

Just as Jewish Federations of North America was preparing to publish this report, the worst war in Israel's history; indeed, the worst days in Jewish history since the Holocaust, changed our world forever. We paused on releasing this report while we pivoted to meet the immediate needs in this next crisis.

As we remain focused on the current situation in Israel, we still feel that it is our duty to release this report, so that you can share with your communities the impact our Federation system had and continues to have in Ukraine. It is not an overstatement to say that the evaluation of our work in Ukraine made Jewish Federations better prepared for the current crisis in Israel. The lessons from this report, along with the recommendations that it contains, are already being implemented both in our ongoing work in Ukraine and in our humanitarian campaign for Israel.

As of the publishing of this report, just eight weeks after the catastrophic terrorist attacks of Oct 7th, our Jewish Federations have raised an unprecedented \$711M for the Israel Emergency Fund. To make this happen, we learned from Ukraine and immediately delivered.

- We learned that people needed information on allocations in a timely manner; we launched system-wide reporting of our grant making within 24 hours of reaching our decisions.

- We learned that we needed to communicate more often with all Federations, especially top leadership; we launched daily email updates and twice weekly leadership meetings to stay in sync.
- We learned that our colleagues need timely data on impact; we launched a new tool to collect up-to-date and accurate grant impact data from nonprofit partners that we've started sharing and will now be made available on a regular basis.
- We learned that Federations want to provide thought leadership about our local Jewish communities' perspectives on the crisis; we ran the first comprehensive survey of American Jewry since the war and will continue to conduct these national surveys so Federations can learn, act, and share.

As Israel's war with Hamas continues, so too, the war in Ukraine rages on. The needs on the ground in Ukraine and for refugees across Europe and Israel are both acute and long-term. Following the recommendations of this report, earlier this year Jewish Federations created the Ukraine Response Task Force, ably chaired by David Heller, our National Campaign Chair. This Task Force has developed a sophisticated understanding both of the needs of the Jews of Ukraine and of Ukrainian society in general. They are

deciding where our system's dollars will produce the best outcomes.

The Task Force has received multiple briefings, met with experts in trauma relief, and traveled both to Ukraine and to Israel to witness and assess the situation first-hand. While Swords of Iron is our system's current focus, the Ukraine Response Task Force continues to be prepared with recommendations to advance our commitments in Ukraine alongside our steadfast support of Israel. We hope this report will give you confidence in our system's unparalleled ability to save lives and to create a better world.



Eric Fingerhut
President and CEO
Jewish Federations of North America

Issued on December, 2023

Ukraine

2023 Impact Report

The Power Of Our Collective Response



Message From Julie Platt and Eric Fingerhut

For over a century, the Jewish Federations of North America have organized themselves to respond to the needs of Jews wherever they are located, and whatever the cause of the crisis. Year in and year out, we support global partners to enable them to maintain the expertise and the infrastructure necessary to mobilize emergency rescue and relief at a moment's notice.

Much of this global strategy was a response to the tragedies of World War II, and was built to bring the remnants of European Jewry to safety in Israel, in North America and elsewhere. That is why it is so powerful that we have seen this network at work once again in the heart of Europe, in places where Jewish communities once existed in great numbers and are once again rebuilding.

We are able to say with great pride that, in the war launched by Russia against Ukraine in February 2022, with our support, every Jew that needed to be rescued was rescued, including the largest number of new Olim to Israel since the gates of the Soviet Union opened, that every Jew in need of humanitarian aid received help, that young people living under war conditions have gone to Jewish summer camps and on Israel trips, and that the Jewish communities of Ukraine

continue to operate and support Jewish life. We are also grateful to the Jewish communities in surrounding countries who have taken in displaced persons and refugees—Jewish and non-Jewish. We have been proud to help them as well.

This successful response is of course a result of both our annual, core support to key partners like the Jewish Agency for Israel, JDC, ORT and others, as well as the emergency funds that were raised by each and every one of the 146 Jewish Federations and Network communities that make up our collective. This impressive report details the allocation and impact of the emergency funds, but we never forget that the emergency funds could not have been so effective if not for the deep global partnerships that we enable and nourish.

We'd like to thank Jewish Federations of North America Vice Chair David Brown and all the members of the Emergency Allocations Subcommittee of the Israel and Overseas Committee for their stellar work. We also want to express our gratitude to our professional team, especially Senior Vice President Rebecca Caspi and Associate Vice President Rina Goldberg for their incredible efforts. And, of course, we could not have done this work without the skill and

commitment of the many organizations that were on the ground saving lives.

Our Federation system thrives on the teaching of our sages that *kol yisrael aravim zeh bazeh* – all Jews are responsible for one another. We can be proud that once again we have lived up to that ideal and fulfilled the essential mission of our organizations.

Kol hakavod to all the Federation partners and donors who made this historic response possible!



Julie Platt

Chair of the Board
Jewish Federations of North America



Eric Fingerhut

President and CEO
Jewish Federations of North America

Message From David T Brown

It's February 24, 2022, and the unthinkable has just occurred: Russia has invaded Ukraine. What did not make national headlines was the work the Federation system had begun weeks before, developing responses to multiple outcomes based on intelligence by developing reports from our partners on the ground in Eastern Europe. When the war began, the Jewish community was ready to respond. Over the next several months, Jewish Federations of North America worked with more than three dozen organizations on the ground in Ukraine providing critical help with refugee evacuation, with humanitarian support, with temporary housing, with trauma relief, and with assistance with Aliyah and absorption in Israel. This work was made possible through the support of every Federation and Network community collectively raising \$91.6 million (and counting)—that is almost a quarter of a million dollars per day throughout the first year of the war.

The impact of the Federation Collective was an exercise of impact measurement and reflection. As we ended the first year of the Federation system's life-saving work, it was important that we evaluate not only the impact of our dollars on the ground, Accompanying this in-depth report are a series of presentations that break down the work into

digestible parts. We encourage you to read the full report and use the materials throughout your community.

As the conflict continues, our system remains engaged overseas, locally, and at the national level to assist with relief efforts. The ability of Jewish Federations of North America to act quickly and with agility was not a fortunate accident. We work year-round, building community at home and in more than 70 countries with trusted partners so that in moments of calm we see Jewish life flourish and in moments of crisis we are ready to mobilize wherever and whenever we are needed. Our deep experience with overseas emergency response is thus paying enormous dividends as the war continues.

I want to thank members of the Emergency Allocations Sub Committee and Jeff Schoenfeld, Israel and Overseas Chair for their partnership throughout this historic process. My sincere thanks as well to professional collaborators Rina Goldberg, AVP Israel and Overseas; Becky Caspi SVP Israel and Overseas; and the entire Jewish Federations of North America Israel and Overseas Department. As our Federation system representatives, these individuals worked tirelessly to ensure the greatest

impact of our philanthropic dollars with the highest levels of fiduciary responsibility. Across Europe and North America, Jewish community leadership stepped up to save lives and provide relief in the largest humanitarian crises so far this century. What we have achieved together is inspiring and our efforts continue.

Today Rabah to all who helped make this work possible.



David T Brown

Ukraine Allocation Sub Committee Chair
Jewish Federations of North America Vice
Chair, Board of Trustees

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| Introduction



About The Report

Jewish Federations of North America is pleased to present this report focused on the emergency response of our Federation system including fundraising, collective grant-making, and settlement of Ukrainian refugees¹ in our local communities.

The heart of this the evaluation focuses on our system's overseas emergency grants with a goal to:

- **Document and track all allocations until final expenditures are made and ensure that all funds were fully utilized for their intended purpose**
- **Identify the qualitative and quantitative outcome metrics that will be used to evaluate the Federation system's impact on this emergency**
- **Assess and document the impact of the grant awards both individually and collectively**
- **Evaluate the process and make recommendations for improvement**

To that end, the primary goal of Jewish Federations of North America's funding was the attainment of immediate critical aid by Ukrainian refugees to safeguard Jewish and non-Jewish human life.

Just as the goal of crisis funding is straightforward, attainment of immediate critical aid, **the metrics used for evaluating success** of those programs are straightforward. The grant evaluation process utilized four key outcome metrics:

- **Alignment of allocations with committee goals**
- **Allocation of dollars aligned to most critical areas of need identified by experts**
- **Total number of individuals receiving aid in each outcome area compared with identified need**
- **Cost effectiveness of services provided**

As this report was developed, we realized that an evaluation of our system's impact around Ukraine would not be complete without an analysis and reporting of our fundraising, advocacy, and local community efforts; activities that lifted higher the work of the emergency grants on the ground in Ukraine. The outcome metric used for these efforts was: Enhanced local leadership and engagement.

This report is intended not just as an evaluative reflection but a guide to increase effectiveness as work in Ukraine continues as well as other aspects of our systems important work in building flourishing Jewish communities. This report is in the vein of Jewish Federations of North America's 2018 Grants Process and Impact Report that was commissioned from Zofnat (Institute for Organizational Consulting, Development, and Research) after our prolonged emergency response to Operation Protective Edge in Israel. Since the release of that report, Jewish Federations has been applying many of its recommendations to increase the impact of our emergency response in times of crisis. While the Zofnat report focused on strengthening emergency response for crisis situations in Israel, there are several recommendations from that report that are relevant to our work in Ukraine. For this report, we utilized data from local Federations, grantee organizations, and from members of

the Jewish Federations' Ukraine Allocations Sub Committee.

We can and should be proud of the work we accomplished in Ukraine. Not only did we raise significant dollars, but we allocated those dollars in tremendously impactful ways that not only saved lives abroad, but also raised our profile in Jewish communities across North America. This report reviews how and why we were successful, and also acknowledges areas in which we could have done better and suggests some lessons for the future.

Crisis and Collaboration

Crisis philanthropy is typically assessed according to what has been termed the “disaster life cycle.” Each model in some format has these phases:

Relief: Short Term

Recovery: Medium Term

Risk Reduction: Long Term

For the purposes of this report, we will be discussing the disaster life cycle in this three-part format.

According to the Federal Emergency Management Agency (FEMA) there are three main types of hazards or disasters: Natural (i.e. earthquakes, tsunami), Human Made (i.e. chemical spills, terrorism, and violence), and Technological (i.e. power outages, structural failures, and attacks on computer networks)². The war in Ukraine is a human-made disaster. “The ability to identify someone (or a group of individuals) as the cause of the disaster, which usually happens when a disaster is [human]-made, may exacerbate distress because of the inability to prevent it from happening again.”³ Elevated levels of distress in human made disasters are important as we consider the short and long-term effects of the Ukraine war and how our system can have the greatest impact on those in need.

There were four main structural recommendations from the 2018 Zofnat report around Jewish Federations of North America’s work in crisis funding:

1. Collaborate with organizations that have a professional approach to emergencies and relevant capabilities. In case collaboration is maintained with other organizations, it should be accompanied by relevant training to help them develop [a professional] approach [to emergencies].
2. Pay special attention and ensure the ability to allocate adequate resources to the risk-reduction phase of the emergency life cycle, through programs that address long-term implications of the emergency and that enhance resilience.
3. Use Jewish Federations' position vis-à-vis the partner organizations as a platform to maintain preparation activities during non-emergency times, such as inter-organizational learning, program development, and maintenance of networks and databases.
4. Develop and structure coordination mechanisms and networks, collaborate with local and national organizations, and allocate resources to maintain these mechanisms and networks.

In the case of the war in Ukraine, it was the Jewish Federations' historic partnerships with the Jewish Agency for Israel (JAFI), the American Jewish Joint Distribution Committee (JDC) and World ORT, organizations that have outstanding track records in emergency situations and had long-standing presence in Ukraine before the war, that ensured that our system was prepared for an emergency of this proportion, and it will enable resiliency when the crisis enters the Risk Reduction phase once the war has ended.

As the situation unfolded, we mobilized our relationships with other organizations that have relevant crisis capabilities and were positioned to provide direct services to those in need. The IsraelTrauma Coalition, United Hatzalah, HIAS, Hillel International, Nefesh B’Nefesh and many more--ensured that JFNA grants were able to respond to the most imminent needs, in as significant a geographical area as possible, in the first year of this crisis. These trusted relationships, along with Jewish Federations' reputation, also helped to foster new relationships with organizations like Chabad, JCC Krakow, Project Keshet, and Rescuers Without Borders, that were uniquely positioned by virtue of location or population served to deliver direct service in a complementary manner to prior grant-making. Grants to these new funding partners helped to meet additional needs in Ukraine and in the various countries that were absorbing the refugees and displaced persons.

Ukraine Emergency Campaign

In December 2021, Jewish Federations began receiving regular updates from the Jewish Agency and JDC, which have maintained a long-standing presence in Ukraine and across the Former Soviet Union for more than 30 years, regarding the buildup of Russian troops along the Ukraine border.

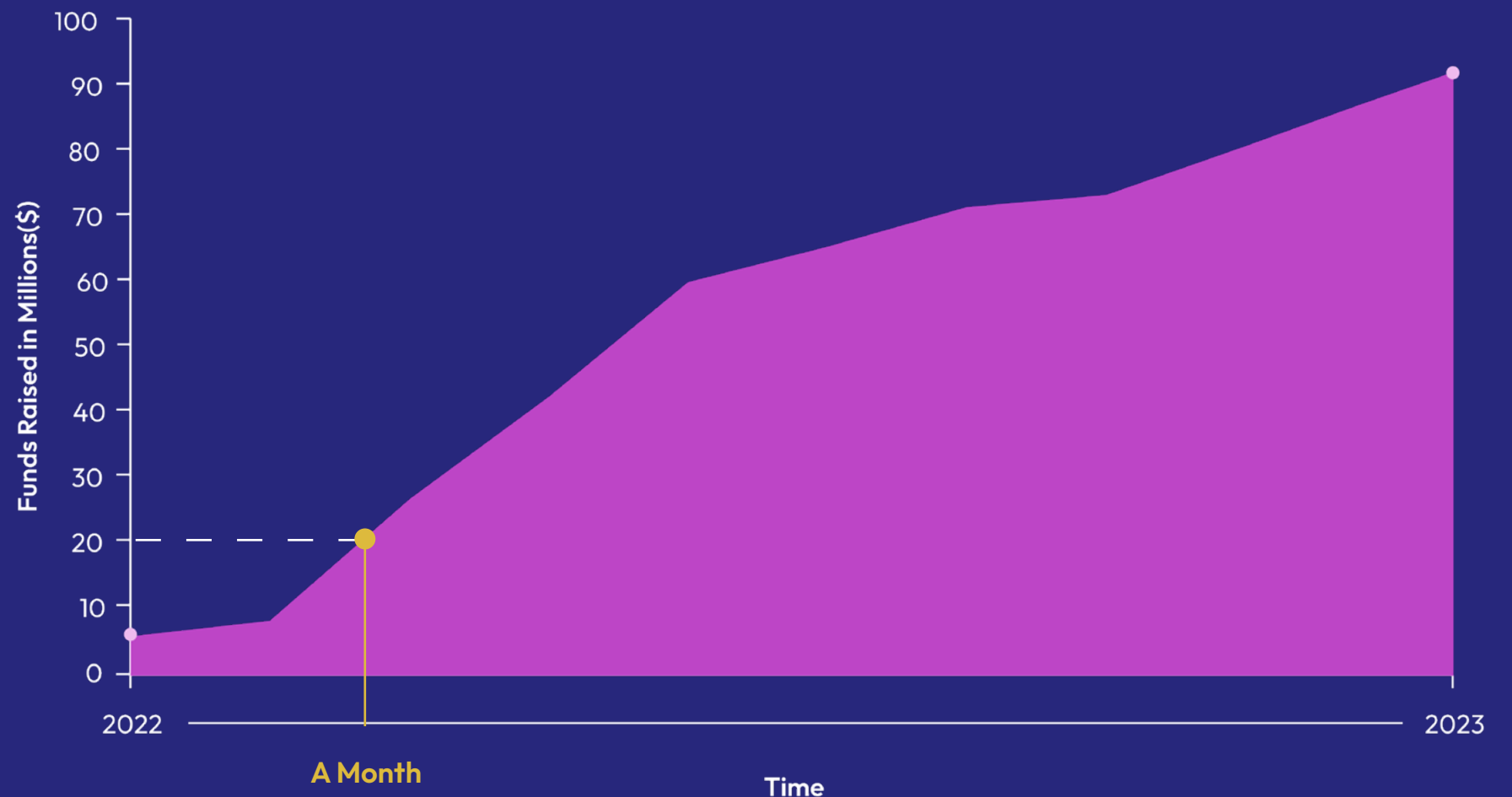
Jewish Federations provided multiple briefings to local Federation leadership to ensure they were up to date on the fast-changing situation. Jewish Federations' Israel and Overseas team began to activate resources in Finance, Marketing, and Communications and expand collaboration with JAFI and JDC to develop responses for a variety of outcomes based on this intelligence.

