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February 16, 2025

The Jewish Agency for Israel

Office of the National Institutions Comptroller

Marketing and Communications Unit

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1. Introduction

The Jewish Agency Marketing and Communications Unit (“the Marketing Unit”) is responsible for developing the organization’s marketing and communications strategy in both the short term (crisis management) and the long term. The Marketing Unit works with and supports the other Jewish Agency units in developing all aspects of their communications plan, including the following:

- Promoting and improving the Jewish Agency’s image among relevant target audiences such as donors, elected officials, opinion leaders, Israeli society, and Jewish communities worldwide.
- Creating exposure for Jewish Agency activities, content units, and achievements through a range of platforms and tools.
- Creation and ownership of the Jewish Agency brand as a fresh, global, relevant, and popular brand.
- Marketing assistance and support in resource development efforts by relevant players in the organization.
- Supporting the organization’s headquarters and content units.
- Implementing marketing technologies through innovation.

The Jewish Agency’s marketing and advertising activities were examined as part of the National Institutions Comptroller’s 2024 work plan.

2. Organization-Level Controls

2.1. Policies

The Office of the Comptroller requested and received minutes from the Jewish Agency Board of Governors’ Marketing and Communications Committee, dealing with marketing and advertising policy for 2022 and 2023. Minutes recorded discussions on various issues such as Jewish Agency campaigns, research-based assessments of the Jewish Agency’s status, campaign impact on Aliyah growth and fundraising efforts, and various Marketing Unit projects.

Among other things, the Committee discussed the Jewish Agency's marketing and advertising goals, and the impact that the Jewish Agency is trying to achieve through its advertising efforts. However, minutes did not indicate a comprehensive discussion, including subsequent decisions, aimed at establishing the Jewish Agency's marketing and advertising policies, the goals of such marketing and advertising efforts, and how such goals translate into measurable targets, a long-term work plan, etc.

Furthermore, the Office of the Comptroller received a presentation entitled *Operation Version Update – Strategic Marketing Plan for Israel 2023-2025*, from December 2022. The file presented the Jewish Agency's position in public opinion, most likely in Israel, as of the end of 2022. The file also presented goals for building the Jewish Agency's status, and targets and ways for improving the Jewish Agency's image and status in 2023 through 2025.

Upon inquiry, it seems that this document was neither presented to nor discussed by the Jewish Agency Board of Governors' Marketing and Communications Committee.

Findings

The Jewish Agency has not compiled a document and has not discussed its marketing and advertising policies in the Board of Governors' Marketing and Communications Committee.

Recommendation

Discuss and formulate a formal policy concerning the Jewish Agency's marketing and advertising efforts. The document should, among other things, define the Jewish Agency's marketing and advertising goals and define target audiences based on short- and long-term marketing and advertising goals.

Outgoing Acting Unit Director's response

The document entitled *Operation Version Update – Strategic Marketing Plan for Israel 2023-2025* was presented to the Jewish Agency Chairperson and Director General in a discussion that took place in December 2022, on my initiative. However, at the end of this discussion, no decision was made concerning the plan nor was there any follow-up discussion.

Marketing Unit's response

The document entitled *Operation Version Update – Strategic Marketing Plan for Israel 2023-2025* was presented to the organization's Chairperson and its Director General at the time. In addition, a strategic marketing plan was established at the end of 2022, and was presented internally but not to the Committee – the recommendation will be implemented.

2.2. Operating procedures

Findings

The Office of the Comptroller requested the operating procedures guiding the Marketing Unit's activities. However, upon inquiry it would seem that the Unit does not have any written procedures governing marketing and advertising efforts.

The Office of the Comptroller received the Jewish Agency's procurement procedure from February 2018. This procedure aims to regulate permissions and workflows for procurement of goods or services, so that these may be carried out in a competitive, transparent, fair, and equitable manner.

Recommendations

2.2.1. Draft operating procedures for marketing and advertising activities. Procedures should, at least, include the following: approval of annual work plans; approval and roll-out of campaigns; copyrights; supervising content suppliers; and analysis of campaign results.

2.2.2. Advertising procedures should include a chapter focusing on the importance of analyzing report data for advertisements on websites and social media, and documenting past-year reports (for more information, see Chapter 3.3).

Marketing Unit's response

The Marketing Unit operates according to the organization's procedures in its procurement activities, in contracting suppliers, and in copyright compliance. Procedures will be established for approving and developing work plans.

Legal Department's response

Guidelines and reviews are periodically circulated concerning copyrights. There are also legal guidelines for sponsorships, which include a tax consultant opinion.

2.3. Work plans and budgets

The Office of the Comptroller requested the Marketing Unit's work plan for 2022 and 2023, and received the Marketing Unit's work plan for 2022. The plan includes, among other things, the following: Marketing Unit goals; targets for the coming year; means of achieving such targets; metrics and assessment; marketing efforts planned for the coming year; and an actionable Gantt chart. The budget for 2022 and 2023, as presented in the Jewish Agency's books (USD):

Plan	2022		2023	
	Budget	Actual	Budget	Actual
Wages and administration	2,721,874	2,592,329	2,474,387	1,860,164
Resource development – marketing	103,500	110,322	103,500	98,121
Administration – marketing	382,692	16,159	334,866	8,374
Marketing – Aliyah and Klitah Unit	-	2,803		
Marketing – programs and geographies	223,107	151,241	235,718	211,202
Multimedia system for audiovisual presentations	36,000	4,239	45,000	52,315
Organic purchases – Corporate Marketing – Israel	307	1,660	1,067	697
Upgrades to JAFI website	18,520	16,860		
Marketing – Israel's 75 th Anniversary events			45,000	115,453
Marketing – Iron Swords War			-	4,073
Administration – Spokesperson			462	-
Total amount	3,486,000	2,895,613	3,240,000	2,350,398
Budget utilization rate		83%		73%

Findings

- In 2022 and 2023, the budget was underutilized by 17% and 27%, respectively.
- The Marketing Unit did not prepare a work plan or budget for 2023, and so it is unclear how the budget was built and approved.
- The budget presented in the 2022 work plan is missing budget performance analysis and comparison to 2021.

- The 2022 work plan did not include achievable targets for exposure.

