program was approved, and actual implementation of the program.
5. Irregularities are found in the organizer's conduct in various aspects concerning operation of the program, including in financial aspects, safety and security aspects, etc.
6. Many or significant complaints about the program or organizer have been filed by participants from different cycles.
7. If the program is consistently, over a period of two years, rated in the lowest percentile of program quality control.
8. A program that is about to start operating with five participants or less.
9. A Masa organizer who operated a program or programs with ten participants or less in all organizer programs together in one activity year, over a period of two consecutive years.

10. Deviation by an organizer from the rules stated in above articles 8 and 9 will only be possible in exceptional cases and if one of the following conditions is fulfilled:
- a. The program is part of the core of Masa's strategic growth focus areas, as periodically determined by Masa.
 - b. The program's unique nature justifies this.

Procedure for Revoking Recognition from an Organizer or Program

- Stage 1:** Masa Company identifies circumstances indicating that one of the abovementioned reasons for revoking recognition from an organizer is applicable.
- Stage 2:** The organizer will be contacted in order to conduct a thorough inquiry and investigate the specific incident, according to circumstances. A professional team will be assembled, according to the incident, to discuss the incident and the organizer will be summoned for a hearing, where revoking of recognition of the organizer or specific program operated by the organizer will be discussed.
- Stage 3:** A formal letter notifying the organizer of the organizer/program recognition being revoked will be sent to the organizer, in accordance with the inquiry results, and the program will no longer be recognized starting on the next, closest cycle expected for the program and/or organizer. In specific cases and for reasons that will be noted, recognition may be revoked immediately upon sending of the notification.
- Stage 4:** Once the formal notification has been sent to the organizer, a relevant message will be sent to future participants registered in Masa's system and the Company will act in order to find an alternative program for interested participants, according to their wishes.

An organizer whose recognition was revoked may submit a new recognition request two years after recognition was revoked, and would be required to undergo a renewed organizer recognition process.

Organizer-Participant Relationship

General

1. The organizer is responsible for providing all basic necessities of the participants in long-term programs (including proper accommodations, meals, guiding staff, medical insurance, etc.) throughout the entire duration of the participants' stay in Israel. The organizer is permitted to provide these itself or through other entities. If the participants are responsible for providing these necessities for themselves as part of the program, the organizer is responsible for ensuring that they do so.
2. The organizer will be solely responsible for setting the price of the program and collecting tuition or participation fees from participants in the programs. The Company will monitor program price levels and quality of service provided to the participants, and compare it to what was promised in the organizer's advertisements.
3. The organizer will define the reciprocal relationship with the participant in a designated document in a way that is consistent with the provisions of the Bylaws and with the organizer's agreement with the Company, and will ensure that the document is signed by the participant or participant's parents prior to the participant's arrival for the start of the program.
4. The organizer must know the whereabouts of each of the participants at any given time, and make sure participants are following instructions of the organizer and those periodically provided by Masa.

Accommodations

If the organizer provides accommodations at a hotel, lodge, kibbutz, hostel, dormitories, etc. they must verify that the place holds a valid business license. The organizer must ensure that accommodations meet threshold requirements for housing, including: a room in a proper permanent building with a lockable door, each room having no more than four single beds, each bed carries a matching mattress, bedding, closet, desk, toilet and shower (if none exist in the room, at least one toilet and shower for every six people). The room must be reasonably ventilated and lit.

- Periods of sleeping outside the permanent buildings are permitted during the program (Bedouin tents, camping, etc.). In such cases, the organizer must ensure that safety and security instructions are followed as detailed in the Safety and Security chapter of this manual.
- The organizer must provide means of heating or cooling in the bedrooms, according to season.
- The organizer must provide internet access in the bedrooms or public areas where the program takes place.
- The organizer will provide suitable insurance coverage for the residential building.

- The organizer will allow access (including through a sub-contractor) to laundry services at least once a week.

Meals

If the program includes meals the organizer is to provide at least three meals a day for all program participants, whether directly through restaurants, dining rooms or catering services or by independent purchasing and cooking of food.

The organizer will verify that the restaurant and/or dining room and/or catering company providing the meals hold a valid business license.

If a participant participates in a program in which participants are responsible for their own meals, the organizer is exempt from this section concerning meals.

- The organizer will attend to any special dietary requests of participants resulting from the participant being vegetarian, vegan, etc. or from the participant's medical situation which requires abstention from specific food products. The organizer must be sure to receive all the information required for this matter from the program participants in advance.
- The organizer will inform participants in advance regarding matters of Kashrut, types of food in restaurants, dining rooms or catering companies, including products, type of kitchen and kitchenware, according to the participating population and rules of the program as determined in advance.
- The organizer will ensure that all meals provided by it, whether directly or through sub-contractors, are filling, nutritious and varied.

Accepting Participants to Masa Programs

The organizer will set acceptance criteria for people applying for participation in the organizer's programs, including ensuring that the participant meets the conditions set forth below. The organizer must ensure that the participant has provided all the certificates and has fulfilled all the required conditions.

a. Medical certificate:

A threshold requirement for applying for the organizer's program, and particularly for participating in it, is proper health of the participant, in accordance with the program's physical and mental requirements.

Hence:

- i. The organizer will require all participants to provide a medical certificate, signed by a licensed physician, confirming the participant is of proper mental and physical health and enabling him to fully participate and to fulfill all requirements of the program to which he has applied.
- ii. A legible, clear copy of the medical certificate, signed with an original signature of the licensed physician, will be sent to the organizer.

- b. On acceptance of participants to a program, the organizer must check and ensure the applicants' suitability, in psycho-sociological terms, for an extended stay in Israel, away from their regular environment and as part of the program.
- c. The organizer will receive assistance from a psychologist or educational counselor, where necessary, for the purpose of monitoring and supervising participants during all parts of the program.

In any case, the Company assumes no responsibility for the acceptance or rejection of participants by the program.

Termination of Participation in a Masa Program

The organizer will terminate participation of a participant in a program in accordance with the organizer's professional considerations. The Company reserves the right to cancel the financial assistance given to a participant if conditions justifying such action are met.

In case a participant in an approved program terminates his participation in the program before its end, whether voluntarily or following expulsion by the organizer and/or any party acting on the organizer's behalf, the organizer will inform the Company of the expulsion or departure. Following are some points regarding this matter:

- If an organizer decides to expel the participant, they must give the participant at least one week's notice, during which the participant may make the relevant arrangements. The organizer must also inform the participant's parents, or the person designated by the participant as his emergency contact person, of the expulsion.
- If, for any reason, the participant cannot remain in the program framework, the organizer will find alternative accommodations for the participant for the period preceding full removal from the program. The organizer is responsible for the participant until his departure from Israel or until an alternative, suitable framework is found for him.
- The financial issues resulting from a participant's early termination of participation are to be resolved between the organizer and participant in advance.
- The option of deduction of the relevant proportion of financial assistance provided by Masa, for which the participant is eligible according to actual participation in the program, due to early termination of participation, will be set forth in the agreement between the organizer and the Company. In addition, the participant is required to sign that he is aware of this when he registers to receive financial assistance.

Transferring Participants between Programs

Long-term programs

A participant will be permitted to transfer between long-term programs during his stay in Israel and the organizer must enable the participant to do so. The remainder of the financial assistance for which the participant is eligible will remain available to him, and will be calculated according to the time of leaving a program relative to the length of the program. The arrangements concerning the participant's termination of participation before the end of the program are to be detailed in the document defining the reciprocal relationship between the organizer and the participant.

Intermediate-term programs

If a participant transfers between intermediate-term programs, funding of participation in the original program will be transferred in accordance with the length of participation. As for participation in the second program, the rest of the funding will be transferred in accordance with the pricing of the program and relative to the length of participation in the program, and in any case will not exceed the agreed price of the original program. The arrangements concerning the participant's termination of participation before the end of the program are to be detailed in the document defining the reciprocal relationship between the organizer and the participant.

It is clarified that a transfer from an intermediate-term program to a long-term program will only be possible when the stay in the intermediate-term program has been less than two weeks. In these circumstances, payment in respect of this participant will not be transferred to the organizer and the financial assistance in respect of him will be determined in accordance with the long-term program to which he has decided to transfer.

Legal Status of Participants in the Masa Framework

1. Tourist Status

The participant, being a citizen of a foreign country, is obligated, by international and Israeli law, to arrive in Israel with a valid passport from his home country. Participants holding Israeli citizenship will enter Israel with their Israeli passport.

If the participant is a citizen of one of the states included in the list of states requiring a visa to Israel, the organizer will arrange for a valid visa to be issued for the participant by an authorized Israeli representative in the participant's country of origin, for the entire duration of the program.

Masa visas for participants with tourist status:

The Company has reached an arrangement with the Ministry of Interior and the Ministry of Foreign Affairs, according to which Masa participants can be issued an A/2 visa (a student visa valid for up to one year, for multiple entrances and exits) while in their home country, which will have "Masa" printed on it.

The visa can be obtained by the participant by directly approaching one of Israel's representative offices (consulates or embassies) around the world, by presenting an official document from Masa attesting to their being accepted to a Masa Program. We highly recommend all participants from all countries approach the Israeli embassies/consulates in their home countries and have the visas issued prior to their arrival in Israel.

A/2 Masa visas do not grant Masa program participants with a permit to work in Israel, and participants eligible for a Masa scholarship are generally not permitted to work while participating in the program.

Participants from countries of the Former Soviet Union and Eastern Europe:

1. Participants from countries of the former Soviet Union and Eastern Europe must undergo a process of verification of their eligibility for the Law of Return at the Liaison Bureau (Nativ) in their country of origin, before coming to Israel. The process is conducted in coordination with the consulate near their place of residence, guided by a Masa coordinator present in the area closest to their place of residence.
2. Issuing of an A/2 visa abroad without the word "Masa" printed on it is not an indication of the Liaison Bureau's investigation and will require Masa to make a direct inquiry with the Liaison Bureau. If eligibility is not granted by the Liaison Bureau, the participant cannot receive financial assistance from Masa.
3. If the participant wishes to conduct an eligibility check after arriving in Israel, the process is to be conducted opposite the Liaison Bureau in Israel and is the participant's responsibility exclusively. Note that the eligibility check in Israel is a far more complicated process than abroad since participants are required to file a request through the Ministry of Interior and then submit original documents at the Liaison Bureau (which, in most cases, they do not possess) or alternatively present first-degree relatives.
4. A Masa A/2 visa issued in Israel for participants arriving in Israel as tourists will not serve as a supporting claim for eligibility for the Law of Return. Therefore, such participants' eligibility for financial assistance from Masa is subject to confirmation of eligibility by the Liaison Bureau (Nativ). Responsibility for conducting the check is exclusively the participant's.

Participants from Ethiopia, China and India:

Participants from Ethiopia, China and India must undergo an investigation verifying their eligibility for the Law of Return at the Israeli consulate near their place of residence.

Participants from Columbia, Honduras and Morocco:

Participants from Columbia, Honduras and Morocco must submit to Masa and the organizer a certificate of Judaism from an authorized entity in the participant's

community – the Rabbinic Court or the congregation Rabbi. This document will be transferred by Masa to the supervisor appointed by the Jewish Agency for handling citizens of these states. The supervisor will verify the participants' Law of Return eligibility.

Only after receiving confirmation from the said supervisor will the candidate be eligible for financial assistance from Masa. The organizer is to inform the candidate that their eligibility for financial assistance will be only approved subject to confirmation of their Law of Return eligibility.

It is emphasized that eligibility to participate in Taglit does not translate into eligibility to participate in Masa programs.

2. A Returning Minor

A returning minor is a participant who was or still is an Israeli citizen, but was taken out of Israel to a foreign country by their parents, before the age of 14, and has remained abroad for at least four consecutive years and has not lived in Israel during the four years prior to their application for a scholarship (see section B in the definition of a Participant). As of the date of publication of the Bylaws, according to the provisions of the Ministry of Aliyah and Immigrant Absorption, a stay of one academic year in the Masa framework does not derogate from a returning minor's rights should they choose to make Aliyah.

Permitted Vacation for Participants During a Masa Program

The following refers to long-term programs only

1. The duration of a vacation during the program will not exceed two weeks in programs up to and including six months long and one month in programs longer than six months. For the avoidance of doubt it is clarified that the vacation days cannot be used in the first and/or the last month of the program. Absence during these periods will be considered late arrival and/or early departure, as stated in section 4 below.
2. Vacation days set in the program schedule and days of Chol HaMoed will be considered part of the total of vacation days.
3. For this purpose, a vacation does not include holidays/holiday eves or Fridays and Saturdays.
4. A participant's late arrival in the program or early departure from the program will not be considered participation days, for all intents and purposes.
5. The organizer bears sole responsibility for reporting to Masa of all participant vacations. A participant's vacation days exceeding the limit will be deducted from the financial assistance provided to the participant, in a manner proportionate to the duration of the entire program. Such an incident is to be reported to Masa as close to the time of the vacation as possible, and in any case must be mentioned in the next periodic financial report, which includes an update of participant lists.

