

Faces of the Jewish Future



הסוכנות היהודית
לארץ ישראל
THE JEWISH AGENCY
FOR ISRAEL

Securing the Jewish Future for Generations

2012 / 2013 Performance Report



Vision: To ensure the future of a connected, committed, global Jewish People with a strong Israel at its center

Mission: Inspire Jews throughout the world to connect with their People, heritage, and homeland, and empower them to build a thriving Jewish future and a strong Israel

Here's how we secure the Jewish future:

| | |
|--------------------------------------|----|
| Core Values | 4 |
| Opening Thoughts | 6 |
| ■ Experience Israel | 8 |
| ■ Israel in Your Community | 12 |
| <i>Russian-Speaking Jews</i> | 19 |
| <i>Diversity and Inclusion</i> | 20 |
| ■ Aliyah and Absorption | 22 |
| Making a World of Difference | 28 |
| ■ Jewish Social Action | 30 |
| Recognizing Our Partners | 40 |
| Our Faces of the Jewish Future | 48 |
| 2012 Financial Highlights | 50 |

The Core Jewish Values that Drive Our Work:

Between me and my People ביו אדם לעמו
Jews around the world share history and destiny.

Between me and my Land בין אדם לארצו
Israel as the cultural and spiritual homeland for all Jews.

Between me and my Community בין אדם לחברתו
*Ensuring the well-being of Jewish communities
and general society.*

Between me and my Heritage בין אדם למורשתו
Jewish civilization as a source of inspiration, ideals, and values.

Dear Friends,

When we talk about the Jewish future, what do we mean?

Step into a room filled with hundreds of young Israelis being trained by The Jewish Agency as *shlichim* (emissaries) in North America, and it is clear you are looking at our future. In 2012, we increased the number of *shlichim* serving on college campuses and in communities by 20%.

Watch as **Masa Israel Journey** students, displaced by rockets in the South of Israel, convene in Jerusalem to create a digital advocacy hub and spread the truth about Israel on the front lines of social media. **Masa** has grown this year by more than 500 participants, and 2012 saw the launch of **Onward Israel**, a shorter program, in cooperation with local federations and partner organizations, to fill the niche of mid-length programming.

Stand in Jerusalem's International Convention Center as more than 800 high school students from France sing "*Am Israel Chai*" as they greet special guest Gilad Shalit. We are investing significantly in our activities across Europe as young Jews—from the UK to France to Germany to Bulgaria—continue to long for a connection to their heritage, to their community, and to Israel, despite predictions to the contrary.

Be there for the first time young teens from the former Soviet Union experience *havdalah* at the end of a *Shabbat* in a Jewish Agency camp. In 2012, some 6,700 campers participated in **Jewish Agency camps** in 27 locations across Russia, Belarus, Ukraine, Moldova, Uzbekistan, Kazakhstan, and the Baltic states.

Watch as an Ethiopian family is reunited at Ben-Gurion airport, as the last of their cousins come home to Israel. This October, we plan to close the Gondar compound since our historic mission to bring home all of Ethiopia's Jewish community is very nearly complete.

Listen to elementary school children from Des Moines and Dimona share a Skype conversation and a Hebrew reading assignment as they participate in **Partnership2Gether's Global School Twinning Network**. Last year we touched the lives of more than 40,000 students around the world.

Stand under the mid-winter desert sun at the educational eco-village of **Nitzana**, and shield your eyes as you look out at the soccer field. Service year volunteers (*Shin-Shinim*) and students at the *Derech Eretz* post-high school service learning program (*Mechina*) for young adults from Israel's social and geographic periphery are engaged in a close game. Their challengers? Students from the *Tikkun Olam* high school for young Eritrean refugees, hosted and rehabilitated at Nitzana. *Derech Eretz* expanded in 2012 from one group to three, and

we've also launched a program, together with the Avi Chai Foundation, to train *Shin-Shinim* in best practices of working with disadvantaged kids, and in issues of Jewish identity.

Listen as the more than 500 young doctors, hoteliers, computer chip processors, and others, who made **Aliyah** via our professional certification programs, learn to speak and work from right to left.

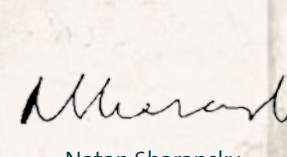
In all these places, you will sense that you are looking at, and into, our future.

As life in our borderless world is making clear, the future is about the connections people make. The Jewish Agency and its partners direct and deepen those connections into long-lasting relationships to achieve far-reaching common goals.

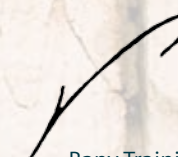
We make sure that, as our young people connect to the world, they save a special place in their hearts for their global Jewish family. We make sure that, as they engage in an increasingly borderless global community, they understand the value and centrality of the Jewish state. We make sure that, as they give of themselves to serving their country, their community, and humanity at large, they do so as proud Jews.

Young people today have no shortage of idealism, energy, networking savvy, or contacts. Our job is to make sure that when our young people, in Israel and around the world, look in the mirror or across the ocean at their Jewish peers, they like what they see and understand the power of connection.

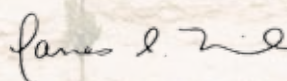
Let's be there to guide the conversation.



Natan Sharansky
Chairman of the Executive



Rany Trainin
Deputy Chairman of the Executive



James S. Tisch
Chairman, Board of Governors



Charles Ratner
Chairman, Budget/Finance Committee



Connect young Jews
around the world to
Israel as a cornerstone of
their Jewish identity.

Connect young Israelis
to the global Jewish
family as a cornerstone
of their Jewish identity.

Experience Israel

Experience Israel

“A mind that is stretched by a new experience can never go back to its old dimensions.”

— Oliver Wendell Holmes Jr.

Bac Bleu Blanc (High School Seniors in Blue and White) brought some 800 French high school seniors to Israel this past winter, including a contingent from Toulouse’s Ozer Hatorah School, for a week-long touring experience and a **Masa Israel Journey** program fair.

Nearly 4,100 young adults from the former Soviet Union discovered Israel on **Taglit-Birthright** in 2012, a nearly 20% increase of FSU **Taglit-Birthright** participation compared with 2011.

Onward Israel is a new initiative, filling the high demand for short but meaningful global experiences for 18-30 year olds. In partnership with Jewish federations and organizations around the world, the program provides 6-10-week resume-building experiences in Israel. **Onward’s** pilot year in 2012 brought over 260 young people to internships in Israel, and that number is expected to more than double in 2013.

Respondents to a Participant Outcomes Survey (POS) included alumni from the United States, Canada, Russia, France, and Germany. 70% “agreed” or “strongly agreed” that as a result of their **Onward Israel** summer they “now feel more connected to Jewish People around the world.”

Close to 10,100 young people from around the world spent 5-10 months learning, working, volunteering, or touring in Israel in 2012-13 on **Masa Israel Journey** (compared to 9,600 in 2011-12) To date **Masa** has over 65,000 global alumni.

