

REALIZING PARTNERSHIP 2000: The New Paradigm for Israel-Diaspora Relations

JUDITH STERN PECK

Funding Chair

and

NAOMI PATZ

Director

Partnership 2000: Creating Connections, UJA/CJF Partnership, New York

Partnership 2000 transforms Israel-Diaspora interactions from a benefactor-beneficiary relationship into a true partnership of peers. It fosters people-to-people relationships between Israelis and Diaspora Jews through intensive collaborations, based on the principles of reciprocity and multiple access points. About 10,000 Israelis and Diaspora Jews took part in partnership interactions in the past year.

Partnership 2000: Creating Connections (P2K) was first conceived in November 1993 to answer several congruent needs. Rabbi Brian Lurie, then Executive Vice President of the United Jewish Appeal, was looking for a way to actualize his vision of a "living bridge" to link Israeli and Diaspora Jews in social, business, cultural and spiritual as well as philanthropic interaction. At the same time, Ronit Dulev, then-Director General of the Jewish Agency's newly created Rural and Urban Development Department (RUD)¹, was searching for something that would both utilize the best features of Project Renewal and also unite the essentially disparate elements of her department, formerly the separate departments of Project Renewal and Rural Settlements.

The idea emerged for a program that would incorporate the best aspects of Project Renewal and focus regionally, targeting Israel's priority areas for development: the Negev, the Galilee, and Jerusalem and its vicinity. The program's primary goals were (1) to help upgrade these regions through a process whereby Israeli and Diaspora Jews would plan together and jointly allocate funds that had been raised

through the annual campaign; (2) to create/enhance people-to-people relationships between Israeli and Diaspora Jews; and (3) through both of these initiatives to transform the nature of Israel-Diaspora interaction from a benefactor-beneficiary relationship into a true partnership of peers, thereby effecting a true paradigmatic shift in the entire concept of philanthropic giving between the Diaspora and Israel. The entities involved in realizing these goals were the United Jewish Appeal (UJA), the Jewish Agency (JAFI), Keren Hayesod (KH), and the United Israel Appeal (UIA). As the program developed, individual federations and KH countries were recruited to enter into partnership with the citizens of the 27 areas in Israel selected as P2K regions. Virtually every region consists of both municipalities and regional councils, thus bringing into the partnership neighbors who viewed each other as competitors and, in many cases, had never had positive or collegial working relationships.

The complexity of implementing P2K's ambitious goals was—and continues to be—enormous. The greatest initial challenge was how to manage the change from a relationship for the purpose of nation-building at its center to a relationship built upon mutuality and reciprocity, one in which mutual self-

¹Under the 1997-98 Jewish Agency for Israel's restructuring, the RUD Department has now been incorporated into the new Israel Department.

interest would serve as the basis for both Israeli and Diaspora Jews to help strengthen each other and enhance the sense of Jewish peoplehood for both.

ORGANIZING PRINCIPLES

Partnership 2000 was officially launched on January 1, 1995. Key among its organizing principles was the promotion of Jewish identity through active dialogue about Judaism with our new Israeli partners. Incorporating this principle and the ones described below into every dimension of P2K would enable it to serve as the paradigm for the shifting philanthropic relationship between Israel and the Diaspora.

Collaboration

Intensive collaboration has been required at every level of relationship—professional/volunteer, interagency, intra-agency, between and among Diaspora partners, and between and among municipalities and regional councils in Israel—to implement P2K successfully. Collaboration is defined as the process by which discrete agencies make a formal, sustained commitment to work together to accomplish a common, mutually enhancing mission. Successful collaborations require a commitment to shared decision making and the allocation of resources to activities that the participants believe are mutually enhancing.

In addition, collaboration requires from participants a commitment that is both pragmatic and ideological. Self-interest must be respected, and the agenda must be meaningful and have practical relevance to each participant's particular context. For the collaboration to work, however, every participant must also be committed to the shared cause or public interest; this commitment supports continued participation even in the face of conflicts of interest between a participant's specific concerns and the agenda of the collaborative entity as a whole.

Reciprocity

P2K shifts the focus of the historic Israel-Diaspora relationship from one reflecting an imbalance of need to one in which partners work together for each other's benefit, a process of mutual self-interest that benefits the larger, world-wide Jewish community. Subsequent development and growth of the relationship should include an intensified sharing of knowledge, expertise, and/or interaction. The concept of reciprocity in P2K thus conveys interdependence, community, and parity.