When war broke out, Jewish Federations immediately launched a fundraising campaign with our Federation partners,, including opening a national mailbox, with an initial goal of raising \$20M to support the Ukrainian Jewish community and the work of our partners on the ground and in the surrounding countries.

To date, every Jewish community across North America has answered the call with local Federations partners seeing large increases in existing donor giving as well as significant numbers of new donors who trusted the Federation system to steward their philanthropic dollars in this humanitarian crisis. Here is what we raised across our system.

Initial Fundraising Goal Met Within One Month of Emergency Campaign Launch

Initial Goal: \$20M Total Raised: \$91.6M



Breakdown of Donations as of December 2023

**\$91.6
Million**

dollars raised

\$88.4 M from local federations

\$1.5 M from online donations

\$1.1 M from Network Communities

\$600,000 from individuals and foundations
not associated with a Federation

Ukraine Emergency Allocations

As the Emergency Campaign quickly exceeded the initial goal of \$20 million, Jewish Federations activated a **Ukraine Allocations Sub Committee**.

The Sub Committee prioritized support for urgent humanitarian needs. Its decisions were informed by briefings from professionals on the ground, and by JAFI, JDC, and other disaster relief experts.

Sub Committee members participated in Jewish Federations Fly-Ins to Poland and the border with Ukraine to witness the situation first-hand.

Between March 2022 and April 2023, the Ukraine Allocation Sub Committee engaged in eleven rounds of grant making totaling more than \$46 million in grants to over **40 nonprofit organizations** providing support on the ground in Ukraine, in Europe, and in Israel.

In addition to the grants made by the Allocations Sub Committee, JFNA processed and tracked an additional **\$41.7M in grants directed by local Federations**. See Appendix B for a summary of all grants all grants to date.

Chair:

David T Brown, Chicago

Israel and Overseas Committee Chair:

Jeff Schoenfeld, New York

Members:

Lindsey Glantz, Broward

Wendy Abrams, Chicago

Jeff Wild, Cleveland

Lori Klinghoffer, Greater MetroWest NJ

Julie Platt, Los Angeles, Chair of the Board,
Jewish Federations of North America

Orna Wolens, Los Angeles

Moshe Sassover, Los Angeles ⁴

Tracey Spigelman, Miami

Aron Karabel, Nashville

Zoe Riekes, Omaha

Kira Finkenberg, San Diego

Gerald Yanowitz, San Francisco

Professional Staff:

Rina Goldberg,
Associate Vice President, Israel and Overseas

Rebecca Caspi,
Senior Vice President, Israel and Overseas.



We were on trips to the Polish border, and for me that really solidified the essential nature of [the Grants Committee] and being able to disseminate money... When you see it first-hand, it's jarring. You understand it better... you can put faces to the people, and it makes it all the more real. So, I think that...there were enough [committee members] that had been on the border that...it helped...this committee... understand exactly what the needs were at the moment.

- Allocations Sub Committee Member



The information that we received throughout this process was clear, concise, and accurate. It made it easy to understand what the priorities were on the ground, and what we needed to prioritize in terms of the money that we were allocating...

- Allocations Sub Committee Member

| The Grants



Eight Categories of Support

- 1. Refugee Evacuation (Transportation)**
- 2. Humanitarian Support**
- 3. Temporary Housing**
- 4. Emergency Operational Support**
- 5. Security**
- 6. Trauma Relief**
- 7. Aliyah**
- 8. Klitah (Immigration to and absorption in Israel)**

Grants Background

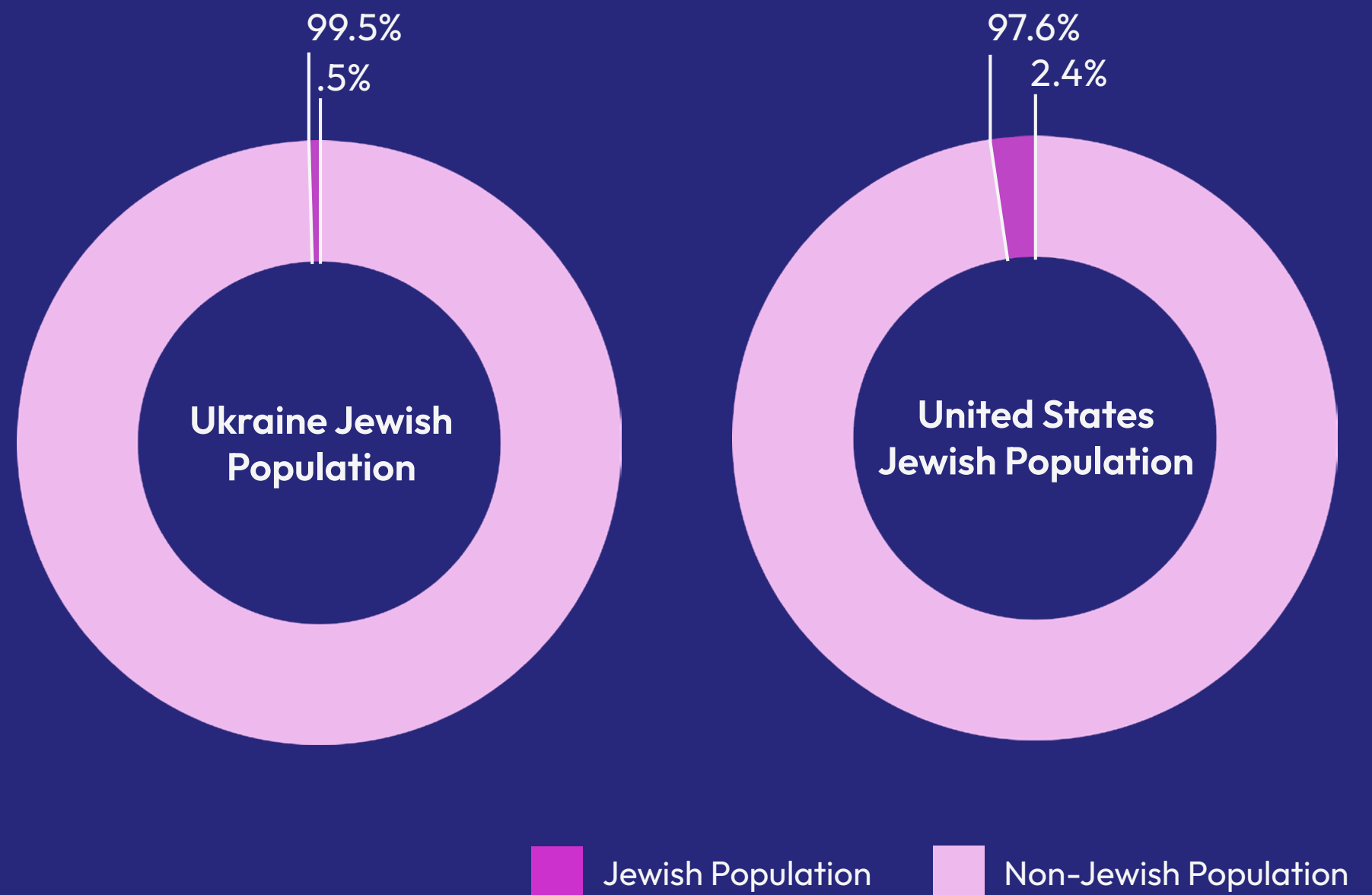
The total population of Ukraine on January 1, 2022 was approximately 41 million individuals. Prior to the outbreak of the war, the **Jewish population in Ukraine was estimated at 200,000—less than .5% of the total population**⁵. By contrast, according to the Pew Research Center, the Jewish population in the United States is 2.4% (7.5 million) of the total United States population⁶.

According to the United Nations High Commissioner for Refugees, there are over 8 million Ukrainian refugees (about half the population of New York), comprising approximately 20% of the population, as of April, 2023.⁷ There is no exact account of individuals from the Jewish community who are part of this 8 million; however, in total, Jewish Federations of North America assisted our grantees in supporting **over 500,000 individuals** between March and December 2022—**over 6% of the refugee population**.

Refugee Demographics by Household:⁸

- **8%** are composed by one or more older persons (60 years or more)
- **26%** are composed by one or more adults (18-59 years) without dependents
- **29%** are composed by two or more adults (18-59 years) with dependents
- **38%** are composed by one adult (18-59 years) with dependents

Jewish Populations Ukraine and United States



Goals, Objectives, Metrics of the Grants

The Disaster Survivors Hierarchy of Needs identifies basic physical needs as the most pressing in a crisis situation.

These include water, food, shelter, and safety, all directly impacted by the by the disaster or indirectly by living conditions after the disaster.

When providing support during a disaster, one must first provide for the most pressing physical needs before focusing on other recovery needs.⁹

As per this Hierarchy of Needs, **the initial focus of our partners on the ground was short-term emergency disaster relief, bringing people to safety and ensuring basic needs are met.**

Utilizing impact and evaluation terms for the purposes of this report, the Sub Committee determined that **the primary goal of Jewish Federations funding was the attainment of immediate critical aid by Ukrainian refugees to safeguard Jewish and non-Jewish human life.**

Grants Allocations

In March 2023, the United Nations Office for the Coordination of Humanitarian Affairs (OCHA) provided an analysis of the critical areas of need in Ukraine from 2022. They included:

- Basic humanitarian aid and protection
- Need for critical services including water, healthcare, and electricity
- Temporary housing within and outside Ukraine
- Trauma relief¹⁰

In line with this assessment, in the first few months of the war, the majority of Jewish Federation's grant funding focused on evacuation, which included transporting refugees safely over the border, securing emergency housing in various locations, assisting with Aliyah for those who requested it, and ensuring that the basic humanitarian needs of the refugees and those remaining in Ukraine were met – food, health care, clothing and other necessities.

As the conflict persisted and began moving into the second phase of the disaster life cycle, the Sub Committee remained focused on the attainment of critical aid shifting grant funding from short-term to mid-term essential needs. **Grants in the second half of 2022 were allocated to provide continued operational support for our partner organizations, trauma relief, and prolonged humanitarian assistance.**

“...It was very interesting to watch those [priority] areas change as this conflict has lasted this long ... the winter came...we had to get heaters and generators...As the needs changed, we were continuously briefed on what was happening. I just think our professionals did a really incredible job, keeping us very well informed and knowledgeable...”

– Allocations Sub Committee Member

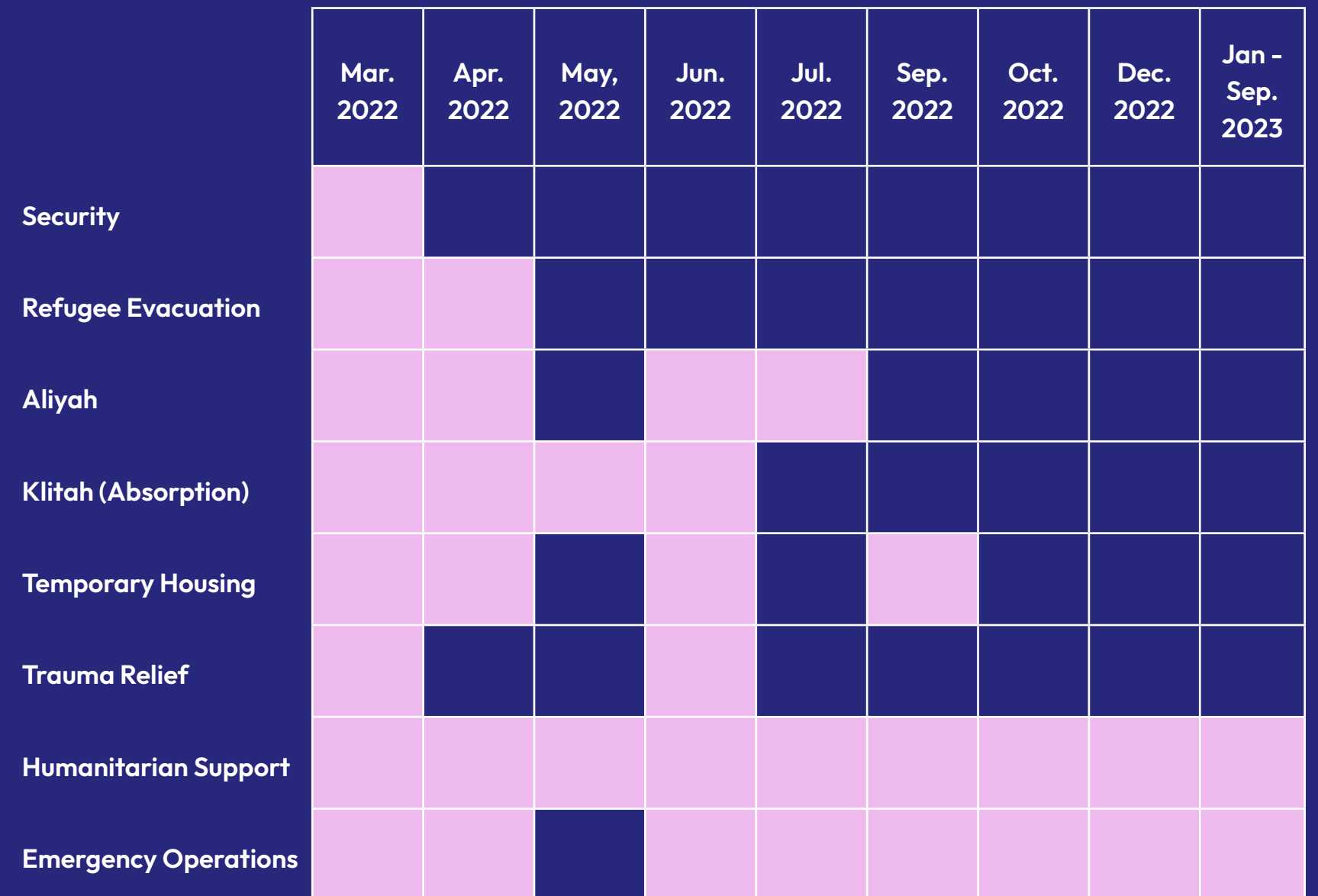
“I think we redefined our relationship, certainly with several other NGOs, but also with our historical partners... The professional teams interacted in new ways that pushed them to think about how to deliver emergency services and lifesaving opportunities to deal with a whole host of issues that they hadn't coped with before.”

– Allocations Sub Committee Member

Allocations by Topic Area



Allocations by Months



Grants Process

The Jewish Federations Allocations Sub Committee established application procedures to safeguard its fiduciary responsibility. Applications required a one-page backgrounder with the organization’s mission, listing of senior staff, and web-address where applicable. Specific details around the organization’s current work in Ukraine and the scope of the emergency services in the funding requests were required along with a project budget, and tax-status documentation.

In addition, all applications had to include other funding sources and budget information as well as a clear request based on unfunded needs and not just the project budget. New grant requests were first reviewed by Jewish Federations staff and then by the Sub Committee, who met regularly as funds became available through local fundraising efforts. Once a grant was approved and the grant agreement was signed, dollars were wired to the recipient organization as soon as possible.

Organizations that Jewish Federations had funded in the past were able to receive wire transfers within days. Transfers to new grant recipients took slightly longer to set up grant agreements and confirm banking information. In some cases, legal documents had to be translated from English to Ukrainian and vice versa-- a time-consuming process.

Once funds were sent, Jewish Federations staff followed up with each grantee organization to ensure receipt of the funds. All dollars granted by the Sub Committee reached the agencies to which they were intended and were/are being spent as reported.

Grantees during the first half of the conflict were required to submit monthly updates of quantitative data associated with their grant and a final narrative and financial report at the end of the grant period. As per the scope of the emergency work, most grant periods had a six-month deadline.

A recommendation from the Zofnat report was to develop a structured, concise, reporting format for funding partners. Jewish Federations professionals thus created a short questionnaire to simplify and standardize grant reporting. Jewish Federations also built a simple on-line tool to collect standardized quantitative data.

While there was not 100% utilization of these tools, perfect compliance was not expected given the circumstances under which the grantee organizations were working. Nevertheless, these tools allowed for the collection of more impact data in real-time than Jewish Federations had collected during any prior emergency response effort. **The Federation system has been involved in providing significant support during many humanitarian crises over the past several decades. However, the Jewish community has not responded to a prolonged crisis of this proportion since the end of World War II.**

As outlined in the Zofnat report’s literature review, an organization should focus on distributing funds according to the disaster life cycle with approximately one-third of the total reserved for each phase: short-term relief aid—focusing on fulfilling basic needs; mid-term recovery which begins after the initial crisis to its end—focusing on secondary needs such as respite and mental health supports; then finally long-term risk reduction to rebuild infrastructure and community resilience.