Connect Israel, a living urban network, opened the new **Connect Jerusalem** center in December, 2012, in partnership with the Jerusalem municipality and its Center for Youth Initiatives. The **Connect** network – a national expansion of the popular **ConnectTLV** program – runs social events and provides career and language workshops for young urban tourists and new immigrants, creating a community with the help of Israeli volunteers.





Connect young Jews around the world to Israel as a cornerstone of their Jewish identity.

Connect young Israelis to the global Jewish family as a cornerstone of their Jewish identity.

Israel in Your Community

Israel in Your Community

“Education is not the filling of a pail, but the lighting of a fire.”

— William Butler Yeats

Budapest’s Israel Cultural Institute hosts about 4,000 participants in Israel engagement and Jewish heritage programming each year.

In Hungary, the **Minyanim Regional Jewish Leadership Project** is training 45 young grassroots change-makers in 2012-13.

Makom’s Zayit educational program, launched in 12 schools throughout France in 2012, serves some 1,000 students with original, interactive content and curricula about Zionism, Israel, and the Holocaust.

Cha’il: Israel Education Abroad is a joint initiative with the Government of Israel, working through formal day school frameworks around the world to provide Jewish-Zionist educational programs in Jewish high schools; professional development for teachers of Hebrew and Jewish-Zionist studies, including seminars in Israel; financial support and scholarships; and educational trips to Israel for students. **Cha’il** serves 31 schools around the world, reaching 6,800 students in 2012 in South America, Europe, and North America.

In 2012, we increased the number of long-term **sblichim** by 20%, with an additional, significant rise expected in 2013.

Shin-Shinim are young Israelis performing a year of volunteer service prior to their conscription

into the IDF. In 2012, North America and Great Britain were infused with the youthful energy of more than 50 **Service Year Sblichim** (young emissaries), with plans to grow these programs in 2013 by more than 25%.

“The impact was dramatic. Not only did we make a very meaningful connection with one individual, our eyes were opened wide in relation to modern Israel and its culture – through a teen’s perspective. We were left with a tremendous feeling of optimism about Israel’s youth—their values, commitment—and for the future. Israel seems more vibrant, creative, relevant, familiar and compelling than ever before.”

— Host Parent, UJA Federation of Greater Toronto
Young Emissary Program

Atudot is a new training program designed to meet the increasing demand for highly-prepared **sblichim**. Our 2012 pilot trained nearly 30 select Israeli university students in community leadership, Israeli and Jewish history, and hot-button issues, prior to their challenging posts in North America and elsewhere.

Blue and White on Campus: In the 2012-13 academic year, 56 **Jewish Agency Israel Fellows to Hillel** served 100,000 university students in North America, Uruguay, and Australia, and the program is set to expand further in 2013.

We don’t just teach Israel, we ARE Israel: 1,057 Summer Camp **Sblichim** in North America in 2012.

Ingenuity and Continuity: Each year, close to 1,500 **sblichim** return to Israel after serving communities and summer camps abroad. The Jewish Agency is now developing a full range of programming and custom-made opportunities for **Returning Sblichim**, to help harness and direct the immense talents of this elite community of young leaders. About 60 **sblichim** are already participating in the pilot program.

Watch this space in 2013: An estimated 600,000 **Israeli expats** live abroad. The Jewish Agency is developing innovative programming to strengthen Jewish and Israeli identity among second generation expats abroad.



Israel in Your Community

The **Partnership2Gether** Peoplehood Platform engages 550 Jewish communities in 45 partnerships.

Partnership2Gether's programs have 350,000 participants per year and some 11,000 mission participants.

In 2012, **P2G's Global School Twinning Network** connected 40,000 students around the world. 250 Israeli schools and about 200 in North America participated, as well as schools in Hungary, Great Britain, France, Italy, Australia, South Africa, Mexico, Argentina, Uruguay, and the former Soviet Union. We aim to add at least two dozen additional schools in 2013.

“I find that the Jewish state often remains an abstract concept for children and teens around the world who have never seen Israel with their own eyes or met an Israeli. But the **School Twinning Network** makes Israel come alive.

Every April, the ninth-graders from Israel come to visit California and stay with us in our homes, and the next year, in tenth grade, our kids go there and stay with their Israeli friends.

The change the children experience through these interactions is very noticeable.

The Israeli teenagers are exposed to new ways of expressing their Jewishness. They are amazed by the Americans' commitment to being Jewish. Several of my students have

returned to Israel as part of camp, on **Taglit-Birthright**, or to visit family and friends. It thrills me that while there, they reach out to people they met through **School Twinning**, people who were once strangers but who now feel like family.

Families here in the USA that hosted Israeli teens keep in regular contact with them. They stay in touch via Skype, Facebook, Twitter, and Instagram. The relationships are real.

I love seeing alumni status updates on Facebook like: 'I'm in Tel Aviv today!', alongside photos with their **School Twinning** friends.”

— *Amy Berg, Assistant Director of Education and Youth, Congregation Ner Tamid, (Conservative), Rancho Palos Verdes, CA. The high school offers a class with a partner school in Tel Aviv (the ORT Yad Singalovsky school - OYS) sponsored by the Jewish Federation of Greater Los Angeles through Partnership2Gether's Global School Twinning Network.*



“One of the reasons I like the **Partnership2Gether** program so much is that it's a way to connect to Israel, not through disasters, not through conflict and not through war, but through life and culture and education.”

— *Avinoam Segal-Elad, Jewish Federation of Northern New Jersey Community Emissary*

From Bashkortostan to Brooklyn to Balfour Street: *The Story of an Israeli Shaliach*

For the past several years, Alexander Selsky served as Prime Minister Netanyahu's advisor for Russian-language media. Like many well-regarded professionals in Israel, he started his career as a Jewish Agency *shaliach*.

Selsky grew up in Ufa, Russia, and came to Israel when he was 16 on the *Na'ale* high school program. He was later joined by the rest of his family. In 2004, he became one of the first **Jewish Agency Israel Fellows to Hillel**.

The not-so-new immigrant went to represent Israel at Brooklyn College, explaining Israeli culture, food, lifestyles, and politics. "I wanted to share with others that Israel is much more than the conflict," he explains, which was no easy task on the heels of a bloody three-year terror war. The role prepared Selsky for what would later become a career in politics and media.

Like many *sblichim*, Alex feels that his time in the US made him more aware of his Jewish heritage, which he took for granted while living in Israel.

Alex returned from Brooklyn to a job in the Spokesperson's Unit of The Jewish Agency for Israel, and was later approached by the Prime Minister's office.



"I wanted to share with others that Israel is much more than the conflict."

Russian-Speaking Jews...

...all over the world.

In 2012, **FSU Summer and Winter Camps** served some 6,700 campers, and trained 780 counselors as Jewish leaders. 40% of the campers were first-timers, and 23% do not participate in any Jewish activity during the year, making these camps a critical point of engagement for young Jews in the former Soviet Union.

To date, more than 150,000 graduates of Jewish Agency camps are changing the Jewish environment in the FSU.

149 teachers served nearly 4,700 students in intensive Hebrew language classes (*Ulpanim*) throughout the former Soviet Union this year.