Multiple Perspectives

A collaboration by partners who offer different perspectives has the potential for a "win-win" mix. The challenge is to create a context in which no single perspective is privileged. This necessitates not only listening and staying receptive to multiple perspectives but also a readiness to endorse their coexistence. Toward this end, leadership must be alert to potentially polarizing language and initiatives. Faced with such a situation, they must actively intervene by introducing alternatives. Inherent in the proposed alternatives is the message that different perspectives are valued.

Recognizing the good will with which communities and regions entered the partnership, we trusted that flexibility—key to the success of a venture of this kind, but frequently overlooked—would be possible in the newly forming P2K partnerships. The difficulty with reasoning from another's perspective is that the other perspective can seem to threaten the very foundations upon which our own identity was formed. So in creating the model for participation in the program, we took into account the importance of creating multiple access points.

Although the principal decision-making relationship within each partnership is that of the steering committee, joint subcommittees focused on a variety of subjects, individual projects, and programs relating to specific areas, such as women's issues, leadership

development, religious pluralism, and economic development—each tailored to the specific needs of a particular partnership—offer a multiplicity of ways for people in the Israeli regions and their Diaspora partners to become involved in P2K.

Allowing space for learning about the “other” was essential; the notion that different realities would shape and adapt the program became a key operating principle. We understood that adhering to this principle would result in unique patterns in each individual partnership that would best reflect the varying subcultures and community styles of both the Diaspora communities and their regional partners. Yet, at the same time, we knew there had to be an overarching framework that would give direction and consistency to the multiple perspectives.

THE IMPLEMENTATION PROCESS

With these principles—collaboration, reciprocity, and multiple perspectives—serving as the foundation for the Partnership 2000 program, we embarked on its implementation. At every stage of development, we addressed the program’s ability to maintain the integrity of these principles. We identified three developmental stages: (1) creating a framework, (2) making the *shidduchim* (partnerships), and (3) developing an infrastructure to facilitate implementation. These stages overlap and evolve. Even regarding the second, “matching,” stage, the degree to which the match within an already established partnership continues to intensify and involve new constituency groups is an index of its success.

Creating the Framework

As stated earlier, the vision as originally conceived had as its basis a formula for funding and the concept of creating joint steering committees for each partnership. The main agenda of these committees was the joint allocation of an agreed-upon amount of a community’s overseas allocations in their partnered region. The areas designated for

allocation would be absorption, social/economic need, education, and peace.

Together with the leadership of the major communities in the Diaspora, we refined and expanded this vision. We held meetings at which we presented our ideas and asked for feedback from the communities. These sessions helped give substance to the project, enabled us to formulate guidelines consistent with the input from all of the communities that showed interest in participating, and added another area for joint allocation: people-to-people programming.

We maintained an ongoing dialogue with the staff of the RUD Department, our Israeli partner in this enterprise, to make sure that the direction in which the project was moving reflected their desires as well. In March 1996, we also developed a handbook, the *Guidelines to Partnership 2000*. (At that point, only five or six federations had “signed on” to the project.)

Making *Shidduchim*: “Partnering” the Regions

Our task was to effect partnerships by matching federations with regions based on financial considerations and potential areas of reciprocity. The RUD Department had identified 28 subregions in the Negev, Galilee and the Jerusalem area and allocated \$17.3 million to be used by the partnerships to be established in those regions. Based on RUD assessments, we were able to give U.S. communities an overview of each region, its population, strengths and weaknesses, and its most pressing needs. The RUD Department also set a projected dollar range that would meet the imperative needs of each region in those areas of intervention appropriate for RUD funding. Projected regional needs varied from \$400,00 to \$1 million.