The Allocations Sub Committee understood that the scope of the Ukraine crisis, along with the desire of donors to see their dollars go to alleviate the initial crisis on the ground, necessitated deviation from this formula.

As the crisis continued week-after-week, Sub Committee members felt strongly the weight of the responsibility to alleviate human suffering while remaining fiscally responsible within an uncertain timeline.

“We struggled with...how much should we set aside because we didn’t know when this would end and how would we communicate with donors what we were deciding to do with dollars, and how we were stretching it out. These were the healthiest, most informed committee meetings that I’ve ever participated in...we all felt really privileged to have...the opportunity to be in the room and do something.

- Allocations Sub Committee Member

Impact of the Grants

The following section reports the number of individuals served in each outcome area to help us understand the impact of these grants.

The Jewish Federations Allocations Sub Committee awarded grants to 40 Jewish communal organizations from March 2022 to April 2023.

According to the United Nations Office for the Coordination of Humanitarian Affairs, more than 650 organizations—of which 60% are Ukrainian National NGOs--were on the ground providing support for the war. Many of the organizations that were supported by Jewish Federations' grant dollars were not Ukrainian NGOs.

Therefore, **Jewish Federations grant dollars were supporting over 10% of non-Ukrainian National NGOs providing humanitarian aid to refugees.** Likewise, Jewish communal organizations comprised over 10% of non-Ukrainian NGOs providing refugee assistance in and around Ukraine. It is important to note that Jewish Federations' Jewish organizational partners collaborated not only with one another, but with other humanitarian aid organizations working on the ground. An individual transported by the American Jewish Joint Distribution committee may have received temporary housing from the Red Cross and a refugee family who was transported and housed by a different organization may have received medical services by the Hadassah Medical Organization.

“I have not seen the collective Jewish community come together in this fashion before. Yes, it was in response to a crisis, but we have partners on the ground, working together instead of against each other... It really speaks to our capacity to pull it all together and for partners to work together, respectfully understanding what their lanes are, where lanes should not be crossed, and where they must be crossed. I think that as Jewish Federations of North America, we did the Jewish world, and continue to do, a great service.

- Allocations Sub Committee Member

“The most significant accounting of the fly-in that is brought up when speaking about this crisis is the overwhelming presence of Jewish agencies/ organizations at the border. We were very clearly the first of those on the ground to mobilize and provide respite and relief.

- Federation CEO



Impact by the Numbers*

*Updated on November 2023

507,000

Received humanitarian aid

130,000

Received medical care

354

Tons of clothing distributed

4,000

Medical and mental healthcare
professionals trained

702,000

Meals distributed

30,121

Received mental health services

180,000

Ukrainians helped to find refuge
in the US

91,925

Supported in making Aliyah

Cost-Effective Analysis

As the cost of humanitarian response has risen over the past decade (along with many other goods and services), it is also important to evaluate the effectiveness of philanthropic dollars.

There are two types of relevant economic analyses that can be used—Cost Effectiveness Analysis (CEA) and Cost Benefit Analysis (CBA). CEA is a form of economic analysis that compares the relative costs and outcomes of different courses of actions. CBA is used to determine options which provide the best approach to achieving desired outcomes.

CEA does not entail valuation of human life or quantification of human suffering and is useful in situations where benefits cannot be reasonably measured in monetary terms. CEA is, therefore, a valuable tool for the evaluation of emergency relief operations, where the aim is to save lives and reduce suffering as quickly as possible.

The basic formula for a CEA is Cost/Incremental Effect. According to researchers there has been little application of CEA of humanitarian action likely due to ethical concerns around assessing the cost-effectiveness of life saving as well as lack of clarity around the effectiveness of applying economic methods to humanitarian/crisis response.¹¹

This section looks at the total reported cost of humanitarian aid in Ukraine from three main sources: The United Nations Office for the Coordination of Humanitarian Affairs (OCHA), the United States Government, and the Red Cross. This is by no means an exhaustive list of entities funding crisis services in Ukraine. They are merely a sample of organizations/

entities investing funds over a broad range of humanitarian services similar to Jewish Federations' emergency grants. We were unable to identify reliable line-item service costs from these organizations and therefore provide basic retrospective analysis only on an aggregate of total dollars invested (Cost) to the number of individuals served (Incremental Effect).

We found that Jewish Federations' average cost for relief per person is on par with major entities such as OCHA and Red Cross.

In 2022 OCHA reached 15.8 million individuals with \$4.3 billion in aid.¹² This averages \$272 in relief aid per person.

Between January 24, 2022, and January 15, 2023, the United States gave \$3.9 billion in humanitarian assistance to Ukraine--5% of the total foreign aid package provided by the US government.¹³

With a population of 41 million Ukrainians prior to the war, this is an average of \$95 per Ukrainian citizen over a 12-month period.

In September 2022 the **Red Cross gave \$53 million in aid for the Ukraine crisis with 5 million individuals receiving assistance for basic needs. The average Red Cross cost is \$10.6 per person.**

To make a similar comparison as the examples above, **Jewish Federations grants totaling \$46 million provided crisis support services to approximately 500,000 individuals in 2022. This averages \$92 per person,** a number that falls within the average of the three organizations cited above.

(Note: The Red Cross report identifies 1.7 million individuals receiving additional support services including physical

and mental health interventions and cash assistance.) For purposes of this analysis, we assume overlap between the 1.7 million and 5 million who received assistance for basic needs¹⁴ and are therefore using the 5 million number.)

“We work with emotions and feelings that people experience during the war. At first, those were acute stress reactions, but nowadays we deal with chronic stress: The fear that life risk is everywhere, horror and shock from the experience, helplessness because evil is unpunished, survivors' guilt, anger, grief from loss.

- Grant Recipient Organization, HIAS

Support Area	Amount	People Served	Cost Per Person
Refugee Evacuation	2,500,000	80,000	\$31
Aliyah	10,600,000	50,000	\$212
Klitah (Absorption)	1,500,000	50,000	\$30
Temporary Housing	8,800,000	47,293	\$186
Trauma Relief (Medical and Mental Health)	900,000	160,000	\$6
Humanitarian Support	15,500,000	500,000	\$31
Emergency Operations	15,500,000	500,000	\$10

Summary of Grants

This report shows:

- The Allocations Sub Committee was well informed regarding critical needs, focused grant dollars in those areas, and continually reassessed.
- Grant decisions were made in a timely manner and grantees received funding as swiftly as possible —any delays were largely due to translation difficulties of legal documents.
- Proper use of dollars was tracked through on-line data collection systems and standardized grantee reporting tools revealing services provided as per the grant agreements.
- Critical services were attained by significant numbers of individuals.
- Cost Effective Analysis shows the average cost of relief per person is on par with other humanitarian aid organizations working in a crisis situation.

There is still work to do. The needs are astronomical and cannot be met through the Federation system, or the Jewish community alone.

The UN's 2023 Humanitarian Response Plan calls for an investment of \$3.9 billion to ensure that 652 humanitarian organizations can provide critical assistance for 11.1 million¹⁵ people over the next year.

We must continue to work in concert with others on the ground to address the needs of those who still need help

while working to better understand where Jewish communal dollars can have the greatest impact.



66
Yelizaveta (73): It's scary to start a new life at the age of 73. But you know, I do feel much better [in Moldova]. I have a very good room, it's bright and warm. Everywhere, I meet people who say they got help from JDC. It's a big deal."

-Grant Recipient Organization, JDC

Dianna (33): When the war in Ukraine started, my younger brother and I immediately traveled to the border. We took one suitcase and a carrier for our cat, Sasha. During our drive to the border with Moldova, sirens sounded several times, and we were unable to reach the border by car. We had to finish our journey on foot. We met up with my brother's friend, who gave us the contact information of The Jewish Agency. Finally, with the help of The Jewish Agency, we received hotel accommodation and food. When we arrived in Israel, my brother and I started the Kadima program at the absorption center in Karmiel. Our new life in Israel is just beginning.

-Grant Recipient Organization, Jewish Agency for Israel

Nadia's family consists of 4 people - father, mother and two daughters (13 and 15 years old). Their older daughter, Anna has cerebral palsy. In the midst of air raids and shelling they crossed the border and made their way to Warsaw where they were met by a Hillel Welcome Circle Project Coordinator. The Hillel Welcome Circle helped Nadia's family find housing, support, and medical care for Anna until the family's situation was stabilized.

-Grant Recipient Organization- Hillel International

Volunteer Hub



Volunteer Hub Background

When the Ukraine Crisis began, Jewish Federations of North America immediately began to receive requests for volunteers on the ground in Europe. Local communities and non-profits were overwhelmed and existing staff (both local ones and those who arrived from Israel) quickly experienced burnout. In addition, few front-line responders spoke Russian and/or Ukrainian.

At the same time, the process to identify suitable volunteers was not centralized, with each organization trying to find people on their own, without necessarily having the resources to do so.

In March 2022, Jewish Federations established a Global Volunteer Hub to respond to the Ukraine Crisis and created a one-stop application process to match skilled Ukrainian and/or Russian speaking volunteers with vetted placements from a range of partners.

To make this effort successful, Jewish Federations leveraged its relationships with key partners, like JDC and JAFI, and also its vast network of local Federations, local agencies, and other national partners. Funding for the administration and execution of the Global Volunteer Hub (Hub), including staffing, placement costs, and stipends, was provided through the Allocations Sub Committee.

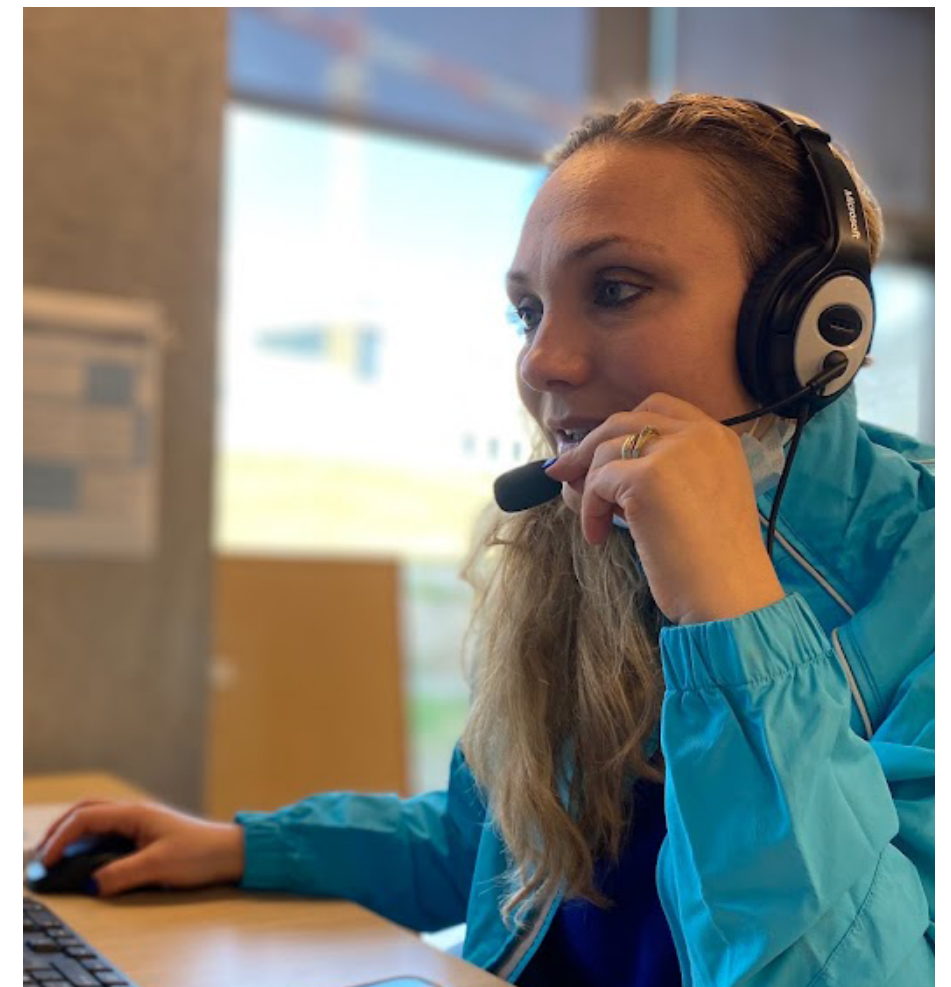
The Hub established a centralized volunteer application and professional vetting and interview process. Taking a one-stop-shop approach for processing potential volunteers accelerated screening and matching as with multiple partner organizations.

The model is effective and represents an efficient collaboration as partner organizations are using this centralized process as opposed to launching individual volunteer recruitment efforts. The Hub also developed a network of partnerships and inter-organizational collaborations to support both the recruitment of Ukrainian and/or Russian speaking volunteers from multiple professional networks including JCCA, COJECO, NJHSA, Federations, etc. and placement host sites. As the conflict has continued, the Global Volunteer Hub has expanded beyond core anchor partners JDC and JAFI to work with local European communities more directly.

Critically, because of the caliber of the volunteers we are placing, the number of organizations looking to work with JFNA continues to grow and the Hub now receives regular direct inquiries from interested communities. Current partners include: JCC Krakow, The Office of the Chief Rabbi of Poland, Comunidad Judía Bet Shalom Barcelona, NATAN Worldwide Disaster Relief, HIAS Europe, Early Starters International, and Feine Ukraine. Volunteers have come from communities across North America, with the majority being professionals in the fields of Jewish communal service, medicine, law, social work, psychology, engineering, education, fitness, art, and finance.

“ I was a refugee from the Soviet Union in the early 1980s. We were adopted by a Conservative congregation in Kansas City and my bat mitzvah kiddush was sponsored by them...I have always wanted to pay these kindnesses forward and was grateful to be able to volunteer in a JDC placement in Budapest. As Jews, we are instructed no less than 36 times in the Torah to help the widow, the orphan, and the stranger. I was so proud to tell these refugees that Jews from America cared about them and wanted to help.

