SUSTAINING AND ELEVATING JEWISH LIFE AROUND THE WORLD

The Impact of Federations’ Core Support 2021

Prepared for the Jewish Federations of North America
“Your people are my people.” The timeless declaration by the biblical Ruth is at the heart of Jewish life and the commitment of the Jewish Federations of North America to our global Jewish family. Year after year, Jewish Federations face up to the challenge, and meet the needs of vulnerable Jews overseas, ensuring their safety and security, while cultivating a vibrant Jewish future. Your partnership and incredible support are testimony to our intertwined goals and shared mission.

In 2021, JDC was privileged to work together with Federations in pursuit of these ideals. Together, we brought Jewish values to life by:

- Ensuring material support and a message of hope to Jews who were suffering, reflecting the value of Hesed — lovingkindness.
- Striving to give all Israelis an equal chance to succeed, in the spirit of Tzedek — justice and fairness.
- Investing in Jewish communities, so that they can perpetuate a Jewish future, and care for their most vulnerable, because we believe in the power of Kehillah — community.

In 2021, amidst the COVID pandemic, natural disasters, rising anti-Semitism and instability, Jewish Federations remained undaunted and focused on your promise to the global Jewish world. Despite the odds, you raised $31 million in core dollars for JDC, and in doing so provided 56% of our undesignated revenue. Thanks to your generous core allocation, JDC was able to respond immediately when the situation required it — and as we’ve all seen firsthand this past year, there is no shortage of crises that demand a strong and bold JDC.

These life-saving efforts represent the sacred work we do together, and our preparedness is only possible thanks to your core funding. Your core gift was our oxygen in 2021, and enabled JDC to reach the most vulnerable Jews worldwide, while strengthening a thriving global Jewish community. We recognize that you left no stone unturned to raise these funds for Jews around the world, while also shouldering the responsibility to care for those in distress in your own communities. This document is but a small token of our thanks for your enduring partnership. It is our hope that this report provides a glimpse into the impact of your core gift in 2021.

*Note — this document was prepared just before the outbreak of the crisis in Ukraine in early 2022, and its purpose is to cover the impact of core funding in 2021. Please see the brief report about JDC’s extensive humanitarian response to the war in Ukraine on page 8. For timely updates, please visit www.jdc.org/ukraine-response.

1 JDC also expresses deep thanks to the Jewish Federations and Network of Independent Communities for your additional 2021 allocation of $12 million for specified projects and emergency situations.
YOUR CORE SUPPORT IS CRUCIAL

Core dollars are the cornerstone that enables our work together, around the world. As reflected in the charts below, over 56% of JDC’s vital unrestricted revenue comes from your Federation core gift. These dollars are our most precious source of revenue, and because of their flexibility, deliver the greatest impact. These core funds also provide JDC with outstanding leverage. In fact, in Israel, close to 70% of our budget is leveraged, as every $1 of flexible funds that JDC brings to the table generates an additional $2 to $3 in revenue from the Government of Israel. Thus, Federations’ core fuels our shared mission of strengthening Israeli civil society, and across the globe, providing human services to meet the needs of vulnerable Jews, connecting Jews and Jewish communities, and providing immersive Jewish experiences.

2021 Budget: Total Revenue

<table>
<thead>
<tr>
<th>(In U.S. $ millions)</th>
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<tbody>
<tr>
<td>Unrestricted Revenue</td>
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<tr>
<td>Restricted Revenue</td>
<td>290.8</td>
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<tr>
<td>TOTAL REVENUE</td>
<td>345.5</td>
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2021 Sources of Unrestricted Revenue

<table>
<thead>
<tr>
<th>(In U.S. $ millions)</th>
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<tbody>
<tr>
<td>Federation Core Funds</td>
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<td>Foundations &amp; Individuals</td>
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<tr>
<td>Endowment Draw</td>
<td>7.7</td>
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<tr>
<td>JDC Board Campaign</td>
<td>7.5</td>
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<tr>
<td>TOTAL UNRESTRICTED REVENUE</td>
<td>54.7</td>
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Core Funds: A Springboard for Impact

The $31 million in unrestricted funds from Federations are the lifeblood of JDC, a precious resource that enables us to transform the quality of life for vulnerable populations, to act quickly, innovate, leverage, and meet unforeseen needs. More specifically, core funds enable JDC to:

1. **Move swiftly in times of crisis.** When Jews and Jewish communities suddenly find themselves in jeopardy, your core funds are the fuel for lifesaving activity. Throughout the global tumult of 2021—from the civil tensions in Israel, to the devastating surge of COVID in India, to the earthquake in Haiti—your core gift made it possible for JDC to save lives. So too, as we held our breath while reading headlines about a mounting crisis in Ukraine, you made sure that JDC could provide food, medicine, and utilities to tens of thousands of needy Jews who were helpless in the face of skyrocketing prices. Thanks to core funds, JDC can be there, with the infrastructure in place and prepared to assist, on your behalf, when the Jewish community needs us most.

2. **Leverage partner funds.** Your undesignated support fuels our capacity to elevate Jewish lives around the world and continue lifesaving work, from January 1st of any given year. This means that:
   a) Even if we have not raised the entire amount for a planned endeavor, your gift enables JDC to “take a chance” and launch into action, while we continue raising the balance of money needed. Once a program is operational, more dollars are likely to be committed. Thus, your core funds are crucial to our effort to reach a funding goal.
   b) We can expand our multi-year commitments, which further our stability. In fact, in 2021, JDC signed an overarching, five-year contract with the Government of Israel, which strengthens our ability to innovate and meet Israel’s most pressing challenges.
   c) Core dollars are the backbone necessary to finance the growth of successful high-priority programs, in response to unexpected demand.

3. **Progress with plans** and maintain continuity of critical programs, especially during challenging times. For instance, core dollars enabled JDC to expand the Integrated Care program during the COVID pandemic, ensuring that compassionate and professional care served hundreds of vulnerable older adults in cities across Israel.

4. **Act resourcefully and with agility.** Core funds serve as a cash reserve that JDC uses to respond to emerging needs and uphold its impact, even in the case of unexpected changes in restricted funding.

5. Ensure that an excellent **professional team is in place, who can meet new and emerging needs, innovate**, and bring our shared values to life, around the Jewish world.
YOUR GLOBAL IMPACT IN 2021

As you have likely seen in your own communities this past year, in times of crisis and conflict, it is the most vulnerable - homebound older adults, families already at-risk, and people with disabilities - who experience the greatest levels of stress and trauma. Over the past year, it was precisely these individuals who suffered from the impact of the COVID pandemic and the toll it took on their health, livelihood, and overall well-being.

Thanks to your core gift, JDC can work to save lives, nourish those who are hungry, care for those who are weak, bring hope to those who are isolated, and let everyone experience the joy of being part of a Jewish community. Your undesignated support provides the first dollars for these endeavors and makes our lifesaving work possible. Please see the infographic on the following page for a snapshot of your impact in 2021.

As you read the narrative report on the following pages, please take the time to click on the embedded links in each section. These will open 1-minute video clips that bring to life the impact of your generous gift across the Jewish world.
In 2021, thanks to our partnership, 71,000 people were helped by JDC on any given day.

- **22+ million hours** of home health care were provided to vulnerable Jews living in the former Soviet Union.
- **80,000+** of the world’s poorest Jews in the former Soviet Union received lifesaving food, medicine, and homecare.
- **6,900** volunteers participated in community care projects, reaching **50,000+** elderly, children and families at risk in 54 locations across the FSU.
- **110,000+** impoverished and often isolated Jews across Europe, Asia, Africa, and Latin America received lifesaving aid.
- **268** impoverished families in small communities in Argentina received food, housing assistance, and medical support, helping them weather economic crisis.
- Up-to-date information about **776 professional options** were shared on JDC’s new employment guidance website, enabling Israeli jobseekers from vulnerable populations to plan a brighter future.
Former Soviet Union: You Saved Lives During the Pandemic

In 2021, COVID made a difficult situation worse for JDC’s elderly clients in the former Soviet Union (FSU). Health regulations were erratic, leaving high-risk elderly even more vulnerable. The pandemic also compounded ongoing financial hardship throughout the region. The situation was most alarming in Ukraine, where the prices of basic foods like eggs, bread and vegetables rose by 29% and electricity costs spiked by 26.5%. This created an untenable reality for our elderly clients, who were already trying to scrape by on as little as $2 per day, forced to make the Solomonic choice between food and medicine. After suffering from harrowing wartime experiences and living under the veil of Communism, many are penniless. Like Zinaida (1:00), they depend on JDC for their very survival. In 2021, Federations’ partnership enabled JDC to care for Zinaida, and over 80,000 elderly Jews like her, despite the soaring costs of providing life-saving aid.