Recommendations

- 2.3.1. **Work plans for the Marketing and Advertising Unit should be prepared each year, and approved by the Director General. Furthermore, the work plan should present planned vs. actual performance for the past year, including year-on-year comparison.**
- 2.3.2. **The work plan should set achievable targets based on past results so that metrics can be used effectively.**

Outgoing Acting Unit Director's response

It is noted that there were fundamental changes in the audited period, with the Unit Director leaving, and an Acting Director taking her place.

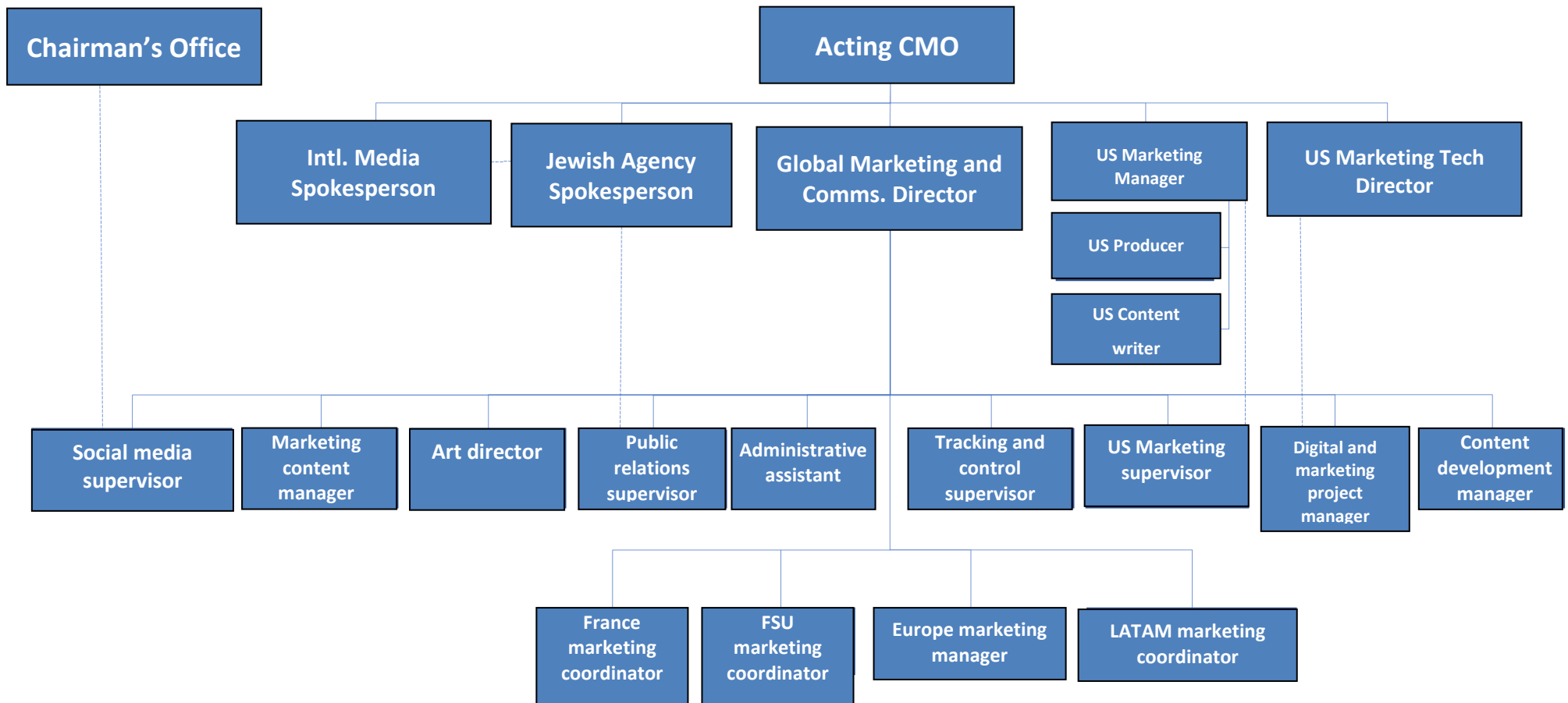
Marketing Unit's response

There are some key things to note concerning this assessment: some budget elements cannot be used (inherent organizational reserves amounting to 11% of the budget, and recorded as administrative items), and some are pre-set and their full utilization is impossible (or very difficult) in light of changes during the year (personnel roster, administrative expenses).

1. Ignoring *just the reserve*, overall utilization in 2022 was 93%, and in 2023 – 81%.
2. Furthermore, due to the CMO's and US marketing supervisor's departure at the start of 2023, and the organization's decision to wait until a new CMO's appointment, the budget for the cost of these two positions was effectively frozen. Excluding these costs from the budget, actual utilization in 2023 reached 99%.
3. In general, analysis should focus on utilization of the Unit's liquid budget, i.e. – its *operational* marketing budget, as a better indicator of actual performance.
4. Recommendation 2.3.1 is accepted.

2.5. Organizational structure

The Office of the Comptroller received the Unit's organizational structure, as follows:



The Marketing Unit comprises 18 employees working in Israel, the US, Europe, and South America. It is evident that a large portion of the marketing effort is directed towards the US. The Office of the Comptroller was told that the Unit is organizationally subordinate to the Jewish Agency Director General.

Findings

In the organizational structure, the positions of ‘US producer’ and ‘US marketing supervisor’ are vacant, even though the US is one of the organization’s key target audiences. It is noted that subsequent to writing the report, the ‘US producer’ and ‘US marketing supervisor’ positions were staffed, and there is an Acting Global Marketing and Communications Director.

2.5.1. Recommendation

Consider staffing positions according to the organizational structure and target audience importance.

Marketing Unit’s response

We will establish an organizational structure according to the future marketing strategy.

3. Routine Marketing Activities

3.1. Managing advertising activities

Outreach to target audience is done through the Jewish Agency website and the main social media channels,¹ to promote the Jewish Agency’s goals. These include raising awareness and connecting Israeli audiences with the Jewish Agency’s activities in Israel and abroad; improving the Jewish Agency’s image in Israel; raising donations; promoting Aliyah; and more.

