



המשרד לשיתוף פעולה אזורי
وزارة التعاون الإقليمي
The Ministry of Regional Cooperation



The Ministry for Regional Cooperation
Connecting People
Connecting Countries

Ambassadors Conference 2026

Minister's Message

In recent years, the Ministry for Regional Cooperation has operated with a clear understanding that the State of Israel does not stand alone, and that strengthening regional ties is a central pillar of its security, economy, and future. The Ministry's work at this time is characterized by intensive efforts to deepen cooperation with the countries of the region, promote initiatives in the fields of infrastructure, energy, economy, and innovation, and create engines of growth that benefit both the citizens of Israel and our neighbors.

Since the outbreak of the Swords of Iron War, the State of Israel has faced unprecedented challenges. Even during this complex period, the Ministry's employees continued to work with dedication, professionalism, and a sense of mission, joining the national effort while continuing to advance the Ministry's regional activity. I wish to thank them and express my deep appreciation for their meaningful contribution and unwavering commitment. Their continuous work, even under conditions of uncertainty and challenge, is what enables the continued advancement of our activity and the deepening of cooperation in practice.

This activity is grounded in a clear view that regional cooperation is a strategic interest of the highest order. Alongside safeguarding Israel's security, we will continue to build bridges of stability, prosperity, and opportunity. This booklet reflects some of the key initiatives advanced in recent years, and our commitment to continue leading responsible, pragmatic, and results-based policy. We will continue working to strengthen Israel's standing in the region, expand cooperation, and create a safer, more stable, and more prosperous future for the citizens of Israel.

,Sincerely
David Amsalem
Minister for Regional Cooperation



Director General's Message

The Ministry for Regional Cooperation works every day to strengthen ties with the countries of the region. We believe that agreements are signed between states, but peace is built between people.

Despite the series of wars forced upon Israel by reality, the Ministry has acted, and continues to act, with determination to promote regional cooperation in order to fortify the country's diplomatic and economic standing in the region. Recognizing that regional partnership is an essential component of national resilience, we have succeeded in turning complex immediate challenges into strategic opportunities that generate shared stability and prosperity.

Every day, we lead diplomatic breakthroughs that translate into action on the ground: we have established cooperation in climate education and sustainability with Azerbaijan and Kosovo, including training senior delegations and implementing Israeli methodologies to address the environmental crisis. At the same time, we deepened ties with the Government of Kazakhstan through ministerial-level agreements, a strategic agreement on water to export irrigation technologies, and an agreement on special education to make Israeli professional expertise accessible in Central Asia. We initiated cyber training for young people from Israel's periphery alongside those from Cyprus and Greece, and signed a trilateral memorandum of understanding on cyber with the Cypriot and Greek governments. These delegations, with the participation of leading government companies, proved that Israel's technological strength is a solid axis for partnership.

One of the Ministry's central areas of activity is promoting education and academia through joint research, conferences, and youth delegations with countries such as Uzbekistan, Albania, and Ethiopia. Despite the security reality, we maintained operational continuity, and dozens of researchers and students from the region continued to come to Israel and integrate into institutions of higher education. This effort is technologically supported by the Connectivie platform. The regional information hub we established to make data and opportunities accessible across the shared space.

Regional partnership has also reached the local government through a call for proposals for local authorities. Projects in the fields of culture, sports, and the environment were implemented in cities such as Lod, Eilat, Sakhnin, and Bnei Brak, connecting thousands of participants from Israel with 15 countries in the region. This activity has turned local authorities into centers of knowledge and civic diplomacy, creating anchors of stability in the region.

The Ministry deepened its support for nonprofit organizations and public institutions that promote social initiatives in countries such as Morocco, the United Arab Emirates, Jordan, and Greece. This activity has generated critical initiatives, from training teachers in Morocco to teach the Holocaust to life-saving heart treatments for children from the region, making the third sector a central axis in Israel's civil foreign relations.

This booklet presents three years of intensive work under fire, work that has not stopped for a moment. The Ministry for Regional Cooperation will continue to serve as an anchor of stability, driving innovation and partnership toward a safe and prosperous future for all the peoples of the region.