A major consideration in making *shidduchim* was financial. UJA developed a formula according to which a percentage of each participating community’s cash allocation for overseas needs, averaged over the most recent three-year period, would become

its P2K budget. In order to satisfy the financial requirements for taking on a region in Israel and to respond to the enormous interest by communities in entering into P2K, we began to create clusters and consortia of U.S. communities to partner with a particular Israeli region. To help achieve successful consortia, we considered geographic proximity, cultural affinity (were the "styles" of the U.S. communities compatible?), and a willingness to work together. With the help of the UJA Western Region office, we put together a consortium of 16 Western federations to partner with Hof Ashkelon-Kiryat Malachi. We expanded a grouping composed of the Jewish federations in Connecticut to include virtually every Southern New England federation in partnership with Afula-Gilboa. A cluster of New Jersey federations partnered with Arad-Tamar, and a Midwest consortium partnered with the Western Galilee came into being under the auspices of the UJA Midwest Region. Palm Beach County and South Palm Beach chose to work together with TZAHAR (Tzefat, Hatzor, and Rosh Pina). St. Louis and Atlanta formed a partnership with Yokneam-Megiddo; MetroWest and Bergen County, New Jersey became partners with Ofakim-Merchavim; Detroit broadened its relationship with the Central Galilee to include all the federations in Michigan in its partnership. And others followed.

Potential areas of reciprocity also underlied *shidduchim*. For instance, in partnering New York with Jerusalem, we took into account similar concerns; both face problems in dealing with elderly, multi-ethnic, and immigrant populations, as well as "religious" versus "secular" Jewish controversies.

As of this date, all 27 P2K regions in Israel are partnered. More than 100 federations and the Network of Independent UJA Communities (450 unfederated U.S. communities) are partnered with 20 of the 27 regions; the other Israeli regions have KH partners. Each is getting to know the other through relationships that are unique to that partnership, but consistent with our organizing principles.

CREATING AN INFRASTRUCTURE FOR IMPLEMENTATION

Communications

Given all of the entities involved in its creation and implementation, Partnership 2000 has from the beginning had the potential to become mired in institutional and intra-organizational red tape. We have sought to avoid this problem by keeping open lines of communication and information sharing at all levels of the partnership. In addition to providing the *Guidelines* manual, we have attempted to maintain regular contact with our partners in the Jewish Agency, with the Israeli representatives of U.S. federations, and with the UIA. *The Partnership 2000 Reporter*, an informational magazine that publicizes the activities of the partnerships, is published three times a year to coincide with the meetings of the JAFI Board of Governors and is distributed to UJA and Keren Hayesod communities worldwide. An informal electronic newsletter generated by the RUD Department with input from our office provides updates of information every four to six weeks. The UJA Partnership 2000 office also gathers and sends to communities additional information and program proposals gleaned from the various partnership endeavors.

We have instituted regular meetings of P2K communities—during CJF quarterly meetings and at the General Assembly (GA) and in conjunction with JAFI Board of Governors meetings. In addition, we run an annual seminar—a full day for key volunteers and the lead community professionals involved in P2K and a second day for professionals only—and have begun a special session during the GA to deal with the unique needs and concerns of clusters and consortiums. We also conduct regularly scheduled conference calls with P2K chairs and professionals (with as many as 45 people on a single call). Together with the UJA P2K director for Israel, we meet three times per year in Israel with the Israeli representatives of the U.S. communities, as well as with all

relevant JAFI staff, JDC, and other entities involved with P2K.

The focus at all of these gatherings is on an open sharing of programmatic successes and failures through facilitated conversations among communities, as well as the discussion and analysis of P2K governance and policy issues. Informal consultations with partnered U.S. federations and visits to communities are part of our ongoing outreach efforts.

The P2K web site, developed for us by the University of Michigan and maintained by them together with the JAFI RUD Department, is a communications tool that has so far served more to publicize the program than for internal information sharing. A number of individual P2K communities and their Israeli partners also maintain linked sites.

E-mail access enables trans-oceanic partners to maintain regular, frequent, efficient and inexpensive contact. This is as true for grassroots interaction as it is for the steering committee chairs and for UJA/CJF and JAFI.

Marketing Tools

Despite these efforts, P2K has been described as one of the best-kept secrets in modern Jewish life. To help federations realize the potential impact Partnership 2000 can have in their home communities, we have been working with the UJA marketing and solicitor training departments to broaden community awareness of the program. A short promotional video and a longer video are currently available. P2K is part of the UJA solicitation training package. Special materials and programs are being prepared to ensure optimal mission visits to partnership regions.

Cross-Cultural Communications

One of the most sensitive issues in P2K involves communication between Israeli and Diaspora partners. Recognizing that cultural differences—communication styles and body language, attitudes toward authority, approaches to problem solving, methods of plan-

ning or improvisation, attitudes toward use of time and scheduling, and perceptions of professionalism—were affecting their deliberations, we determined to address the problem. We engaged a team of Israeli experts in cross-cultural relations to provide workshops for North American and Israeli P2K leadership. The workshops included simulated confrontational situations (and sometimes real ones) with participants videotaped so that the group could then study and analyze body language and other verbal and visual responses in order to sensitize them to how easily cultural misconceptions and miscommunications can arise. We are working to develop additional cross-cultural materials, including guides for *mifgashim* (encounters) for youth and adults in short and long-term programs in Israel, and for reciprocal visits to Diaspora communities.