¹ Facebook, Twitter, Instagram, TikTok

The Office of the Comptroller reviewed the Jewish Agency’s websites and social media outlets on Facebook and Instagram, in both Hebrew and English, as concerns their structure, branding, and content. The Office of the Comptroller examined whether content and messaging align with the set goals.

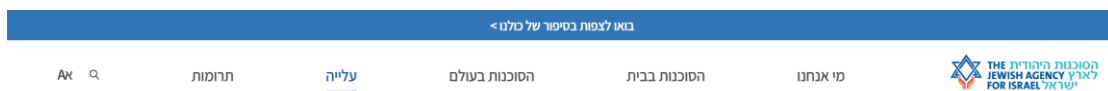
The website structure and the communicated messages were uniform, even though the content itself (the selected images, specific messages, and phrasing) were not necessarily identical.

- In terms of structure – the home page for the Jewish Agency website in Hebrew and English is similar, and split into five categories: information on the Jewish Agency; Jewish Agency activities in Israel; Jewish Agency activities worldwide; promoting Aliyah to Israel; and fundraising.
- In terms of content – the Hebrew website emphasizes the Jewish Agency’s impact and activity in Israel, while the English website emphasizes the situation in Israel and the need for support and aid. On Facebook, messages were found to be similar, but the content itself was different and tailored to the specific audience.

Several examples of both similarities and differences:

3.1.1. Jewish Agency website – home page structure

Jewish Agency Hebrew website



Jewish Agency English website – identical to the Hebrew website



At the time of the audit, the content presented on the home page in the various languages were related to the Iron Swords War, and were tailored to the audiences visiting each website.

On the Hebrew website, content emphasized the Jewish Agency's activities, and its assistance to Israelis:

On the English website, content described the war, the situation in Israel, and the need for help:

No comments.

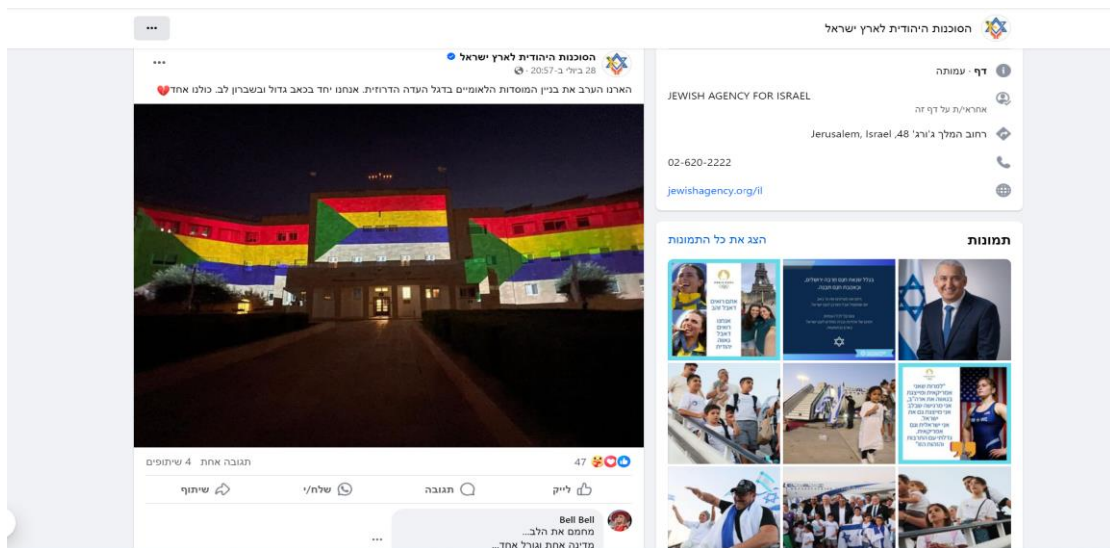
3.1.2. Social media – comparing the Hebrew and English Facebook pages

On July 27, 2024, at 18:18, sirens went off in the Druze town of Majdal Shams in the north of the Golan Heights. Mere seconds later, a rocket hit a football pitch and caused a massive explosion. As a result, 12 children and teens, aged 10 to 16, were killed, and a further forty people were injured.

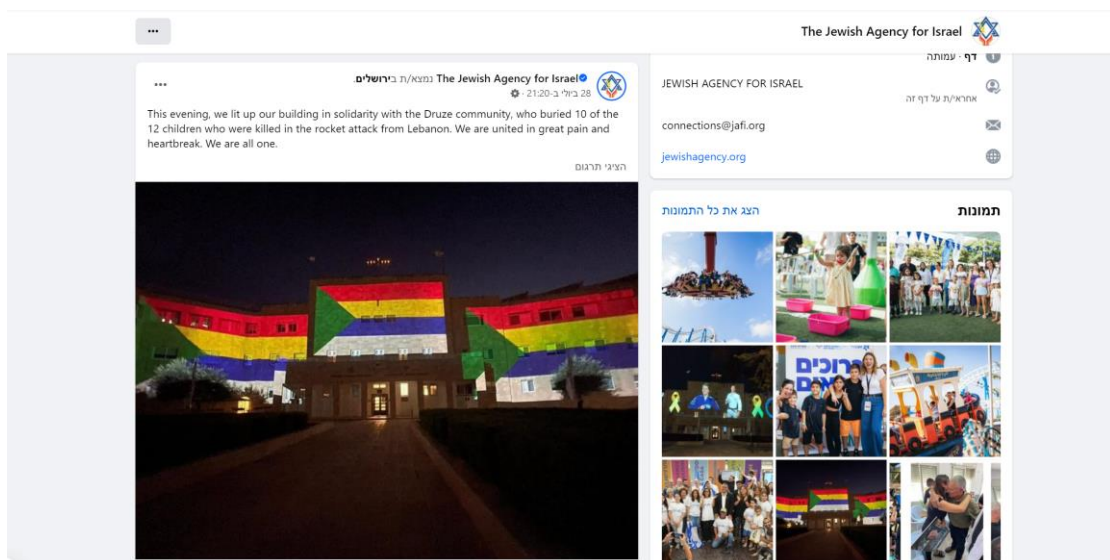
The Marketing Unit highlighted the incident on the Jewish Agency’s Facebook pages.

At first, identical content was uploaded, with relevant translations.