All over the FSU, 48 grassroots initiatives in informal Jewish education and community-building were supported by the *Hamama* (Incubator for Innovation) project last year.

In Germany, a similar grassroots Jewish leadership incubator called *Nevatim* is currently supporting 20 projects.

In 2012, the first annual **Amitim Conference** in Dresden, Germany drew over 100 young Jewish leaders and educators for three days of sharing best practices and experiences.

Among the thousands of North American Jews who took part this year in a **Masa Israel Journey**, 144 were from Russian-speaking families.

In the summer of 2012, three **North American camps for Russian-speaking kids** were staffed by 46 counselors (trained by The Jewish Agency) and 18 Israelis, who together reached almost 300 children and teens.

That same summer, over 120 young people from Russia, Latvia, Lithuania, Estonia, Ukraine, and Belarus enjoyed a formative Jewish camping experience in Israel with **Makom.II**.

Commitment to Diversity and Inclusion

Each year, The Jewish Agency allocates some \$3 million to **Israel's Reform, Conservative, and Orthodox movements**, with a focus on education, youth movements, and leadership training. Together, these programs touch the lives of 280,000 Israelis.

The Jewish Agency is the leading organization providing support to various religious streams to mark its **commitment to diversity and inclusion**. As such, the Prime Minister asked the Chairman of the Executive of The Jewish Agency, Mr. Natan Sharansky, to play a central role in bringing together Jewish leaders from around the world and Israel to address the complex issues surrounding the **Western Wall**.

In 2012, nearly 1,800 soldiers participated in The Jewish Agency's *Nativ* program in Kiryat Moriah (Jerusalem) and Zichron Ya'akov. The *Nativ* program provides Jewish and Zionist education for immigrant soldiers (90% of whom are from the former Soviet Union), providing them with an affirmative way to connect with their Jewish heritage. Follow-up courses are available for formal conversion.





Facilitate the resettlement and acculturation of Jews who wish to move to Israel, while remaining ready for *Aliyah* of Rescue.

Aliyah & Absorption

Aliyah & Absorption

“...What we want in that ancient land is a new blossoming of the Jewish spirit.”

— Theodore Herzl

In 2012:

- 1,920 new immigrants from Ethiopia
- More than 8,430 Ethiopian immigrants living in 17 **Jewish Agency Absorption Centers** throughout Israel
- 2,000 children were provided educational enrichment through the *Yesodot* program



ALIYAH OF RESCUE

Dozens of new immigrants from Yemen live at **The Jewish Agency Ye'elim Absorption Center** in Be'er Sheva. Some 160 Middle Eastern Jews were brought to safety in Israel in 2012.

Lawsa Nahari's husband was a beloved teacher in Raida—a pillar of the Jewish community there. At the age of 35, some five years ago, he was shot by a total stranger in front of his house, and discovered by his toddler son.

The cold-blooded murder in broad daylight, along with threats from a local Muslim tribe to annihilate every single Jew in Raida, was a turning point for the ancient Yemeni Jewish community, almost half of whom subsequently fled to Israel in underground operations

organized by The Jewish Agency. Five of the Naharis' nine children were among them.

But Lawsa stayed behind in Yemen with her four younger children so that she could serve as a witness in the murder trial of her husband's killer. When it was over, The Jewish Agency arranged for her and her small children to make *Aliyah* in 2012. The family was reunited, after four years, at Ben-Gurion Airport. A year later, her parents joined them.

Today, Lawsa speaks beautiful Hebrew. She attends Ulpan (intensive Hebrew lessons) in the Absorption Center with other women who share similar stories. Her children are all in Israeli schools.

Lawsa is blossoming in Be'er Sheva, but, still haunted by her husband's murder, she wears her wedding band to this day.

Aliyah & Absorption

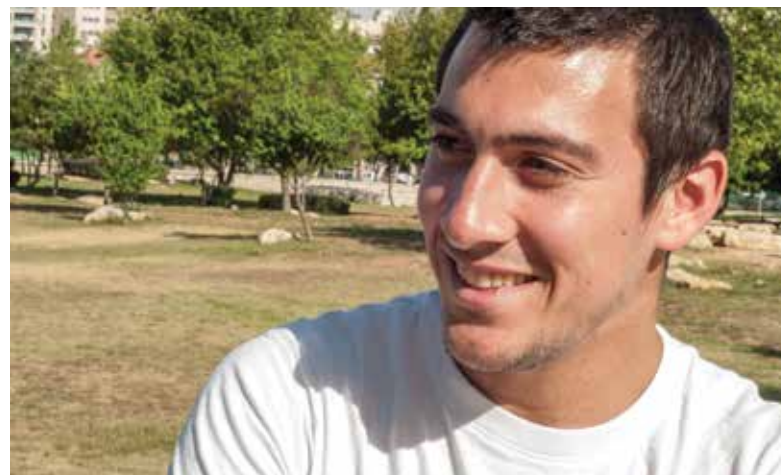
Nearly 18,700 Jews from around the world made Israel their home in 2012 with the help of The Jewish Agency. In the first 10 months of 2012, our **Global Service Center** handled over 148,000 phone calls, sent or received over 64,000 emails and questions on Israel programs and *Aliyah* through the website, and opened almost 7,000 new *Aliyah* files.

Kibbutz Ulpan provides intensive Hebrew study and an authentic *kibbutz* work experience to young *olim* from all over the world. In 2012, the program served 920 *olim* at 10 *kibbutzim* throughout Israel.

Founded in 1949, the **Ulpan Etzion** network provides residential Hebrew study for academic young *olim*. The *Ulpan* provides Hebrew classes, accommodation, and a social network for college graduates up to age 35 – a soft landing for a successful *Aliyah*. 2012 saw real growth for the *Etzion* network, serving 1,020 *olim* (nearly 200 more people than in 2011) with the opening of a new center in Ramla. A fifth center will be opening in Be'er Sheva in 2013.

More than 500 young doctors, hoteliers, computer chip processors, and other professionals made *Aliyah* via The Jewish Agency's professional certification programs in 2012.

The **Wings** program provides a continuum of support services and mentoring for lone immigrant soldiers. In 2012, **Wings** served 780 lone soldiers; since its launch in 2005, the program has helped 3,200 soldiers to fly on their own.