,Sincerely
Gilad Shadmon
Director General, Ministry for
Regional Cooperation



Students from countries in the region in an academic Hebrew-language course

Call for Proposals for Academic Institutions

One of the Ministry's flagship projects, through which approximately NIS 17 million was allocated between 2023 and 2026 to about 100 projects in academic institutions and local authorities. The program includes joint research, conferences, and youth delegations with countries such as Uzbekistan, Kosovo, Albania, Ethiopia, and Azerbaijan. Despite the war, the Ministry maintained operational continuity, and dozens of students and researchers from the region chose to come to Israel for extended stays, integrated into Israeli society, and became ambassadors for the country around the world.





Call for Proposals in Culture and Sports - Local Authorities

The Ministry for Regional Cooperation is leading a strategic initiative through a call for proposals for local authorities in the fields of culture and sports, based on the understanding that local government is the most effective bridge for connecting people. Over the past four years (2023-2026), the calls for proposals have matured into approximately 35 projects, with a total of 35 projects implemented, connecting thousands of participants from Israel with representatives from 15 countries in the region, including Morocco, Greece, and Kazakhstan.

Local authorities such as Lod, Eilat, Sakhnin, and Bnei Brak successfully implemented a broad range of initiatives, from cultural projects, including workshops for joint musical creation, to sports tournaments and environmental workshops for nature conservation, to professional innovation and tourism conferences.



This extensive activity has turned local authorities into centers of knowledge and civic diplomacy, creating anchors of trust, stability, and economic prosperity in the shared regional space.



Soccer camp led by official coaches from Real Madrid

Nonprofit Connections

The Ministry for Regional Cooperation's support mechanism serves as a strategic arm for strengthening civil ties between Israel and the countries of the region. In 2023-2025, the Ministry allocated a total budget of approximately NIS 7.7 million, distributed among 54 Israeli nonprofit organizations. The projects generate social and community ties with countries in the region, including Morocco, Egypt, Jordan, the United Arab Emirates, Bahrain, Greece, Cyprus, Albania, and Georgia.

Among the prominent flagship initiatives are Save a Child's Heart, which provided life-saving medical treatment to approximately 200 children from the

region; the Telling the Story project, which connected thousands of young people from Israel and Morocco around the study of North African Jewish heritage and the Holocaust; and the activity of the Mamanet organization, which connected Jewish, Arab and Circassian women with peers from Greece and Cyprus through sports tournaments and dialogue meetings. Alongside these, the Blender organization established a community of influencers and leaders from the Abraham Accords countries and Jordan to promote deep intercultural understanding. These projects, based on creating shared value from the bottom up, demonstrate that the support mechanism is an effective tool for establishing a stable civic infrastructure that



Support for the Save a Child's Heart organization



Mamanet catchball league match in Cyprus



Regional conference led by the Working and Studying Youth movement



Maron, who was saved in Israel through heart surgery, is now saving lives as a pediatrician

The Circle of Life: The Girl Saved in Israel Now Saves Lives Herself

At age 15, Maroon came to Israel for urgent open-heart surgery through Save a Child's Heart. Thanks to the life-saving treatment she received here, Maroon chose to study medicine, and today she is a pediatrician at a government hospital in her country, devoting her life to saving other children. At the same time, she is also the proud mother of two boys - a living and moving testimony to the triumph of life.

The Ministry for Regional Cooperation is proud to support the organization's blessed work and to promote cross-border regional cooperation that sows hope and is translated into saving lives in practice.

Regional Cyber Training Program - Technological Excellence and Shared Resilience (2025-2026):

The Ministry for Regional Cooperation, in partnership with the Ministry of Labor and the Israel National Cyber Directorate, is leading a prestigious and intensive training program encompassing approximately 300 study hours over six months. The curriculum is delivered by CyberPro Israel twice a week and brings together 21 selected young people, seven from each country, from Israel's social and geographic periphery and from parallel regions in Greece and Cyprus.