Facebook page in Hebrew:

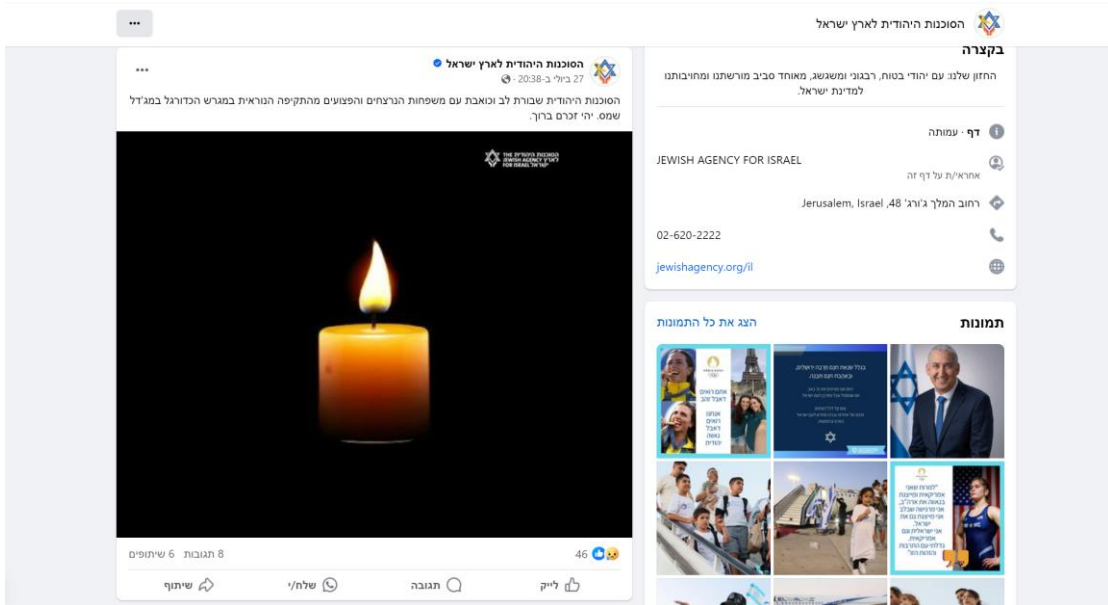


Facebook page in English:

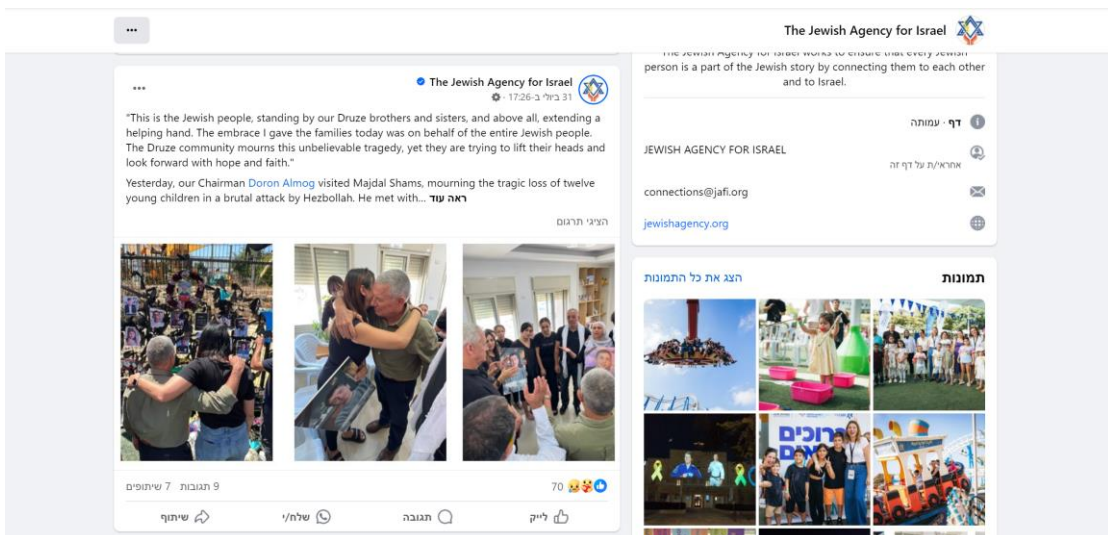


Later, the Unit posted divergent content.

On the Hebrew account, content focused on condolences to the families of those killed, and the Druze community at large:



On the English account, posts focused on the Jewish Agency Chairman's visit to Majdal Shams, and on information on the close ties between the Jewish People and the Druze community in Israel:



The Office of the Comptroller was told that this difference is due to the different advertising goals and different messages applied to each target audience.

No comments.

3.2. Campaign management

The Marketing Unit is responsible for managing communications campaigns across all media – both traditional, and new media – to achieve the organization’s goals and image, assist organizational units in recruiting participants, developing resources, and more. The Office of the Comptroller examined the process for selecting campaign topics, building and rolling out campaigns, and the process for defining targets, goals, platforms, and for measuring campaign efficacy.

Campaigns are implemented ad hoc based on needs identified by the marketing managers out of the range of topics in the news and on social media around the world. The decision to build a campaign is made by the marketing managers, based on available budgets.

Two campaigns were sampled:

- The **Israel’s 75-Year Anniversary** campaign rolled out on social media (Instagram and TikTok) in April to November 2023. The campaign aimed to increase exposure, awareness, and involvement in young and diverse audiences of the Jewish Agency’s activities, by involving influencers in the organization’s activities.
- The **Instagram for Rosh HaShanah and Tisrhei Holidays 5783** campaign, rolled out on Instagram through content creators who hosted couples who had recently made Aliyah for the holiday dinner on Rosh HaShanah, Chag Sheni, etc., as part of an authentic Israeli-Jewish connection.

The sampled campaigns were implemented through third-party suppliers. Under Section 27.10 to the Jewish Agency Procurement Procedure, contracts may be signed with people who present original and innovative ideas, provided the following five conditions are met:

1. The idea was developed by the supplier.
2. Without Jewish Agency involvement (direct/indirect).
3. Supporting the idea would promote the Jewish Agency’s goals.
4. The offer does not circumvent a prospective contract which is planned to undergo a competitive process.
5. The Procurement Committee approves that the terms are beneficial to the Jewish Agency.