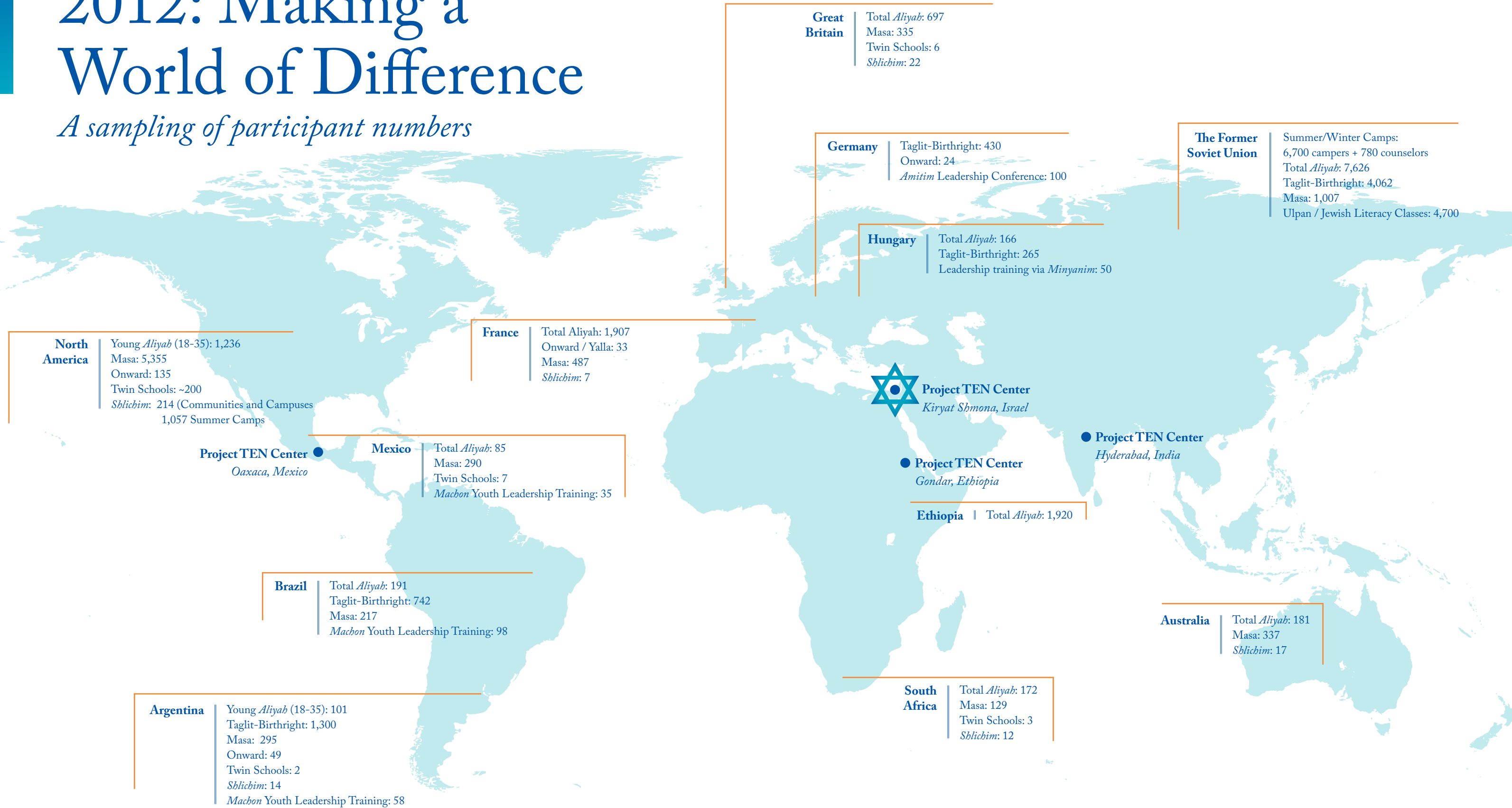
“It’s true that I no longer felt safe in France due to the anti-Semitism I faced on campus. But my *Aliyah* was not about running away. I came to Israel because I wanted to contribute to this country, my homeland.”

— Benjamin Sitbon, 24, Jewish Agency Kibbutz Ulpan (*Yavneh*) graduate, and IDF Golani Brigade reservist



2012: Making a World of Difference

A sampling of participant numbers





Support vulnerable populations and close social gaps.

Jewish Social Action

Jewish Social Action

“Never doubt that a small group of thoughtful, committed citizens can change the world; indeed, it’s the only thing that ever has.” — Margaret Mead

About 1,000 students (ages 12-18) reside in four **Jewish Agency Youth Villages** throughout Israel; more than half of the students are immigrants or children of immigrants from Ethiopia and the FSU. Our **Youth Villages** have been part of Israel’s landscape since the founding of the State.

New Pioneers:

The Jewish Agency is an active member of the *Shahaf* consortium, which supports more than half of all **Young Communities** in Israel; 67 such groups are benefitting from The Jewish Agency’s expertise and financial support. In 2012, more than 65 **Young Communities** received program grants of approximately \$30,000 per community. The communities are composed of 2,000 young pioneers who work to transform the lives of 20,000 vulnerable Israelis in the targeted regions.

Ketzev, which helps **Young Communities** build self-sustaining social entrepreneurship programs, served 13 communities in 2012, training 480 members of **Young Communities** and reaching 4,800 Israelis who took part in the resulting initiatives.

Youth Futures: In the 2012-13 school year, 350 specially-trained Mentors and 50 other staff members provided a chance for a brighter future for 12,000 children, teens, and family members in 35 Israeli cities and towns.

Research by an independent company found that 92% of **Youth Futures** alumni feel confident in their ability to impact their own futures.

The pilot program for **The Impact Project: Youth Futures for Schools** is taking place in Kiryat Gat, and aims to include 10 schools in the next few years.

Mechinot post high-school service learning programs provide Israeli 18-19-year-olds with an opportunity for Jewish study, volunteering, and leadership training before they enter the IDF. The programs, which encourage a unique mix of self-reliance and communal responsibility, pave the way for more successful military service and more engaged citizenship. **Derech Eretz**, for young people from Israel’s social and geographic periphery, served 65 students this year in two locations. **Kol Ami**, aimed at strengthening the ties between Diaspora and Israeli youth, had 29 students in 2012, its pilot year – 12 from Australia and New Zealand, and 17 Israelis.



Photo: Lloyd Wolf

Putting the learning into service learning:

The “*ShinShinui*” Service Year Program is a new Jewish Agency initiative to serve the 2,500 motivated Israeli high school graduates (annually) who choose to defer their army service for a volunteer year, through a variety of youth movements and non-profit organizations around the country. In response to an identified need for more professional training for these young volunteers, The Jewish Agency, in cooperation with the Avi Chai Foundation, created pilot training centers in Be’er Sheva and Tel Aviv, both of which opened this past fall, serving a total of 140 trainees. Our goal is to open another two centers in 2013 (in Jerusalem and Afula.)

“לתקן עולם במלכות שדי” – תפילת עלינו לשבח

Project TEN: Global *Tikkun Olam* is an exciting Jewish Agency initiative bringing young Jewish adults from around the world, both Israelis and their Diaspora peers, to work together on sustainable projects in developing regions. In the pilot year of 2012, The Jewish Agency opened TEN Centers in Gondar, Ethiopia and in Hyderabad, India, with a total of 112 volunteers. In 2013, The Jewish Agency opened a third center, in Kiryat Shmona, Israel, in partnership with Masa, and a fourth in Oaxaca, Mexico.

An internal evaluation has determined that over 75% of global TEN alumni keep in touch with each other, and that about 40% of Israeli participants have added a Jewish or global peoplehood component to their lives.



Shai Mark, 24, from Haifa, knew he wanted to volunteer abroad, making a difference in a different place.