6. In the case of discovery of vacations not reported by the organizer, as stated above, Masa reserves the right to act in accordance with breach of contract procedures.

Regulations and Requirements for Operating a Masa Program

Financial Aid and Scholarship Policy

The Financial Unit coordinates routine communication with organizers in all matters pertaining to the approval of financial assistance for participants and payments made through the organizers.

In order to make approval and payment processes as efficient and quick as possible, the following provisions are to be followed, and particularly, all required documents are to be transferred fully and on time.

Financial Assistance for Participants

In order for a participant to be recognized as a Masa participant and be eligible for financial assistance, the participant must, among other things, register in Masa's website and provide all required information.

Long-term programs (one semester to a year)

The financial assistance provided by Masa is a sum of money granted to a participant (through the organizer) in an approved and recognized Masa Program. Financial assistance is divided into two types:

- a. **A uniform grant** provided to every participant, according to country of origin and type of program for which the participant arrives, in accordance with Masa's financial assistance policy.
- b. **A need-based scholarship** provided to participants requesting this assistance, who meet the criteria set for this purpose. The sum of financial assistance will be adjusted to match the duration of the program.

The sum of financial assistance will be individually determined for each participant, based on inspection of the participant's needs and according to the criteria determined and published periodically. The method for determining eligibility will be differential, the criteria being the participant's country of origin, personal financial situation, age and duration of the program. These criteria may change periodically in accordance with Masa's scholarship policy.

The financial assistance will only be provided to participants for one activity year.

In cases of partial participation in the program, the financial assistance will be calculated according to the length of participation, and as long as the participant has remained in the program for at least two months. A participant who has remained in the program less than two months will not be eligible for any financial assistance from Masa.

Masa's full financial assistance policy is available on Masa's website and is distributed to the organizers for consideration in conferences and publications. This policy is determined by the Company's Board of Directors and Steering Committee. The policy undergoes periodic changes and it is the organizer's responsibility to remain updated on the current policy at relevant times. It is emphasized that the Company has the right to change its financial assistance policy up to the time enrollment to the program begins.

Request for Financial Assistance

Submitting requests for financial assistance, grants and/or need-based scholarships will be permitted up until the start of the program. A participant who submits a request after this time will not be eligible for any financial assistance.

The documents required for a need-based scholarship request must be submitted in full up to ten days after the start of the program. This applies to all but the Masa visa which may be submitted up to one month after the start of the program.

If the documents are not submitted by the said times, the participant will not be eligible for a need-based scholarship.

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

- The request form was submitted after the last date set for submitting forms.
- The request form was not completed properly and the documents required in the form were not attached.

Granting Financial Assistance

Once a decision is made regarding the type of eligibility and sum of the financial assistance, Masa Company will inform the organizer and the participant of the sum of the grant or scholarship in writing.

The sum of financial assistance set for the participant will be transferred to the organizer, in accordance with the dates and conditions mentioned in the Organizer Agreement regarding operation of long-term programs. The financial assistance will be deducted from the participant's share in the program fee.

Needless to say, at no point is the organizer to collect the sum of the financial assistance, for which the participants were found eligible according to the notification pertaining to the participants' eligibility sent by the Company to the organizer, from the participants.

If the notification of participant eligibility is sent by the Company after the start of the program, and the organizer has already collected the sum of financial assistance from the participant – the organizer must return the amount of the financial assistance that was collected immediately upon receiving the Company’s confirmation of eligibility (and not wait until the payment from the Company is made before returning the money to the participant).

Dates and method of reporting are detailed in the Organizer Agreement. Following are some highlights:

For a program longer than five months:

Date of submission	Required documents	Sum of payment
	Signed agreement and appendices	
Start of the program	Administrative certificates (proper management, tax deduction, bookkeeping)	25% of the total sum of approved financial assistance
	An audited financial statement pertaining to the year preceding that of the start of the program	
Midpoint of the program	A current list of participants	An additional 55% of the total sum of approved financial assistance
	A budget implementation report current to the midpoint of the program	
	A current list of participants	
End of the program	An approved final budget implementation report together with an opinion of a CPA (the report must reflect all income and expenses of the program, even if they have yet to be made)	The additional 20% (adding up to a total of 100%) of the approved financial assistance
	A content implementation report	
	A current list of participants	

For programs between four and five months long:

Date of submission	Required documents	Sum of payment
Start of the program	Signed agreement and appendices	50% of the total sum of approved financial assistance
	Administrative certificates (proper management, tax deduction, bookkeeping)	
	An audited financial statement pertaining to the year preceding that of the start of the program	
End of the program	A current list of participants	The additional 50% (adding up to a total of 100%) of the approved financial assistance
	An approved final budget implementation report together with a an opinion of a CPA	
	A content implementation report	
	A current list of participants	

The terms of payment are End of Month plus 30 days from the time all documents required for each payment have been submitted.

It is hereby clarified that routine financial management, including submission of documents, updating participant numbers, etc. will all be carried out through Masa's CRM system.

Moreover, it is the organizer's obligation to **immediately** update participant numbers in the organizer's programs, including late arrivals after the start of the program or early departures before the end of the program. It is hereby clarified that such routine updates should not be held until dates for document submission for receiving financial assistance and must be made routinely and immediately upon their occurrence.

Intermediate-term programs

The amount of funding for participants in intermediate-term programs is uniform and will be determined in accordance with the pricing of the program as agreed upon in the designated agreement signed between the organizer and Masa. The financial assistance for participants will be the same for all participants in the program.

In cases of partial participation in a program, the financial assistance will be calculated according to the length of participation, and as long as the participant remained in the program for at least two weeks. The organizer will not be eligible for funding from Masa for a participant who remained in the program less than two weeks.

Granting the funding

The amount of funding set for a participant will be transferred to the organizer according to the dates and conditions set forth in the Organizer Agreement regarding operation of intermediate-term programs.

Dates and method of reporting are detailed in the Organizer Agreement. Following are some highlights:

Date of submission	Required documents	Sum of payment
	Signed agreement and appendices	
Start of the program	Administrative certificates (proper management, tax deduction, bookkeeping) An audited financial statement pertaining to the year preceding that of the start of the program	35% of the funding
	A current list of participants	
End of the program	An approved final budget implementation report together with a an opinion of a CPA	The additional 65% (to a total of 100%) of the funding
	A content implementation report	
	A current list of participants	

The terms of payment are End of Month plus 30 days from the time all documents required for payment have been submitted.

Financial Management – General

Bank guarantee

Every organizer must provide the Company with a CPI-linked autonomous bank guarantee in the amount of 5% of the total approved financial assistance for the organizer's participants. The bank guarantee will be valid until the later of December 31st of the calendar year in which the relevant academic year ends and the date on which the organizer's last program in that academic year ends.

The purpose of this guarantee is to ensure the implementation of all organizer obligations according to the Organizer Agreement, and according to this manual.

Account ledger management

The organizer must keep account ledgers in accordance with the following:

- a. Separate expense and income ledgers for each program.

- b. A Masa ledger showing funds received from Masa and amounts credited to the participants.
- c. A ledger for each participant, showing the price of the program and payments made by the participant; income from another source; financial assistance from Masa (relevant only for long-term programs).

In this regard, an organizer interested in managing all participant incomes in one bookkeeping ledger and using the pivot function in Excel for specific attribution, may do so following prior consultation with Masa's Financial Unit.

Monitoring and Evaluation of Masa Programs

The Company will perform monitoring processes in order to remain updated on the implementation of the programs according to plan and in terms of educational, administrative and financial standards of the Company. The monitoring processes will be performed by the Company or any party acting on its behalf. The organizer and staff will cooperate fully with the process. The organizer is obligated to act according to provisions of the Monitoring and Supervision chapter in the Organizer Agreement. It is emphasized that the Project is subject to an audit of the State Comptroller, thus granting the Comptroller permission to investigate organizers' activities related to Masa Project.

Following is information concerning the three monitoring processes currently implemented by the Company:

1. Content monitoring

Masa conducts quality and content control processes through an external company, from a general perspective and according to program clusters, in order to obtain essential information regarding participant satisfaction, quality of the programs and the programs' effect on participants. The external inspection also checks the extent to which educational and administrative standards are met.

Monitoring processes are scheduled with the organizer at the start of every academic year, and the organizer must ensure all participants are present on the day of inspection.

2. Financial audit

Masa conducts financial audits of programs through an external accounting firm. The audit is conducted during the year following the relevant year of activity. An audit may also be conducted for the current activity year, subject to Masa Company's decision. The purpose of the audit is, among other things, to confirm that all participants were credited the sum of financial assistance from Masa for which they were eligible, and that sums exceeding the price of the program were not collected from participants. The audit also inspects propriety of the organizer's financial statements.

The organizer is obligated to fully cooperate with the audit and provide bookkeeping records, participant ledgers, various Organizer Agreement appendices and any other material required for the purpose of completing the audit.

3. Attendance inspection

Masa performs participant attendance inspections in the various programs through an external company by checking participant passports and confirmation notes of the participants' entrance into Israel.

Once receiving notice from the Comptroller, the organizer must prepare copies of the passports and confirmation notes of entrance into Israel of all participants in all of the organizer's programs and send them to the Comptroller.

A participant whose passport and entrance confirmation note are not transferred and a reasonable explanation for this is not provided will be considered as not participating in the program and the financial assistance approved for said participant will not be

transferred to the organizer. If the financial assistance has already been transferred, it is the organizer's responsibility to return it to Masa.

Safety and Security

This chapter is of paramount importance to all involved parties, and is meant to ensure the wellbeing of participants. Any educational or other consideration is secondary.

A Masa organizer is solely responsible for the wellbeing, security and safety of the program participants, throughout the entire duration of the program, and must operate in accordance with the provisions of the law, in addition to the threshold requirements in Masa instructions and Bylaws manual.

We have learned from past experience that organizations that were properly prepared, and which operated according to organized regulations regarding both routine and emergency operations, succeeded in operating properly, saved lives, and minimized the extent of damage caused.

Every emergency event, whether resulting in casualties or not, has implications on the entire Masa organization, the groups of participants, the families living abroad, the organizations and delegates abroad, media and public relations, etc. Therefore, preliminary preparations, a quick response on all levels enabling optimal control and management of such situations, is of utmost importance.

It is emphasized that Masa Israel does not and will not assume any liability or responsibility in this matter.

Following are the threshold requirements regarding organizer conduct in aspects of safety and security.

General

1. Study and activity buildings

The organizer will ensure that parts of the program being carried out in buildings are carried out in buildings meeting the following criteria, certified with all required licenses, if any are required, including appropriate insurance.

The organizer is to verify that all authorizations required by law were provided by the relevant authorities in regards to use of the building for study purposes or other activities, whether the organizer is the owner of the rights to the building/buildings or the organizer has entered into a contract with an additional party that is the owner of the rights to the building/buildings. It is the organizer's responsibility to ensure that all relevant authorizations are valid.

The organizer must consider, among other things, the following parameters in regards to the buildings where program activities take place:

- a. Type of building (permanent, transportable, etc.) and its condition
- b. The existence of a protected space (a residential protected space/shelter), and must inform the participants of directions to it.
- c. The existence of suitable fire extinguishing equipment.

- d. Suitable furniture required in a study area (desks, chairs, etc.).
- e. Equipment required for studying or other activities (whiteboard, materials, etc.).
- f. Required technological appliances (computers, internet, projector, etc.)

2. Transportation

Since use of transportation is necessary for the operation of intermediate- and long-term programs, following are a list of the Company's minimal requirements of the organizer, without derogating from the obligations imposed on the organizer by law. The use of transportation has safety and security aspects of great importance concerning human life, thus the provisions of the law and of Masa Bylaws must be followed meticulously when using transportation during the program. Transportation during an intermediate- or long-term program is divided into two types: organized transportation and use of public transportation.

a. Organized transportation

The organizer will ensure that organized transportation during the program is carried out through licensed transportation companies with a legal, valid business license, insurance policies required by law, and which meet all of the Ministry of Transportation's legal requirements and regulations concerning tourist or mass transportation, including legislation concerning work and rest hours of the driver.