As part of its sample, the Office of the Comptroller requested the document recording the decision to implement a campaign, the method for selecting the advertising agency, bids from other bidders, the supplier's contract, the campaign period, the campaign's cost, minutes from campaign management minutes, Procurement Committee approval, and an analysis report on the campaign's results received from the advertising agency.

The following materials were received:

Campaign	Preliminary stage	Advertising agency	Campaign timing	Actual cost	Campaign approval minutes	Analysis and metrics	Comments
Israel 75-Year Anniversary	Supplier's initiative, w/o competitive process	GITAM	Apr-Nov 2023	NIS 227,500, including VAT	Approval email received from Procurement Committee, and email correspondence w/ campaign management instructions	Received, three influencers sampled ²	Received email from Procurement Committee to Marketing Unit stating that bidder was approved by Procurement Committee No. 7/2023 on Feb. 28, 2023, under Sect. 27.10 to the Procurement Procedure.
Instagram campaign for Rosh	Supplier's initiative, w/o	GITAM	September 2022	NIS 80,234,	Received emails between the bidder and	None	No competitive process. Campaign

² Moshe Korsia, Orel Tsabari, and Ohad the Nomad

Campaign	Preliminary stage	Advertising agency	Campaign timing	Actual cost	Campaign approval minutes	Analysis and metrics	Comments
HaShanah 5783	competitive process			including VAT	the Marketing Unit		implemented as part of ongoing Marketing Unit contract with the supplier.

Findings

The Instagram for Rosh HaShanah campaign was implemented by a supplier who routinely handles advertising tasks for the Marketing Unit. Upon reviewing the supplier's contract, there was no expansion clause allowing the supplier to take on additional projects without a competitive process. Furthermore, no records were received analyzing and measuring campaign results.

3.2.1. Recommendation

The Marketing Unit should make sure to implement competitive processes, or alternatively include a section in its retainer contracts to allow additional projects up to a set value in addition to the regular retainer.

Marketing Unit's response

The Marketing Unit will make sure to implement competitive processes. However, we would want to establish a process that allows flexibility in real time marketing (RTM) workflows.

3.3. Website and social media management

Content on the Jewish Agency website is translated into seven languages,³ and includes links to social media and to the websites of some Jewish Agency subsidiaries.

Since there are differences in the target audiences for the various languages, content is not identical, and not promoted on the same platforms. For example: the Jewish Agency website in Hebrew focuses mainly on the organization's image, and is updated relatively infrequently compared to the English and Russian websites. Furthermore, in other languages, site pages focus mainly on promoting Aliyah.

The Office of the Comptroller focused on analyzing the Jewish Agency's website in Hebrew and English, and requested an analytics report for the audited period (2022-2023). The Office of the Comptroller was told that measurement methods were changed in July 2023, and so the information is not available.

In light of the importance of tracking and measurement for managing online advertising and marketing on websites and social media, the Office of the Comptroller made do with an analytics report presenting selected data and findings for the Jewish Agency's websites in Hebrew and English,⁴ collected from Google Analytics 4 (GA4) in the period between July 2 and June 2024 ("the Report").

For each website, the Report analyzes activity across four categories: **traffic channels** (organic, paid, referrals, etc.); **traffic sources** (Google, Facebook, TikTok, etc.); **geographic view location** (Israel, US, Egypt, France, etc.); and **popular pages** (on Aliyah, shlichut, activities abroad, etc.).

The Report covers one operating year. Consolidated data and findings in the Report are sometimes based on calculations and assumptions not presented in the Report. For examples, see Appendix A below.

³ Hebrew, English, Spanish, French, German, Portuguese, and Russian.

⁴ Select findings – between 10 and 20 factors with the highest impact in each sampled category.

Findings

- The Marketing Unit has not kept records of past year performance metrics for the Jewish Agency's websites, even though Google Analytics only allows retention of historical reports back to July 2024.⁵
- The report is general and does not provide explanations as to analysis methods, has no comparison to previous years, and no comparison to similar campaigns.
- For some analyses, the report states that results are either high or low, but does not specify relative to what.

Recommendations

- 3.3.1. **The analytics report, which analyses traffic on social media, should present data across different periods by quarters or months. Otherwise, periods of inactivity would affect the results of such analysis. Comparisons should be made to previous years/planning/similar campaigns.**
- 3.3.2. **Where a report states that results are high/low, it should note the comparative benchmark based on which the statement is made.**
- 3.3.3. **Define the goal for using analytics reports at the start of each campaign, and specify what would be considered 'effective'. Furthermore, after reviewing the reports, specify actions that should be taken in the future.**

Marketing Unit's response

There were personnel changes in managing our social media channels. We will build a social media strategy in light of the organizational changes, and metrics reports will be built based on benchmarks.

⁵ Google platform changes, and ability to retain documents:
https://support.google.com/analytics/answer/11583528?hl=iw&ref_topic=10737980&sjid=11369521840977459364-EU#zippy=

The Office of the Comptroller Comment

Following the preparation of this report and receipt of the Unit's response, the Office of the Comptroller received partial reports by campaigns describing web site traffic data and in the campaigns carried out by the Unit and analysis of these reports. Going through the reports, it turns out that their accuracy is not clear. For example, analysis of the report on the Ukraine campaign (email of March 3, 2022) states: "First of all, as a general comment – we are using here incomplete data and are resorting to estimates on the verge of speculation, therefore it is best to proceed cautiously...".

3.4. Contact with overseas units

The Office of the Comptroller examined how overseas marketing activities and campaigns are managed, so as to study the Unit's interaction with its branches abroad. Talks with the marketing manager for Israel indicated that marketing managers in Israel and the US work autonomously to choose content for the website and social media. Usually, content designated for posting on social media is received from marketing managers in the US. These employ a local content writer who works independently both in selecting content and in preparing and editing them as articles, videos, editorials, etc. This content is translated and posted on social media in various languages.