Your investment in connecting Jews and Jewish communities also bore fruit in 2021. When the pandemic struck, local communities had the infrastructure and know-how to rise to the challenge. Over 6,900 dedicated volunteers joined the effort to care for their most vulnerable community members, assisting some 5,900 older adults in need in seven countries. Volunteer Centers worked closely with Active Jewish Teens (AJT), which has become a leadership lab for over 3,200 Jewish teens throughout the region, with members in 61 cities across seven countries. AJT nimbly adjusted to the changing COVID conditions in 2021, continuing some activities online and holding in-person activities when possible. Federations’ support made it possible for AJT to keep its members connected to their Jewish roots and maintain a sense of community spirit during the pandemic, through programs such as weekly online Shabbat/Havdalah celebrations, pre-holiday events for Purim and Pesach, diverse volunteer opportunities, and uplifting Shabbat retreats.
Special 2022 Update: Emergency Humanitarian Aid – Ukraine
Since February 24, Ukraine has been embroiled in war. Millions have left their homes, fleeing the death, destruction, and wrath of war. JDC has been working around the clock throughout Ukraine and in neighboring countries, caring for displaced people, providing humanitarian aid, ensuring passage to safety, and much more.

JDC is able to respond immediately to crises in the region, including the pandemic and, of course, the war in Ukraine, because of our strong presence and infrastructure on the ground before crisis strikes. This included provision of humanitarian aid to 37,000 elderly Jews; support of programs for over 2,500 children at risk; creation of a volunteer force of 3,400 individuals who assisted 13,000 people across Ukraine in 2021. We continue to maintain four field offices (in Dnipro, Odesa, Kyiv, and Kharkiv) and 18 Hesed humanitarian aid centers reaching poor Jews and Jewish communities in 1,000 locations across the country.

As astounding as the needs are today, they will be unthinkable tomorrow and in the near future. Long-term support—to continue to care for those who stayed behind, and to deal with the aftermath of war for individuals and communities as a whole—is a task we will be undertaking for years to come. Federations’ core dollars enable this monumental humanitarian endeavor.

Israel: You Helped the Startup Nation Move Forward
Working together, Jewish Federations of North America and JDC empower Israel’s vulnerable populations with the tools and resources to build a brighter future for themselves and their families. At the same time, our shared investment strengthens and enhances the bond between the North American Jewish community and Israel.

In 2021, your impact was key to JDC and the Government of Israel signing a historic and comprehensive five-year agreement. Based on the commitment of Federation core dollars, this contract will cement JDC’s strategic role as an engine of social change, providing us with greater stability and flexibility to close socio-economic and educational gaps today, while preparing for the challenges of tomorrow.
Your support integrated data and technology into our social services, harnessing the know-how and innovation of the “Start Up Nation” to generate smart, efficient, and scalable social solutions. JDC’s JOINTECH gave isolated older adults the ability to preserve and promote their health through remote rehabilitation and connect with the outside world by using technology. Jewish Federations also opened new opportunities for people with disabilities to utilize public transportation (0:59) and find a new sense of empowerment and independence. Adults struggling to integrate into the work force now have a JDC-developed, data-based application that provides real-time advice about the best directions for employment in today’s job market.

And during the rocket fire and tensions of May 2021, Jewish Federations enabled JDC to provide swift relief and assistance to the most vulnerable populations in Israel. This included in-school trauma services for children and educators, crisis support for older adults, emergency response training to over 150 elder care facilities, facilitation of accessible safety guidelines and missile alerts for people with disabilities. In the aftermath, JDC is working together with partners from Arab municipalities and from civil society, to create initiatives that foster meaningful connections between Jews and Arabs and strengthen cohesion in Israeli society.

Europe: You Shored Up Resilience for a Strong Jewish Future

As Jewish leaders in North America, you recognize the importance of being attuned to emerging needs and trends in the wider community. In 2021, your core gift helped launch the Fifth Survey of European Jewish Community Leaders and Professionals, providing critical insight into the thinking of Jewish communities in Europe, identifying major trends, and helping to steer JDC forward in our work with local communities.  