The organizer will confirm that the transportation company possesses a valid license from a vehicle safety officer authorized by the Ministry of Transportation. Each vehicle used to transport participants must be equipped according to transportation regulations.

b. Public transportation

It is generally preferred that organized transportation be used rather than public transportation. The organizer must brief the participants regarding the use of public transportation, as detailed below in section 7 "Use of public or other transportation."

3. Determining safety and security rules for the program

The organizer must prepare a **document detailing the program's safety and security policy**, which will guide its actions for ensuring the wellbeing of the program participants, and is to be prepared prior to the start of the program and the participants' arrival in Israel. The document will be based on the threshold requirements regarding safety and security as will be detailed below. Furthermore, the organizer will provide additional instructions in accordance with the unique characteristics of the program, its geographic location and target audience. A designated time slot will be dedicated to guiding and instructing the participants regarding security and safety matters at the beginning of the Program. The organizer must confirm that the participant has read and understood the document, and approved it with his or her signature. Participants will receive periodic briefings

during the program regarding these matters.

Threshold requirements for participant safety and security document:

1. Every participant must abide by the laws of the State of Israel.
2. Possession of any type of firearm is strictly prohibited.
3. The use of drugs is prohibited.
4. Participants are to be warned regarding use of alcohol.
5. **Sexual harassment is prohibited** – it is to be defined to the participants what may be considered sexual harassment and act in accordance with the provisions of the Law for the Prevention of Sexual Harassment, 1998, including establishment of a set of rules in relevant cases and appointment of a supervisor.
6. **Movement within geographic borders** – entering territories A and B independently, not as part of a trip organized by the program, is expressly prohibited for all Masa participants, whether individuals or groups. Any independent movement of participant/s in the rest of the West Bank (Area C) requires the participant/s to inform the organizer in advance and receive the organizer's authorization and relevant instructions.
7. **Use of public and/or other transportation:**
 - a. When taking a taxi, only taxi companies registered and recognized in Israel are to be used.
 - b. Use of a taxi without an Israeli license plate is strictly prohibited.
 - c. Participants must not take taxis that stop randomly for them.
 - d. Hitchhiking is strictly prohibited for participants.
 - e. Renting a car, if approved by the organizer, must only be done through car rental companies registered and recognized in Israel, holding a valid business license, and only if the participant is fit for driving and carries a legal, valid driver's license. For the avoidance of any doubt, renting a car from non-Israeli car rental companies is strictly prohibited.
8. **Maintaining security vigilance and awareness:**
9. **Instructions for participant regarding actions to be taken in case of emergency** (detailed below under "Emergency situations")

The organizer is permitted to include additional subjects he considers relevant for the safety and security of the participants, but may not remove any of the aforementioned subjects.

4. In any official and organized activity, taking place in any location, the organizer must confirm the existence of a valid business license at the location, as well as the existence of emergency action procedures, including the location of the protected space and directions to it.
5. Any official and organized activity, taking place in any location, requires a staff member on behalf of the organizer to be present with the group.

6. Security chief

The organizer is to appoint a security chief in the organization, who will be in charge of security and safety aspects of the program, and to inform Masa of the security chief's identity (hereafter: "**security chief**"). The security chief is responsible for the following (among other matters):

- Contact with Masa's security chief, participation in training days and seminars on the subject and implementation of the threshold conditions in the organization. Without derogating from the above, Masa will hold training days from time to time, will renew guidelines, etc., all in coordination with and under the guidance of the Jewish Agency's Security Department. Participation in safety training conferences is mandatory.
- Preparation of the safety and security document mentioned in section 3.
- Briefing participants and practicing course of action during emergency (fire, missile attack, earthquake, etc.).
- Coordination of activities.
- Appointment and briefing of a person in charge of safety and security for each organized activity (hereafter: "**activity security director**").
- Holding routine training sessions for all relevant staff members and participants regarding safety and security.

7. The organizer must conduct investigations of exceptional incidents and determine reporting procedures for any such incident. The organizer will inform Masa management of the situation of the participants and group in the case of any exceptional incident (even when there are no casualties).
8. The organizer must know the participants' whereabouts at any given moment during the program and be able to quickly transfer this information to Masa headquarters upon demand.
9. The organizer must inform the participants' parents and advertise in any possible way details regarding the location of the program's accommodations, content and planned activities. In particular, parents will be informed of activity or movement in security conflict-prone areas.
10. The organizer will select a staff member who will carry a primary mobile phone number throughout the entire program, and will be responsible for the program's contact with Masa. If, for any reason, the organizer decides to change the primary phone number for the program – it is to report this to Masa prior to changing the number, and update the number in the system. The phone number of an additional staff member in the group is also to be provided as a secondary phone number in case contact cannot be made with or via the primary phone number.

11. Free time during the program

The organizer is to consider each "free time" period during a long-term program

separately. All periods of free time are not to be considered together. The following will be defined for each free time period, whether in Israel or abroad:

- The precise timeframe.
- The permitted area – the organizer will determine clear geographic borders, with an emphasis on movement instructions as detailed in above section 3(6).
- Instructions regarding the use of public transportation.
- Methods for contacting the staff (the organizer may consider providing personal cards with essential phone numbers).
- Permitted and prohibited activities during free time.
- Situations of which the participant is to inform the organizer immediately.

A participant wishing to deviate from the defined timeframe or location must approach the program staff for approval in advance. Without prior approval, the participant will be considered missing, and the organizer will act as required in the situation, including reporting to the police, informing Masa headquarters, family, etc. The organizer is to make sure that all participants receive the relevant instructions mentioned above prior to any free time period in the program.

12. Trips and stays abroad as part of the program

- The organizer is responsible for the safety and security of program participants during their stay abroad as part of the program.
- The organizer is responsible for abiding by the laws of Israel and any other sovereign state where the participants stay.
- The organizer is to be updated on the security situation (updates obtained from the Ministry of Foreign Affairs Situation Room) in the country to which the program participants will be travelling and derive relevant security arrangements required of it during the stay abroad and in accordance with the Ministry of Foreign Affairs' current policy.
- The organizer will equip the group leader during the stay abroad with a list of phone numbers and addresses of representative offices in the country visited by the participants of both Israel and the participants' countries of origin.

13. Outdoor activities

- a. An outdoor activity will be defined as any activity taking place outside the walls of the educational institution.
- b. The organizer must coordinate outdoor activities with the trip coordination authority of the Society for the Protection of Nature in Israel (SPNI) (hereafter: "**Trip Authority**") and must make the relevant preparations for it directly with the coordination offices of the Trip Authority approximately two weeks before the scheduled activity. Coordination of an activity requires prior contact and agreement with the Trip Authority.

The organizer must ensure that as part of the contract with the Trip Authority, it will be provided the following services at minimum:

- Access to the activity coordination portal.
- Coordination of the route and safety and security checks of the activity area.
- Instructions regarding the safety and security support required for the purpose of holding the activity, including matters regarding armed security guards, first aid attendants, etc.
- Support and supervision of the Trip Authority during the said activity, in order for the group leader to be notified immediately and instructed accordingly in cases requiring attention, specific warnings, etc.
- Use of the emergency button on the GPS device with the Trip Authority's Nowforce application for reporting emergency situations

c. Outdoor activities requiring coordination include, among others:

- Activities outside residential areas (field trips, hikes, tours, etc.).
- Any activity longer than one day.
- Activities in high conflict areas or activities involving driving through high conflict areas, including the West Bank, sensitive areas in Jerusalem, the Gaza border area (within a radius of 10 km from the Gaza Strip), mixed cities and Arab cities.
- An activity that includes:
 - Visiting water sources, including beaches, springs, pools, etc.
 - Extreme sports activities (rappelling, rock climbing, bike rides, paintball, Segway, etc.)

In any case of doubt regarding the need for coordination of the activity, the organizer must contact the Trip Authority and in special cases Masa's security chief.

d. The organizer will carry out all outdoor activities according to the instructions detailed in Appendix C of this manual regarding safety and security in outdoor activities.

Furthermore, it is highly recommended to read the chapter concerning trip safety and security in the Ministry of Education's Director General's Circular, appearing in the following link:

<http://cms.education.gov.il/NR/ronlyres/EEF41F1D-F8DD-4CE2-A50A-9D1D724E0FB8/192492/201120202020.pdf>

or through the Ministry of Education's search engine for up-to-date information regarding specific matters:

- e. While forming the schedule and trip routes the organizer must consider, among other things, adjusting the route to suit the participants' capabilities and the timing of the trip. The date of the participants' arrival in Israel and the time required for them to acclimate in terms of sleep, weather, etc. are to be considered. The scientific premise is that the time required for acclimation is 14 days and sometimes even longer.

See Appendix D for a list of actions to be taken in order to avoid heat stroke. This list was made in loving memory of Masa participant Ariel Newman z"l.

14. Certified guide

The organizer must operate in accordance with the provisions of the law, and specifically the Tourism Services Law, 1976 and the Tourism Services Regulations (Guides), 1967.

- The guide must possess a valid license provided by the Ministry of Tourism.
- The organizer must ensure the guide is aware of the various emergency procedures, according to scenarios, and the course of action to be taken during an exceptional incident or emergency situation.

15. Activity Security Director

The activity security director appointed by the organizer's security chief must be a person participating in the activity, who is responsible for the security of the participants and for upholding safety and security instructions.

The activity security director is, among other things, responsible for the following matters:

- Before leaving for each activity coordinated with the Trip Authority, the activity security director is to contact the Trip Authority, confirm no changes have been made to instructions and update that the group will begin the activity as planned.
- Addition of sites to the trip, during the trip, and/or addition of a stop during the drive between sites will only be done following authorization of the organization's security chief and the Trip Authority.
- In case of an exceptional incident, the activity security director must update the Trip Authority. The information will be transferred to the relevant emergency entities and an immediate report will be sent to the organizer and Masa's security chief.
- Briefing of all program participants regarding code of conduct, at the start of the activity.
- Contact with supporting entities in the area in case of an emergency.
- Knowledge of preparation for and response to any exceptional incident.
- Possession of the "guide for activity security director" handbook. This handbook will be sent to the organizers by Masa's security officer.
- Determining a place for evacuation in case of emergency in every hotel/hostel.

- Procedures for reporting to the organizer and the Trip Authority of every exceptional incident in the area, even when no group member was harmed.
- Briefing the security guard/first aid attendant with procedures during an exceptional incident, in case the guide is unable to assist.

If the guide is appointed by the organizer as the activity security director, all of the above applies to him and is his responsibility.

16. Armed security guard and medical attendant

Armed security guard: the organizer must contact a security company with a valid license for providing armed security guards in accordance with the provisions of the law. The armed security guard is subordinate to the activity security director and is briefed by him.

Medical attendant: a first aid attendant/EMT/paramedic course graduate who is experienced in providing first aid and has the required equipment (see Appendix C of this manual). A medical attendant can also serve as a security guard/activity security director if the above conditions are fulfilled.

- The organizer is responsible for appointing for the activity several armed security guards and medical attendants according to type – first aid attendant/EMT/paramedic – according to the nature of the activity and according to the size of the group, in accordance with the instructions provided by the Trip Authority and as will be defined in the authorization granted for the activity.
- The organizer must verify the lawful and valid licensing and certification of the security guards and the medical attendants and confirm that they have passed all required refresher courses.
- The organizer must ensure that the security guard and medical attendant will be able to assist the guide in various cases of emergency, and even take his place if needed.

In any exceptional incident – all professionals must respond appropriately, each in their own field of responsibility. The Trip Authority and any other relevant entity, such as the security chief and Masa's security chief, etc. are to be notified.

Emergency Situations

Disasters and emergency situations occur without prior notice, and often without sufficient time for preparations, therefore the team is to be as prepared as possible in advance. There are many, diverse risks in our region, including: missile and rocket attacks, terror attacks, fires, earthquakes, hazardous materials incidents. They can generally be divided into two types: security threats and disasters during routine times.

Following are **instructions for organizers** concerning the course of action to be taken in cases of various emergency situations. **The participants are to receive instructions relevant to them regarding the actions in the following cases:**

1. Instructions for action during sirens – missile and rocket attacks:

When missiles and rockets are launched towards Israel, a short warning of between 15 seconds and 2 minutes is provided in most cases (depending on the location), and sometimes, in case of an escalation in the security situation in the area, even longer warning will be provided. The rest of the security incidents may occur during routine times and without warning.

Generally, all areas in Israel are under threat, but some areas are characterized by more concrete threats than others. The threat of rocket launching is greater in the southern region (Western Negev), especially within a radius of 40 km of the Gaza Strip.