Alongside acquiring advanced technological skills in cyber defense, participants take part in unique workshops to develop soft skills and build a strong multinational community. This initiative provides young people with a professional toolkit aligned with international standards and establishes a network of trust and long-term partnerships that foster stability and digital resilience across the shared regional space.



Participants in the youth cyber program

Study Delegations and Civic Diplomacy: Israel as an International Knowledge Center

Climate Education - Azerbaijan (January 2025): The professional tradition of developing tailored training programs for educators in the region took a significant step forward in January 2025, when a delegation of policymakers and educational leaders from Azerbaijan arrived. Approximately 20 representatives attended MASHAV's training center for comprehensive climate education training, fully funded and initiated by the Ministry for Regional Cooperation. Cooperation with the Ministry of Education and the Ministry of Environmental Protection enabled participants to experience Israeli expertise firsthand and to establish a long-term professional alliance based on shared values and on the importance of Israeli knowledge in the region.

Special Education - Kazakhstan (February 2026): As part of implementing the strategic memorandum of understanding between the countries, the Ministry for Regional Cooperation worked to create professional training for experts from Kazakhstan that focused the Ministry for Regional Cooperation worked to create professional training for experts from Kazakhstan that focused on special education for children with special needs. The delegation arrived to acquire knowledge, tools, and applied content from the leading Israeli model, while gaining in-depth familiarity with the Israeli education system's working methods. The program, carried out in close cooperation with the Ministry of Education and MASHAV, provided participants with a professional framework to implement in Kazakhstan's education systems, while strengthening human-to-human professional ties.

Climate Education - Kosovo (February 2026): At the same time, a senior delegation from Kosovo arrived in Israel and delved into the global challenge of our generation: climate education and the Israeli methods for promoting and developing the field in schools, nonprofits, and at the academic, municipal, and governmental levels. The training was initiated and fully supported by the Ministry for Regional Cooperation, in multi-system cooperation with MASHAV, the Ministry of Education, and the Ministry of Environmental Protection. The representatives underwent intensive training that combines technological innovation with education for sustainability. The delegation learned how Israel harnesses its education



Climate education training for educators from Kosovo



Special education training for educators from Kazakhstan



Climate education training for educators from Azerbaijan

system to lead cognitive and environmental shifts and was equipped with advanced digital and pedagogical tools for implementation in Kosovo's government and education systems.



Faith-Based Partnership: The Interfaith Initiative with Ohr Torah Stone

The joint initiative of the Ministry and Ohr Torah Stone establishes dialogue and trust between Jews and Muslims in the Middle East and North Africa. The flagship events - from the strategic seminar in Tangier, Morocco, to the annual conference in Abu Dhabi - brought together religious leaders and academics for in-depth dialogue on the role of religion in strengthening regional stability. Alongside the major events, the initiative maintains a continuous infrastructure of Arabic-language learning communities and extensive digital activity, creating daily channels of dialogue and mutual trust that serve as an anchor of stability even in times of crisis.



Interfaith dialogue to promote trust and regional stability

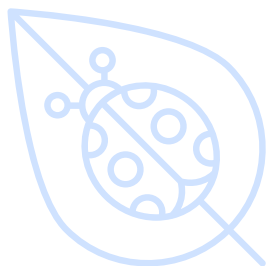




Photo: Amir Ezer

Barn Owls as Biological Pest Control in Agriculture

The Ministry for Regional Cooperation, in partnership with the Ministry of Agriculture and Food Security and the Society for the Protection of Nature in Israel, is leading one of the most significant and successful environmental initiatives in the Middle East. The initiative, which began as an Israeli solution to reduce the use of toxic pesticides by using barn owls to hunt rodents, has, over the years, become a model



Barn owls as biological pest control. Photo: Amir Ezer

of environmental diplomacy. Since Jordan and the Palestinian Authority joined in 2002, the project has grown into a broad international cooperation that includes the placement of thousands of nesting boxes, professional seminars, and the monitoring of agricultural areas.

With the Ministry's support, a broad professional conference was held in Greece in January 2025, and in June 2026, a summit conference was held in Georgia, attended by representatives from 19 countries. The initiative proves that nature conservation and food security are a shared language that crosses borders and creates a healthy, sustainable environment for the benefit of the entire region.