- Volunteer from Atlanta, GA with DC in Budapest



The Numbers Behind the Volunteer Hub

7 European Countries

13 European Communities

13 Partner Organizations

165 Volunteer Placements Completed
(ages 19-75)

Including Skilled Professionals from:

12 North American Jewish Communal Agencies

21 North American Communities

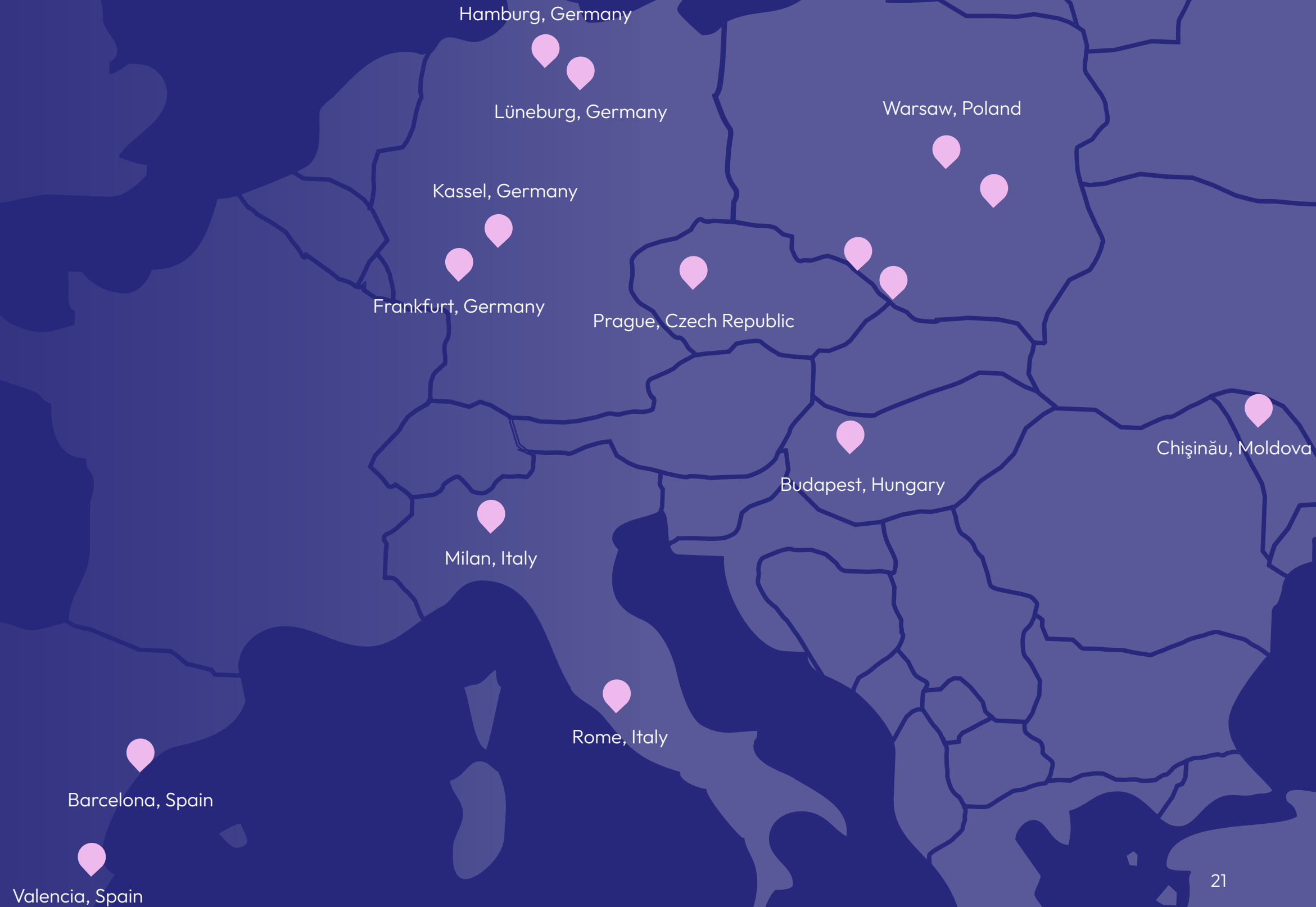
3150+ Hours of Service

104,000+ Refugees Supported¹⁶

Volunteer Work Sites

“As a volunteer, I saw the power of our global Jewish community in action in real time. This opportunity allowed me to see and contribute to the incredibly dedicated work of the professionals in the field. The experience of bearing witness to the impact of this work on the refugees continues to have a lasting impact on me. As a Federation fundraising professional, my time as a volunteer confirmed that there is never enough money in the world to support all of this desperately needed work. The program also created a bridge to the Jewish community for people who hadn't been previously involved in it. For those who were already engaged in Jewish life, it has deepened their sense of connection and belonging.

- Volunteer from Montreal, Canada with JAFI



About Volunteer Hub

Hub Volunteers provide:

- Mental health/ social work support
- Informal and formal education (including in refugee hotel accommodations, summer camps, day care centers for children and the elderly, and in a variety of Jewish communal contexts)
- Food and hygienic supplies-- packing, sorting, and distribution
- Translation (including medical translation)
- Career skill-building/ workforce readiness (including teaching English and local languages)
- Socialization support for elderly refugees
- Skilled and highly personal care and companionship to Ukrainians, filling the gap often left by government and nonprofit services

The Future of The Hub

Ongoing needs assessment remains a critical part of the work of the Hub in order to enable volunteers to continue to help meet the changing landscape of needs in the field as the war in Ukraine and humanitarian crisis continue. The Hub's approach to these efforts has been focused primarily on locations with a high concentration of refugees as well as on smaller communities where there may be a lack of sufficient local Ukrainian or Russian-speaking professionals and volunteers to support the ongoing needs of the refugee population. Recent results of this type of needs assessment have led to the creation of new partnerships for volunteer placements in Germany- including in locations in Hamburg, Lüneburg, Kassel, and Frankfurt.

At present, the strongest overarching need being communicated from the Hub's existing and prospective partners throughout Europe is for mental health professionals with trauma experience. The requests for assistance in this area are not only for volunteers who can work with beneficiaries directly but with local staff and volunteers (many of whom are Ukrainian refugees themselves)- to help combat burnout, provide mental health first aid and lead skill building trainings to better equip these organizations to continue to serve the community of refugees. The Hub is continuing to recruit and place volunteers with relevant expertise to support partner organizations in this way.

Post service evaluations collect quantitative and qualitative data from the volunteers and professional leaders of the volunteer cohorts to help the Hub ensure an impactful experience for both the refugees and volunteers.

These evaluations indicate:

- **97%** of volunteers rate their experience as good or excellent
- **75%** indicated that they were very likely to recommend the experience to friends/colleagues
- **80%** indicated that their experience made them more connected to Jewish values.

“The volunteers are brilliant - they are attentive, efficient, helpful, and positive, and each of them brings their passion - from sports to arts and crafts etc. We receive a lot of support and attention from the Jewish Agency and the Jewish Federations, which allow us to go above and beyond for the refugees. This whole operation is quite remarkable. It is a big privilege and an honor to be here and take part in it.

- Professional JAFI Volunteer Delegation Head in Budapest

Advocacy and Resettlement



Summary of Advocacy Efforts

As Jewish Federations and its overseas partners were working to rescue and resettle thousands of Ukrainian refugees across Europe, local communities throughout North America were also beginning to feel the strain of refugee resettlement.

Jewish Federations, in partnership with the Network of Jewish Human Services Agencies (NJHSA) and the HIAS (formerly the Hebrew Immigrant Aid Society) were at the forefront of refugee advocacy efforts in the Jewish Community working to ease the refugee in-take process and build infrastructure in local communities to assist refugee resettlement.

In the immediate aftermath of the invasion, Jewish Federations organized a Capitol Hill Fly-In. Ten lay leaders and two professionals from eleven communities mobilized within 48 hours to fly to Washington, DC to advocate for **\$13.6 billion in aid to Ukraine; to urge the extension of the Lautenberg Amendment**, a provision that allows members of historically persecuted religious minorities to enter the U.S. Refugee Admissions Program; and to discuss new avenues of potential partnership for continuing this work in the future.

Participants met with seven Congressional offices and four Senate offices--including the chair and ranking member of the House Foreign Affairs Committee-- from Colorado, Kentucky, Illinois, California, New York, Florida, North Carolina, New Jersey, Iowa, and Delaware. Following the Capitol Hill Fly-In, participants met with the **Deputy Special**

Envoy to Monitor and Combat Antisemitism at the US State Department, Aaron Keyak. Participants were joined by staffers from the Ukraine Desk, the Poland Desk, and the Bureau of Democracy, Human Rights, and Labor.

During this meeting, participants received a detailed update on the situation in Ukraine and discussed the humanitarian challenges facing Ukrainian refugees and the Ukrainian people. Participants also met with The Honorable Oksana Markarova, the Ukrainian Ambassador to the United States at the Ukrainian Embassy.

Ambassador Markarova discussed the historical and cultural importance of the Jewish community to Ukraine. She also shared heart-wrenching stories from the ongoing conflict and implored the delegation to identify further avenues of support for the Ukrainian people and for expanding Ukraine's self-defense capacity. Fly-in attendees left feeling more informed and prepared to discuss and advocate for support of Jewish Federations' work in their local communities.

Jewish Federations spearheaded the sending of a letter to President Biden with **375 Jewish organizational signatories requesting** that the Administration grant **Temporary Protected Status to up to 60,000 Ukrainians** in the US at the start of the war. An additional letter was sent regarding **delays and backlogs for refugee work permits.**

We also developed a joint letter with HIAS and NJHSA that **advocated for the extension of "humanitarian parole"**—the legal mechanism that allows displaced Ukrainians to enter and remain in the US-- ensuring that up to 20,000 Ukrainians' were permitted to remain the United States without facing deportation proceedings, loss of work permits, or deprivation of benefits. For more information

on the significance of humanitarian parole please click [here](#).

We also put together a special briefing to give Jewish human service agencies and their staff an opportunity to hear from three government departments that are working on these issues. In addition, we developed a toolkit to help local communities and agencies to engage their Members of Congress in expediting outstanding work permit applications.

At the state level, we are supporting partners advocating for displaced persons, including Ukrainian and Afghan newcomers. Through multiple campaigns with over 150 partner community organizations, Federations drew down over \$7 million in new funding for social service agencies specifically for new Americans. These funds will help newcomers find stability on their pathway to self-sufficiency, and ensure that agencies can continue providing their full spectrum of community services in the process.

Over two and a half years into the war, Ukrainians continue arriving to the United States seeking safety and security. Jewish Federations are committed to continuing our advocacy at the federal and state levels to make sure that Ukrainian newcomers and the communities supporting them have what they need to succeed.

Summary of Refugee Resettlement

As communities across the United States saw an influx of Ukrainian refugees (many of these same communities had already been working with refugee populations from Afghanistan), Jewish Federations partnered with the NJHSA to develop a **matching grant program** for local communities resettling Ukrainians.

In 2022, through the generous support of the Non-Sectarian Fund, The Shapiro Foundation, and The Harry and Janette Weinberg Foundation, Jewish Federations has **granted \$1.275M to 19 communities leveraging an additional \$1.33M in local funding to support resettlement services for Ukrainian refugees.**

Grants were made to local Jewish human service organizations to hire direct service professionals for the coordination of refugee services around case management and volunteer coordination.

The following communities received refugee resettlement grants:

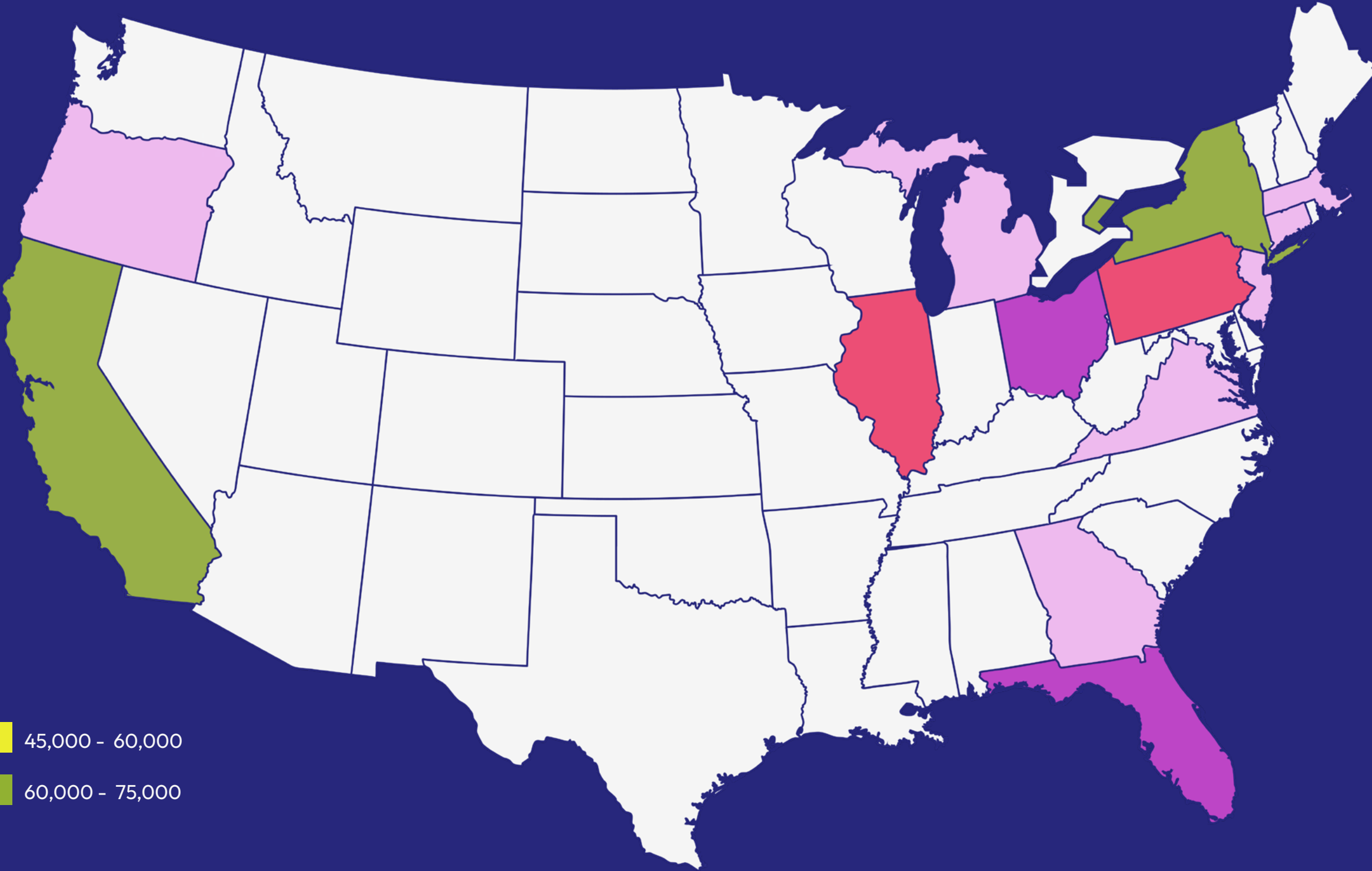
- | | |
|------------------|-------------------|
| Toronto, Ontario | Portland, OR |
| Atlanta, GA | S. Palm Beach, FL |
| Buffalo, NY | Orange County, CA |
| Greenwich, CT | Ann Arbor, MI |
| Westchester, NY | Chicago, IL |
| Miami, FL | Hartford, CT |
| Delaware | San Francisco, CA |
| Boston, MA | Cleveland, OH |
| Philadelphia, PA | Long Island, NY. |
| Richmond, VA | |

“Most families came to America with limited funds, clothing, goods, etc. They must live off their savings until they can obtain employment. They are ready, able, and willing to be contributing members of society and want desperately to give back. It has been difficult to watch how long it has taken folks to receive their Employment Authorization, to hear about their dwindling savings account, and to see the anxiety they struggle with. One of our employees arranged for a coat and shoe drive after witnessing a child wearing shoes with holes in them.

-Community Professional, Richmond



Communities that Received Refugee Resettlement Grant



Ukrainian Populations

- 0 - 15,000
- 15,000 - 30,000
- 30,000 - 45,000
- 45,000 - 60,000
- 60,000 - 75,000

Communities that saw the largest influx of refugees were those who already had significant Ukrainian populations.

Community Resettlement Grant Process

Grantee communities are required to submit reports every six months that demonstrate the impact of their local programs. Reporting deadlines are rolling based on the date the grant was received. At the time of this analysis, Jewish Federations had data from 12 grantees.

Most of the refugees who were helped through the Jewish Federations grant are one or two parent families with children under the age of 18. Refugees tend to stay in the communities in which they arrived. Only fourteen of the 997 refugees who are receiving assistance have returned to Ukraine or to other parts of Europe; 47 have moved to other parts of the US. The professionals and volunteers provide refugees with food, clothing, financial and housing assistance, job training and placement, health care (physical, dental, mental), and legal assistance. Every single one of the refugee children who are school age have been enrolled in school.

Many of the refugees experienced significant trauma for which they are receiving appropriate and ongoing support. Nevertheless, human services professionals who are working with Ukrainian refugees in these programs report that over **80% of the refugees are “very likely” or “somewhat likely” to be self-sufficient within two years of resettlement, with the biggest hurdles being learning English and securing well-paid employment.**

At the end of 2022, the grant funded resettlement programs have been very successful in assisting refugees with initial resettlement services—**100% of refugee participants have had their basic human service needs met**

and are continuing to receive professional and volunteer supportive services. It is too early in the process to assess the long-term impact of these services; however, Jewish Federations will continue to follow up with the grantee communities.

Refugee Resettlement by the Numbers

- 23 full-time equivalent employees (FTE) hired
- 1831 displaced Ukrainians supported
- 118 community organizations engaged
- 75 Jewish organizations
- 43 non-Jewish organizations
- 90 volunteer circles created
- 959 individual volunteers helped with resettlement efforts.



I heard so many horror stories on how the refugees escaped the war. The grief and loss they have experienced in the past year. The different challenges and obstacles regarding leaving family and friends behind, assimilating to new environment and finding employment, stable housing, etc. It is all so overwhelming.

- Community Professional, Delaware

The Future of Refugee Resettlement

The US Government is in the initial stages of rolling out a new privatized model for refugee resettlement called the Welcome Corps. Under this program, everyday Americans will be able to apply to sponsor and resettle refugees from around the world. Leveraging the Jewish community’s deep, centuries-long experience in resettling refugees, Jewish Federations are working in collaboration with HIAS to recruit volunteers to join private sponsor groups (PSGs) in this new Welcome Corps program.