- a. At the sound of a siren or explosion, if inside a building – enter the protected space on your floor and shut the steel door, or, in case there is no such room, walk to a closed staircase, or go to a parking floor beneath the ground floor, within the timeframe available.
- b. If you are outside, when you hear a siren or an explosion, enter a building and choose the nearest protected space within the timeframe available.
- c. If, when you hear a siren or an explosion, you cannot enter a building within the relevant timeframe, lie on the ground and protect your head with your hands.
- d. If you are in a vehicle, you must stop on the side of the road, leave the car and lie down on the ground, protecting your head with your hands.
- e. The protected space may be exited in accordance with instructions provided by the security organizations.

2. Instructions for action during an earthquake:

If you are in a building during an earthquake, move to a safe place as soon as possible, prioritized as follows:

- If it is possible to leave the building within seconds (mostly relevant when leaving from the lobby and lower floors), leave the building immediately for an open area.
- If it is not possible to leave the building within seconds, enter the protected space and leave the steel door open.
- If you are near the staircase (which is stronger than the rooms and the hallway), enter the staircase and continue towards the exit of the building.

3. Instructions for action during fire (while inside a building):

If you see a fire or smell smoke, call the Fire and Rescue Services by dialing 102, while trying to locate the fire and attempting to extinguish it using the available means.

- a. If you fail to extinguish the fire, leave the building immediately.
- b. Evacuation of the building is to be done using the staircase only. **Elevators are not to be used during a fire, they may become death traps.**

- c. If, when trying to leave the room, the doorknob is hot – do not exit the room! Prevent the fire and smoke from entering the room, and block the cracks with cloth. If possible, cover your mouth and nose with a wet cloth, go to the closest window and breathe in fresh air. Smoke entering a closed space is highly dangerous.
- d. Reach the window and call for help, yell and wave a sheet/shirt/jacket/other object and wait for the rescue services.
- e. When moving in a smoke-filled area bend down and crawl on the floor to a smoke-free area.
- f. Never use a smoke-filled staircase to go down. Choose a different staircase.
- g. If the fire originated in an electrical appliance, do not spray water on the appliance. Start by unplugging the appliance.

4. Instructions for action during a hazardous materials (HAZMAT) incident:

- a. A hazardous materials incident may occur for various reasons: a tanker containing hazardous materials (Bromine, Ammonia, etc.) turning over, natural disaster, war related disaster, terror attack, etc.
- b. A hazardous materials incident involves toxic substances, where the substance vapor cloud moves with the wind and may reach the population. People breathing this vapor may develop various symptoms and may be harmed and even die.
- c. The farther people are from the location of the incident, the smaller the chances of them being harmed.
- d. What should you do in case of a hazardous materials incident?
 - The first and most common option – seek shelter. Enter a room as sealed as possible, preferably a protected room. If you cannot enter the protected room, enter a different room and attempt to seal as many openings as you can.
 - The second option – evacuation. If you have been told to evacuate the building by the authorized entities (Police, Home Front Command, Fire and Rescue Services), move to the evacuation area instructed by the authorized entity (in most cases evacuation will be to an upwind area). Evacuation may be decided on after you have found shelter.

5. Terror attack:

- a. An explosion in a building or around it that is the result of a suicide bomber, car bomb or explosive device:
 - i. First, evacuate people from the area and call local security forces if relevant. Report to the Police (dial 100).
 - ii. Begin treating the wounded (and report to MDA by dialing 101)
 - iii. Do not gather in the area, due to the risk of an additional bomber/explosive device.
- b. Shooting inside a building:
 - i. Isolate the shooter by shutting doors.

- ii. Report to the local security forces if relevant and to the Israel Police.
- c. A terror attack involving hostage taking:
 - i. Isolate the area of the attack, and prevent people from entering it.
 - ii. Call the local security forces if relevant and the Israel Police.
 - iii. "Freeze" the situation, do not attempt to carry out independent release operations if the hostages do not appear to be in any immediate danger, and wait for professional designated forces.
- d. Stone and/or Molotov cocktail throwing incidents during drives:
 - i. Bend forward and duck under the window line.
 - ii. The vehicle driver must immediately distance the vehicle and passengers from the area.
 - iii. When relevant, treat the wounded and simultaneously report to MDA and Israel Police.
 - iv. If any of the passengers have been injured by a Molotov cocktail and their clothes are on fire, cover them with the fire blanket present in every bus, in order to smother the fire and extinguish it.
- e. Stone and/or Molotov cocktail throwing incidents when travelling on foot:
 - i. The security guard must separate between the throwers and the group, and use his weapon, in accordance with rules of engagement, if necessary.
 - ii. The guide must quickly distance the group.
 - iii. If any of the participants' clothes catch fire, roll them on the ground and cover them with jackets/towels/blankets in order to extinguish the fire.
 - iv. Treat the wounded and call for help.

Organizer Code of Conduct during an Exceptional Event

1. Immediate response to the incident by security guards and medical attendants.
2. Evacuate the group to a safe location.
3. Inform the Trip Authority and the regional rescue forces.
4. In case of an emergency, the security director in the field is to inform the Trip Authority by **pressing the emergency button on the GPS device through the Trip Authority's Nowforce application or by phone**. Pressing the emergency button will transmit the exact location of the group and will open a constant communication channel with the rescue services, regional rescue forces and relevant emergency teams, as well as send an immediate report to the organizer's security chief and to Masa's security officer.
5. Update participants' families abroad.
6. Provide emotional support as needed.
7. Conduct an investigation and draw conclusions.

Participant Insurance

The organizer is responsible for ensuring the existence of relevant insurance policies for the program participants for all Masa activities in Israel and abroad, starting upon their departure from their countries of origin and up until their return home.

The policies are to insure the participants' body and property, and will include the following: personal accident insurance, full medical insurance – including all hospitalization expenses, surgeries and medical expenses not during hospitalization, dental insurance including coverage for emergencies and accident-related damage, ambulance transportation, coverage for prescription medication and transport of a participant's body back to their country of origin in case the participant dies in Israel.

Participants will also be covered for third-party claims (including cases that do not require proof of negligence on their part) and earthquakes. The minimum requirements of the insurance policies to be acquired by the organizer and the sums stated in them will be elaborated in the agreement between the organizer and the Company (the Organizer Agreement signed with each organizer).

The organizer will verify the validity and coverage of all insurance policies of entities, organizations and institutions involved in providing services to the organizer. This will be carried out by receiving a legally signed insurance certificate from the service provider's insurer. The State of Israel, the Company and the Jewish Agency will all be added as beneficiaries to all insurance policies (both the organizer's and the service providers'), which will also state that the policies are not to be cancelled or reduced for any reason without sending prior written notice to the Company 60 days in advance.

All supplier and organizer insurance policies will be primary insurance policies, and the insurer is to confirm in writing that they waive the right to share liability with insurance policies of the Jewish Agency and the Company, and waive the right to subrogation to the State of Israel, the Company and the Jewish Agency.

The organizer will ensure the validity of all insurance policies pertaining to Masa throughout the duration of the program, including the payments required for meeting the policy's criteria as an insured party. The organizer agrees to update the Company regarding any change made to the organizer's status as an insured party in this insurance policy.

Promotion and Marketing of Masa Programs

Masa Israel strives to make Israel the preferred destination for Jewish young adults from around the world for an international experience, and make it a real and practical option. The Company uses a variety of marketing and recruiting strategies to achieve this goal. The actions taken by the Company aim to help organizers reach recruitment targets enabling expansion of their activity.

1. The objectives of Masa Company's marketing activity:

- Exposing young Jews in the Diaspora, between the ages of 18-30, to a long-term international experience in Israel and the opportunities it holds
- Exposure of the target population to the wide variety of Masa's programs
- Recruitment of people expressing interest and potential candidates, and referring them to the different organizers to continue the process in accordance with their personal fields of interest
- Recruiting support for Masa among leadership in Israel and Jewish communities around the world
- Positioning the Masa brand in Israeli society

2. Marketing tools utilized by Masa

Masa uses a variety of marketing tools to achieve these goals. These tools include "ground-game" marketing in different places around the world; an information and sales center operating in several languages and during relevant hours; a main website in six languages and various designated websites for different segments of Masa programs, including information regarding the programs. Furthermore, the Company periodically produces comprehensive catalogs of approved programs; runs campaigns on the various social networks; as well as designated digital campaigns; provides marketing consultation regarding work processes of organizers in the marketing field; and operates a designated marketing plan in the USA. Masa operates an advertising and public relations plan in Israel and the rest of the world for increasing exposure and promoting the brand.

Masa views exposure of programs in such frameworks, and encouraging participants and alumni to take an active part in these efforts, as having significant mutual value for Masa itself and for its organizers. Masa expects its organizers to cooperate in this arena, and to agree to requests made by the relevant Masa team.

3. Branding, advertising and public relations

Masa's ability to continue to provide support for all its programs, including financial support for participants, relies on a familiar, uniform, coherent brand identity. This is a result of the need to raise funds for the project, and also serves the purpose of participant recruitment. Masa uses a wide variety of tools for promoting the brand, and Masa organizers are obligated to cooperate in this matter.

The Brand Book is an integral part of the provisions of these Bylaws. The Brand Book can be downloaded and viewed using the following link:

<https://drive.google.com/drive/folders/0BxnpGfu7UpvyZjhhZ2RuaW1RSm8>

The Brand Book presents details of the means and methods by which Masa organizers are required to convey the Masa brand as part of their marketing, advertising and branding activity. The Brand Book is binding on all organizers. For the avoidance of doubt, it is clarified that Masa reserves the right to change the content of the Brand Book from time to time; and the organizers are obligated to keep up-to-date regarding the current version of the Brand Book when relevant.

Following are some highlights:

1. A Masa logo or the “Powered by Masa” icon must be an integral part of any marketing, advertising or sales promotion material, such as the program website, marketing products or signs in events and fairs, event invitations, various cards, brochures and designated campaigns. For detailed instructions on this matter – please see Masa’s Brand Book.
2. Public relations –
The program’s identity as a Masa-affiliated program is to be mentioned in any interaction with the media (newspaper articles, television reports, etc.), and Masa’s Communications Chief is to be informed of the expected report. Masa will include the program and organizer name in every report or article, alongside the fact that it is a Masa program.
In cases of emergency or questionable situations, in which the media may be involved and request the organizer’s comment (e.g. injury or death of a participant, accusations of harassment or criminal activity, violent events, safety issues, etc.), Masa’s Organizer Relations Director and Security Officer are to be informed and the organizer is to act in accordance with their instructions.
3. Social media –
 - Any publication regarding the program (events, trips, written content posted by the participants, etc.) in social media should tag Masa (@Masalsrael), in order to allow continued sharing and contribute to promotion of Masa.
 - Organizers must monitor offensive or negative visual and textual content appearing on the participants’ digital platforms which may have a negative influence on the project or does not suit the public image expected of a Zionist-educational organization.
4. Communicating with interested people, participants and participants’ families –
Organizers must communicate with interested people, participants and families as professionally and efficiently as possible. Attempts to contact the organizer are to receive response within a reasonable timeframe, on a regular basis, politely, tolerantly, patiently and with Masa’s relevant messages.

Application of the sections of the new Bylaws

The Bylaws will enter into effect from the date of their approval by the Masa Steering Committee on January 11, 2017.

Unless stated otherwise below, the Bylaws enter into effect immediately.

1. The Educational Vision and Blueprint (page 9)

Programs that have not yet received recognition as Masa programs will be required to submit a PRRF and educational program appendix as set forth in the Bylaws (immediate application).

For existing programs, the Educational Vision and Blueprint will be implemented gradually starting September 2016. According to the work plan that will be determined by Masa Head Office, the organizers will be required to submit their updated documents and implement the required changes to the educational components of the program. By the end of the 2016-2017 year of activity, all the programs will have updated their educational components and submitted the documents as required in these Bylaws.

This year is a year for testing and learning about the Educational Vision and Blueprint.

Until the date stated, the educational requirements as they appear in the existing Bylaws will remain in effect.

2. Joining the Masa Family (page 19)

The Bylaws regarding this subject enter into effect immediately.

The Program Approval Committee will meet immediately after the publication of the Bylaws. Programs that have already been submitted will be discussed at this meeting.

After this meeting, the meetings will take place on the dates as set forth in the Bylaws.

3. Revoking Recognition from an Organizer or Program (page 24)

Section 8, which states that recognition will be revoked from a program with five or fewer participants will enter into effect from February 2017.

4. Request for Financial Assistance and handling thereof (page 34)

The section will enter into effect on the date of opening of registration for the 2017-2018 year. Until that date, the existing rules will apply.

5. Routine financial management via Masa's CRM system (page 36)

The section will enter into effect with the start of the use of Masa's new information system.