Project TEN's Gondar center was a natural choice for the young Israeli because although foreign, it was familiar to him due to his encounter with Ethiopian *olim* in Israel. Since he had trained and volunteered with *Magen David Adom* (MDA) in high school, Shai chose to work in the Mother Theresa Clinic. “It is filled with the saddest stories you can think of—and even worse,” He says. He cites his friendship with a shy young AIDS orphan as among the most moving of his experiences at the clinic.

Shai says that he is proud that he and his cohort left the clinic a better place—with areas for the children to play soccer and basketball. He is grateful to have had the opportunity to work with such talented people from Israel and Jewish communities around the world. “I saw their strong values and I am proud to be in the same nation as they are.”

The Jewish learning aspect of the program was made even livelier by the varied backgrounds of volunteers. Shai was inspired by studying with Orthodox Israeli women who had deep knowledge of the Torah, and with Reform Jews with different points of view.

“Project TEN changed my view of Judaism around the world.”

Together with The Jewish Agency, Shai is currently helping to develop a *Project TEN* alumni group. “At the end of it all,” he says, “our mission as Jews is “*le-taken*” – to make the world a better place.”

Our History...Our Future:

La'ad trains young volunteers (more than 1,500 this year) to help Israeli Holocaust survivors apply for the financial support to which they are entitled. Since its launch in 2008, the project has helped about half of Israel's 200,000 remaining survivors to access their rights. In 2012, *La'ad* volunteers made more than 2,000 house calls and documented some 50 personal stories for the Le'Dorot eye-witness project.



The Fund for the Victims of Terror was unfortunately quite active in 2012 due to escalating tensions in Israel with **Operation Pillar of Defense** this past fall. The world Jewish community rallied together, helping The Jewish Agency to provide 747,500 NIS to 188 families in immediate assistance grants, and nearly 583,400 NIS in larger grants to 42 additional families over the course of the year.



Investing in the Israeli Future:

In 2012, Jewish Agency Loan Funds helped make the dreams of 140 small business owners come true. The Jewish Agency's Partnerships Unit, with the assistance of the Jewish Federations of North America, currently operates 6 loans funds around Israel. These provide entrepreneurs and small business owners with the initial capital necessary for setting up a new business or expanding an existing venture.





A world of
possibility
because you
stand behind us.

Thank you.

The Jewish Federations of North America

Your core support powers our global partnership. No single gift touches more lives. We would like to thank the many Federations who not only provided indispensable core funding, but also made designated grants to critical programs and emergency campaigns.

Jewish Community Board of Akron
Jewish Federation of the Lehigh Valley
Jewish Federation of Greater Ann Arbor
Jewish Federation of Arkansas
Jewish Federation of Greater Atlanta
Jewish Federation of Atlantic & Cape May Counties
Augusta Jewish Federation
The Jewish Federation of Greater Austin
The Associated: Jewish Community Federation of Baltimore
Jewish Federation of Greater Baton Rouge
The Jewish Federation of the Berkshires
Birmingham Jewish Federation
Combined Jewish Philanthropies of Greater Boston
Jewish Federation of Brevard & Indian River Counties
Jewish Federation of Broward County
Jewish Federation of Greater Buffalo
Calgary Jewish Federation
Canton Jewish Community Federation
Jewish Federation of the Bluegrass
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Fall River UJA
Flint Jewish Federation
Fort Wayne Jewish Federation
Jewish Federation of Ft. Worth and Tarrant County
Jewish Federation of Grand Rapids
Greensboro Jewish Federation
UJA Federation of Greenwich
UJA Jewish Federation of Hamilton Ontario
Jewish Federation of Greater Harrisburg
Jewish Federation of Greater Hartford
Jewish Federation of Greater Houston
Jewish Federation of Greater Indianapolis
Jewish Federation of Jacksonville
Jewish Federation of Greater Kansas City
Knoxville Jewish Alliance
Jewish Federation of Las Vegas
Jewish Federation of Lee & Charlotte Counties

London Jewish Federation (Ontario)
Jewish Federation of Greater Long Beach and West Orange County
Jewish Federation of Greater Los Angeles
Jewish Community of Louisville
Jewish Federation of Madison
Memphis Jewish Federation
Merrimack Valley Jewish Federation
Jewish Federation of Greater MetroWest, NJ
Greater Miami Jewish Federation
Mid-Kansas Jewish Federation
Jewish Federation of Greater Middlesex County
Milwaukee Jewish Federation
Minneapolis Jewish Federation
Jewish Community Federation of Mohawk Valley & JCC of Utica
Jewish Federation of Greater Monmouth County
Federation CJA (Montreal)
Jewish Federation of Nashville and Middle Tennessee
Jewish Federation of Greater New Bedford
Jewish Federation of New Hampshire
Jewish Federation of Greater New Haven
Jewish Federation of New Mexico
Jewish Federation of Greater New Orleans
UJA Federation of New York
North Louisiana Jewish Federation
Jewish Federation of Northeastern New York
Jewish Federation of Northeastern Pennsylvania

Jewish Federation of Northern New Jersey
Jewish Federation of the North Shore
Jewish Federation of Northwest Indiana
Jewish Federation of Ocean County
Jewish Federation of Greater Oklahoma City
Jewish Federation of Omaha
Jewish Federation & Family Services, Orange County
Jewish Federation of Greater Orange County New York
Jewish Federation of Greater Orlando
Jewish Federation of Ottawa
Jewish Federation of Palm Beach County
Jewish Federation of Palm Springs & Desert Area
Jewish Federation of Peoria
Jewish Federation of Greater Philadelphia
Jewish Community Association of Greater Phoenix
Jewish Federation of Pinellas and Pasco Counties
Jewish Federation of Greater Pittsburgh
Jewish Federation of Greater Portland
The United Jewish Federation of Princeton Mercer Bucks
Jewish Federation of the Quad Cities
The Jewish Federation of Raleigh Cary
Jewish Federation of Reading, PA
Jewish Federation of Greater Rhode Island
Jewish Community Federation of Richmond
Jewish Federation of Greater Rochester
Jewish Federation of Greater Rockford
Jewish Federation of Rockland County
Jewish Federation of the Sacramento Region

Jewish Federation of San Antonio
Jewish Federation of San Diego County
Jewish Community Federation of San Francisco, the Peninsula, Marin & Sonoma Counties
Jewish Federation of Greater Santa Barbara
Jewish Federation of Sarasota-Manatee
Savannah Jewish Federation
Jewish Federation of Greater Seattle
Jewish Federation of Silicon Valley
Jewish Federation of Sioux City
Jewish Federation of Somerset, Hunterdon & Warren Counties
Jewish Federation of South Palm Beach County
Jewish Federation of Southern Arizona (Tucson)
Jewish Federation of Southern Illinois, Southeastern Missouri and Western Kentucky
Jewish Community Alliance of Southern Maine
Jewish Federation of Southern New Jersey
Jewish Federation of Springfield, Illinois
Jewish Federation of St. Joseph Valley
Jewish Federation of St. Louis
Jewish Federation of Greater St. Paul
United Jewish Federation of Greater Stamford, New Canaan & Darien
Jewish Federation of Central New York
Tampa Jewish Community Center & Federation
United Jewish Federation of Tidewater
Jewish Federation of Greater Toledo
UJA Federation of Greater Toronto
Jewish Federation of Tulsa
United Jewish Federation of Utah

Jewish Federation of Greater Vancouver
Jewish Federation of Ventura County
United Jewish Community of the Virginia Peninsula
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The Jewish Federation of Western Massachusetts
UJA/Federation of Westport-Weston-Wilton-Norwalk
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Windsor Jewish Federation
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We would like to thank the Keren Hayesod/UIA campaigns worldwide. Your support powers our global partnership. No single gift touches more lives.