Evaluation Process

Early on, we began eliciting informal evaluations of P2K policies and programs in order to determine how we might best be serving the communities and to help further the partnerships. We engaged Ukeles Associates to do a baseline evaluation, the results of which were shared with the RUD Department so that the concerns expressed by the partnerships could be addressed. In addition, individual partnerships have begun strategic planning and reassessment in order to effectively prioritize and focus their relationships now that they have developed high comfort and trust levels with one another. Chicago and its regional partner, the Kiryat Gat-Lachish-Shafir region, undertook a formative evaluation process in 1995. According to Yehuda Mor of the RUD Department's Planning Division, all of the partners are now able to "monitor achievements and problems in real time," enabling steering committee members to play an active and intelligent role in the decision-making process. Cleveland and Beit She'an engaged in a joint planning process to determine the future of the partnership and the specific areas in which the partners can work. Robert Goldberg, chair of P2K for

Cleveland, cites the importance of identifying "mutual goals, a system of communication and accountability that is agreed upon by every party involved in this process.... Our day-long strategic planning session gathered over 50 Israelis who had never been in a room together in 47 years. We have the opportunity to teach our friends that more will be gained by working together than separately." Pittsburgh and Baltimore, together with their partners in Misgav-Karmiel, have begun holding seminars and small think tank sessions to define areas of activity, criteria for selection and evaluation of programs, and the creation of a modality that will ensure, as far as possible, a regional perspective with regard to program implementation.

Israeli and North American teams have begun to assess the entire project. The evaluation in Israel is focusing on three models: examining one partnership between a single large federation and a region in Israel, a partnership involving two Diaspora communities and their partnered region, and a consortium relationship. The evaluation being conducted in North America, on the other hand, is looking at the fund-raising ramifications of P2K as well as its ability to attract new and retain veteran leadership and its impact on "hot button" issues such as religious pluralism and unity.

RESULTS TO DATE

According to a 1997 report prepared by RUD, more than 7,000 people took part in 260 partnership "interactions" in the regions since 1995. These included 5,000 people who visited their partnered regions on missions or were part of delegations, 1,800 teenagers who participated in summer programs for youth, college students and graduates who served as Kefiyadah counselors or spent time in the region as Otzma volunteers, and 200 educators who met with their counterparts during the CAJE Conference in August 1996. In addition, most joint steering committees met in the region two to three times during the past year. From all accounts, the number of interactions have doubled in the past year.

Reciprocal Visits

Many Israelis from partnered regions have visited their U.S. communities: delegations led by regional mayors, Israeli steering committee members who came to the United States for joint meetings and professional training seminars, dance troupes and choirs, athletes who competed in Maccabiah games and basketball tournaments, counselors for JCC summer camps, young leaders, women's groups, and others. Over 100 young Israelis visited their partnered communities this past March and then joined with the community delegations to participate in the UJA Young Leadership Washington Conference. Reciprocal missions of academics and health professionals have spent time in each other's communities.

The Michigan-Central Galilee partnership has been a leader in this area. One initiative brought the directors of two hospice organizations in Michigan to the Central Galilee to explore the possibility of introducing a home hospice care program to the region. They met with local health care personnel as well as with community and religious leaders, many of whom now characterize the program as "an absolute necessity" for the region. A return visit to Michigan by health care professionals from the region followed; as a result, a home hospice program is being launched in the region, and medical and nursing staff are being trained in relevant skills.

In addition, for several years now, University of Michigan business school students have been helping startup companies in technological incubators in their partnered region to develop all-encompassing business plans and marketing strategies; a doctoral candidate researched water contamination in the Central Galilee; and social work students have done degree research in their partnered region, including setting up a training program to teach senior citizens on a kibbutz how to use the Internet and e-mail. "They set up a Web Site," according to one of the participants, Rachele Goldman, "and are now working on putting their life stories on it.