Appendices

Appendix A

PRRF – Masa Program Recognition Request Form

The official version appears in the organizer portal and must be completed online in the portal

This document includes program details based on which the program will be recognized as a Masa Program.

The organizer must elaborate on the relevant content in a clear and concise manner in every part of the document, and must complete all sections. Do not include information that is not relevant to the specific section.

The principles according to which an approved intermediate- or long-term program is to be planned and implemented are detailed in Masa's Bylaws manual. The Bylaws manual also provides answers to questions that may arise during preparation of the document. If a question arises for which there is no answer in Masa's Bylaws, the organizer is welcome to contact the department manager for answers and clarifications.

- After receiving approval of the program's recognition, the organizer must inform Masa of every change to the program and to the information in this document.

Organizer details				
1	Name of the organization (Hebrew)			
2	Name of the organization (English)			
3	Company or Registered Association identification number			
4	Year of establishment			
5	Legal status		Non-government organization / non-profit organization / limited company / public benefit company	
6	Year of beginning of partnership with Masa			
7	Mailing address			
8	Telephone number			
9	Fax number			
10	Email address			
11	Website address			
12	Does the organization have an overseas branch?			
13	Address of the overseas branch			
14		Full name	Telephone no.	Email address
15	Organization CEO			

16	Educational director (please attach CV)			
17	Marketing director			
18	Safety and security chief			
19	Finance manager			
20	Administration manager			
21	Overseas representative			
22	Organizational vision			
23	Organizational expertise			
24	Educational projects led by the organization			
25	Organizational educational doctrine			
	Program details			
26	Name of the program in English			
27	Name of the program in Hebrew			
28	Estimated price of the program for participant (in USD)			
29	Accommodations and meals	Full / partial / stipend Detail:		
30	Program objectives			
31	Program website address			
32	Location of the program – part 1	Dates	Location	Activity description
33	Location of the program – part 2	Dates	Location	Activity description
34	Location of the program – part 3	Dates	Location	Activity description
35	Location of the program – part 4	Dates	Location	Activity description
36	Location of the program – part 5	Dates	Location	Activity description
37	Program duration	Intermediate-term (up to 10 weeks) / one semester (4-8 months) / a year (over 8 months)		
38	Start date of the first program cycle of a calendar year			
39	End date of the first program			

	cycle of a calendar year	
40	Country of origin of most program participants (only one country)	
41	Additional countries of origin of program participants (up to two countries)	
42	Program language	
43	Optional: secondary program language	
44	Is this program open to participants from abroad who are not eligible for a Masa scholarship?	Yes/No
45	Is the program open to Israeli participants?	Yes/No
46	Price of program for Israeli participants	
47	Participant ages	Minimum age Maximum age
48	Does the organization provide funding or financial assistance to participants? Please elaborate	
49	Who carries out program logistics? Please mention whether an external supplier is used and who that supplier is	
50	Participant accommodations	Rented apartments / hostel / dormitories / kibbutz / families / independent Please elaborate:
51	Number of participants per room	1 / 2 / 3 / 4
52	Description of the criteria for participant acceptance	
53	Description of the process for selection of program participants	
54	Anticipated number of program participants per cycle (Masa eligible participants)	
Program core		
55	Primary segment	Academia / professional training / internship / Jewish studies / volunteer work / youth movements / non-youth movement gap year
56	Secondary segment	Academia / professional training / internship / Jewish studies / volunteer work / youth movements / non-

		youth movement gap year
57	Age group	College / post-college / high school graduates / high school graduates – Jewish studies / other, please elaborate:
Please complete the relevant fields for the segments mentioned above:		
58	Volunteer work	Are you collaborating with a local community organization? If so, please provide the name of the organization, a description of the organization and elaborate on the joint work.
59	Academia	<ul style="list-style-type: none"> • Is the program recognized by a specific academic institution abroad (if so – which?) • Type of accreditation • Type of program (please select the relevant type): preparatory / BA / MA / semester abroad / year abroad / academic semester + practical internship • List the courses that will be studied during the program. A syllabus of each course is to be attached. • Are there any non-accredited courses? Please elaborate. • Is there an additional party acting on behalf of the academic institution that is in charge of marketing the programs abroad? If so, please elaborate where and who the contact person is.
60	Jewish studies	<ul style="list-style-type: none"> • Please list the subjects of all lessons in the program and mention whether each of them is elective or mandatory. • If the program includes a significant content part that is not Jewish studies, please list the subjects of the educational units and mention whether each is elective or mandatory. • Please list the schools/universities abroad where the program will be marketed. • Existing collaborations with different organizations or associations in order to: <ul style="list-style-type: none"> a. Market the program abroad b. Provide educational content and experiences in the program • Is the program, or will it be, recognized by one or more of the following organizations? <ul style="list-style-type: none"> a. YU b. Touro College c. Wolfson Fund d. Other: _____
61	Professional training	A syllabus must be attached for each professional course and the following information must be provided: Name of service provider, number of hours, type of certification, what is the added value of the course compared to other, similar courses in the market?
62	Internship	<ul style="list-style-type: none"> • Details of staff member in charge of participant placement

		<ul style="list-style-type: none"> Type of internships and examples of internship places 		
63	Type of accreditation/professional certification granted to program graduates (please attach an example of a certificate)			
64	Accrediting entity			
Marketing				
65	What is the added value of the program to the existing program market?			
66	Which existing programs compete with the proposed program?			
67	Which target population do you market to and why?			
68	What market research have you conducted in order to characterize the need for the proposed program?			
69	Which marketing tools do you use?			
70	Describe the program in the target population's language (this text will appear on Masa's website)			
71	Please add keywords that suit the program			
71	Optional: Please add keywords that suit the program (second language)			
73	Add links to program profiles on social networks (Facebook, Twitter, Instagram)			
	Program staff	Full name	Telephone no.	Email address
74	Program director			
75	Program coordinator			
76	Counselors <i>One counselor for every 25 participants</i> (please attach CVs)			
77	Marketing coordinator			
78	Security chief			
79	Scholarship coordinator			
80	Other			

	Program budget
	<p>The organizer must complete the Excel file attached to this document (Appendix H of the Organizer Agreement) in accordance with the following instructions:</p> <ol style="list-style-type: none"> 1. The budget proposal must refer to Masa participants only. If the program includes non-Masa participants (such as Israeli participants), refer only to the relative proportion of Masa participants of all program participants; 2. The budget is in NIS, but since some of the income is in USD – please mention the exchange rate you used; 3. Please complete the table according to the tentative number of participants per cycle (based on the organizer's projection); 4. If the budget includes income that is not from tuition paid by participants or Masa scholarships, please mention what the source of the income is and how certain you are of receiving it. 5. We recommend that you elaborate as much as possible on the calculation of the different items. <p>Any budget submitted in a format different from that in Appendix H of the Organizer Agreement will not be accepted.</p>
	Educational content
	The organizer must complete Appendix A1 – the Educational Plan Chapter of the PRRF, that is required by Masa, according to the instructions.
	Additional documents to be attached
81	Annual schedule
82	Weekly schedule
83	Regulations document to be presented to the participants, regarding their obligations, rights and limitations that apply to them during their stay in Israel for the program
84	Safety and security document signed by participants upon their arrival for the program
85	Contract between the organizer and the Trip Authority
86	Organizer declaration
	<ul style="list-style-type: none"> • We hereby declare that the organization is a Jewish-Zionist organization, which educates the participants on the basis of Jewish and Zionist principles and values, in a manner that expresses the educational vision of Masa. We undertake that the program will provide exposure to national symbols, concepts, ceremonies and events that emphasize the Zionist character of the State of Israel. • We hereby declare that we have thoroughly read Masa's Bylaws manual and its appendices, and we hereby confirm that we will operate in accordance with them, in accordance with that which is declared in our program's recognition request form. <p>We also agree to inform Masa, in writing, of any changes to the details provided in the program recognition request form.</p>
Name of authorized signatory	
Signature of authorized signatory	
Organization stamp	
Date	

Appendix A1

Educational Program Chapter in the PRRF

“The long-term experience in Israel will be a defining chapter in the lives of participants, and will contribute to their personal and professional development; participants will feel at home in Israel, and they will act from a sense of responsibility for the fate and character of the State of Israel; participants will have a sense of connection to Judaism and belonging to the Jewish people, which will find active and significant expression in their lives.” (From Masa’s educational vision)

The PRRF’s educational chapter was formed in accordance with Masa’s educational vision, and its purpose is to support the educational plan and activity of Masa programs. The chapter is composed of three main parts: mapping of educational outputs, implementation of the educational principles and a detailed reference to inputs.

You are requested to complete the appendix in as detailed a manner as possible, while considering the program you are operating and its different components. We recommend using this appendix as a tool for structuring and considering the educational program.

The appendix is to be completed online in the organizer portal

Inputs (meeting threshold conditions)

Every educational program will be obligated to implement the inputs mentioned in Masa’s Bylaws manual. You are requested to fill out your plan to implement the inputs in detail. For example – the five tours and experiences planned, which Masa content units you intend to implement, activities for Jewish and national holidays, etc. The inputs are mandatory components of the program and are required for meeting Masa’s threshold conditions.

Educational principles

The educational principles serve as the conceptual infrastructure that defines how the educational experiences in Masa programs are to be designed and the educational curriculums are to be formed accordingly. In the questionnaire, you will be asked to refer to each principle and explain with one example how the educational principle is expressed in the program.

Do not mention the same example more than once.

Educational outputs

The educational outputs are derived from educational activity in Masa’s content circles: “Israel as home,” “Judaism and peoplehood” and “Personal growth and development.”

Before completing this chapter, we recommend reading the list of educational outputs in the Bylaws manual (appearing in the “Educational Vision and Blueprint” chapter) and examining which components of your program promote achievement of the outputs. Components that contribute to the achievement of the outputs may include certain educational activities (e.g.: a lecture, tour or encounter) or a structural component in the program (e.g.: the program’s physical location, participant composition or its core activity).

Please detail, for each output, all significant activities promoting its achievement. Later elaborate and explain about each activity. If one activity promotes more than one output, choose the two outputs it most significantly promotes. Do not mention the same activity more than twice.

We expect you to carry out at least two significant activities for each output. If you mention less, we will ask you to explain why. For each activity, mention the time dedicated to it in hours.

If there is a structural component promoting the achievement of an output, please mention it in the relevant place. We assume a structural component may contribute greatly to the achievement of some of the outputs, but we do not expect such a component for each output or at all. Do not mention a structural component more than twice.

Please note: the table includes several main Masa events for participants that promote achievement of the outputs. We recommend participation in these events. If you do not intend to participate in an event, please erase it from the output table

Inputs (meeting threshold conditions)

* To be completed in the online organizer portal

1. Tours

Please mention five planned tours during the program

1. First tour (north/south/Jerusalem/center) _____

What are the planned educational experiences?

2. Second tour (north/south/Jerusalem/center) _____

What are the planned educational experiences?

3. Third tour (north/south/Jerusalem/center) _____

What are the planned educational experiences?

4. Fourth tour (north/south/center/Jerusalem) _____

What are the planned educational experiences?

5. Fifth tour (north/south/Jerusalem/center) _____

What are the planned educational experiences?

2. Masa content units to be implemented

Fill in this part, of selection of content units, only after August, 2016.

Please mention two content units you wish to implement during the program:

- a. Face to face – meeting the Jewish people
- b. Leading the dialog about Israel
- c. Social responsibility
- d. My Israel Journey

***The content units brought here are examples of content units offered by Masa. The relevant content units each year will appear in the organizer portal.**

3. Observation, reflection and conceptualization processes –

Which model will be used for implementation of reflection processes in the program?

- 1. My Israel Journey
- 2. An alternative reflection model approved by Masa (please detail):

4. Jewish and national holidays

Please mention the three educational activities for Jewish holidays

1. Holiday _____
Activity description _____
2. Holiday _____
Activity description _____
3. Holiday _____
Activity description _____

5. Please mention the three educational activities for national holidays (if possible within the timeframe of the program)

1. Holiday _____
Activity description _____
2. Holiday _____
Activity description _____
3. Holiday _____
Activity description _____

(Shabbat, Rosh Hashanah, Tzom Gedalia, Yom Kippur, Sukkot, Simchat Torah, Yitzhak Rabin Memorial Day, Hanukkah, Tu BiShvat, Ta'anit Ester, Purim, Sigd, Passover, Mimouna, Yom HaShoah, Yom HaZikaron, Independence Day, Lag BaOmer, Jerusalem Day, Shavuot, the Seventeenth of Tamuz, Tisha B'Av, Tu B'Av, other)

6. Shared experiences with Israelis

Please elaborate on the shared experiences with Israelis included in the program:

7. Shared experiences with Jewish young adults from around the world

Please elaborate on the shared experiences with Jewish young adults from around the world included in the program:

8. Social action

The essential components of social action as part of Masa are:

1. Defining and learning the social challenge or gap that the social action attempts to overcome.
2. Partner organization for social action.
3. Processing activity to be held following the event.