Southern Innovation Center hackathon



Inauguration of the CivicLabs Innovation Center in Yokneam

Innovation as a Regional Bridge: Investing in Tomorrow's Growth Centers

The Ministry for Regional Cooperation views technological innovation as a central engine for strengthening economic and diplomatic ties across the region. In this framework, the Ministry allocated a cumulative budget of approximately **NIS 20 million (spread over 5 years)** for the establishment and operation of four strategic innovation centers. These centers serve as technological bridges, connecting Israeli knowledge with the shared needs of the countries of the region:

CivicLabs in Yokneam: A groundbreaking innovation center in technologies serving construction and infrastructure (ConTech & PropTech). The center promotes solutions for smart urban environments and green buildings.

Southern Innovation Center (Dimona and the Eastern Negev): A technological anchor focused on renewable energy and advanced industry. The center harnesses Israel's industrial and energy giants to create an ecosystem that develops clean-energy solutions - a field that provides a strategic basis for cooperation with countries in the region seeking to diversify their energy sources.

DeserTech in Be'er Sheva: A global center for innovation in climate and desert technologies. The center leverages Israeli expertise in combating desertification, water management and agriculture under stress conditions.



These are existential challenges shared by Israel and its neighbors - Jordan, Egypt, and the Gulf states - and they provide a platform for sharing unique knowledge for the benefit of the entire region.

Sea-novation in Eilat: A center dedicated to advancing biotechnology and marine agriculture (Blue Tech). The center works to realize the potential of marine resources for developing food from the sea and preserving the marine environment, issues of paramount importance to the countries of the Red Sea and Mediterranean basins.

The Ministry's support for these centers is a tangible expression of the policy of "economic peace" and the expansion of regional partnerships. The investment makes it possible to create a technological "shared language" between Israel and Israel's neighbors, the Gulf states, the Stan countries and the Balkans. Through these centers, the Ministry turns the region's challenges - from water scarcity to the climate crisis - into opportunities for economic cooperation that establish stability, food security, and prosperity for all the peoples of the region.



Signing of an MOU in the field of water with Kazakhstan



Signing of an MOU in the field of climate education and digital innovation with Kosovo

Civic Diplomacy in the Shadow of War: Building Bridges of Knowledge and Innovation Signing

Even in these complex days, characterized by security challenges and international pressure, the Ministry for Regional Cooperation continues to strengthen Israel's standing as a global center of knowledge and innovation. The fact that strategic countries and key partners choose to deepen their ties with Israel precisely at this time is decisive evidence of the vitality of Israel's "soft power." Over the past two years, the Ministry led the signing of three historic memoranda of understanding (MOUs):

Azerbaijan - Climate Education at COP29 (2024):

During the international climate conference in Baku, the Ministry's Director General, Gilad Shadmon, signed a memorandum of understanding with Azerbaijan's Deputy Minister of Education. The agreement establishes a program to embed climate awareness in education systems, including the arrival of delegations of senior government and education officials in Israel for professional seminars, aimed at shaping a future

generation committed to combating the climate crisis.

Kosovo - Climate Education and Digital Transformation (2025):

The Ministry's Director General signed a memorandum of understanding with Kosovo's Digital Authority, focused on using technological tools to promote climate education among policymakers and educators. The program includes dedicated training in Israel designed to provide Kosovo with Israel's most advanced tools for embedding sustainability and innovation.

Kazakhstan - A Shared Water Vision at the Ministerial Level (2025):

During an extensive official visit, the Minister for Regional Cooperation, David Amsalem, signed a strategic memorandum of understanding with the Government of Kazakhstan in the field of water resources and irrigation management. The agreement promotes the export of Israeli technologies for modernizing water



Signing of an MOU in the field of climate education with Azerbaijan



Signing of an MOU in the field of cyber with Greece and Cyprus

infrastructure, developing smart irrigation systems, and managing flood risks - critical fields for the food and environmental security of the giant country.