Many were founders of their kibbutzim.... They had incredible histories in their head. Now I've just done the same kind of project here in my internship working with seniors in a Jewish Federation of Detroit facility in West Bloomfield. The seniors in both countries want to get pen pals abroad." Another of Michigan's initiatives is resulting in the introduction to the medically underserved inner city area of Detroit of Israel's innovative *Tipat Halav* ("Drop of Milk") public health care program. This program, funded by the Detroit federation, provides such services as immunization, nutritional monitoring and supplements, family violence counseling, preventive care, prenatal care, and preschool care in a neighborhood center.

Professional exchanges are increasing opportunities for shared professional, personal, and organizational connections and changing the very cultural environment in which such relationships can flourish. The Jewish Federations of Palm Beach County have established an Israel Corps, which they consider to be the cornerstone of their entire P2K program. Participants spend two to three weeks living in the Northern Galilee region and working as volunteers in social service, educational, recreational, and medical programs. As Sandra Goldberg, Chair of their P2K Living Bridge Task Force expresses it, "We are privileged to be able to offer such an exceptional opportunity to add meaning to our lives while making a difference in the lives of others."

An index of the success of these initiatives is the strong sentiment on the part of virtually every Israeli steering committee to radically increase the proportion of the regional budget that is spent on people-to-people programming (at the expense of programs that benefit the region only).

Campaign

Partnership 2000 is one of the three pillars of the 1998 UJA campaign. Although this information may never be fully quantifiable, many communities state that their participa-

tion in P2K is having a positive effort on their annual campaigns in terms of individual increases by major donors, new and retained gifts, and the retention of overseas allocations that were in danger of being cut. A number of major designated gifts have been given by individuals as a result of their visit to their partnered region and the establishment of a personal relationship.

Women's Programs

Several women's forums, business clubs, and dialogue initiatives have been undertaken by partnered regions. According to Debra Pell, chair of San Francisco's P2K committee, the greatest achievement of the one-year course in the Galilee Panhandle is the recognition by participants of their right to demand equality: "The number of women sitting around the table on Partnership 2000 committees is evidence of our success." The Israel Department sponsors a network of eight women's business clubs in the Negev, with a combined membership of over 500 active participants. Many of these women participate on the steering committees and subcommittees of the partnerships in the Negev.

In a fascinating cooperative venture, the Women's Department of the Baltimore federation and the Jewish Women's Center of Pittsburgh have undertaken substantive dialogue with the Jewish and Arab women of Karmiel and the Misgav region. The goals of the interaction are the exploration of areas of common interest and specific importance to women and the establishment of groundwork for ongoing dialogue and joint programs and projects. Two joint conferences, one in Israel and one in the U.S. communities, have addressed multicultural issues and how women can bridge the gap, matters of personal status and legal issues, economic and business issues and opportunities, women's empowerment—the creation of power blocs, women's health care, education issues, domestic violence, and spiritual and religious perspectives. Washington, DC and South Africa have begun a leadership training program for women in Beit Shemesh-Adulam with the

specific goal of preparing them for interactions with women from the Diaspora communities. The program examines women's roles in Israeli society, in Jewish culture and history, in family and community frameworks, and in the workplace. Cleveland/Beit She'an, Michigan/Central Galilee, and other partnerships are pursuing similar programs.

Jewish Identity

Our first effort to ensure that the P2K process would include a strong Jewish continuity component was the creation of a Jewish Identity Work Group consisting of representatives of most of the major Jewish education entities in North America. This group explored the possibilities for educational outreach inherent in the close ties being formed through P2K. Through the work group, we developed parallel *mifgashim* (encounters) in their partnered regions for some 200 educators taking part in the August 1996 CAJE Conference in Israel; they represented 14 P2K partnerships. Together with counterparts in their regions, they explored possibilities for cooperative educational programs and shared learning via Internet connections and parallel curricula; many of their ideas are being implemented by the partnerships. The partnerships were in their infancy when we developed the Jewish Identity Work Group; we are now reconstituting and expanding the committee in order to focus on ways to share the educational programs being developed by the partnerships.