Findings

The Office of the Comptroller did not find anyone who controls and reviews the content and sources of information used by the marketing managers to prepare content for posting. It is noted that, in 2021, the Jewish Agency was sued for copyright violation after using an independent photographer's photos in its social media posts.⁶

3.4.1. Recommendation

Certify a person in the Marketing Unit to control the information sources used to prepare content posted on websites and social media, across all marketing and

⁶ Article on the lawsuit, from the legal portal for internet, cyber, and information technology news:
<https://www.law.co.il/computer-law/2021/02/24/bardugo-v-jewish-agency-for-israel/>

advertising activities. At the very least, provide all organizational units with rules and guidelines concerning information sources, to prevent copyright infringement and subsequent lawsuits.

Marketing Unit's response

The Marketing Unit complies with copyright requirements according to the Legal Department's advice and guidance. In light of the matter's importance, and the fact that guidelines have not always been followed, the COO at the time send reminders to staff. The aforementioned lawsuit was not filed due to the Marketing Unit's activities or a post on Unit-managed channels.

Legal Department's response

The individual is a vexatious litigant. The Legal Department supported a legal action brought by the litigant against the Jewish Agency, which was represented by an outside law firm, across three judiciary instances. As noted in Chapter 2 to this report, the Legal Department has issued guidelines and refreshers on copyright compliance due to material changes in both legislation and court rulings in this field.

4. Supplier Contracts

In performing its activities and pursuing its goals, the Marketing Unit contracts marketing and communication suppliers. The Jewish Agency Procurement Procedure states, among other things, that process for the procurement of goods or services "will be performed in a competitive, transparent, fair, and equitable manner and in such was as to afford the most benefit to the Jewish Agency". Accordingly, the procedure specifies conditions for contracting suppliers, such as:

- Contracts up to NIS 10,000 – Units may be exempt from tender and contact one single bidder provided the terms of the contract are documented in writing.
- Contracts over NIS 10,000 and up to NIS 120,000 – Units may be exempt from tender and issue a request for quotes, contacting at least three bidders.

- Contracts above NIS 120,000 – Units must issue a public tender or a closed tender (exemption from tenders may be requested, based on the circumstances) in accordance with the Procurement Procedure and with the Procurement Committee's approval.

In examining the Marketing Unit's contracting practices, the Office of the Comptroller sampled contracts with four suppliers, requesting documentation from the supplier selection and approval process, including: tender documents, bids, signed contract, copyright clauses, and payment confirmations.

Sampled suppliers:

Field	Supplier	Service provided	Supplier selection process	Signed agreement	Contract value (excl. VAT)	Purchase orders	Invoice, incl. VAT	Comments
Online advertising media purchase	MMS	Purchase of online advertising media for International Holocaust Remembrance Day	Supplier initiative under Section 27.10 to the Procedure	Jan. 13, 2022, for an International Holocaust Remembrance Day campaign	NIS 104,000	Jan. 10, 2022 NIS 52,000	Feb. 10, 2024 NIS 121,680	<ul style="list-style-type: none"> • Campaign was 50% funded by JAFI and 50% by WZO⁷ • Contract signed after the purchase order
Advertising and media management services	WEB3	Jewish Agency branding	Contract with supplier who had won another unit's tender ⁸	Contract signed, but undated	NIS 60,000	No purchase order	Dec. 27, 2023 NIS 70,200	<ul style="list-style-type: none"> • Section 2.13 of the tender won by the supplier allowed similar services to be provided to other JAFI units. • Section 3.1 of the contract stated its validity from the signature date through the end of 2024. The

⁷ WZO – World Zionist Organization.

⁸ Tender 11-2023 for advertising and media management services issued by the Jewish Agency Aliyah and Klitah Unit.



Field	Supplier	Service provided	Supplier selection process	Signed agreement	Contract value (excl. VAT)	Purchase orders	Invoice, incl. VAT	Comments
								contract was signed on an unspecified date in 2023. • No purchase order received.
Marketing video services	Studio Pixel	Video production for marketing and outreach to target audiences in Israel and North America	1-year tender from November 2020 with option for two additional years.	From Nov. 24, 2020, for production of marketing videos and follow-up contract from Jan. 2022	NIS 38,150	Jun. 9, 2022 NIS 44,000	Oct. 3, 2022 NIS 51,480	No comments
Digital asset management and annual digital media strategy	GITAM	Management and support for digital media efforts and paid promotion	RFQ process from Jan. 2022	Jun. 15, 2022, for management and support services for digital media efforts and paid promotion, monthly retainer	NIS 9,500	May 14, 2022 NIS 66,500	Jun. 30, 2022 NIS 11,115	Winning supplier's bid received three months after other bidders. Contract signed one month after a purchase order was issued.

Findings

- GITAM's bid was received three months after the other bids in the process.
- The contract with WEB3 was undated.
- In three of the four sampled contracts, procurement was non-compliant: in one contract, no purchase order had been issued (see supplier WEB3); and in two contracts, a purchase order was issued before a contract was signed (see suppliers MMS and GITAM).

Recommendations

- 4.1. The Marketing Unit should assure fair, transparent, and equitable competition, as per the Procurement Procedure.**
- 4.2. Assure document integrity and issuance according to the prescribed workflows, to assure competition and secure the most benefit to the Jewish Agency.**

Finance Unit's response

The Finance Unit, together with the Marketing Unit, is working to regulate workflows according to finance procedures while meeting the Unit's changing, and sometimes urgent needs.

5. Inventory Management - Clearance

The Office of the Comptroller examined creation and retention of advertising and marketing inventory, and its clearance at the end of the process. The Office of the Comptroller was told that the vast majority of the Unit's output is digital, and so no materials are kept in storage.

No comments.

6. Evaluation and Measurement

The Office of the Comptroller examined how effectiveness is measured and evaluated for routine marketing and advertising activities and campaigns, across different platforms. This included circulation of evaluation results to relevant staff in the organization.

The Office of the Comptroller received reports from May 2022 and February 2024 discussing and analyzing the Jewish Agency brand. These reports were presented to the Jewish Agency Board of Governors' Marketing and Communication Committee.

The reports include a study comprising a sample of 500 Jewish adults aged 18+. The study examined awareness and knowledge about the Jewish Agency's various activities such as Aliyah, supporting development in Israel, and awareness to projects and programs such as helping youths and students, pre-military programs, special projects such as Taglit-Birthright [not a Jewish Agency project] and Naale.