Kazakhstan - Professional Partnership in Special Education (2025): As part of his official visit, the Minister for Regional Cooperation, David Amsalem, signed a strategic memorandum of understanding with Kazakhstan's Minister of Education, anchoring deep cooperation in the field of special education adapted for children with special needs. The agreement outlines a path for transferring advanced pedagogical knowledge and tools from the Israeli model, training teaching and care teams, and implementing applied content in local education systems. This cooperation highlights the added value of Israeli experience in the fields of welfare and education, and establishes Israel as a center of excellence and training for its partners in Central Asia.

Cyprus and Greece - Strategic Partnership in Cyber (2026): In an official ceremony, the Director

General of the Ministry for Regional Cooperation, Gilad Shadmon, signed a strategic memorandum of understanding (MOU) with the governments of Greece and Cyprus in the field of cyber. The agreement anchors cooperation between the countries in professional training, knowledge development, expert exchanges, and the promotion of joint initiatives in the regional and international arenas.

These achievements, recorded at the height of a turbulent period, are not to be taken for granted. They demonstrate that Israeli expertise in climate, water, and education is a strategic asset capable of overcoming political disagreements. The partner countries - Azerbaijan, Kosovo, and Kazakhstan - view Israel as an essential technological partner and an anchor of progress. For the Ministry for Regional Cooperation, these agreements prove that the professional connections we build are the strongest bridge toward a future of shared regional and international prosperity



The annual ambassadors' conference of the Ministry for Regional Cooperation

A Tradition of Diplomatic Excellence: The Annual Ambassadors' Conferences

What began in 2023 as an initiative for a New Year's toast has developed into an established and powerful Ministry tradition. From then until today, over a consistent four-year period that includes the current year, 2026, the Ministry, led by Minister David Amsalem, has held an impressive annual ambassadors' conference that serves as a highlight of the diplomatic calendar.

The prestigious event is attended by ambassadors of the 23 countries with which the Ministry maintains ongoing working relations, and it serves as an essential

platform for open dialogue, high-quality networking, and strengthening the personal and professional ties between foreign representatives and the Ministry's leadership. During the conference, participants receive a professional overview of the past year's events, are updated on joint initiatives, and formulate work plans for the future. The ambassadors' consistent presence year after year, especially at this time, testifies to the Ministry's centrality as a regional anchor and to the great importance that partner countries attach to continuing and expanding joint activity with the State of Israel.



Strategic Partnership in the International Arena: Activity with the Ministry of Foreign Affairs

As part of its vision to deepen ties with countries in the region, the Ministry for Regional Cooperation is advancing a close partnership with the Ministry of Foreign Affairs' Cultural and Scientific Relations Division and Middle East Division. Through dedicated funding - approximately NIS 690,000 in 2024 and more than NIS 920,000 in 2025 - the Ministry's initiatives have become a cultural, diplomatic, and economic bridge at critical moments.

Public Diplomacy and Advocacy (October 7 events):

At the height of the battle over global perception, the Ministry led projects to make the Israeli truth accessible around the world. Among other things, it funded a diplomatic roadshow by Prof. Uzi Rabi in Georgia that included meetings with heads of parliament, and powerful films such as "The Death Shelter" and Adir Miller's film "The Ring" were screened in Albania in the presence of ministers, ambassadors, and the filmmakers.

Culture on the International Stage: The power of Israeli culture was reflected in the arrival of Gesher Theater with the international production Anna Karenina in Azerbaijan, the performance of musician

Hewan Meshesha Hewan Shemasha at the jazz festival in Ethiopia before thousands of participants, and the holding of an Israeli Culture Week in Kosovo.

Influencer and Media Delegations: Journalists and photographers from key countries (Morocco, Greece, Bulgaria, and Central Asian countries) were brought on delegations to tour the Gaza envelope and decision-making centers, with the aim of generating balanced coverage and broad exposure on social media.

Innovation and Economy in the Emirates: Advancing a cyber roadshow in the United Arab Emirates and supporting the establishment of the Dubai Business Council, which provides a direct platform for business and technological cooperation.