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United Israel Appeal Singapore
FBP Unity
Keren Hayesod – Taiwan Campaign

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Keren Hayessod – Verenigde Israel Actie, Antwerpen
Keren Hayessod, Bruxelles
Keren Hayessod, Luxemburg
Appel Unifié Juif de France
Keren Hayesod – Vereinigte Israel Aktion e. V., Berlin
Keren Hayesod – Vereinigte Israel Aktion e. V., Frankfurt
Keren Hayesod – Vereinigte Israel Aktion e. V., München
Keren Hayesod – Appello Unificato per Israele, Milano
Keren Hayesod – Appello Unificato per Israele, Roma
Keren Hajessod Schweiz – Vereinigte Israel Aktion
Keren Hayessod Action Israël – Suisse Romande, Genève
Collectieve Israel Actie, The Netherlands
Christenen Voor Israel, The Netherlands
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Keren Hayesod, Portugal
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Keren Hayesod Finland
Patmos Foundation, Finland
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Friends and Supporters

We offer profound thanks to our many friends and supporters worldwide who generously support the work of The Jewish Agency for Israel.

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The Jewish Agency Endowment

We would like to recognize the following visionaries who have made a legacy commitment to support the vital work of The Jewish Agency for Israel in perpetuity—an enduring legacy to secure the Jewish future.

Bennet Aaron
Joan Benstock
Margot Benstock
Herschel Blumberg
Crown Family Foundation
Betsy Gidwitz
Alex Grass, z”l

Arlene Kaufman
Lili Kaufmann
H. Irwin Levy
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Ronald A. Sedley
Mike Shapiro
Jane Sherman
Alan Shulman
Carole Solomon
Richard Wexler

Israel Education Fund

We would like to thank our many partners who have infused Israel’s communities with educational, cultural, and sports facilities to support community growth. The Israel Education Fund is a partnership of The Jewish Agency for Israel and the Jewish Federations of North America.

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Spirit of Israel / People of Israel

The Jewish Agency for Israel would like to recognize those who have worked by our side to change the face of philanthropy in Israel—especially our main partner, the Spirit of Israel, founded by The Jewish Agency and Keren Hayesod / UIA in 1997.

The donors to the Spirit of Israel campaign continue to make an extraordinary impact on behalf of Israel’s most disadvantaged populations. We would like to also express special appreciation to the following Israeli individuals and business partners for their outstanding support and volunteerism last year:

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United Israel Appeal

The United Israel Appeal, a subsidiary of the Jewish Federations of North America, is a principal beneficiary of JFNA's United Jewish Appeal Federation Campaign.

For more than three decades, through United Israel Appeal, The Jewish Agency has been the recipient of a U.S. Government Grant to bring humanitarian migrants from countries of distress to Israel. A considerable portion of the funds is used to bring Ethiopian Jews to Israel and to settle them in temporary housing. The grant was initiated by

Congress during the early 1970s in response to the first large influx of Soviet Jews to Israel. The State Department's Bureau of Population, Refugees and Migration supervises grant programs. Key members of the U.S. Senate and House of Representatives have provided the leadership to assure continued support. Over the years, members of

Congress have recognized the continuing responsibility to help bring Jews to Israel from countries of distress based on the principle that free emigration is a hallmark of a democratic society, and therefore a priority of the U.S. Congress. They look upon this grant as a concrete expression of these values.

International Fellowship of Christians and Jews

The Jewish Agency extends profound thanks to the Christian supporters who help make our work possible.

Among others, we are particularly grateful for the long-standing major support and leadership of the International Fellowship of Christians and Jews (IFCJ), led by Rabbi Yechiel Eckstein, its founder and president, and an active member of The Jewish Agency Executive. Based in Chicago with an office in Jerusalem that maintains a

close relationship to The Jewish Agency, IFCJ has been an indispensable partner over the past decade. From dramatic rescues of Jews in peril to ensuring every new immigrant has the support to succeed, IFCJ plays a major role in our ability to meet urgent needs.

We would also like to give special recognition to Pastor John Hagee for his unwavering commitment to Israel's people and the critical support provided by the John Hagee Ministries, including considerable financial support for the Sapir Absorption Center and the Ben Yakir Youth Village.



Our Faces of the Jewish Future: The Jewish Agency for Israel Board of Governors

World Zionist Organization

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Keren Hayesod / United Israel Appeal

| | | | |
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MANAGEMENT DISCUSSION & ANALYSIS

OVERVIEW OF THE JEWISH AGENCY'S OPERATING RESULTS AND FINANCIAL POSITION FOR 2012

For the first time in over 25 years The Jewish Agency's accumulated deficit fell below \$100 million and at the 2012 year-end stood at \$97 million. This marks an additional milestone in the continuing strengthening of The Agency's financial stability as well as the evolution of its operations to better meet the needs of the Jewish people in the 21st century.

As part of this process, at the onset of 2012 a new organizational structure was fully implemented, simultaneously dividing The Agency's activities and programs between seven Program Units instead of the previous three Departments, as well as eliminating middle management levels, thereby flattening the management structure of The Agency and streamlining The Agency's operations.

Also, several new strategic programs were initiated in 2012 such as "Project TEN," an exciting Jewish Agency initiative that brings young Jewish adults from all over the world to work together on sustainable development projects in vulnerable regions. This was in addition to other programs originally launched in 2011 that were expanded in 2012 in light of their early success.

All this was done while scaling back or closing programs falling outside the scope of The Agency's strategic plan, and implementation of budget-driven cutbacks required to enable The Agency to meet its strict organizational philosophy of managing a balanced budget.

There were significant fluctuations in the shekel/dollar exchange rate during the course of 2012 with the rate reaching a high of \$1=4.08 NIS and falling to a low of \$1=3.70 NIS, as seen in the chart below. However, the 2012 average annual exchange rate was \$1= 3.856 NIS, as compared to the 2011 average exchange rate of \$1 = 3.578 NIS. This resulted in The Jewish Agency's shekel-denominated expenditures being just over 7% lower, on average, in dollar terms during the whole of 2012 than the same shekel-denominated expenditures in 2011.

Therefore, during 2012, mainly due to the shekel-denominated expenses being cheaper in dollar terms, The Jewish Agency not only managed to balance its budget but ended the year with net income from activities of \$6 million.

The Jewish Agency's 2012 revenues were \$22.3 million lower, at \$449.2 million, than their 2011 level of \$471.5 million. \$7 million of this reduction was due to designated donations for allocations.

