GOING ABOVE AND BEYOND

JDC ANNUAL REPORT
Help from JDC is the only relief for three generations of this family, who live in a cramped, squalid home in Shymkent, Kazakhstan.
JDC: Global Impact

Today’s urgent mission for JDC is rescuing Jews and others in danger and crisis, alleviating hunger and hardship, and renewing and rebuilding emergent Jewish communities. JDC impacts millions of lives in more than 70 countries worldwide.
A Message from Our Leadership

FOR TOO MANY JEWS AROUND THE WORLD, these are tough and uncertain times. In country after country, economic, social, and political turmoil are devastating already tenuous and fragile lives.

For JDC, that has meant a significant rise in the number of those who need our help—feeding and caring for the elderly, aiding children and families in urgent need and distress, and repairing and restoring Jewish community life.

Going Above and Beyond

On the frontlines are JDC’s remarkable volunteers, professionals, and field experts. They are driven by the Talmudic precept that all Jews are responsible for one another. Each day, often at great personal risk, they devote themselves to ensuring that wherever a hot meal is needed, urgent medicine required, or a child begs rescuing from squalor, no matter how remote the location, we will deliver, as we have for almost 100 years.

Despite the extreme cold experienced in the former Soviet Union (FSU) this past winter, the life-sustaining services we help provide there for some 160,000 impoverished elderly Jews in nearly 2,700 locations continued unimpeded. How do we accomplish this? Through the dedication of home care workers like Tania, profiled in this Report, and the astute preparations made by the Hesed network—a program model we developed that became a building block of community life.

Supporting the Most Vulnerable

Just under half of the frail elderly Jews assisted become a building block of community life. But delivering life-sustaining services we help provide there for one another. Each day, often at great personal risk, they devote themselves to ensuring that wherever a hot meal is needed, urgent medicine required, or a child begs rescuing from squalor, no matter how remote the location, we will deliver, as we have for almost 100 years.

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Addressing New Economic Challenges

Responsible to skyrocketing unemployment, small business bankruptcies, and cuts in pensions and social programs in Greece, JDC assembled a local consortium of partners to aid the hard-hit Athens Jewish community. Our support for food aid, rent subsidies, and tuition assistance is a lifeline for families in distress and key to ensuring their children’s Jewish future. Leveraging expertise garnered from our response to last decade’s economic collapse in Argentina, JDC’s job training initiatives, relief services, and support for Jewish institutions are now bolstering young Jewish families facing extreme financial hardship in the Baltics, Bulgaria, Hungary, and Romania. At the same time, the well-being and participation in Jewish life of nearly 30,000 impoverished children and their families in the FSU and Europe remain a priority.

Strengthening Jewish Community

Even as we address escalating needs, JDC continues to expand access to Jewish culture, from Budapest to Buenos Aires to Beijing. In our time, there is an unprecedented opportunity to strengthen Jewish life and connect Jewish communities across the globe. We are devoting significant resources to give Jews worldwide the ability to explore and engage our shared heritage.

Disaster Recovery

Building on our core expertise, JDC responded to Japan’s March 2011 disasters by establishing supportive programs for children, the elderly, and people with disabilities, and we introduced Israeli trauma experts and counseling programs to relieve suffering, especially among the youngest.

Partners for a Stronger Jewish Future

Through Entwine, JDC’s newly branded next gen initiative, we are building an expanding movement of young North American Jewish activists informed about and eager to become involved in JDC’s response to global Jewish needs. In so doing, they are following a tradition of leadership established by JDC’s founders, whose dedication to excellence and achievement is upheld today by the devoted members of our JDC Board—second to none in the Jewish world.

We are especially grateful to our past President, Dr. Irving Smokler, for his strong stewardship during a period of daunting financial challenges. In a changing philanthropic environment, he took us in new directions, leaving us better prepared to face the unexpected. Our achievements reflect the high caliber of JDC’s worldwide staff. For the past decade they have been led by Steve Schwager, whose boundless devotion to the people we serve inspired so many to go the extra mile in pursuing our mission.

We deeply appreciate the trust and support we receive from Jewish community Federations across North America in partnership with JFNA, the Harry and Jeanette Weinberg Foundation, the International Fellowship of Christians and Jews, the Maurice and Vivienne Wohl Charitable Foundation, the Swiss Banks Settlement, World Jewish Relief, and other individuals, foundations, and partners around the world. Special thanks to the Conference on Jewish Material Claims against Germany, which has designated JDC as its agent in providing welfare services to Holocaust survivors in the FSU and Eastern Europe.

With all that we’ve accomplished, and with all the lives we impact and change each day, we know that there are so many more we could reach with your help. We invite you to join us in our shared goal of alleviating suffering and securing a vibrant, global Jewish future.

“Even as we address escalating needs, there is an unprecedented opportunity to strengthen Jewish life and connect Jewish communities across the globe.”

Penny Blumenstein
President

Darrell D. Friedman
Interim CEO
FOR THE PAST TWO YEARS, the Minevas’ downward spiral has mirrored Bulgaria’s economic decline—and now both have reached a critical tipping point.

Mihaela, 40, proud mom of 15-year-old Monica, never imagined her family would plunge into poverty. In 2010, Mihaela’s husband lost his construction business and abandoned the family. The same year, her father lost his small grocery shop and suffered a heart attack.