The survey examined the impact of COVID on the financial well-being and operations of Jewish communal institutions, looking at how they have weathered the multiple challenges of the past two years. Perhaps most concerning, the need to combat anti-Semitism has steadily increased in recent years and in 2021 was identified as the top future priority for community leaders. Alongside this, respondents were concerned about engagement, community sustainability, and cultivation of young leaders. JDC addresses these issues.

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with a range of initiatives, from youth groups and leadership programs to Jewish Community Centers (JCCs) and summer camps.

In 2021, we worked together in Warsaw, where the city’s JCC continued as the heart of Jewish life for hundreds of people. To maintain community spirit during COVID lockdowns, the JCC held virtual Passover seders, delivered Shabbat packages, and reached out to Jews across Poland, inviting them to the JCC’s virtual cultural events. We collaborated in Budapest, whose flagship community-building event Judafest coincided with the Sukkot holiday and was a long-awaited celebration of the return to in-person programming. JDC joined forces in the Baltic States of Estonia, Latvia, and Lithuania, helping Jewish communities navigate the pandemic to offer some 200 children a safe and engaging immersive *summer camp experience* (1:00).

And your impact was felt across the region, through leadership programs, such as the YESOD Europe training initiative for European community professionals. In 2021, YESOD empowered over 200 Jewish professionals from 25 European countries to lead their communities through complex times.

**Africa & Asia: You Nurtured Isolated Jewish Communities**

Federations’ core gift brought you into the hearts of remote communities, who are heirs to ancient Jewish traditions, such as the Indian Jewish community, whose roots date back over 2,000 years. These 4,000 Jews, living among a general population of 1.3 billion, needed our help, especially as economic distress was compounded by the pandemic. In 2021, JDC leveraged your core support to care for the community’s elders at the Bayiti Jewish Home for the Aged, and alleviate poverty with cash assistance, holiday food sets, meals on wheels, and medical aid for needy members of the community.

Djerba, Tunisia, is also home to a minority Jewish community with a 2,000-year-old history. In 2021, the Kanfei Yonah girls’ high school broadened the educational horizons of 110 female students. Through your support, Jewish Federations raised the standard of girls’ education in Djerba, furthering this tight-knit community’s ongoing journey to embrace opportunities for their youth, while remaining true to their Jewish heritage.

In Turkey, Istanbul’s elderly Jews sheltered at home during the worst months of COVID, and as a result were unable to use vouchers from the local community. Thanks to
Federation core support, the local community was able to purchase basic foods and mobilize young volunteers to deliver packages to Turkey’s neediest Jews, ensuring the provision of much needed assistance. Please click to learn more about the **Turkish Jewish community’s (1:00)** long-time tradition of caring for one another in times of need.

**Latin America: You Provided a Lifeline of Support**
In the past two years, Argentina’s dire economic situation was further aggravated by COVID. Federations’ core gift in 2021 enabled JDC to provide human services to 1,200 middle-class families who fell into financial crisis because of the pandemic; by year-end, 700 of these families had regained their financial footing. In 2021, you also enabled JDC to reach out to 14 smaller communities in the provinces outside Buenos Aires, where resources are scarce, poverty is more concentrated, and Jewish communities have little capacity to care for their own. Provision of basic human needs helped keep the most vulnerable households from falling into abject poverty and brought relief to middle-class families struggling under the weight of the pandemic.

For example, a client named María is desperately trying to provide for her children, while at the same time, juggling responsibilities to care for her mother, who suffers from dementia and other chronic illnesses. During this overwhelming period in her life, your generosity is enabling **María and her family (1:00)** to survive and maintain a sense of optimism about what tomorrow brings.

Your core support furthered cross-regional capacity by helping to create a network of Jewish nursing homes and day centers for the elderly from ten Latin American countries, including Argentina, Brazil, Cuba, and Venezuela. As professionals were shouldering responsibility for elderly Jews in residential settings, at highest risk during COVID, this professional network helped to further shared expertise and protect the health and safety of the most vulnerable elderly living in Jewish old age homes.

**Global Crisis Response: You Powered the Jewish 911**
Federations’ core funding provides JDC the capacity to respond to humanity’s needs in the spirit of Tikkun Olam and on your behalf. When disaster strikes around the world, JDC is there, often working in tandem with other global organizations and local partners, to meet immediate needs.