Jewish Federations are also working with HIAS and NJHSA to ensure that these groups have the support system they need so that the newcomers they are resettling have access to counseling, community support, and benefits services. While the details are still coming into focus, we are working to build on the success of the Afghan and Ukraine resettlement programs to engage Jewish communities across the country in advancing this important work that both speaks to our core Jewish values and strengthens our Jewish communities.

Impact of Local Federations



Impact of Local Federations

Overview

All of the accomplishments sited above would not have been possible without the focused efforts of 146 local Federations and 300 Network Communities that together comprise Jewish Federations of North America. While all Federations are working toward the same goals, the experiences of a local Federation are varied and there is much we can learn from each other to increase impact when the next crisis presents itself.

To better understand the impact seen in local communities, Jewish Federations fielded a survey to Federation CEOs between May 15th and May 24, 2023. The focus of the survey was to better understand the role Federations played in their local communities in the first year of the Ukraine conflict around positioning as content experts, raising dollars, and strengthening relations with other community organizations to support their efforts. We also wanted to learn what materials and services were most helpful in these efforts.

Jewish Federations received 52 survey responses—a 35% response rate. Respondents represent 6 Large, 8 Large Intermediate, 22 Intermediate, and 16 Small Federations. This response rate provides a good representative sample across the Federation system.

Survey responses show that Federations were highly engaged and successful across the Jewish community both in fundraising and community relations efforts. Bridging relationships into the larger community saw success in some Federations but was challenging for others. The following is a summary of the findings of this survey.



People often lose sight of why we have a Federation system and its impact when things are moving along fine. The war in Ukraine demonstrated why it's important to make sure we are here and that we are strong. You never know when we will be needed next to take care of something beyond what we do every day.

- Federation CEO



Fundraising

In 2022, local Federations raised \$88.4 million with an additional \$1.1 million from donations that came through Jewish Federations of North America’s on-line mailbox. In addition to the \$46 million in grants discussed above, **Federations designated an additional \$41.7M directly to organizations working in response to the conflict in Ukraine.**

The outstanding response of our system, consistent updates from and confidence in our overseas partners, and opportunities to travel to countries absorbing refugees to see our work first-hand significantly impacted local Federations’ sense of belonging to a collective and greater communal effort.

In today’s highly connected digital world, social media has become the most effective way to communicate with large numbers of individuals across the community. In 2022, Federations utilized several tools provided by Jewish Federations of North America and our overseas partners to support ongoing fundraising efforts with social media being the most widely used and effective tool for fund and awareness raising.

One-on-one conversations and eyewitness testimonials from Ukrainians and those who participated in Jewish Federations of North America Fly-Ins were also successful.

The ability to make personal connections to the situation on the ground was extremely helpful with fundraising. Of Federations that have “sister-city” relationships with communities in and around Ukraine, fifty percent felt that this relationship helped strengthen personal engagement

around the war. Some communities were able to zoom with Ukrainian community members, while others strengthened connections by designating emergency dollars to needs in their partner communities.

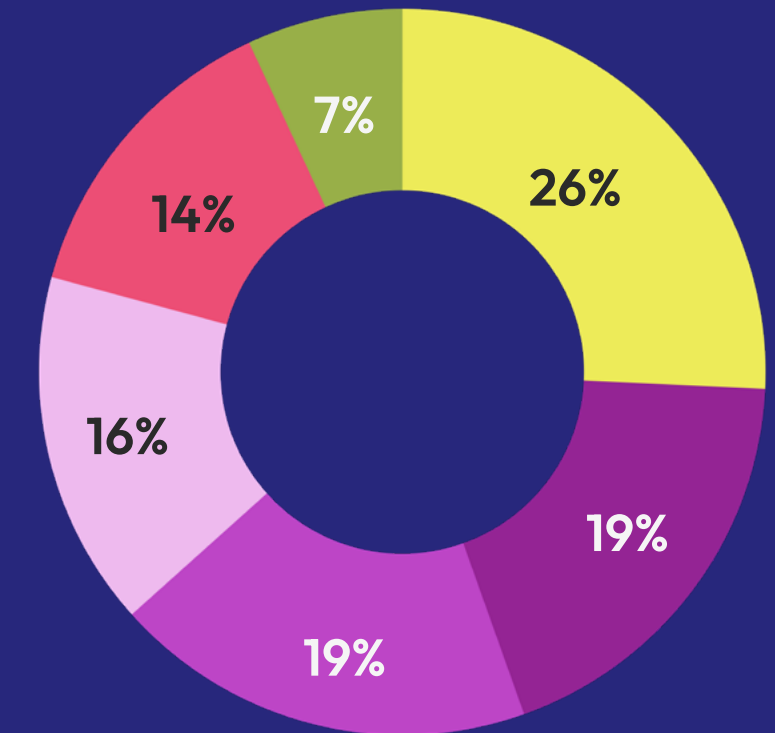
Jewish Federations of North America organized and led five Fly-ins and an FRD Leadership mission to communities on the Ukrainian boarder where approximately 135 participants witnessed first-hand the impact of our dollars at work. Every community that participated in a Fly-In reported that they were very effective tools for connecting the participants with the impacts that they were having in and around Ukraine. Firsthand stories from the Fly-ins were also very effective fundraising tools once participants returned home.

Communities that did not participate in Fly-Ins reported timing and expense as the most common barriers to participation. Some Federations brought Fly-In participants from other communities to speak one-on-one with donors.

“
Discussing the Fly-in was extremely helpful when talking to donors. It gave the Federation a lot of credibility.

- Federation CEO

Most Impactful Fundraising Tools



- Social Media Awareness
- Written Updates via Social Media
- One-on-One Conversations
- Testimonials from Ukrainians
- Testimonials from Fly-in Participants
- Large-Scale Community Briefings

Marketing and Social Media

On the day the war broke out in Ukraine, Jewish Federations of North America’s Marketing and Communications began producing a significant amount of materials that local communities were able to use to help support their efforts to tell the story, explain the needs, and ask for donor support.

These professional teams produced and circulated new videos, photography, social media assets, and more on a daily basis. As the war continued, materials were continually updated. Local Federations have downloaded over 7,000 items from Jewish Federations of North America’s Marketing Toolkit since the start of the war, driving over 42,000 unique views of the Jewish Federations of North America Ukraine webpage.

As emergency donations began to slow, new messaging and tools were created to reinforce the need for annual campaign dollars to be effective in emergency situations. Two full-suite messaging campaigns were created– one focused on the impact of our emergency dollars and the other focused on annual giving. These resources saw another 1,000 downloads across materials, representing over 75 Federations of every city size.

As the war raged on, the professional team produced a full-suite campaign package marking the one-year anniversary.

This package included:

- A series of highly produced videos focusing on our work with on the ground emergency response, volunteer work, and aliyah.
- A social media campaign focusing on the data and impact of our work in Ukraine
- A powerpoint presentation for internal/stakeholder conversations
- A sell-sheet outlining our impact
- An email template
- A press release template
- A robust photo library

As of the time of this report, the one year materials have been used by 65 Federations

- 60% of Large Federations
- 60% of Large-Intermediate Federations
- 51% of Intermediate Federations
- 18% of Small Federations



We utilized prepared videos and language provided by Jewish Federations of North America to launch our emergency fundraising effort. These tools, in combination with our local delegates who participated in the fly-in mission, were extremely useful in our initial and ongoing fundraising efforts.

- Federation CEO



Meeting a family that was “Righteous among the Nations” going to Israel to stay with the family they had rescued during the Holocaust. We also share stories of families we met and of young volunteers from all over the world, including Israel that were there helping.

- Federation CEO

Twitter

JFNA posted 209 times on Twitter about Ukraine. These tweets were retweeted 673 times, quote-tweeted 102 times, liked 2137 times, and replied to 153 times. Our Tweets got 204424 impressions (the number of times a user is shown a Tweet) and 7491 engagements (the number of times a user interacted with it).

Facebook

In 2022, Jewish Federations shared 161 posts on Facebook about Ukraine. These posts garnered:

- 1041 reactions
- 436 comments
- 608 shares
- 295,348 impressions
- 231,277 people reached
- 11,675 engagements

Local Federation Social Media

We published 147 posts about Ukraine on Amplify, Jewish Federations' platform used for sharing web site content, for the local Federations to share on their own social channels. This content was, in turn, posted 177 times.



We were invited to be on several panels regarding assistance. And I was interviewed by local news stations following the Fly-in to the border.

- Federation CEO

Community Relations

The war in Ukraine and our system's unique position on the ground provided opportunities for Jewish Federations to position themselves as experts within the Jewish community and partner with other communal organizations to support efforts around the war.

Within local Jewish communities, Federations were sought out as experts for information on the situation. Across the larger community, this was less the case, though Federations did play a role in communicating needs on the ground outside the Jewish community.

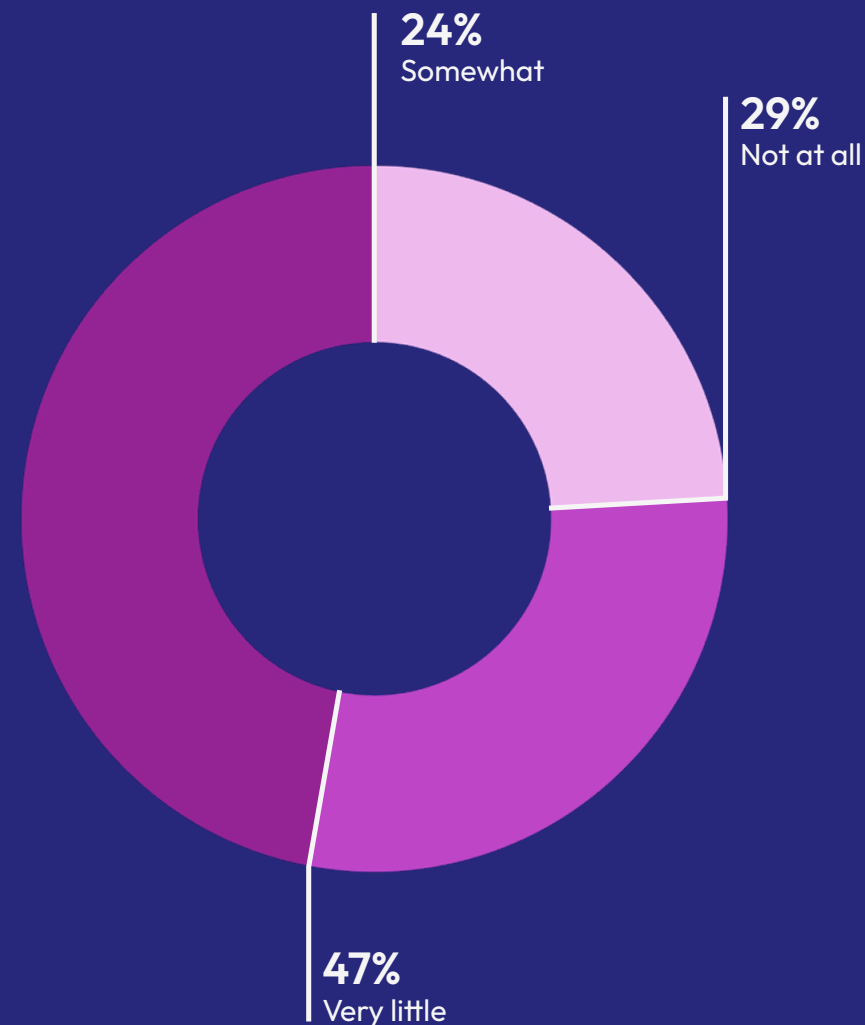
53% of Federations felt their work around Ukraine supported general community relations efforts. However, only 30% partnered with non-Jewish organizations around Ukraine efforts and 64% felt that their work had little to no impact on inter-faith relations in their local communities. 54% believe that their efforts around the war strengthened the community's sense that Federation cares for the general population (as opposed to just the Jewish population) in their community.



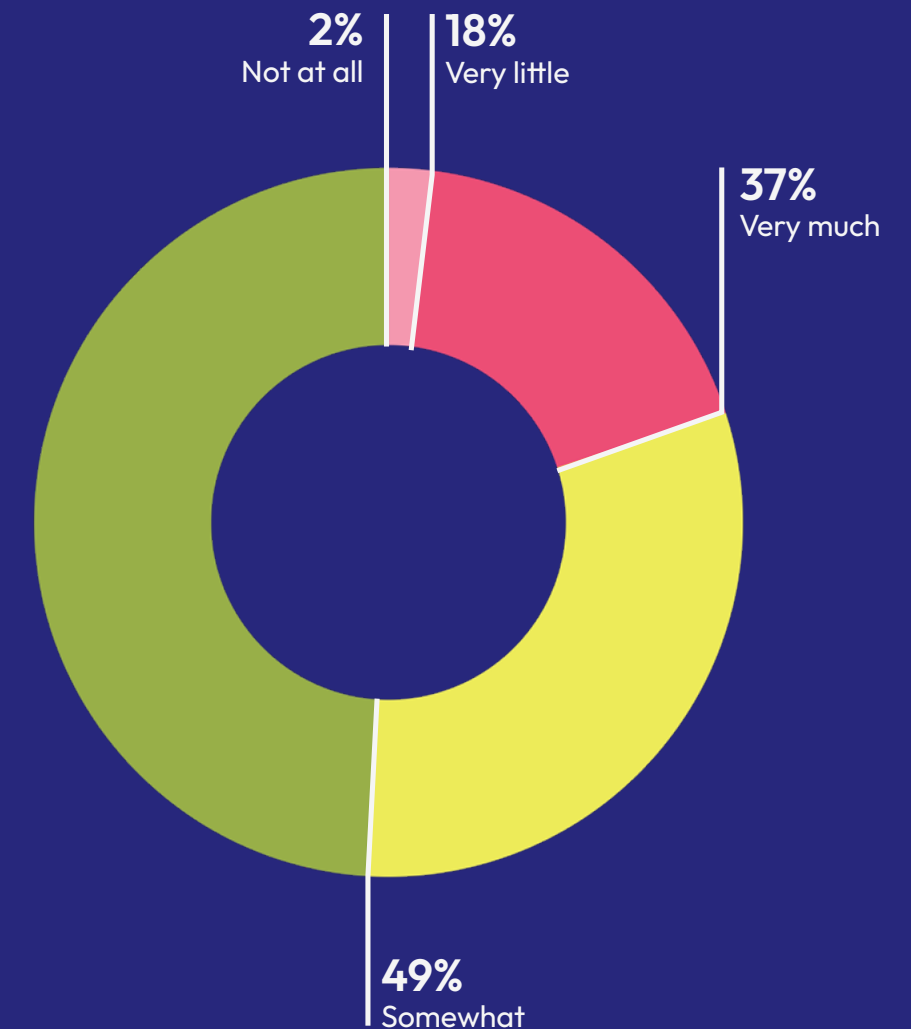
We were the source of a lot of information specifically about how it was affecting the Jewish community. Later in the crisis, we had some community members deeply interested in supporting refugees to Israel. We were the source of both information and a place for them to direct their gifts.

- Federation CEO

Expert in General Community



Expert in Jewish Community



Conclusion & Recommendations



Conclusion & Recommendations

Evaluation of the Ukraine emergency response of our Federation system, including fundraising, collective grant-making, and settlement of Ukrainian refugees in local communities reveals a system that has increased flexibility, built efficiencies, and employed innovation to have significant impact both overseas and in our local communities.

Historic overseas partners worked collaboratively with each other and additional overseas organizations that allowed for greater impact and increased transparency.

Federation Partners, in collaboration with Jewish Federations and our overseas partners provided life-saving support to the Ukrainian Jewish community while providing help and resources to thousands more in need, regardless of religious background.

The needs of Ukrainian refugees and those displaced within the country are monumental and will be felt for generations. Just as Jewish Federations learned from the past evaluations of major emergency responses, there is much to learn from this experience as well.

1 The Federation system's ability to respond in times of crisis is a core tenet of its work. The ability to learn from and improve processes through extensive evaluation is critical. Funding for evaluation of every major emergency campaign going forward, including the design of standardized evaluation tools and more extensive Cost Effect Analysis that will allow us to make data-informed grant decisions, should be included in the crisis planning and budgeting process.

2 Strong partnerships with our system's historic overseas organizations, The Jewish Agency for Israel and the American Jewish Joint Distribution Committee are invaluable and our relationships with them should continue to be nurtured. Regular updates provided by these organizations informed the work of the Emergency Allocations Sub Committee and proved to be accurate and effective. Both organizations were also valued grantees. Therefore, when deemed appropriate, Jewish Federations of North America should place independent experts on the ground to help maintain high levels of fiduciary oversight.