Please describe the field of social action

The partner organization

9. Hebrew

How will Hebrew be taught in the program?

10. Staff training

Please mention for each Masa educational training day (Compass day), which representatives of the staff will participate.

Please note: representation of the program's educational staff is required in every training day. Each member of the educational staff must participate in at least two Masa training days each year.

Educational training day (Compass day)	Participating staff members

Educational principles

*To be completed in the online organizer portal

The educational principles serve as the conceptual infrastructure that defines how the educational experiences of Masa programs are to be designed. Each of the principles is a necessary component for the implementation of Masa's educational vision, and the educational programs should be constructed in light of these principles.

Following is a list of the educational principles. Please explain how each principle is expressed in the program:

Do not mention the same example more than once.

1. A multi-dimensional experience: knowledge, emotion and action

2. Observing and processing experiences on a personal and group level

3. The participant as a partner in forming the activity

4. Unmediated experiences – encouraging participants to experience Israel in an independent and unmediated way

5. Balancing challenge and support – creating challenging and supportive environments

6. Coming into contact with variety and complexity

Outputs

*To be completed in the online organizer portal

	Outputs	Which activities promote this output?					Are there any structural components of the program promoting this output? If so, mention them, otherwise leave the box empty					
			1	2	3	4	5	1	2	3	4	5
		Israel as home – an authentic experience in Israel										
1	Participants will have a sense of connection and belonging to the State of Israel as a significant component of their personal identities	Activity										
		Duration										
		Date										
2	Participants will become familiar with and understand the meaning of modern and historical events, as well as inspiring figures that shaped and continue to shape the character of the State of Israel and Israeli society	Activity					Masa Memorial Day ceremony					
		Duration					6 hours					
		Date					April 30 th , 2017					
3	Participants will become familiar with and gain an understanding of the political, social, economic and cultural achievements and challenges in the State of Israel	Activity					A journey to the Negev – A Zionist festival in the south					
		Duration					6 hours					
		Date					May 18 th , 2017					
4	Participants will become familiar with different narratives and methods for coping with the political, social, economic and cultural challenges, and will develop opinions concerning these challenges	Activity										
		Duration										
		Date										
5	Participants will become familiar with and learn to appreciate the differences and diversity within Israeli society (including ideological, ethnic, cultural and religious differences)	Activity										
		Duration										
		Date										
6	Participants will become familiar with the geography, and the physical and urban landscapes of Israel, including the main historical sites and landmarks	Activity										
		Duration										
		Date										

[illegible]

Personal growth and development												
15	Participants will examine and conceptualize the significant values in their lives	Activity										
		Duration										
		Date										
16	Participants will experience personal and professional growth during their stay in Israel	Activity										
		Duration										
		Date										
17	Participants will express active commitment to the State of Israel, Judaism and the Jewish people	Activity										
		Duration										
		Date										

Appendix B

Organizer Agreement

Please refer to Hebrew version for organizer contracts.

Appendix C

Appendix to the Safety and Security Chapter

Safety Instructions for Outdoor Activities

First aid

1. The medical attendant will have in his possession a first aid bag containing the following items:

Red bag – first aid, updated Jewish Agency standard from May 2013

Item	Quantity
Improved backpack + pockets + 2 water bottle pockets	1
Triangular bandage + safety pin	10
7 cm rolled gauze (for dressing)	10
Sterile 7.5X7.5 cm gauze pad – dry for dressing	20
Tourniquet – 2 m	2
Burn pad - 7.5X7.5 cm	5
Large sterile pad - 10X10 cm	10
8 cm elastic bandage	5
Emergency bandage	8
Non-sterile disposable gloves	10 pairs
Airway	2 (small-large)
Chest emergency bandage – medium (abdomen)	2
Antiseptic ointment (Polydine) – 15 g	1
Adhesive bandage	20
Savior (for sterilization, 100 cc bottle)	1
Trauma shears	1
Pocket mask (hard case)	1
Iodo-Vit solution – 20 cc	1
Alcohol pad for disinfecting wounds	20
70% alcohol – 100 cc bottle	1
Microporous adhesive tape	3
Cotton swabs	80
Cotton wool 10 g	10
Splint	1
Non-sterile gauze pad – 5X5 cm	50
Flashlight + batteries	1
Vaseline tube	1
Rescue blanket	1

Safety

Equipment

1. All participants must have a hat, walking shoes and 3 L of water at least for a 3 hour hike, as well as any other equipment that the activity security director sees fit.
2. For hikes that involve walking in water – participants must be equipped with suitable shoes.

Walking and travelling on foot

1. Walking on roads:
 - a. Walking on roads is to be avoided when possible.
 - b. If walking on the road is necessary, when possible this will be done on side roads, in single file, on the left shoulder, facing the direction of traffic, guide and other staff walking at the start of the line, its middle and its end. The first aid attendant will be at the end of the line.
 - c. It is prohibited to walk on roads in twilight or darkness. When absolutely necessary, and in the absence of any other option, participants will walk in accordance with above article b, and the staff will carry their flashlights switched on. Participants will be equipped with reflective tags.
 - d. When crossing a road – even when using a crosswalk – the staff will serve as sentries, standing 50 m from both sides of the crossing, to guarantee safe crossing and to direct traffic. Roads are to be crossed in groups.
 - e. When stopping the vehicle to drop off participants – the staff will exit first, stand by each door, and immediately direct the participants to the nearest sidewalk or another safe place.
2. Walking near railroad tracks:
 - a. Walking on railroad tracks and adjacent mound is prohibited.
 - b. The following measures are to be taken by staff before crossing the tracks:
 - Before crossing railroad tracks, gather all participants to ensure a fast crossing.
 - Railroad tracks will only be crossed in places where what is happening on the tracks can be clearly seen for at least 150 m on both sides.
 - For safe crossing of the tracks, the staff will stand on both sides of the tracks and at the end of the line. One staff member will cross the tracks last.
3. Walking in rural areas:
 - When it is necessary to cross a cultivated field or orchard – these will only be crossed on paths.
 - It is prohibited to cause damage to property – picking fruits, breaking branches, etc.
 - Fields sprayed with toxic pesticides are not to be crossed (e.g. cotton fields sprayed with parathion).

- Local residents, their property, manners and way of life are to be treated respectfully.
4. IDF training areas:
Entering IDF training areas is prohibited.
 5. Walking in streams:
 - a. Avoid walking in streams in the rainy season.
 - b. Do not cross rising water in streams – neither on foot nor in a vehicle.
 - c. Avoid entering the narrow canyons of big streams in the rainy season, and use the trails around the canyon. Preparation of alternative, safer routes is recommended.
 6. Walking in mountainous areas:
 - a. When walking near cliffs, participants should be instructed to increase alertness and take special caution. When approaching a cliff edge it is important to remain on the trails. If the activity security director considers this route to be dangerous, he must select alternative, safer routes.
 - b. When climbing up or down a steep slope participants are to be warned against rock slides, hurried walking, and overtaking people, which may increase risk of falling or rolling down the slope.
 - c. **When crossing challenging passes a staff member is to be appointed to assist participants.**
 7. Walking in arid areas:
On hot days, most of the walking will be done in the morning or afternoon hours. According to the Trip Authority's instructions, it is important to insist participants drink throughout the entire hike (3-5 L of water per person) and make frequent stops.
 8. Night activity:
 - a. It is recommended to hold night activities during nights with abundant moonlight.
 - b. Activities will be carried out in small groups, with a staff member leading each group.
 - c. Participants are to be counted every hour during such activities.
 - d. When moving near roads, participants will be equipped with reflecting tags and each group will receive flashlights, one at the head of the group and one at its rear.
 - e. **Night activities will not be carried out in areas with cliffs, canyons, etc.**
 9. Entering caves – is prohibited unless approved by the Trip Authority as part of the trail in advance.

10. Movement in winter weather conditions:
 - a. Before leaving for a trip in the rain, it is to be confirmed with the Trip Authority that all parts of the planned route and trail are open for walking and/or the type of vehicle used for the trip.
 - b. If the group reaches a flooded path or a path covered by running water – it must not be crossed!
11. A roll call will be conducted when getting back in the vehicle.
12. In mountainous, arid or unpopulated regions – the support vehicle will be as close as possible to the hiking trail, in order to allow fast emergency transport or evacuation. The use of mobile two-way radios is recommended.
13. The activity security director will ensure the drivers have a schedule for waiting in the meeting locations with the participants throughout the trail.

Safety rules for travelling in vehicles

General:

- a. Vehicles for a trip will only be booked through companies with a valid business license.
- b. When getting on the vehicle, a roll call of participants is to be conducted.
- c. When parking the vehicle for the purpose of leaving it or for the purpose of providing information, the activity security director will check the traffic and take required measures for moving participants from the bus to the desired location.
- d. Picking up random, unknown passengers is prohibited.

Entering water

General:

Bathing and swimming is permitted only in places authorized by the relevant authorities and which have been approved as part of the trail by the Trip Authority.

1. Swimming in a pool or in the sea
 - a. Swimming in a pool or sea may be included in the trip, only if all instructions listed below are followed. Swimming in the sea or pool **may pose many unexpected risks, and therefore participants are to be efficiently supervised and under uniquely strict instructions while doing so.**
 - b. Swimming in the sea or a pool is permitted only under the following conditions:
 - i. Only where a sign stating that swimming is permitted is posted and only during lifeguard service hours.
 - ii. The location chosen for swimming will be as close as possible to the lifeguard's area of most efficient supervision.
 - iii. In the sea – only when a white flag appears above the lifeguard station.
 - iv. Staff entering the water must know how to swim.

- v. The activity security director is to count all participants before entering the water and right after leaving the water.
- vi. When swimming in the sea or pool, the staff must not deal with teaching swimming or organizing water activities. The staff will not swim for their own pleasure while on duty.
- vii. Whistle signals will be established in advance for drawing the participants' attention, and will be followed by instructions to change place, act appropriately or exit the water.
- viii. Once ordered to leave the water – the staff will make sure the order is followed properly.
- ix. Entering shallow water during a hike is permitted only if planned by the activity security director and approved by the Trip Authority in advance.

2. Sailing:

- a. Sailing is permitted only in motor boats licensed by the Ministry of Transportation to transport travelers and equipped with the safety and rescue equipment required by law.
- b. The number of participants and staff members on each boat will not exceed the authorized capacity of the boat.
- c. Each boat will be accompanied by staff members in charge of order and discipline on the boat.
- d. Before boarding the boats, participants will be instructed to remain quiet, cautious and seated. The boats will be entered and exited with extra caution.

Lighting fires

- 1. Fires are not to be started unless approved by the activity security director.
- 2. Lighting fires is allowed only in places designated for doing so and where it is permitted.
- 3. Fires are not to be started before measures for preventing the fire from spreading have been taken, such as clearing the area and preparing water or sand for extinguishing it.
- 4. **The trip leader will not leave the area before making absolutely sure the fire has been completely extinguished.**

Points of emphasis before and during trips

The trip leader will conduct a trip security briefing for participants.

- 1. The following matters are to be included and emphasized in the briefing:
 - a. Consideration of the trail's terrain, its limits and required special caution instructions (such as caution in mountainous areas or cliff edges).
 - b. Overtaking, walking off the trail and "taking short cuts" are forbidden.
 - c. Caution is to be taken regarding rock slides.
 - d. Discipline and proper behavior are to be maintained at viewpoints, mountain viewpoints and other risk-prone sites.

- e. Caution is to be taken regarding suspicious objects, explosives.
- f. Touching firearms, including the staff's firearms is prohibited.
- g. All participants must remain with the group and are forbidden to wander away from it, even when parked.
- h. Participants must walk behind the leader or guide and ahead of the staff member at the end of the line.
- i. Instructions in cases of separation from the group are to be provided.
- j. Discipline is to be maintained and instructions followed.
- k. Proper clothes and footwear for the trail are to be insisted upon.