Thus, when an earthquake crippled Haiti in August, you helped JDC deliver 2,500 pounds of medical supplies, cover treatment for 4,300 patients in field clinics, and provide food assistance for 900 families. During a disastrous COVID surge in India, JDC worked together
with Jewish Federations and local partners to respond to urgent needs, delivering life-saving ventilators from Israel, oxygen concentrators, health and hygiene kits, filtered masks, and other medical supplies, to save lives.

In India and Ethiopia, your core gift encouraged impoverished women to invest in farming and cottage industries that earn them valuable income and build on their own abilities. In 2021, three new projects were introduced, including the delivery of cooking stoves, so women could sell home cooked food prepared in their own homes. The program, which aims to reach 250 women over four years, affirms that supporting women is one of the best ways to improve the well-being of entire families and communities for generations to come.

**Entwine: You Launched Young Adults on Their Leadership Journeys**

JDC Entwine focuses on service, engagement, and leadership. Whether through three-month volunteer opportunities, in-person service trips or a learning model that supports rising leaders to develop the skills they need to lead in an increasingly complex, global world, Entwine develops young adults who feel connected to the global Jewish community, passionate about Jewish issues, and committed to the values of global Jewish responsibility.

With the onset of lockdowns and social distancing early on in the pandemic, Entwine adapted to the changing environment and developed an array of remote offerings for service and learning. With the partial return to in-person gatherings and travel in 2021, Entwine gave participants the flexibility to participate in fulfilling experiences, despite the ever-changing COVID reality. Some 186 young adults participated in in-person and virtual service experiences in Argentina, Dubai, India, Israel, Morocco, and Ukraine, including Entwine’s first trip to the field with 18 participants traveling to UAE in October.

Entwine also reintroduced local programming around the U.S., reaching 400+ young professionals who were able to create connections with other young Jews and engage in service in their communities through a global lens. Entwine’s “Down the Block” invited young
adults to explore global communities and cultures through immersive experiences in their own cities. Despite the uncertainties of 2021, Entwine delivered innovative and engaging programming, with nearly 10,000 touchpoints with young Jewish adults around the world.

**JDC’s Professional Team: Your Emissaries for Doing Good**

JDC’s work across the globe depends on its staff, who have dedicated their careers to improving the Jewish world. Federations’ core support ensures that JDC professionals have the training and oversight they need to deliver services and assistance of the highest caliber, to the people and communities that count on us. Your funding also enables us to carry out research and measurement, so that we can address the most pressing needs efficiently and effectively, ensuring your philanthropic dollars go even further. A portion of your gift is channeled towards rigorous legal and accounting functions, which ensure transparency to you and other donors, and compliance with regulations in North America, and in 70 countries around the world. These efforts constitute the backbone of our work, that enable our global, life-changing impact.

**OUR GRATITUDE**

JDC is profoundly grateful to Jewish Federations of North America for your crucial core gift of $31 million in 2021, and for your steadfast commitment to caring for the most vulnerable while building thriving Jewish communities. Your support fueled JDC’s work, unlocked additional funds, and gave us the flexibility to act when the Jewish world needed us most. This was a massive undertaking on your part, especially given the climbing needs and pressures within your own local communities.

Thank you for enabling us to carry out our shared mission in the face of the ongoing pandemic and other global challenges. On behalf of tens of thousands of vulnerable people worldwide who received compassionate care, and the communities around the world that discovered new avenues for growth, we extend our deepest gratitude. We look forward to a continued and strengthened partnership that benefits the Jewish people now and in the future. It is an honor for us to share in this work together.
JDC: DEDICATED TO A TIMELESS MISSION

Federations’ foundational gift connects you to century-long endeavor to respond to human needs and foster human connections. Since 1914, JDC is the strategic and nimble organization that adapts to changing circumstances while remaining true to its mission, ever mindful of the people who depend on us.

JDC is the leading global Jewish humanitarian organization, working in 70 countries to lift lives and strengthen communities. We rescue Jews in danger, provide aid to vulnerable Jews, develop innovative solutions to Israel’s most complex social challenges, cultivate a Jewish future, and lead the Jewish community’s response to crises. For over 100 years, our work has put the timeless Jewish value to mutual responsibility into action, making JDC essential to the survival of millions of people and the advancement of Jewish life across the globe.

More information can be found at www.JDC.org