3 Expanding and maintaining new overseas organizational relationships will allow Jewish Federations of North America to remain responsive both to the needs on the ground in times of crisis and to our donors, many of whom are looking for more organizational diversity in grant making. Moving forward, Jewish Federations needs to prepare to work with organizations that may have less sophisticated administrations--this includes the need for translation services in multiple languages to increase response times and get funding where it is needed as quickly as possible.

4 Organizational practices put in place from recommendations that came out of the last major evaluation of an emergency campaign served Jewish Federations and our leadership well. Additional structures and tools are needed to better track dollars raised and granted across the Federation system. On-line tools that allow 24/7 access to information should be implemented to allow for greater transparency and collaboration in times of crisis. This will give Jewish Federations and community leadership more timely information on the flow of resources, help inform where funds are most needed, and encourage a greater collective response.

5 During this crisis, local Federations utilized Jewish Federations of North America's resources to raise dollars, make allocation decisions--whether through the collective or directly, and elevate the Federations' work in their local community. Jewish Federations' ability to provide up-to-date resources in times of crisis increases the effectiveness of local Federations to raise necessary dollars. The Ukraine crisis upheld the importance of our collaborative system and shows what we can accomplish together. It also put significant strain on professional resources. Jewish Federations should develop an internal crisis plan to set up lines of communication across the system and a cadence of work that provides local Federations necessary, up-to-date resources while mitigating the strain that inevitably accompanies this work.

6 Providing opportunities for community leadership to be first-hand witnesses of Federations' work during a crisis is invaluable to supporting a sense of the collective and raising dollars. For communities who are unable to participate in these unique experiences, Jewish Federations of North America should work to create a "speakers bureau" of Fly-in participants willing to travel to neighboring communities to assist in fundraising and community awareness.

7 Community relations at the local and national level are a key tenet of our system's work. There are many issue and policy areas that may not be considered Jewish communal issues but provide tremendous opportunities to build community relations and solidify Jewish leadership. Jewish Federations of North America, in collaboration with national partners, must invest resources to build local community relations capacity and enable a more robust response in crisis situations.

8 With no end to the conflict in sight, the Ukraine crisis remains in a transitional phase between the short-term relief and mid-term recovery. In-depth research to better understand the needs of the population through the end of the crisis into the risk reduction phase is essential. There are many organizational players on the ground providing humanitarian assistance. It is important to understand what services are most needed and where the Federation system can have the greatest impact for the Jewish and larger community in Ukraine.

We believe this report has demonstrated that the benefits of working collectively in times of crisis vastly outweigh the costs. Our Federation system is stronger today that it was at the outbreak because of our collective efforts. The Jewish Federations of North America should be proud of the work we accomplished in the first year of the Ukraine crisis.

We elevated our system and together helped to meet the most pressing needs on the ground. Leadership was present and well-informed, professionals were organized and worked round-the-clock to ensure the dollars were received and utilized as intended. Our grants and programs were lifesaving, impactful, and cost-effective. We hope this report will enable the Jewish Federations to build on successes, learn from where we could have done better, share best practice, and support communities in building capacity.

We thank the Jewish Federations' leadership for their support of and participation in this important evaluation process. May we continue to go from strength to strength.



| Appendix

Appendix A: Endnote

1 According to the United Nations, the majority of displaced persons from Ukraine due to the Russian invasion are not considered refugees. We are using the term “refugee” throughout this report as the accepted colloquial term.

2 “Three Types of Hazards.” Emergency Management Institute Redirect Page, emilms.fema.gov/is_0363/groups/25.html. Accessed 18 May 2023.

3 Katz, Israel, et al. *Zofnat*, Jerusalem, Israel, 2018, pp. 11-12, Evaluation of Emergency Philanthropy Grants for the Jewish Federations of North America.

4 Moshe Sassover replaced Orna Wolens on the Ukraine Allocations Sub Committee in 2023.

5 Abensour, Gabriel, and Peter Wertheim. “The 2022 Annual Assessment.” *Www.Jppi.Org*, <https://jppi.org.il/en/aa2022/5.1/>. Accessed 14 June 2022.

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16 Statistics specific to the Hub were included in impact data in the grants section of this report.

Appendix B

Allocation by Organization	Allocated Total	Additional Directed Giving by Federation	Grand Total
Jewish Agency	\$20,165,145	7,491,323	\$27,656,468
JDC	\$11,776,582	\$14,206,717	\$25,983,299
World ORT	\$1,080,000	\$356,752	\$1,436,752
Agudat Israel in Moldova	\$90,350		\$90,350
Chabad	\$4,010,000	1,190,000	\$5,200,000
Chama (Moldova)	\$150,000		\$150,000
Comunidad Judia Bet Shalom, Barcelona	\$130,000		\$130,000
Eli	\$20,000		\$20,000
Emergency Volunteers Project	\$40,000	\$73,000	\$113,000
Federation Campaign Support	\$270,000		\$270,000
Federation Impact and Evaluation	\$400,000		\$400,000
Global Volunteer Hub	\$815,000		\$815,000
Global Surgical Medical Support Group	\$175,000		\$175,000
Hadassah Medical Organization	\$323,512	\$5,000	\$328,512
HIAS	\$533,000	\$875,000	\$1,408,000
Hillel International	\$208,070	\$229,500	\$437,570
Israel Trauma Coalition	\$715,000	\$200,000	\$915,000
itworks	\$115,000	\$575,000	\$690,000
JCC Budapest	\$80,000	\$211,000	\$291,000
JCC Krakow	\$508,300	\$349,000	\$857,300
Jewish Community of the Republic of Moldova	\$97,480	\$25,000	\$122,480
Jewish Community Vienna	\$190,000	\$75,000	\$265,000
Latet	\$68,500		\$68,500

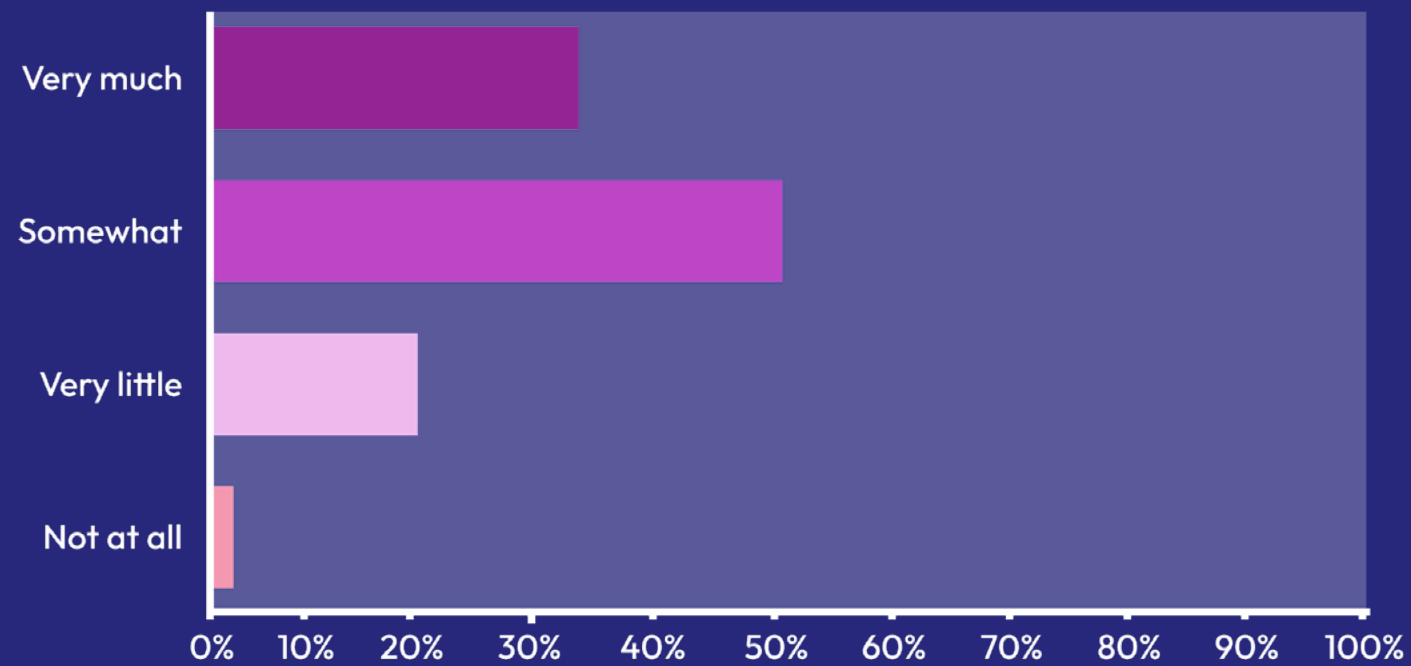
Lev Echad	\$25,000		\$25,000
Magen David Adom	\$85,000	\$10,000	\$95,000
Mosaic United	\$611,000		\$611,000
NCSEJ	\$150,000		\$150,000
Nefesh B’Nefesh	\$1,880,000		\$1,880,000
Office of the Chief Rabbi of Poland	\$102,250	\$219,868	\$322,118
Pitchon Lev	\$50,000		\$50,000
Project Keshet	\$120,000	\$160,000	\$280,000
Rescuers Without Borders	\$117,500		\$117,500
Shma Yisrael	\$450,000		\$450,000
The Foundation for the Welfare of Holocaust Survivors	\$65,000		\$65,000
Tikva Odessa	\$650,000	\$365,980	\$1,015,980
United Hatzalah	\$150,000	\$1,063,000	\$1,213,000
Yad Yisroel	\$84,000		\$84,000
Other NGOs		14,022,965	\$14,022,965
TOTAL	\$46,500,689	\$41,704,105	\$88,204,794

Appendix C: CEO Survey Results

Answers to open ended survey questions are not included

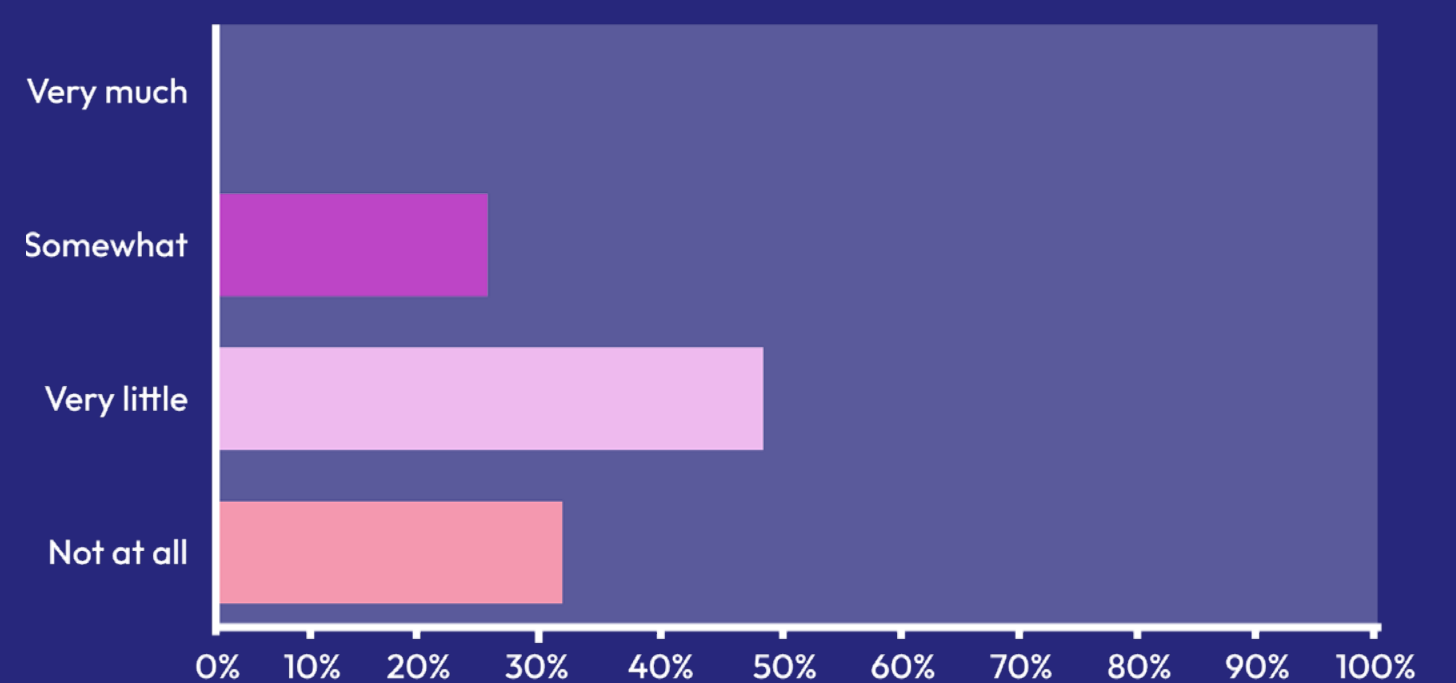
Q2: To what extent, if at all, did other Jewish organizations or individuals in your community seek information on the situation on the ground in Ukraine from the Federation?

Answered: 51 Skipped: 1



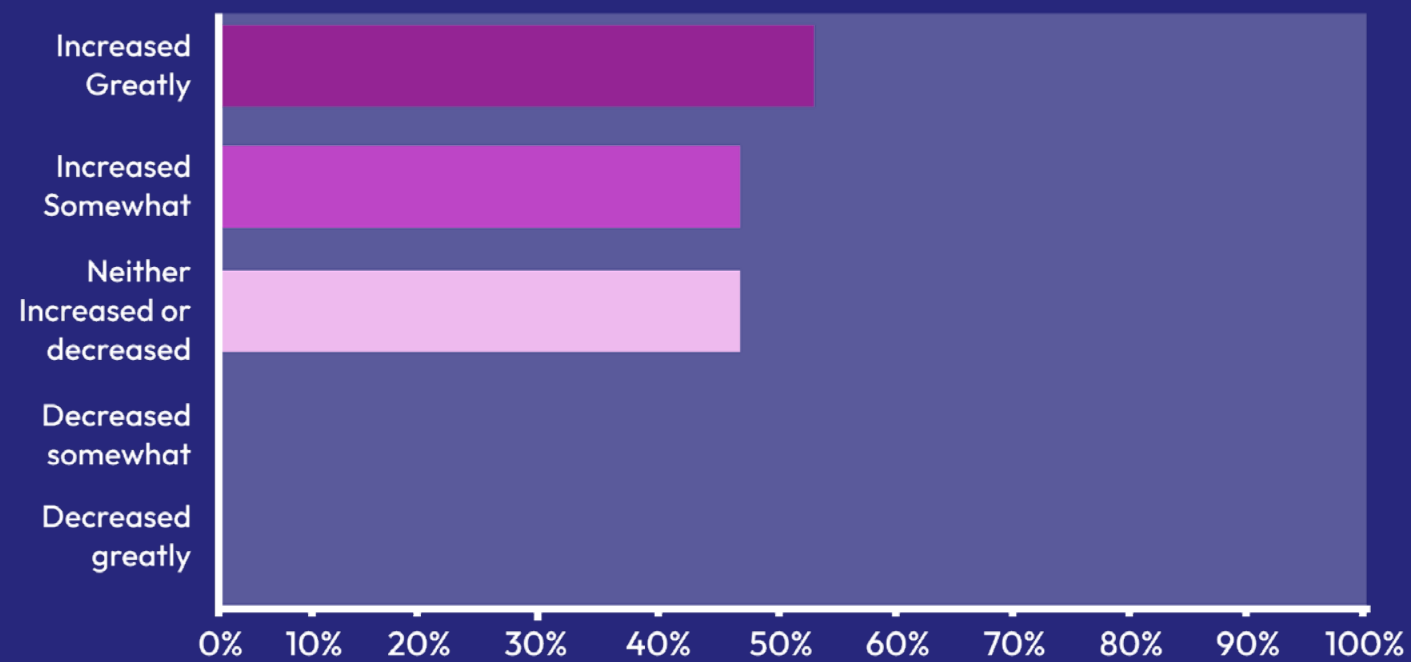
Q3: To what extent, if at all, did non-Jewish organizations or individuals in your community seek information on the situation on the ground in Ukraine from the Federation?