Humanitarian Projects and Community Relations:

Alongside official diplomacy, the Ministry works on the ground through assistance to children's rehabilitation centers in Uzbekistan, strategic seminars on special education in Kazakhstan, and the "Diving for Peace" project in the Gulf of Eilat, which brings together divers from Israel and Jordan to mark the peace agreement.



Launch of Adir Miller's film "The Ring" in Albania



A Gesher Theatre performance in Azerbaijan



Delegation of journalists and influencers from countries in the region, following October 7, to strengthen familiarity with Israel



The "Jordan Gateway" Project: From Renewed Momentum to Realizing the Regional Vision

The "Jordan Gateway" project stands at the heart of the economic partnership between Israel and the Kingdom of Jordan, as a joint industrial and employment park that gives practical expression to the vision of peace from 1994. The initiative, located within the jurisdiction of the Emek HaMaayanot Regional Council, is planned as an advanced logistics and industrial center: while manufacturing plants are already operating on the Jordanian side, the Israeli side is intended to serve as a strategic logistics back office and a base for centers of innovation, research, medicine, and higher education. A unique physical connection of approximately 350 meters has been built between the two sides of the park, enabling secure and continuous movement of goods and pedestrians within the complex. After a prolonged period of stagnation and complex barriers

that delayed its progress, the project has undergone a dramatic relaunch over the past year. Led by the Ministry's Director General, Gilad Shadmon, the Ministry worked vigorously to resolve long-standing legal disputes that had blocked development of the site. As part of the management momentum, a dedicated administration was established to advance the initiative, and new government decisions were approved to ensure its expansion and accelerate its full implementation. The access road to the complex is about to be paved, a step that will enable the area to become a central hub for the movement of goods under the concept of Israel as a regional land artery. This investment reflects a deep commitment to creating stability, developing employment opportunities, and strengthening economic prosperity for the benefit of the entire region.

Connective Hub - The Regional Arena for Knowledge and Opportunities

The "Connective" platform is a strategic Knowledge Hub that makes initiatives, research, and economic opportunities in the Middle East and the Mediterranean Basin accessible. The system operates as a data-driven infrastructure that enables the mapping of the regional ecosystem and the creation of connections among organizations, entrepreneurs, and decision-makers. By concentrating information on joint projects, the initiative grows an international-regional community that promotes professional collaboration and economic prosperity in the shared space.



Kazakhstan Roundtables

Israel-Kazakhstan Forum (Astana, 2025): The Ministry led a delegation of 90 experts from government, academia, and business to five roundtables on agriculture, health, academia and research, water resources, and innovation. The in-person meetings generated practical cooperation, including the signing of a memorandum of understanding in the field of water, the establishment of rehabilitation centers, joint Paralympic sports competitions, and the implementation of Israeli agricultural technologies.

Connecting Academia: Roundtables

The Ministry for Regional Cooperation held a unique roundtable meeting in Tel Aviv under the Connective brand, bringing together dozens of representatives from international departments at Israeli institutions of higher education. Instead of the usual institutional competition, the Ministry created a space for cooperation and mutual enrichment, based on the understanding that pooling resources leads to broader and more meaningful impact in the international arena. The meeting laid the groundwork for new strategic initiatives and for strengthening Israel's academic presence worldwide, while establishing professional ties that promote research and educational excellence in the shared regional space.



Connective meeting to connect academic institutions and regional partners

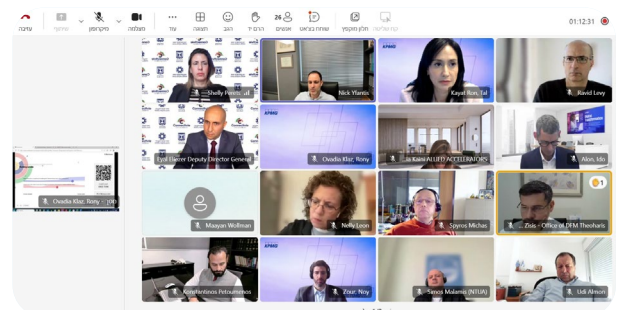
Connective Roundtables

Even under the constraints imposed by the security realities of the Rising Lion War, the Ministry for Regional Cooperation acted to maintain continuity in the strategic partnership with Greece. Under the Connective brand, the in-person meetings were converted into a series of online roundtables that brought together dozens of experts, researchers, and government representatives from both countries for ongoing professional dialogue.