During trips

- a. Trip leaders will provide specific warning and instructions in advance of reaching more problematic sites in the trail (such as cliffs, water sources, transportation routes, densely populated areas, industrial facilities, IDF territory, etc.).
- b. Trip leaders will make sure participants drink enough and in exceptionally hot weather conditions will make sure participants drink often.
- c. The trip leader will make sure all participants are present at the end of every stop and following a walk through an area prone for separation from the group, such as forests, densely populated areas, areas with frequent distractions, such as display windows, animal cages, etc.
- d. Trip leaders will explicitly instruct participants to remain between the leader and staff member at the end of the group, will verify this every once in a while and will appoint an alternating or permanent staff member to remain at the end of the group.
- e. Trip leaders will provide instructions in case a participant is separated from the group. It is recommended to instruct the participant who separated from the group to remain in place until found.
- f. When stopping, trip leaders will instruct participants to remain in the area of the stop and not wander away.
- g. At least one trip leader will be in charge of supervising participants during stops.
- h. On hot days, frequent stops are to be made during the trip, to allow the body to cool off.

In case of problems:

- a. When encountering an irregularity making the trail dangerous to travel, the group will not continue; they will report to the Trip Authority and act according to the instructions they receive.
- b. In case of a vehicle malfunction, participants are to be directed away from the road until the malfunction is fixed or a replacement vehicle arrives.

Emergency Course of Action

- a. The following does not provide solutions or answers to all emergency situations possibly encountered during a trip, but rather describes main actions to be taken in

different emergency situations.

Emergency situations may arise on a trip due to various causes, such as accidents resulting in casualties (on the road or environmental), various security incidents and health/medical incidents such as drowning, heat stroke, poisoning, a fall into a gorge, a ditch or a cave etc.

- b. The activity security director will determine the nature of every incident and the course of action to be taken, while being assisted, if needed, by the other staff members and other more mature members of the trip party.
- c. Following are the main actions to be taken in an emergency involving casualties:
 - a. Inform the Trip Authority.
 - b. Identify the injured people and provide first aid according to priorities set by the medical attendants.
 - c. Call the relevant emergency services - MDA, Fire and Rescue Services, rescue units, IDF if needed.
 - d. Gather all unharmed or lightly injured participants in a distant, safe location, it is recommended that a responsible adult remain with them and make preparations for their evacuation.

Reporting Procedures

Every report from the field will be transferred to the Trip Authority using the following methods:

1. Pressing the emergency button on the Nowforce application, opening a line with the Trip Authority
2. Report directly to the Trip Authority by dialing: 02-6233221 (available 24 hours a day)
3. Report to the Jewish Agency's situation room by dialing: 02-6202202 (available 24 hours a day)
4. Police 100
5. MDA 101
6. Fire and Rescue Services 102

Security and Safety Instructions for Trips and Excursions (for participants)

1. Hats or head coverings and strong, comfortable shoes are obligatory.
2. Bring sufficient water, according to the season and the region.
Do not drink water from unidentified sources. In hot, dry areas, make sure you have enough water, as you must drink a lot.
3. Do not leave the group without express permission from the guide. Stay with the group. Do not transfer to another group or another vehicle without the permission of the trip leader. Do not bypass, or deviate from the path and do not take short cuts.
4. Do not roll stones. Be careful of rock slides and do not walk on the edge of cliffs.
5. Be extra careful in dangerous places, such as viewpoints, cliff edges. Be sure to follow instructions.
6. Do not stand when the bus is moving. Do not stick your head or hands out of the vehicle window.

7. You should not walk on roads. Cross roads only at pedestrian crossings. Follow the instructions of the trip leader and staff.
8. Do not walk on railroad tracks.
9. Do not light fires without permission of the staff.
10. Do not enter caves and unknown places without the guide's permission.
11. Do not touch suspicious objects, explosives or the staff's firearms.
12. Walk behind the staff member at the head of the group and in front of the staff member at its end.
13. Should you be separated from the group, remain in place or act according to previous instructions provided by the trip leader. If night falls, do not walk by yourself.
14. In industrial plants do not touch machines and tools. Stay with the guide.
15. Do not wander around a parking area or lodging place.
16. Entering water during a trip for swimming, pleasure, or educational purposes is permitted only in accordance with instructions provided by the activity security director and following his approval.



ARIEL'S CHECKLIST

Safety Guidelines for Hiking in the Desert

Hiking in the desert requires that certain safety measures be followed to avoid heat exhaustion and heat stroke. The following 10 steps can prevent heat-related injury.

Advisor: **Professor Yoram Epstein,**
Heller Institute of Medical Research,
Sheba Medical Center, Tel Hashomer, Israel

Acclimate to the Heat

Avoid participation in extensive physical exercises outside in the heat for the first two weeks. Gradually increase your exposure to the heat with increasing time, duration, and intensity of exercise over the course of 14 days. Do not include any days where the exercise was inside in a cool environment or you did not spend time exercising in the heat.

Ensure the Hike Level is Appropriate

The first two or three hikes should be at a beginner level regardless of your skill or fitness.

Hydrate

Ensure that you are hydrated before, during, and after each hike. In the dry, arid desert, a good rule of thumb is to drink $\frac{1}{2}$ of one liter to one liter of liquid per hour to avoid severe dehydration. The volume of liquid to be drunk depends on how much you sweat. Do not overhydrate. Drinking throughout each hour is recommended rather than drinking a lot at once.

Wear Loose, Moisture-Wicking Clothes

Hikers must wear clothing made of a fabric that is loose, moisture-wicking, and "breathes," like cotton.

Sleep

Sleep at least 6-8 hours every night, preferably under comfortable and cool conditions. Two or more nights in a row of inadequate sleep is dangerous, especially if the desert hike will take more than one day.

Determine the Discomfort Index (DI)

Must be $<30.1^{\circ}\text{C}$ in order to begin the hike or $<28.1^{\circ}\text{C}$ if the hike is considered to be difficult. This is different from a simple temperature assessment. See Chart A in the more detailed version of Ariel's Checklist to determine the DI. If other heat-illness related factors are present, consider hiking only when the DI is at even lower levels.

Ensure Adequate Rest to Work Cycles

This is one of the primary modes to prevent exertional heat illness. Even if you are in good shape and no other risk factors exist (inadequate sleep, poor physical fitness, etc.), there should be an allotted rest period (in the shade preferably). For example if the DI is 27°C , allot 20 minutes of rest for every 40 minutes of exercise. The length and frequency of rest breaks should be based on the intensity of activity and the environmental conditions (DI). Increasing intensity and more adverse environmental conditions should warrant extended and additional break periods.

Avoid Mid-Day Hiking

If there is an urgent need to hike mid-day, at a minimum, greatly extend the length and frequency of the rest periods (in the shade) during the hottest part of the day.

Prepare for Medical Emergencies

There should be at least one person who is trained in medical assistance, particularly in the treatment and care of heat-related illness. Bring a portable tent or bed sheet to create shelter from the sun when there isn't any other shelter.

Insist on Safety

Not feeling well? Say something. You must feel comfortable notifying the leader if you feel ill or need to rest. Look out for your fellow hiker. Hiking should be fun and safe. Sometimes that means ending early to ensure the safety of all hikers. Do not let yourself be bullied into doing anything you no longer feel is safe.



Hiking in the desert for hours, especially in the summer months, always entails risk and that risk must be minimized.

In Loving Memory of Ariel Yitzchak Newman z"l

May 6, 1996-September 10, 2014

17 Iyar 5756-15 Elul 5774

While exertional heat illnesses (EHI) such as heat exhaustion and heat syncope (fainting) are not life-threatening, another type of EHI known as exertional heat stroke (EHS) can lead to death if not recognized and treated properly. EHS is a state of extremely high body temperature $>40^{\circ}\text{C}$ coupled with mental status dysfunction. EHS occurs when heat that is generated during exercise exceeds the body's ability to dissipate it at the same rate. The elevated body temperature causes widespread damage to the body's organs and tissues. These conditions most commonly occur during the hot summer months; however, EHS can happen at any time and even in the absence of high environmental temperatures and humidity.

When a hiker collapses from EHS, this indicates his body is already in acute distress. To prevent organ failure, his body temperature needs to be lowered to under 40°C within 30 minutes. Evidence indicates a high probability of survival and complete recovery if this is done immediately.

The person(s) responsible for the safety of the hikers must be aware of four things: 1) The vast majority of individuals from the US or other countries either have never hiked at all or are novice hikers, unfamiliar with the challenges hiking presents, especially the challenges of hiking in the extreme heat of the desert. 2) 18 to 25-year old men in particular often project an unfounded confidence in their strength and ability to withstand harsh, adverse conditions. They will often state they are "okay," not exhausted, and not thirsty when, in fact, they are. 3) Surprisingly, in many cases a person succumbs to EHS without any warning. 4) Just because others have hiked on a similar tiyul before and did not require medical treatment does not mean it could not happen now. They may have merely been lucky! Previous experience or lack of previous heat-related incidents doesn't reduce the level of risk for future heat-related illness. Heat illness is non-discriminatory; it can occur at any time even with the most experienced hikers.

The following are ten important guidelines to help minimize the occurrence of EHS:

1

ACCLIMATE, ACCLIMATE, ACCLIMATE to the heat. Extensive exercise should be gradually phased in over a 14-day heat acclimation period. For people unaccustomed to a hot climate, it takes time for the body to acclimate to such weather. Upon arrival, extensive physical exercise outside in the heat should be limited to 1-2 hours maximum for the first 5 days and no more than two separate 2-hour bouts of hiking (4 hours total) from days 6-14 (minimum 3-hour break between bouts).

This period is ideally continuous, without more than one day between exercise days. Do not include in the 14-day count any days where the participant was inside and did not spend any time in the outside heat/sun. Also, during that period, exercises to increase endurance and educational sessions regarding heat-related illness prevention must be conducted.

NOTE: If during this period any signs or symptoms of heat-related illness present themselves (such as core body temperature $>40^{\circ}\text{C}$ or mental dysfunction), exercise should be terminated immediately and medical personnel should be summoned.

2

Ensure the hike is appropriate to the skill and level of the hikers.

Given that novice hikers may struggle with low physical fitness and maintaining a healthy weight, the first two or three hikes should be at the beginner level only. After that, the hike leader responsible for the safety of the novice hikers can reassess the skill and endurance levels within the group and adjust the difficulty of the hike accordingly. The hike leader should always plan the intensity of the hike according to the weakest member in the group and never according to the strongest one. Hike leaders constantly need to take into account all risk factors listed herein such as exercise intensity, hydration status, environment, and sleep, among others. There are various websites that can help anyone determine the skill level of the hike and the appropriateness of the particular hike for each season, including whether the particular proposed hike is safe in the summer.

Extra care and planning is mandatory for multiple-day hikes.

Hiking on rough terrain is considered an intense physical activity. Being even slightly ill, dehydrated, sleep-deprived, unacclimated, unfit, or overweight can negatively influence the body's ability to cope with exercise-heat stress.

Ensure hydration. This cannot be emphasized enough. Ensure you are hydrated before, during, and after each hike. Ensure that each hiker has an adequate amount of water for the duration of that particular hike. Hydration is complex and dynamic, and specific fluid needs are different from person to person. Given the individual nature of fluid needs, it is recommended that individuals determine their individual sweat rate during an exercise session, preferably on the last acclimation day, prior to setting out for a hike in the desert.

The sweat rate can be ascertained by weighing the hiker before and after exercise with minimal clothing on. The difference in body weight is the amount of fluid the hiker would need. For example, consider a 68-kilo hiker who exercises for 60 minutes and is 65.5 kilos after exercise. He lost 2.5 kilos = 1.2 liters of fluid in the form of sweat. This hiker would thus need to pack approximately 3.6 liters of fluid to replace the amount he will lose in a 3-hour hike or else have another rehydration strategy in place before beginning the hike.

If calculating is not feasible, know that most inexperienced hikers, in the dry, arid desert, when the temperature can reach at least 36°C, should drink anywhere from ½ of one liter to one liter of liquid each hour. Be cautious though not to over-hydrate, which results in the dilution of blood and can cause hyponatremia (low levels of salt in the blood). Do not drink more than 1½ liters per hour or 12 liters per day.

Adequate fluid replacement is best achieved by drinking smaller amounts throughout each hour rather than drinking large amounts at once.

During the hike, drink water and avoid any carbonated or other liquids. Sports drinks are not required by novice hikers who have regular meals every few hours.

Do not skip meals. Eat regularly every 4-5 hours and consider foods high in electrolytes such as salty snacks (trail mix or pretzels) and fruits/vegetables (bananas, raisins, pickles). This will enable the hiker to replenish fluid loss, salt loss, and energy sources.

Also, on longer tiyulim the water may become so hot that hikers do not want to drink it. Be aware of this and be prepared to compensate beforehand, e.g., purchase insulated water bottles or bring frozen water.

Bringing enough liquid is NOT enough. Frequently reminding hikers to drink and asking how they are doing are insufficient to ensure the safety of young, inexperienced hikers who have no idea how fast they are dehydrating in the desert or on hiking trails. **The person responsible for safety must SEE how much**

the hiker has drunk. Water bottles with clear markings or packs with water bladders and flow meters are great ways for hikers themselves to know how much they are drinking and if they are possibly dehydrated.