Answered: 51 Skipped: 1



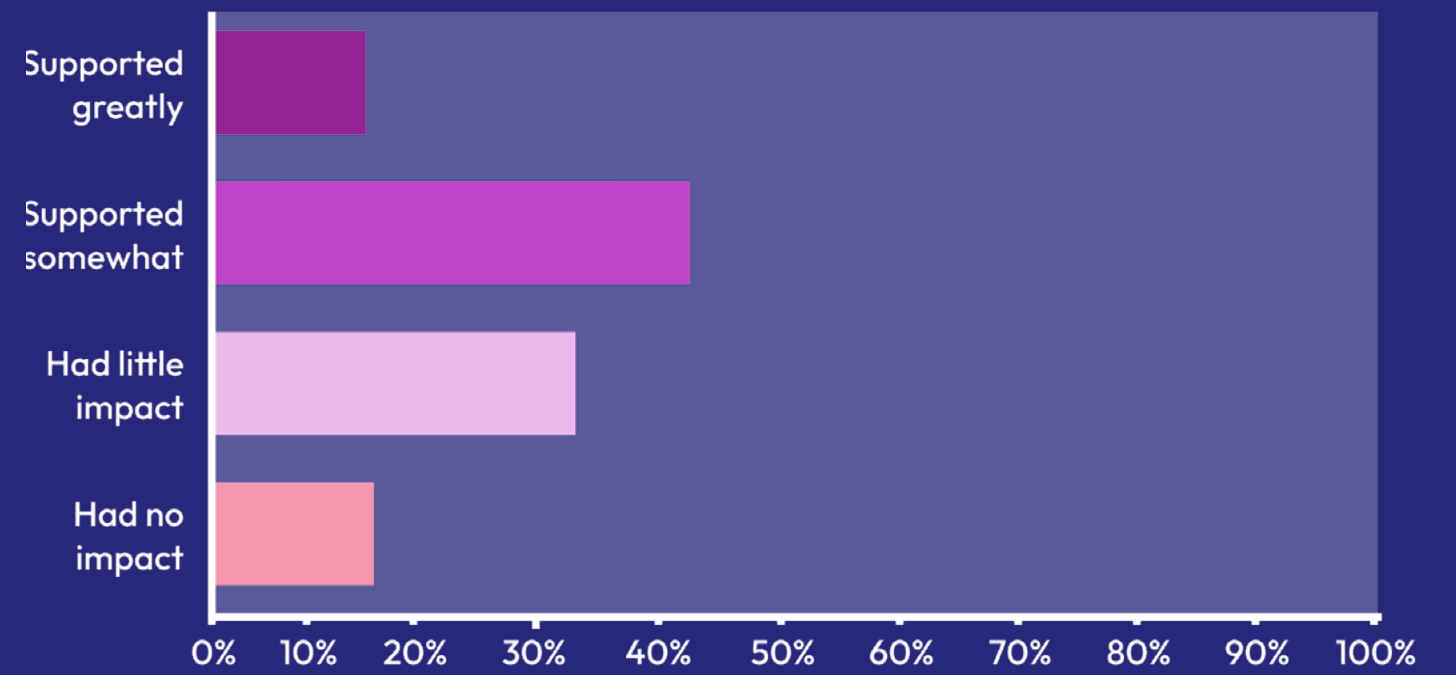
Q6: Did your Federation's experience with the war in Ukraine over the last year impact your sense of being part of a collective effort?

Answered: 44 Skipped: 8



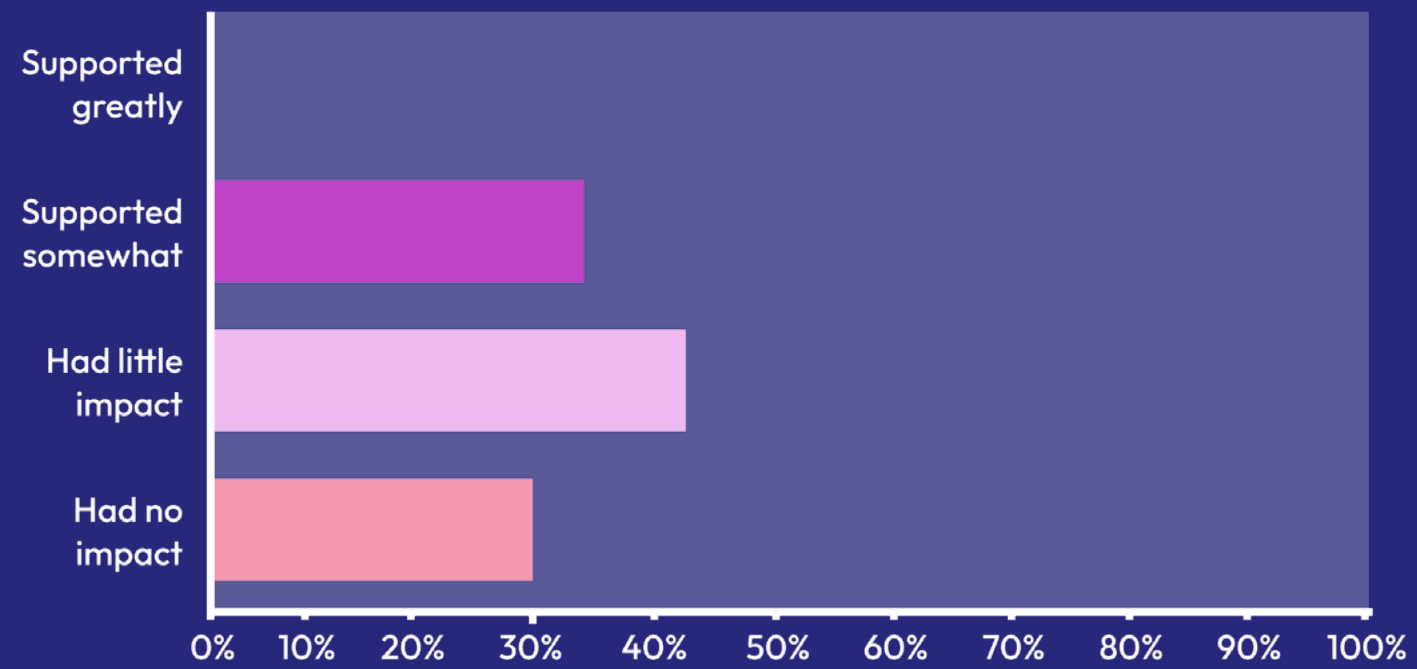
Q7: Did your work around the war support your local community relations efforts?

Answered: 44 Skipped: 8



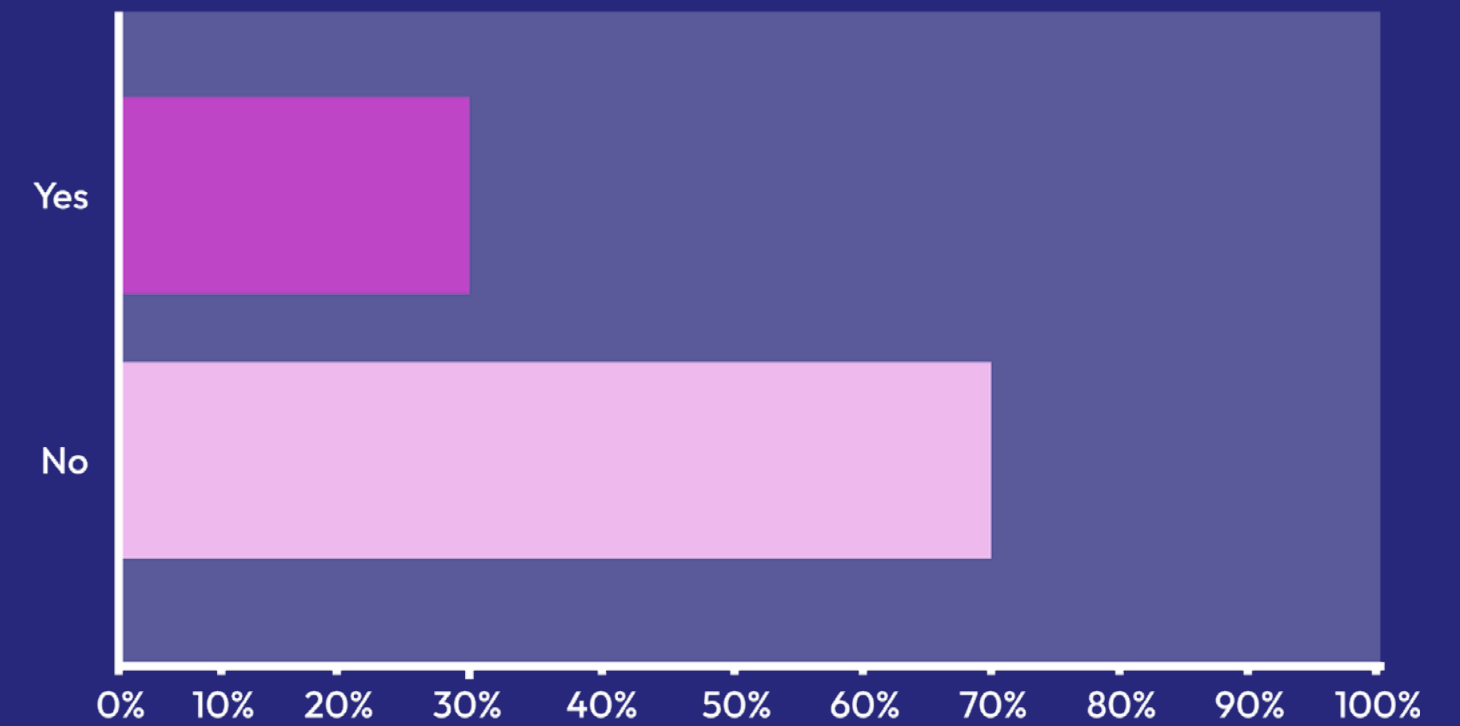
Q8: Did this experience have any impact on interfaith efforts within your local community?

Answered: 44 Skipped: 8



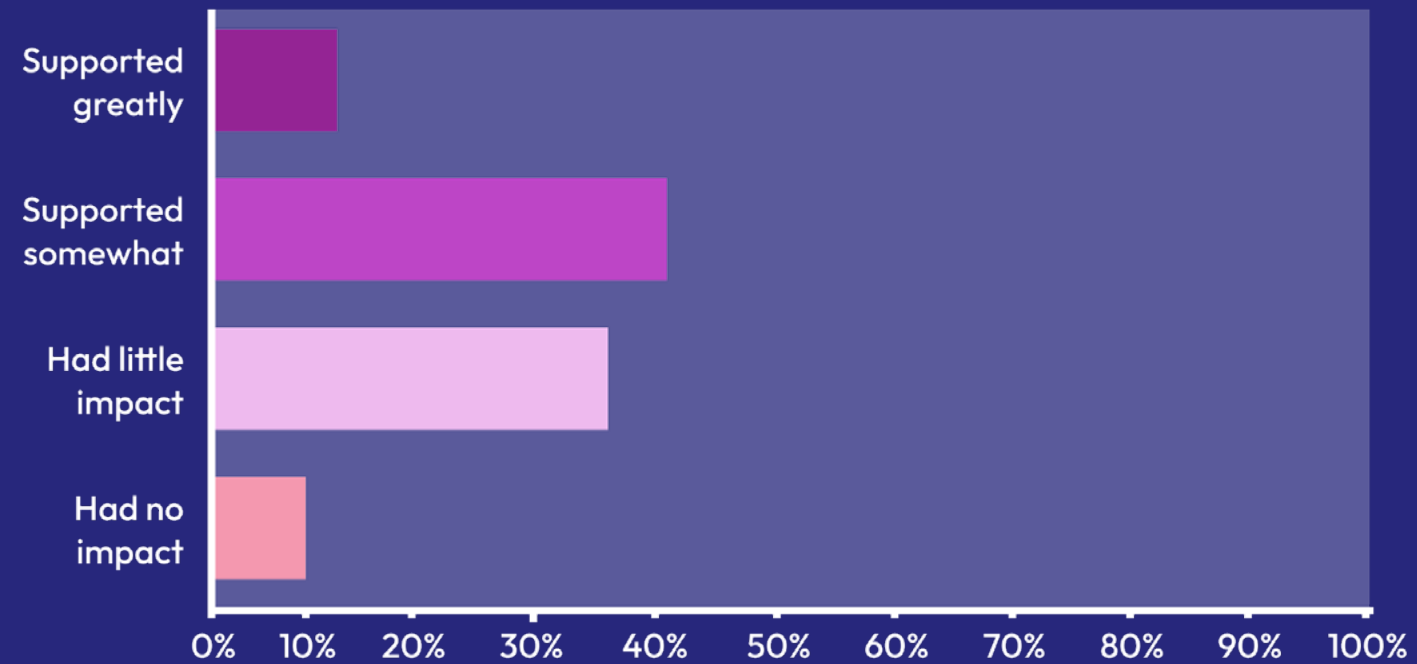
Q9: Did you partner with any non-Jewish local organizations in coordinating efforts around this crisis?

Answered: 44 Skipped: 8



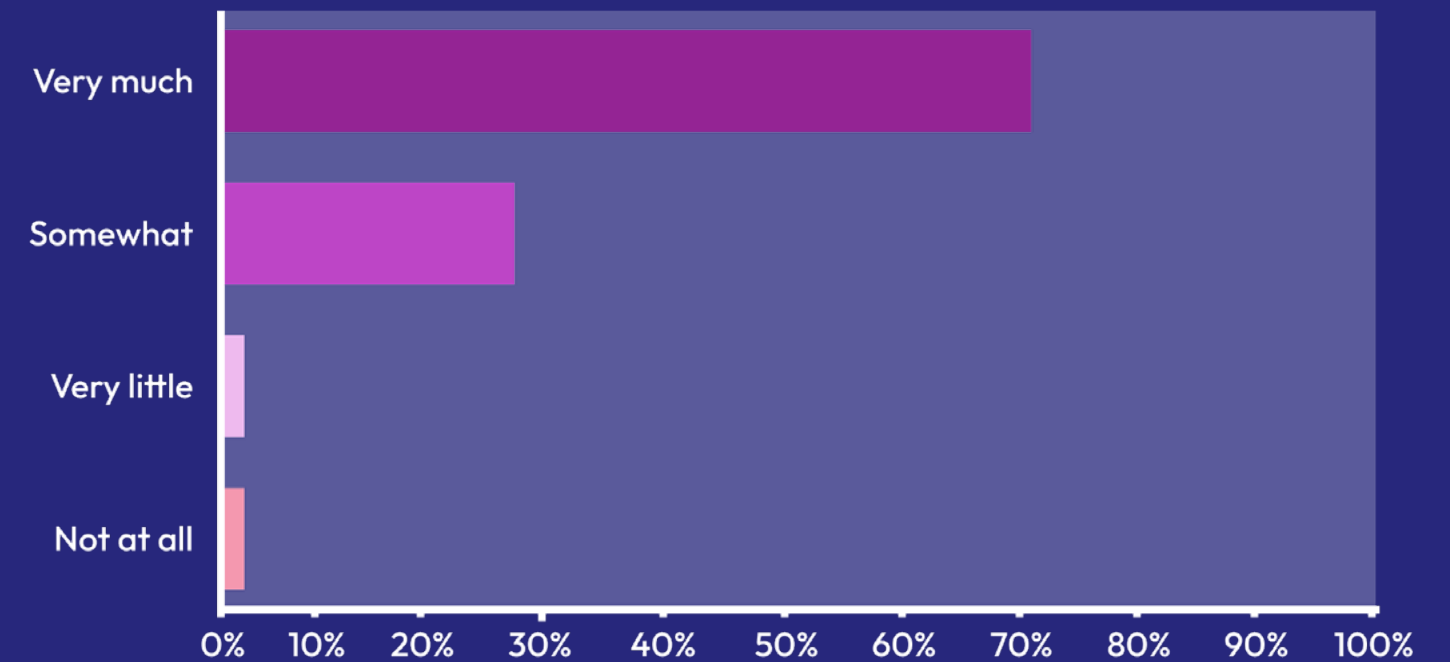
Q10: Did this experience have any impact on the sense that the Federation cares for the general population (as opposed to just focusing on the Jewish community) within your local community?