Studies concluded with recommendations for improvement, including specific actions that the Jewish Agency should take to strengthen and improve its position.

Findings

The evaluation and measurement reports from May 2022 and February 2024 were missing information on how measurement was performed, and were missing comparison against metric reports such as the analytics report presenting traffic data for the Jewish Agency's websites.

6.1. Recommendation

In describing the study methods, specify measurement methods (how surveys were implemented, the questions, etc.), and compare with actual online traffic data.

Marketing Unit's response

The measurement method will be specified – comparison with online traffic will be done as relevant.

7. Appendix A – Sample of Findings from Analytics Report, July 2023 – June 2024

English website data

Session primary_Channel Group	↓ Users	Sessions	Engaged sessions	Average engagement time per session	Engaged sessions per user	Engagement rate
	1,015,329 100% of total	1,203,827 100% of total	597,129 100% of total	42s Avg 0%	0.59 Avg 0%	49.6% Avg 0%
1 Organic Search	666,129	787,475	447,464	51s	0.67	56.82%
2 Direct	216,187	258,586	98,568	21s	0.46	38.12%
3 Unassigned	64,017	65,525	1,493	38s	0.02	2.28%
4 Paid Search	31,733	36,221	23,300	50s	0.73	64.33%
5 Referral	25,822	32,567	18,609	32s	0.72	57.14%
6 Organic Social	18,674	19,097	5,850	12s	0.31	30.63%
7 Email	4,946	5,308	874	10s	0.18	16.47%
8 Paid Social	3,646	3,809	468	2s	0.13	12.29%
9 Paid Other	609	625	92	4s	0.15	14.72%
10 Paid Video	337	357	86	18s	0.26	24.09%

ב. התנועה האורגנית הייתה אחראית ל-66% מהתנועה במונחי Users, וכן 65% מה-Sessions ו-75% מה-Engaged Sessions. בניכוי התנועה הממומנת מדובר על 73%. **אלה נתונים מעט גבוהים ויש לשאוף להגיע למצב מאוזן יותר** בו חלקם של ערוצי הסושיאל, ה-Referral וה-Email (כיום סה"כ 4.8%) יהיה 8-12%.

ג. כ-20% מהתנועה לאתר היא ישירה (Direct) וזהו סוג של קופסא שחורה. הערוץ הזה כולל תנועה מהקלדת כתובת, מאפליקציות (כולל ווטסאפ ואאוטלוק למשל), שיעור מסוים מהתנועה הממומנת, תנועה מערוצים אחרים שעברה דרך רידיירקטים או הגיעה בלי referral מסיבות שקשורות לפרטיות ועוד.

ד. נתוני ה-Engagement rate וה-Average Engagement Time עבור מקורות 9-6 ו-3 (סושיאל אורגני+ממומן, דיוורים, תנועה ממומנת שאינה מגוגל) **משקפת שמדובר בתנועה לא מספיק איכותית ויש לעקוב בצורה הדוקה יותר אחרי התוצאות של הערוצים האלה בהמשך. הנתון הגבוה במיוחד של התנועה הממומנת מגוגל (שורה 4) מציב את חשבון ה-Google Ads non-profit (Grants) במקום השלישי ברשימת המקורות ל-Engaged Sessions.**

- b. Organic traffic accounted for 66% of all traffic in terms of users, 65% in terms of sessions, and 75% of engaged sessions. Excluding paid traffic, the figure grows to 73%. **These figures are a bit high and a better balance should be sought** where social, referral and email channels account for 8-12% (currently – 4.8%).
- c. About 20% of the site's traffic is direct, and this is sort of a black box. This channel includes traffic from direct URL entry, apps (including WhatsApp and Outlook, for example), a certain percentage of paid traffic, traffic from other channels which was redirected or arrived without referral data for privacy reasons, etc.
- d. Engagement rate and average engagement time data for sources 6-9 and 3 (organic + paid social, email, non-Google paid traffic) **indicate that traffic quality is insufficient** and closer watch must be kept over these channels' results down the road. **The particularly high figure for paid Google traffic** (line 4) puts the Google Ads non-profit (Grants) account in third place in the list of sources for engaged sessions.



Hebrew website data

2. מקורות תנועה.

א. הטבלה להלן מציגה את 10 מקורות התנועה המשמעותיים ביותר באתר בתקופה שנבדקה. למרות שסה"כ התקבלה תנועה מ-476 מקורות שונים, אלו שבטבלה היו אחראים על 96% מסך התנועה במונחי יוזרים [מקור].

שישה מהעשרה הם **מקורות ממומנים שקשורים בקמפיין ממאי. כמו שאפשר לראות נתוני האיכות שלהם לא טובים**, ולכן למרות שהם תרמו כ-30% מהתנועה בתקופה שנבדקה, בסופו של דבר הם היו אחראים ל-3% בלבד מה-Engagement time.

התנועה האורגנית מגולגלת הייתה אחראית ל-88% מה-Engagement time, כלומר פי 2 מחלקה היחסי במספר היוזרים.

ה-Referral היחיד הוא אתר ההסתדרות הציונית העולמית (10).

Session source / medium	↓ Users	Sessions	Engaged sessions	Average engagement time per session	Engaged sessions per user	Engagement rate
	880,100 100% of total	1,005,752 100% of total	376,412 100% of total	19s Avg 0%	0.43 Avg 0%	37.43% Avg 0%
1 google / organic	394,299	466,368	241,896	26s	0.61	51.87%
2 (direct) / (none)	153,559	172,345	80,713	19s	0.53	46.83%
3 dv360_display_oa / banners_sipur_kulanu	144,612	155,499	14,197	1s	0.10	9.13%
4 (not set)	81,305	77,919	5	31s	<0.01	<0.01%
5 dv360_display_pd / banners_sipur_kulanu	23,369	24,679	3,154	5s	0.13	12.78%
6 tiktok / infeed_icons	12,137	12,116	978	1s	0.08	8.07%
7 tiktok / infeed_raayonot	10,671	11,092	989	2s	0.09	8.92%
8 google / cpc	10,139	11,259	4,893	22s	0.48	43.46%
9 ynet / maavaron_main_sipur_kulanu	10,078	10,767	1,375	4s	0.14	12.77%
10 wzo.org.il / referral	5,950	6,334	3,184	17s	0.54	50.27%

2. Traffic sources

a. The table below presents the 10 most significant traffic sources in the examined period. Although, in all, traffic derived from 476 different sources, those in the table accounted for 96% of all traffic in terms of users [source].