The Jewish Agency's overall financial position (assets less liabilities) improved as a result of the continued annual revenue stream of \$44 million (2011 - \$45 million) generated from the payments by the Government of Israel in respect to the sale of apartments (hereafter – Amigour Apartments) owned by The Jewish Agency and some of its major supporters, under the agreement signed in February 1999. This additional revenue is expected to be booked for one more year, and the cash revenue stream is expected to continue for another two years.

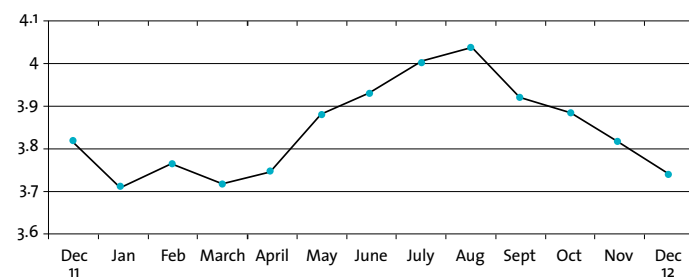
The Jewish Agency's accumulated deficit in unrestricted net assets was reduced during 2012 by \$6 million, from \$103 million at the end of 2011 to \$97 million at December 31, 2012 - a reduction of 6% (and a reduction of 63% since 2005). As seen in the graph below, the accumulated deficit in net unrestricted assets of \$97 million is only 40% of the \$244 million owed to the Pension Fund. The surplus in net unrestricted assets before accounting for the Pension Fund liability, which first occurred in 2009, not only has been maintained but has grown.

This reduction of the accumulated deficit of \$6 million occurred despite the expense incurred due to the increase in the net liability to the Pension Fund of approximately \$53 million during 2012. The increase was mainly due to the lower discount rate used in the Pension Fund's actuarial calculations.

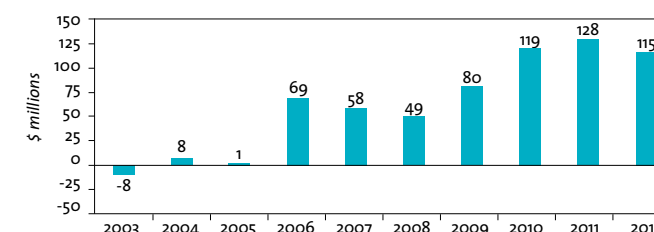
The signal achievement of a positive working capital surplus (current assets less current liabilities) at the 2004 year-end has been sustained in subsequent years. Bolstered by the cash receipts from sale of the Amigour Apartments, The Jewish Agency has enjoyed a substantial improvement in its liquidity over the past several years. In 2012 there was a small drop, but the general direction is positive. The Jewish Agency's working capital surplus was \$115 million as of December 31, 2012 as compared to \$128 million as of December 31, 2011.

It is important to note that the working capital surplus each year is at its highest at year end, reflecting the influx of funds in the last few weeks of the year. As expenditures over most of the ensuing year are not matched by revenues, it is the working capital surplus that allows The Jewish Agency to operate on an ongoing basis without needing to borrow for operations.

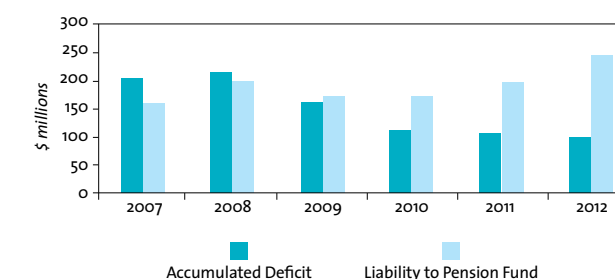
TRAJECTORY OF THE SHEKEL-DOLLAR EXCHANGE RATE



2003 - 2012 WORKING CAPITAL SURPLUS / DEFICIT



ACCUMULATED DEFICIT COMPARED TO PENSION FUND LIABILITY



TRENDS FOR 2013

It is envisioned that there will be further expansion of new initiatives such as Project TEN, with a new center planned for Mexico, thus providing an additional valuable opportunity for young Diaspora Jews and young Israelis to work and interact together while making the world a better place.

After successful pilots of Onward Israel (mid-length Israel Experience program of approximately 2 months operated in partnership with Jewish organizations overseas) during 2012, it is expected that this program too, will continue to grow during 2013.

The Agency also intends to expand the network of Israel Fellows serving students at universities across North America.

Also, it is expected that the current trend of The Jewish Agency partnering with local overseas communities and other partners to create opportunities for personalized contact and direct engagement with and about Israel will continue to develop in the coming years.

Early in 2011, The Jewish Agency assumed full control of, and began to operate, the pre-Aliyah services provided in Ethiopia to the remaining Aliyah candidates from the Jewish community there. It is expected that the Aliyah of the last members of Ethiopian Jewry will be completed by the end of 2013, bringing closure to an important chapter in the history of the return of the Jewish people to its homeland.

The gradual erosion of the shekel value of the US dollar that began at the end of 2012, and continued in 2013 until the present, will present a major budgetary challenge for 2014 as the currency hedge instrument executed in 2012 will cease to function in February 2014, and the increased dollar cost of The Agency's shekel-denominated expenses will require additional funding.

The Jewish Agency's management will continue to implement the policy of maintaining strict budgetary control and will also continue to strengthen its financial resource development structure. **In 2012, we saw a 93% increase in private donations**, even as contributions from our traditional partners, particularly of unrestricted funds, continued to decline. We hope our financial resource development efforts continue to strengthen and that our partners will be able to reverse the downward trend in their allocations to The Jewish Agency. Without an increased level of revenues we will be very challenged to enhance our services to our constituencies.

CONSOLIDATED BALANCE SHEETS AS OF DECEMBER 31,

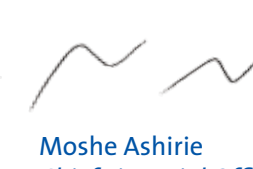
| | 2012 | 2011 |
|--|-----------------|------------------|
| | US\$ Thousands | US\$ Thousands |
| Assets | | |
| Current assets | | |
| Cash and cash equivalents | 122,612 | 127,656 |
| Short-term deposits in banks | 10,114 | 30,000 |
| Accounts receivable | 111,911 | 97,150 |
| Total current assets | 244,637 | 254,806 |
| Investments and other assets | 112,259 | 67,159 |
| Fixed assets | 158,815 | 164,389 |
| Total assets | 515,711 | 486,354 |
| Liabilities and net assets | | |
| Current liabilities | | |
| Short-term credit from banks | 2 | 66 |
| Accounts payable | 98,327 | 89,059 |
| Short-term deposits and other payables | 14,874 | 8,058 |
| Short-term loan | - | 22,000 |
| Liabilities for employee rights upon retirement | 4,000 | 5,000 |
| Current maturities of long-term bank loans | 12,189 | 2,238 |
| Total current liabilities | 129,392 | 126,421 |
| Long-term liabilities | | |
| Bank loans and deposits payable | 17,994 | 51,315 |
| Liabilities for employee rights upon retirement, net | 282,344 | 238,101 |
| Other liabilities | 28,392 | 27,124 |
| Total long-term liabilities | 328,730 | 316,540 |
| Minority interest | 518 | 505 |
| Deficit in unrestricted net assets | (96,879) | (103,003) |
| Temporarily restricted net assets | 153,950 | 145,891 |
| Total net assets | 57,071 | 42,888 |
| Total liabilities and net assets | 515,711 | 486,354 |



Rany Trainin
Deputy Chair, Executive



Charles Ratner
Chair, Budget/Finance
Committee



Moshe Ashirie
Chief Financial Officer

May 28, 2013

Date of approval
of Financial Statements

Please refer to the companion document "Financial Report 2012" to review accompanying information that is an integral part of these financials.