Some months ago, the members of Chicago's P2K steering committee joined with their Israeli counterparts to study a text on *tzedakah*, following which participants spoke about their Jewish backgrounds and identity and discussed Jewish connections and shared values. "When I first heard about this session on Jewish identity," Chicago's P2K chair Ralph Gidwitz admitted, "I was wary. However, it developed into one of the most meaningful parts of our visit. As a result of comparing and contrasting what makes up our 'Jewish psyches,' we built a much closer, warmer, and more open relationship with our

Israeli partners within a few hours. Each of us now has a better understanding of the others and a real sense of kinship." In June 1997, Boston and Haifa held a 2½-day retreat on Jewish identity, successes and failures of Jewish life in Israel and in the United States, engagement with Jewish values and communal activities, and possible cooperative initiatives that might be pursued by their partnership. Several Shabbatons in a number of regions have confronted similar issues to foster a sense of shared participation.

Washington, DC and its partners in Beit Shemesh-Adulam have begun "Ambassadors for Tolerance," an exciting exchange program that matches members of Habonim Dror and Young Judaea with members of the youth movements in the region. Together, as friends, the participants confront issues of pluralism and tolerance—in Jewish history, in contemporary Jewish life, and through relevant text study. The project's goal is to develop a cadre of young leaders with the skills and desire to promote respect for pluralism in their communities. It has inspired a similar initiative between Philadelphia and Netivot-Azata.

The potential impact of such encounters—and the critical need to create them—comes through clearly in a report by David Shtulman, until recently the key P2K staff person at the federation in Pittsburgh. Pittsburgh and Baltimore hosted a reciprocal visit of teenagers from Misgav-Karmiel that followed a visit to Israel by youngsters from the U.S. communities. Shtulman writes,

For many Israelis, this was a very stimulating yet difficult visit. Never before did they have to struggle with their Judaism the way they did here. They are Israeli, they speak Hebrew, and they are preparing for the army. For most of them, that is what being Jewish is all about. Some of them objected to having to spend so much time in synagogue—after all, they felt, that's for the *dati'im* and they are not *dati*. The tendency of the Israeli teens to feel their Jewish identity along national lines and of the American teens to feel their Jewish identity along religious lines is one clear example of

the kinds of issues that Partnership 2000 needs to bridge if we want to share a common identity with our Israeli brethren a generation or two from now. To watch the Israeli and American teens struggle through these issues together was absolutely inspiring.

We are working with the various religious streams to help bring programs of the Unity Campaign to P2K communities in Israel's periphery.

LOOKING AHEAD

What does the future hold? There is still much work to be done in bringing many of the partnerships to their full potential—some because the *shidduchim* were made very recently, others because insufficient commitment and effort have as yet been devoted to the project by key professional and lay leadership in those communities. There is no question that there is a direct relationship between the involvement of the executive director of a federation, for example, and that community's successful implementation of the P2K program. Similarly, the broader the buy-in by a federation's departments and agencies, the greater the number of people reached and the stronger the sense of commitment to the project by the entire community. One of our immediate goals is the achievement of this community-wide expansion in every P2K community, with a concomitant broadening of involvement in the partnered regions of Israel.

Programmatically, serious leadership development programs, pioneered in five regions, are now being expanded to many more regions. These involve parallel study among young leaders in partnered North American communities as well as anticipated engagements with participants on the UJA Young

Leadership Cabinet's Chazak Mission this fall and at the YLC regional conferences next spring. An initiative to help Ethiopians and other marginalized groups in the various regions (especially people from Bukharia and the Caucasus) is being undertaken under the auspices of P2K. Both of these projects involve the cooperative efforts of JAFI and JDC. P2K will also be central to the General Assembly to be held in Jerusalem in November 1998.

There are still several frustrating, unresolved policy and implementation issues. We are seeking to help the partnerships find ways to expand the corps of volunteer leadership in the regions in Israel; in some regions, too much of the partnership activity remains vested with the mayors and their appointees. Problems have been caused by the shortfalls in the JAFI budget and by adjustments to the restructuring of the Jewish Agency itself. All of these concerns will require a great deal of patience and effort.

Nevertheless, the reward is clear: Partnership 2000 is without question the most exciting and important model for Israel-Diaspora relations on the scene today. In North America, it is reshaping the way Jewish communities think about themselves, their patterns of philanthropic giving, and the connections to Israel; in Israel, volunteer activists in the regions, as well as the mayors of towns and the heads of regional councils linked through P2K, are rethinking their relationship to us and to one another and coming to understand the long-term benefits of mutuality and partnership inherent in that relationship; and the success and promise of P2K are reshaping the culture of the Jewish Agency itself. Partnership 2000 is laying the groundwork for an open, accessible, worldwide Jewish community for the future of the Jewish people.