Six of these ten are **paid sources related to a campaign in May. As can be seen, their quality profile data are not good**, and so even though they contributed some 30% of the traffic in the examined period, they were ultimately responsible for only 3% of the engagement time.

Organic Google traffic accounted for 88% of the engagement time, i.e. – twice its relative portion of all users.

The only referral is from the World Zionist Organization website (10).

8. Summary of Findings and Recommendations

Section	Findings	Recommendations
2.1	<p>The Jewish Agency has not compiled a document and has not discussed its marketing and advertising policies in the Board of Governors' Marketing and Communications Committee.</p>	<p>2.1.1. Discuss and formulate a formal policy concerning the Jewish Agency's marketing and advertising efforts. The document should, among other things, define the Jewish Agency's marketing and advertising goals and define target audiences based on short- and long-term marketing and advertising goals.</p>
2.2	<p>The Office of the Comptroller requested the operating procedures guiding the Marketing Unit's activities. However, upon inquiry it would seem that the Unit does not have any written procedures governing marketing and advertising efforts.</p> <p>The Office of the Comptroller received the Jewish Agency's procurement procedure from February 2018. This procedure aims to regulate permissions and workflows for procurement of goods or services, so that these may be carried out in a competitive, transparent, fair, and equitable manner.</p>	<p>2.2.1 Draft operating procedures for marketing and advertising activities. Procedures should, at least, include the following: approval of annual work plans; approval and roll-out of campaigns; copyrights; supervising content suppliers; and analysis of campaign results.</p> <p>2.2.2 Advertising procedures should include a chapter focusing on the importance of analyzing report data for advertisements on websites and social media, and documenting past-year reports (for more information, see Chapter 3.3).</p>

Section	Findings	Recommendations
2.3	<p>In 2022 and 2023, the budget was underutilized by 17% and 27%, respectively.</p> <p>The Marketing Unit did not prepare a work plan or budget for 2023, and so it is unclear how the budget was built and approved.</p> <p>The budget presented in the 2022 work plan is missing budget performance analysis and comparison to 2021.</p> <p>The 2022 work plan did not include achievable targets for exposure.</p>	<p>2.3.1 Work plans for the Marketing and Advertising Unit should be prepared each year, and approved by the Director General. Furthermore, the work plan should present planned vs. actual performance for the past year, including year-on-year comparison.</p> <p>2.3.2 The work plan should set achievable targets based on past results so that metrics can be used effectively.</p>
2.4	<p>In the organizational structure, the positions of ‘US producer’ and ‘US marketing supervisor’ are vacant, even though the US is one of the organization’s key target audiences. It is noted that subsequent to writing the report, the ‘US producer’ and ‘US marketing supervisor’ positions were staffed, and there is an Acting Global Marketing and Communications Director.</p>	<p>2.4.1 Consider staffing positions according to the organizational structure and target audience importance.</p>

Section	Findings	Recommendations
3.2	<p>The Instagram for Rosh HaShanah campaign was implemented by a supplier who routinely handles advertising tasks for the Marketing Unit. Upon reviewing the supplier's contract, there was no expansion clause allowing the supplier to take on additional projects without a competitive process. Furthermore, no records were received analyzing and measuring campaign results.</p>	<p>3.2.1 The Marketing Unit should make sure to implement competitive processes, or alternatively include a section in its retainer contracts to allow additional projects up to a set value in addition to the regular retainer.</p>
3.3	<p>1. The Marketing Unit has not kept records of past year performance metrics for the Jewish Agency's websites, even though Google Analytics only allows retention of historical reports back to July 2024.</p> <p>2. The report is general and does not provide explanations as to analysis methods, has no comparison to previous years, and no comparison to similar campaigns.</p> <p>3. For some analyses, the report states that results are either high or low, but does not specify relative to what.</p>	<p>3.3.1 The analytics report, which analyses traffic on social media, should present data across different periods by quarters or months. Otherwise, periods of inactivity would affect the results of such analysis. Comparisons should be made to previous years/planning/similar campaigns.</p> <p>3.3.2 Where a report states that results are high/low, it should note the comparative benchmark based on which the statement is made.</p> <p>3.3.3 Define the goal for using analytics reports at the start of each campaign, and specify what would be considered 'effective'. Furthermore, after reviewing the reports, specify actions that should be taken in the future.</p>

Section	Findings	Recommendations
3.4	<p>The Office of the Comptroller did not find anyone who controls and reviews the content and sources of information used by the marketing managers to prepare content for posting. It is noted that, in 2021, the Jewish Agency was sued for copyright violation after using an independent photographer's photos in its social media posts.</p>	<p>3.4.1 Certify a person in the Marketing Unit to control the information sources used to prepare content posted on websites and social media, across all marketing and advertising activities. At the very least, provide all organizational units with rules and guidelines concerning information sources, to prevent copyright infringement and subsequent lawsuits.</p>
4	<ol style="list-style-type: none"> 1. GITAM's bid was received three months after the other bids in the process. 2. The contract with WEB3 was undated. 3. In three of the four sampled contracts, procurement was non-compliant: in one contract, no purchase order had been issued (see supplier WEB3); and in two contracts, a purchase order was issued before a contract was signed (see suppliers MMS and GITAM). 	<ol style="list-style-type: none"> 4.1 The Marketing Unit should assure fair, transparent, and equitable competition, as per the Procurement Procedure. 4.2 Assure document integrity and issuance according to the prescribed workflows, to assure competition and secure the most benefit to the Jewish Agency.

Section	Findings	Recommendations
6	The evaluation and measurement reports from May 2022 and February 2024 were missing information on how measurement was performed, and were missing comparison against metric reports such as the analytics report presenting traffic data for the Jewish Agency's websites.	6.1 In describing the study methods, specify measurement methods (how surveys were implemented, the questions, etc.), and compare with actual online traffic data.