The discussions focused on five central axes: youth, welfare and education; academia and research; renewable energy and climate change; water resources; and health. The meetings created a platform for knowledge exchange, networking, and promoting joint initiatives, while adapting the activity to the challenges of the time.



Roundtables to promote academic cooperation



Connect with senior officials from Greece in online roundtables



Delegation led by the Minister and heads of the government companies

Axes of Strength: Strategic Delegations to Establish Regional Partnerships

In 2024-2025, the Ministry for Regional Cooperation, led by Minister David Amsalem, led a series of broad delegations to strategic destinations in the region: Azerbaijan (July 24), Greece (March 25), and Kazakhstan (November 25). The delegations included representatives of the Government Companies Authority and senior officials from leading government companies, such as Mekorot, EAPC, and Rafael, to integrate Israeli technologies and knowledge into national infrastructure overseas.

The meetings with ministers and senior government officials in various capitals established an effective network and yielded explicit diplomatic support for Israel. In Greece, an intensive workday was devoted to the state wealth fund (Growthfund) to create direct economic cooperation, while the visit to Kazakhstan concluded with a diplomatic and operational achievement: the signing of two memoranda of understanding (MOUs) in the fields of water and special education. These moves fortify Israel's standing as a regional center of excellence and create momentum for joint projects that promise economic growth and diplomatic resilience.

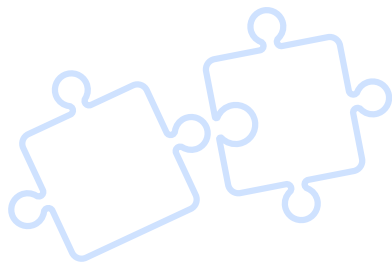
The Ministry as a National Anchor: Our Emergency Activity Since October 7

From the moment of the October 7 attack, the Ministry for Regional Cooperation changed its face. As the country held its breath, Ministry employees went out into the field to serve as the national "joker" - the actor that identifies gaps in real time, gets under the stretcher, and provides a response wherever citizens have been left without one.

From the first day of the fighting, we worked around the clock to fill the gaps that emerged from emergency discussions and field tours. We did not wait for formal definitions but acted exactly where needed: we arranged the distribution of thousands of food baskets, clothing, medications, and specialized equipment for citizens with disabilities. We did not stop there - we evacuated citizens from combat zones that had not yet been defined in government decisions, with the clear understanding that citizen safety comes before any bureaucracy, and we served as an operational arm for residents who had not received a response from their local authorities due to exceptional overload or system collapse.

Our support continued far from the danger zones as well. At absorption facilities and hotels across the country, our employees were deployed to provide evacuees with a measure of calm amid the storm. We created a broad support framework for them that included laundry services, assistance for people with physical disabilities, workshops, lectures, help in exercising rights, and above all - a listening ear and an open heart for those who had lost their world in a single day.

Yet the highlight of our activity was, without a doubt, caring for the founding generation. The Ministry's hotline for senior citizens operated 24/7 and quickly became a true lifeline for tens of thousands. With tremendous dedication, hotline staff made more than 80,000 proactive calls to senior citizens in the south



to check on their well-being and map their needs in real time. This concern was immediately translated into action on the ground: from transporting food and medicine to people's doorsteps, through alleviating loneliness, "resilience calls" and repairing homes damaged by shrapnel, to truly courageous steps in which our employees entered communities under fire to retrieve essential medical equipment that citizens had been forced to leave behind during rapid evacuation.

With more than 80,000 calls, thousands of pieces of equipment and food baskets, and full availability around the clock, our message is clear: we will continue to be there for you - at every hour, in every arena, and for every need. We are proud of the Ministry's employees for their extraordinary mobilization during the country's most difficult hour.



The Ministry's civil assistance activity during the war



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