CONSOLIDATED STATEMENTS OF OPERATIONS FOR THE YEAR ENDED DECEMBER 31,

| | 2012 | 2011 |
|---|----------------|----------------|
| | US\$ Thousands | US\$ Thousands |
| Revenues | | |
| Unrestricted donations and contributions: | | |
| United Israel Appeal, Inc. | 98,156 | 101,782 |
| Keren Hayesod - United Israel Appeal | 41,517 | 43,477 |
| International Fellowship | 8,886 | 8,968 |
| Direct donations & Spirit of Israel | 4,573 | 1,973 |
| Net assets released from restrictions: | | |
| United Israel Appeal, Inc. | 71,057 | 77,076 |
| U.S. Government grant | 18,864 | 23,923 |
| Keren Hayesod - United Israel Appeal | 4,514 | 16,643 |
| International Fellowship | 9,224 | 12,707 |
| Direct donations & Spirit of Israel | 26,049 | 27,070 |
| Other income: | | |
| Israel experience programs (operated by subsidiaries) | 54,527 | 54,975 |
| Rental income | 28,128 | 24,172 |
| Program participations and service fees | 50,698 | 45,307 |
| Collection of doubtful debts | 6,998 | 6,806 |
| Other - mostly subsidiaries' income | 25,962 | 26,648 |
| Total revenues | 449,153 | 471,527 |
| Cost of activities and other expenses: | | |
| Aliyah, absorption and special operations | 65,441 | 73,098 |
| Israel experiences | 53,695 | 50,258 |
| Young activism | 29,170 | 28,034 |
| Activities with Russian speaking Jewry | 26,459 | 27,666 |
| Partnerships | 23,036 | 26,035 |
| Shlichim and Israel Fellows | 19,587 | 20,264 |
| Community services (not including FSU) | 19,329 | 16,329 |
| Allocations and social programs | 57,529 | 65,210 |
| Agency-wide projects and organizational activities | 98,463 | 118,476 |
| Support functions & executive offices | 29,401 | 30,324 |
| Resource development and public affairs | 15,053 | 12,894 |
| Allocation to World Zionist Organization | 4,000 | 4,000 |
| Cost of activities | 441,163 | 472,588 |
| Income (deficit) from ordinary operations | 7,990 | (1,061) |
| Financial income (expenses), net | (2,010) | 2,733 |
| Income from activities | 5,980 | 1,672 |
| Non-operational income (expenses): | | |
| Income from asset realization, net | 44,563 | 46,315 |
| Income (expenses) arising from investments functioning as an endowment, net | 5,874 | (2,824) |
| Increase in Pension Fund liability, net | (52,782) | (31,670) |
| Early retirement program expenses | (2,499) | (11,950) |
| Non-operational expenses, net | (4,844) | (129) |
| Net income for the year | 1,136 | 1,543 |

Please refer to the companion document "Financial Report 2012" to review accompanying information that is an integral part of these financials.

STATEMENT OF CHANGES IN NET ASSETS

Amounts in US\$ Thousands

| | Unrestricted in use | | Temporarily restricted | | Total |
|--|---------------------|-------------------|------------------------|-----------------|---------------|
| | For operations | Board designation | For projects | For allocations | |
| Balance at January 1, 2011 | (144,401) | 34,694 | 157,227 | 2,862 | 50,382 |
| Changes during 2011: | | | | | |
| Temporarily restricted donations and contributions received: | | | | | |
| United Israel Appeal, Inc. | - | - | 30,982 | 36,038 | 67,020 |
| U.S. Government grant | - | - | 23,923 | - | 23,923 |
| Keren Hayesod - United Israel Appeal | - | - | 6,914 | 9,469 | 16,383 |
| International Fellowship | - | - | 1,748 | 10,651 | 12,399 |
| Direct donations & Spirit of Israel | - | - | 21,403 | 7,254 | 28,657 |
| Total received | - | - | 84,970 | 63,412 | 148,382 |
| Released from restriction | - | - | (92,209) | (65,210) | (157,419) |
| Net income for the year | 1,543 | - | - | - | 1,543 |
| Changes in investments functioning as an endowment, net* | (8,007) | 8,007 | - | - | - |
| Release of fixed assets and restricted assets depreciation expense | 5,161 | - | (5,161) | - | - |
| Net change during 2011 | (1,303) | 8,007 | (12,400) | (1,798) | (7,494) |
| Balance at December 31, 2011 | (145,704) | 42,701 | 144,827 | 1,064 | 42,888 |

Changes during 2012:

| | | | | | |
|--|------------------|---------------|----------------|--------------|---------------|
| Temporarily restricted donations and contributions received: | | | | | |
| United Israel Appeal, Inc. | - | - | 32,748 | 36,960 | 69,708 |
| U.S. Government grant | - | - | 18,864 | - | 18,864 |
| Keren Hayesod - United Israel Appeal | - | - | 5,908 | 1,557 | 7,465 |
| International Fellowship | - | - | 3,469 | 8,754 | 12,223 |
| Direct donations & Spirit of Israel | - | - | 23,856 | 10,639 | 34,495 |
| Total received | - | - | 84,845 | 57,910 | 142,755 |
| Released from restriction | - | - | (72,179) | (57,529) | (129,708) |
| Net income for the year | 1,136 | - | - | - | 1,136 |
| Changes in investments functioning as an endowment, net* | (47,235) | 47,235 | - | - | - |
| Release of fixed assets and restricted assets depreciation expense | 4,988 | - | (4,988) | - | - |
| Net change during 2012 | (41,111) | 47,235 | 7,678 | 381 | 14,183 |
| Balance at December 31, 2012 | (186,815) | 89,936 | 152,505 | 1,445 | 57,071 |

Please refer to the companion document "Financial Report 2012" to review accompanying information that is an integral part of these financials.

“If I am not for myself, who is for me? And if I am only for myself, what am I? If not now, when?”

— *Rabbi Hillel*

Since 1929, The Jewish Agency has connected the world Jewish community to Israel, a relationship that has greatly benefited each. You are part of this enduring story of unity, vision, commitment, and strength.

Thank you for helping us to secure the Jewish future.





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קרן היסוד
KEREN HAYESOD
UNITED ISRAEL APPEAL



הקרן לידידות
The Fellowship
INTERNATIONAL FELLOWSHIP OF CHRISTIANS & JEWS

ההסתדרות הציונית העולמית
THE WORLD ZIONIST ORGANIZATION



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