Answered: 44 Skipped: 8



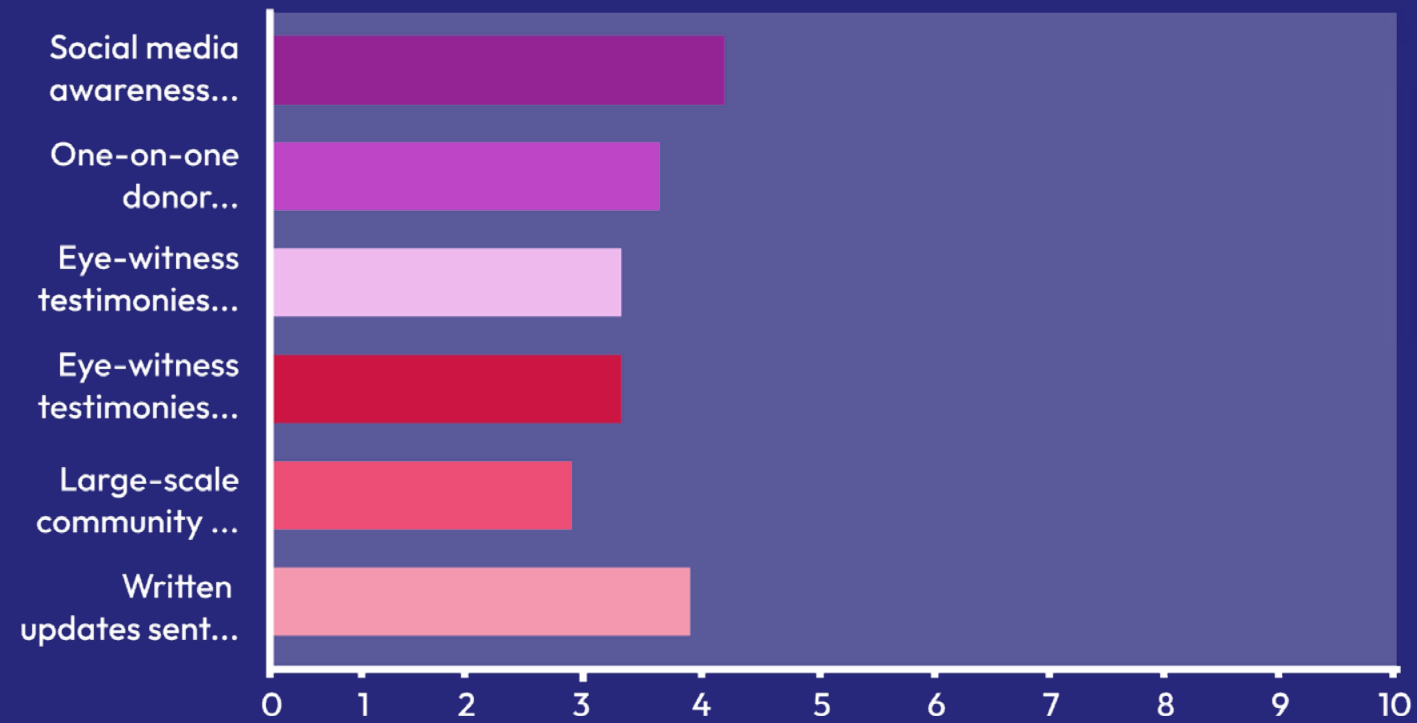
Q11: Did you have the tools you needed for effective fundraising in the first year of the Ukraine emergency?

Answered: 43 Skipped: 9



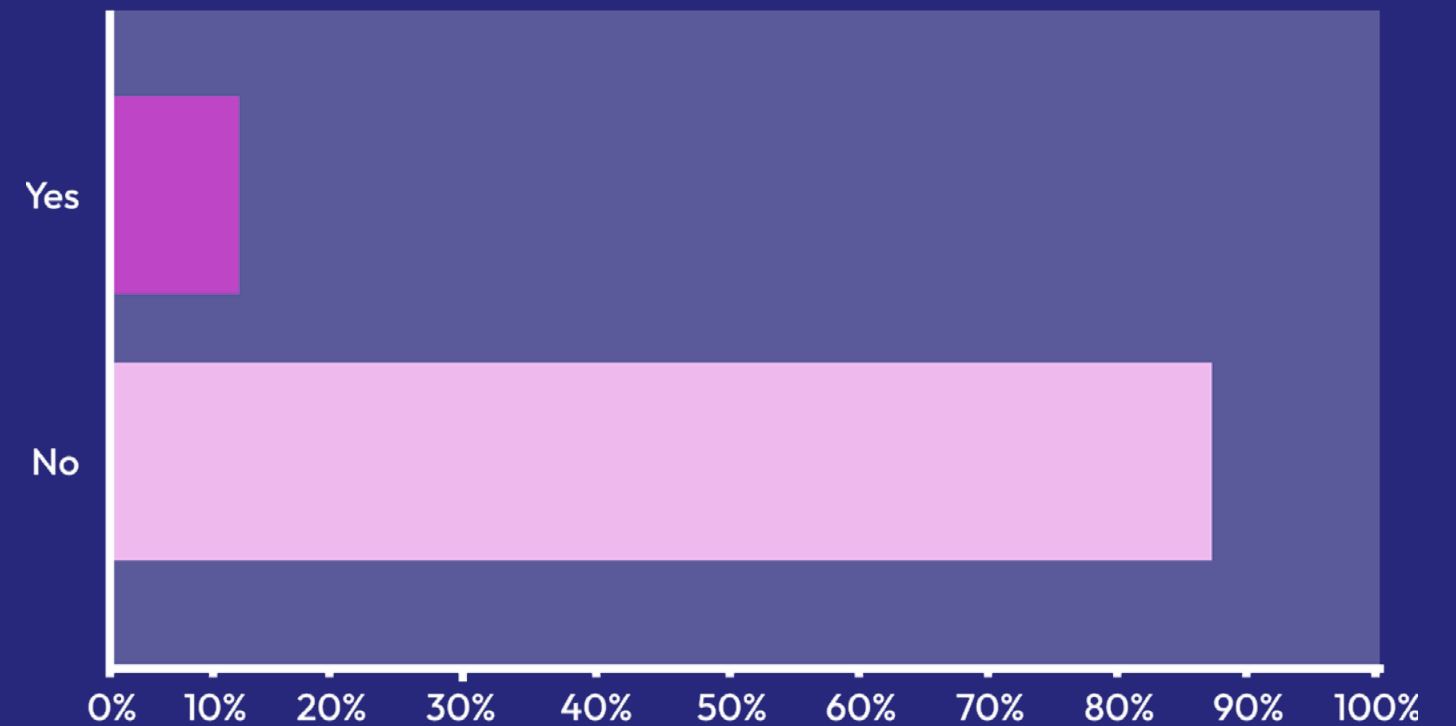
Q14: Did you have the tools you needed for effective fundraising in the first year of the Ukraine emergency?

Answered: 43 Skipped: 9



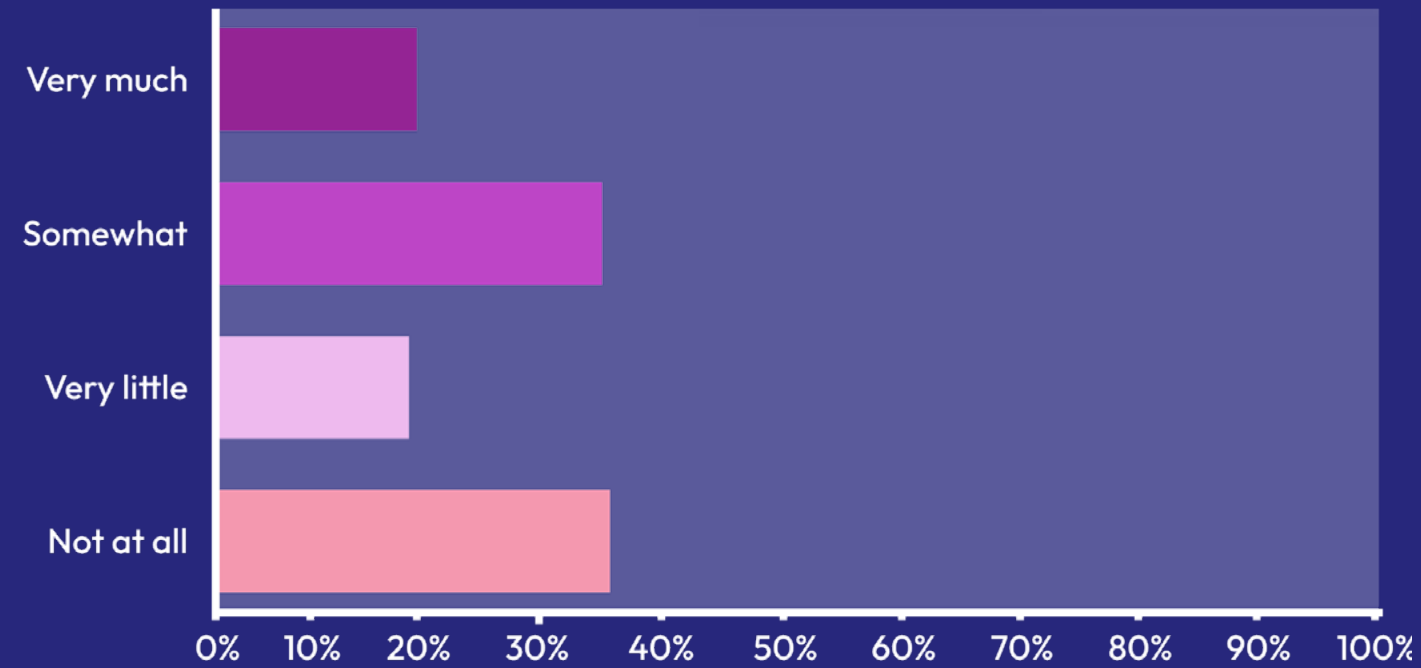
Q16: Does your community have a “sister-city” relationship with a community in Ukraine or the surrounding countries?

Answered: 43 Skipped: 9



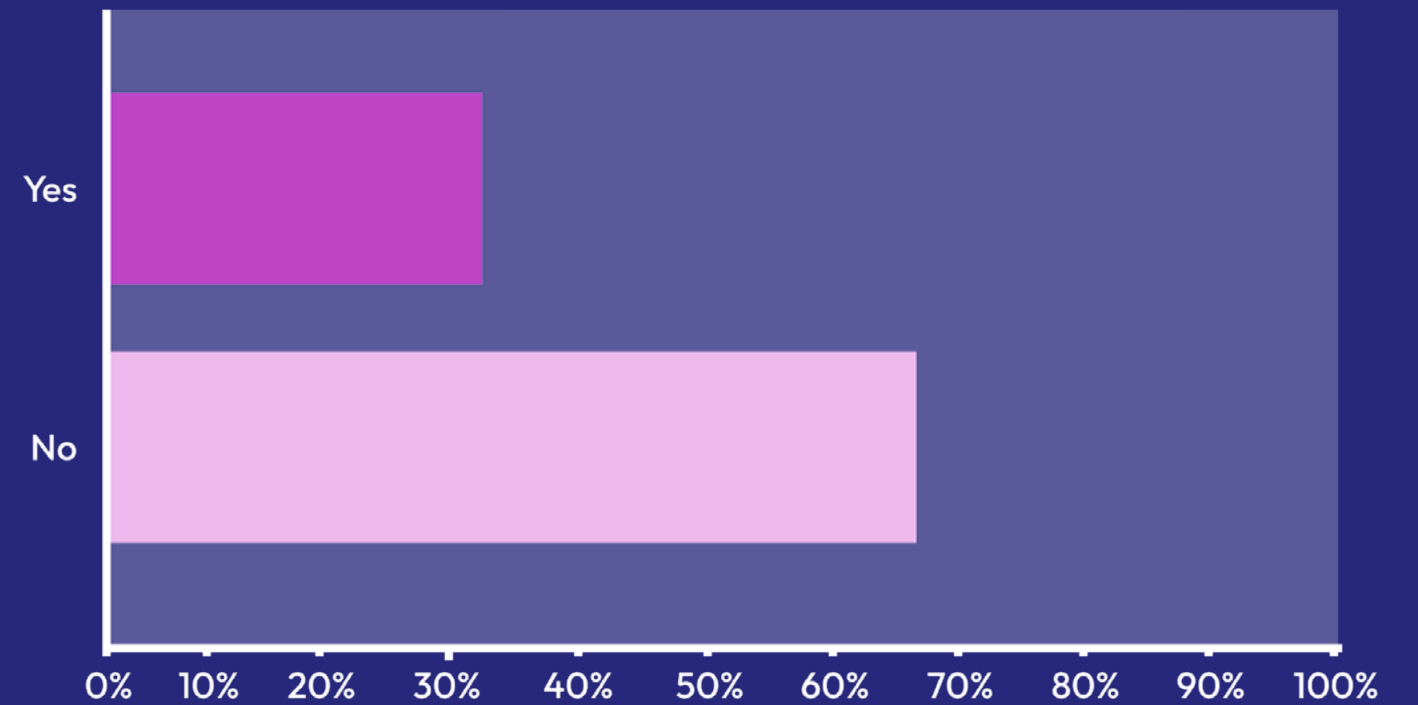
Q17: Did this relationship increase community and/or personal engagement around the war?

Answered: 6 Skipped: 46



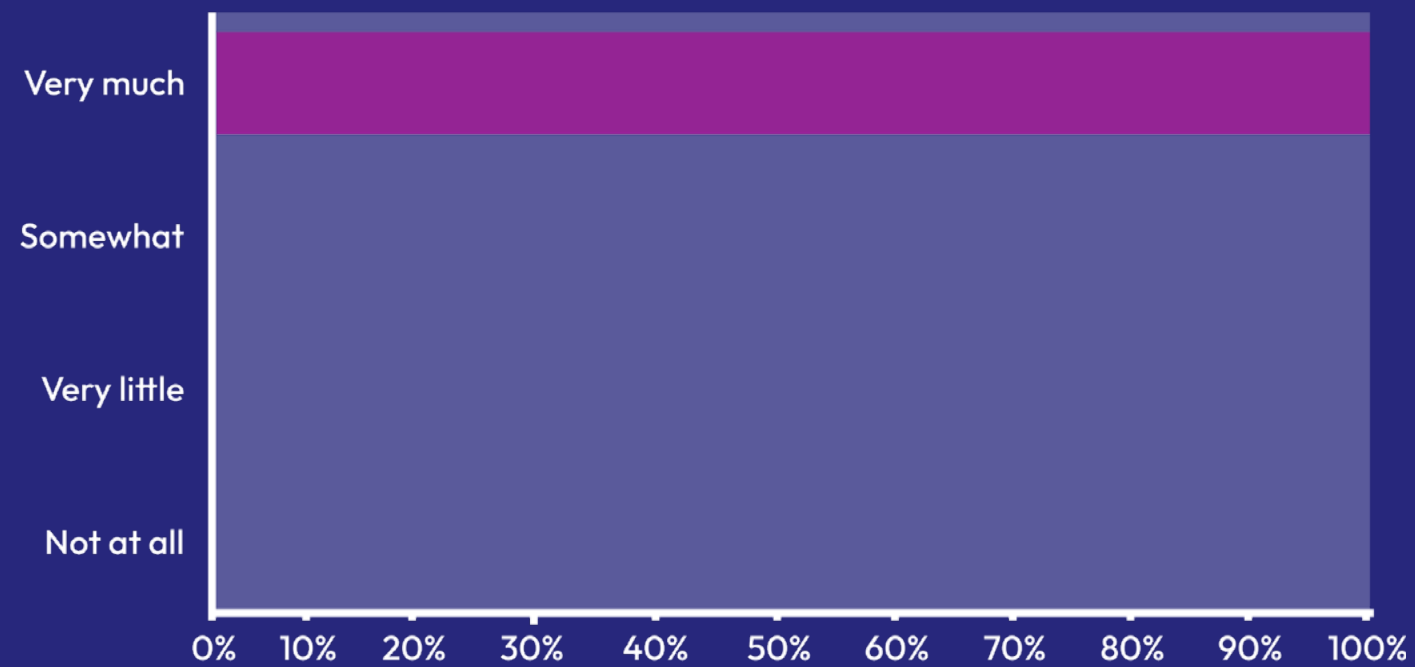
Q19: Did your community participate in any of Jewish Federations of North America's fly-ins to visit sites of refugee intake?

Answered: 43 Skipped: 9



Q20: Was the fly in an effective tool for connecting the participants from your local Federation with the impacts that they were having in and around Ukraine?

Answered: 13 Skipped: 39



Appendix D: Photo Credit

- Cover: JDC
- Page 1: Max Dinshtein for The Jewish Agency for Israel
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- Page 18: JDC
- Page 19: JDC
- Page 23: Oleksandr Ratushniak
- Page 25: Max Dinshtein for The Jewish Agency for Israel
- Page 28: JDC
- Page 29: Max Dinshtein for The Jewish Agency for Israel
- Page 32: JDC
- Page 34: JDC
- Page 36: Olivier Fitoussi for The Jewish Agency for Israel