Periodically, but not less than once an hour, the person(s) responsible for safety of the tiyul should monitor every individual for signs and symptoms of dehydration and ensure that fluids are being drunk regularly. In addition, a buddy system should be implemented where each buddy participant can help remind and check on the other for potential (hydration) problems. Each individual can also observe the color of his or her own urine to detect for possible dehydration. The darker the color, the less hydrated the body. If you are not urinating after several hours or are unable to urinate at all, this may indicate a more severe level of dehydration.

Going to the hospital for intravenous fluids is an indication of inadequate planning or supervision that must be avoided.

Additional Resources:

<http://ksi.uconn.edu/emergency-conditions/heat-illnesses/exertional-heat-stroke/>

http://www.hydrationcheck.com/wall_chart.php

Wear loose-fitting, absorbent or moisture-wicking clothing.

Hikers MUST wear clothing made of a fabric that “breathes.” The type and amount of clothing worn can have a major impact on heat dissipation during hiking. Clothing generally represents a layer of insulation that imposes a barrier to heat transfer from the skin surface. When clothing interferes with the evaporation of sweat from the skin and cooling efficiency is reduced, skin and core temperatures will increase. For activity in extreme heat in the desert, having loose-fitting, light-colored clothing (cotton is best) covering the entire body is optimal.

When hiking in daylight, wear a hat at all times in order to reduce heat absorbed from solar radiation. For best protection, the hat should have a UPF standard of very good (25-35) or excellent (40-50).

Wearing “waterproof” clothing or clothing made out of a material such as nylon, that retains heat and does not allow the body to evaporate sweat freely and normally, is very dangerous. (For the same reason, wearing multiple layers of clothing, based on the erroneous notion that they help keep the body cool, is also not advisable.)

This requirement should be included in the packing list that is sent from the yeshivot/seminaries and tour companies to the parents and tour participants so they can buy and pack the proper clothes for their time in Israel.

5

Ensure adequate sleep. This is a critical point! Sleep at least 6-8 hours every night, preferably under comfortable environmental conditions. Sleep loss has been shown to impair the body's ability to regulate body temperature adequately.

Jet lag impedes quality sleep. Being away from home and parents for the first time in a foreign country is exciting and impedes quality sleep. Other factors can further impede adequate rest such as: sleeping in a narrow, uncomfortable, and unfamiliar bed; sleeping outdoors for the first time; and trying to avoid biting bugs in the desert or woods at night. Additionally, two or more nights in a row of inadequate sleep is dangerous if everyone is hiking in a desert or woods for a number of hours and **especially if the desert hike will take more than one day.** Failure to be aware of this factor can be hazardous. Additionally, two or more nights in a row being with other young adults in the same situation can add to the excitement, further impeding quality sleep.

6

Make certain the Discomfort Index (DI) is below 30.1°C. The DI is not the same as a simple temperature measurement. The DI measures the heat stress in direct sunlight and takes into account: temperature, humidity, and heat from the sun. The DI index assumes everyone has sufficiently and properly been acclimated over the minimum 14-day period. Additionally, if other heat illness-related factors are present (e.g., lack of quality sleep, previous day(s) exertional hiking, improper clothing, hiking during the hottest part of the day, pace of the hike, incomplete recovery from the prior day's hike, participants out of shape/overweight, or experiencing an underlying illness), consider hiking only when the DI is at even lower levels.

Use Chart A below to determine the DI. Note: these are estimates, derived only from using temperature and relative humidity. Also, Chart A assumes a very clear sky (maximal solar load), and atmospheric pressure of 1ATA (760 mmHg). Depending on the radiant heat load from the sun and the wind, the actual DI reading could be different from what is on the chart.

- **After determining the DI from Chart A, refer to Chart B below for the recommended Work/Rest Cycle and Water Intake Per Hour:**

CHART A: The Discomfort Index (DI)

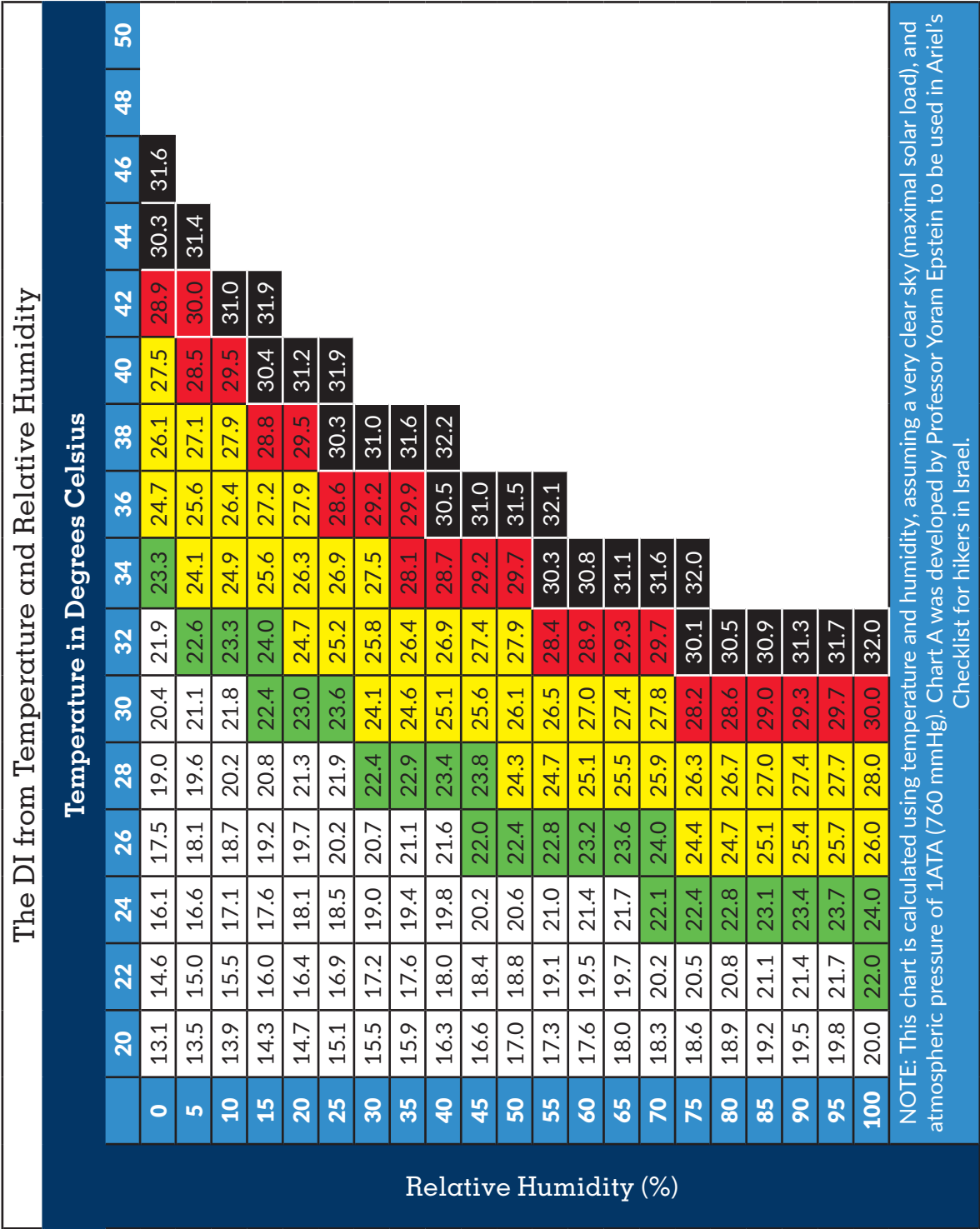


CHART B

Heat Stress Category (DI)	Moderate Work		Hard Work	
	Work/Rest Cycle	Water Intake Per Hour	Work/Rest Cycle	Water Intake Per Hour
White ≤22.0°C	60/15 MINUTES	300 ml	40/20 MINUTES	500 ml
Green 22.1-26°C	60/15 MINUTES	750 ml	40/20 MINUTES	1000 ml
Yellow 26.1-28°C	40/20 MINUTES	1000 ml	30/30 MINUTES	1000 ml
Red 28.1-30°C	30/30 MINUTES	1000 ml	Exercise is forbidden. Very high risk for heat casualties.	
Black ≥30.1°C	Exercise is forbidden. Very high risk for heat casualties.			

- Chart B was developed by Professor Yoram Epstein to be used in Ariel's Checklist for hikers in Israel.
- Environmental heat stress categories are given in Discomfort Index values.
- These are minimum rest periods. You may plan for more rest but not less.
- Fluid recommendations are just general guidelines and may vary based on many factors. People should monitor individual fluid needs.

Warning!! Do not read Chart B in isolation. These guidelines are for healthy, relatively fit hikers. For novice, less fit, un-acclimated, sleep-deprived, or overweight individuals, the tour leader should refer to Moderate Work as Hard Work.



Cancellation or Delay of Hike

- If the DI is $\geq 30.1^{\circ}\text{C}$, recommend cancellation or delay of hike until cooler.
- If the hikers are novices and not fit, recommend cancellation or delay of hike until the DI drops to $<28.1^{\circ}\text{C}$.

7

Ensure adequate work/rest cycles - This is a key factor against overheating. During exercise when it is hot, the body produces heat at a rate that is usually in excess to the rate of heat dissipation. The only way to cope with this situation is to allow adequate rest periods during exercise (see Work/Rest Cycle in Chart B above). Even if all the participants are in good shape and no other risk factors exist, if the DI is 27°C , for example, there should be rest (in the shade preferably) at least 20 minutes for every 40 minutes hiked. If other heat illness-related factors are present, e.g., lack of quality sleep, previous day's exertion, improper clothing, hiking during the hottest part of the day, incomplete recovery from the previous day's hike, pace of the hike, participants are out of shape/overweight, or are experiencing an underlying illness, etc., the resting period must be increased or occur more frequently. Using the same example of the DI at 27°C , if a few of the factors exist, the hikers should rest 30 minutes for every 30 minutes hiked. **The more rest, the better/safer the experience is for everyone.**

8

Avoid hiking in the desert at the hottest part of the day or, at a minimum, greatly extend the length and frequency of the rest periods. Plan to hike during the early hours of the day when ambient conditions are more favorable, with lower temperatures and less intense solar radiation.

9

Bring a variety of resources to help anyone suffering from the heat. Ensure there is at least one person who is adequately trained in medical assistance, particularly heat-related illness, and educate yourself on the common signs and symptoms of heat illness. Bring at least one portable tent or bed sheet to create shelter from the sun when there isn't any other shelter. Also, cooling towels can be helpful.

In case of suspected heat exhaustion, attempt to cool and hydrate the individual *immediately*. If exertional heat stroke is suspected (disorientation, confusion, balance issues, collapse) and the individual has to be cooled immediately, find or provide shade and use copious amounts of water (for example, from a river or creek, if available). The hike leader should ensure that excess water is present. This has proven to be very effective under field conditions. If it is known that copious water will not be immediately available, the hike leader should carefully plan either to 1) ensure water refill stations are strategically located throughout the hike or 2) alter dramatically the route or intensity of the hike prior to the start of the expedition to ensure that heat illness risk is at a minimum. Remember, in many cases, there are no warning signs for EHS; hence, precautions must be taken in advance.

In the event of heat stroke, first attempt to call for help using a satellite phone or cell phone, remove the individual's clothing, and then begin cooling the body while wetting it. Consider carrying a lightweight tarp or sheet along for protection from the sun; additionally, consider bringing along towels for wetting and fanning to help hasten water evaporation which reduces body temperature. Any hikers with suspected heat illness, especially heat stroke, should be cooled down immediately and evacuated to a nearby medical center. Flares and loud, piercing whistles should be on hand to help first responders locate the hiking group in case other methods of search and rescue fail.

10

Emphasize repeatedly to everyone before and during the hike that it is perfectly fine, and actually mandatory, to speak out at any time if they are not feeling well. Hikers must feel completely comfortable speaking their mind if they believe their health is at risk. Safety is always the most important aspect of any hike. As an acclimatized and fit hiker, the leader may experience environmental conditions very differently from the participants. Furthermore, individuals who feel sick or have an underlying illness or medical condition that may put them at greater risk, should tell the hike leader and refrain from all exercise. Remember, ending a tiyul (at any time before or during the hike) is always better than compromising anyone's health or, G-d forbid, any person's life. Hiking should be fun, so let's do everything we can to ensure everyone's safety and enjoyment.



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