Within months, the family was evicted from their apartment and moved into an unfinished flat in a poor Sofia neighborhood, where the grandparents’ $200 monthly pension barely covers the rent. Mihaela and her elderly parents share one room; Monica sleeps in the other. When the JDC social worker visited, she found their water, heat, and lights turned off because of $2,500 in unpaid bills.

The Minevas’ experience is echoed by hundreds of Bulgarian Jewish families. Living in a country with the lowest incomes in the EU, soaring unemployment, and drastic price spikes, nearly two-thirds of Bulgarians report difficulties covering the most basic needs, including food and health care.

These formerly self-sufficient families have joined the ranks of the “new poor,” burdened by declining wages, forced unpaid “vacations,” and oppressive mortgages. Jewish families in Bulgaria are increasingly turning to their community’s welfare system for assistance.

“At this moment, the help the community gives me is my only hope,” Mihaela says through tears. Formerly a store manager, she’s gone through several cycles of job loss and was recently retrained by JDC’s Ariel Job Center as a caregiver for elderly Holocaust survivors.

JDC and Shalom, its main partner in Bulgaria, help meet the Minevas’ needs: a meals-on-wheels program ensures at least one hot meal per day and utility subsidies keep their heat and lights on.

Monica, attending the Lauder Hebrew School, gets help to cope with the hard times and is being tutored by a Jewish university student mentor.

DID YOU KNOW?
Leveraging expertise gained from our response to Argentina’s 2001 financial collapse, JDC was able to quickly enact emergency relief programs in euro zone and Eastern European Jewish communities affected by the recent debt crisis, supplying food, rent subsidies, job training, and other support.

YOU CAN HELP!
With your support, JDC’s welfare assistance network ensures that children, who often fall through the cracks during a financial crisis, get the food, clothing, and other services they need to endure their family’s hardship.

“Now, she’s more involved in Jewish Community Center (JCC) programs and the youth group, and she attended Jewish camp for the first time.”

“You can help!”

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Now, she’s more involved in Jewish Community Center (JCC) programs and the youth group, and she attended Jewish camp for the first time.

In nearby Greece, too, Jewish families and community institutions have been struggling to stay afloat as the devastating impact of the country’s sovereign debt crisis continues to derail lives.

Rafail, 58, has had to count every euro since closing the family clothing business in Athens for good last year. Unable to afford their mortgage or sell their house, he and his wife were forced to cut spending severely and pull their small children, Lela and Moni, out of Athens’ Jewish Community School. Rafail and Sara are among hundreds of Greek parents making heartbreaking decisions just to keep a roof over their children’s heads.

JDC’s emergency grant and expert intervention enabled the Athens Jewish community to offer rent subsidies, food, and school scholarships to families in need. Lela and Moni are once again attending the community day school.

“Being a small community and living in a country with a different but strong national religion makes it even more important to me that my children understand their identity,” Rafail says. “Now, in my time of need, it gives me a feeling of security to know that I am not alone.”

AIDING FAMILIES FACING EUROPE’S DEBT CRISIS
Mihaela & Monica Mineva
LIKE A NEEDLE IN A HAYSTACK. 17-year-old Besart is the only Jewish teenager in all of Albania. But his passion and dedication for Jewish life has the strength of thousands of people.

“I have always known I was Jewish, though I didn’t grow up with Jewish life in my home,” he explains. “Instead, I attended every community meeting we’ve had as far back as I can remember and have taken every opportunity to connect with Jews from other countries in similar circumstances to ours.”

This quite a feat for this single member of Albania’s 35-person Jewish community. However, Besart’s life trajectory reflects the historical arc in Albania and many other post-Communist countries where religious practice was strictly prohibited for decades and where, today, young Jews are embracing their heritage with unbridled enthusiasm.

With JDC support and community-building expertise, Jews from Bucharest to Budapest to Vilnius are rediscovering their roots through holiday celebrations as well as through music, dance, and other cultural programs. Additionally, Jewish camps, family retreats, and leadership training take young people like Besart beyond borders to engage with the rest of the Jewish world, in the hope they will carry the torch forward.

For Besart, that experience comes in the form of the Ronald S. Lauder Foundation/JDC International Summer Camp in Szarvas, Hungary.

“Szarvas created my Jewish identity,” Besart says of the idyllic campsite in Hungary where young Jews from 25 countries come together to explore what it means to be Jewish, connect with Israel, and develop the leadership skills to become key players in their home communities. “Before I went to Szarvas, I knew what Shabbat was, but not how to observe it. I didn’t know the prayers, songs, or the concept of mitzvot that empower me to live Jewishly now.”

And this past spring, Besart put his camp learning into action. He was the first Albanian in decades to lead the community’s Passover seder, convened by JDC, helping translate the Haggadah into Albanian and preparing a special educational booklet for each guest.

“I couldn’t have done it without JDC and without the inspiration I got at Szarvas,” he says.

The impact this kind of Jewish renewal programming has on Jews who were culturally isolated from Jewish life under Communist oppression is critical—even more so for Jews living in tiny Jewish communities like Macedonia, Slovenia, and Albania. During Chanukah and Purim, caravans of young Jewish actors, dancers, and musicians travel regionally to put on holiday performances and ensure that the Balkan communities have creative outlets to celebrate. And multiple times a year, Jewish young adults from communities large and small—among them Austria, Croatia, Greece, Italy, Romania, and Serbia—transcend geographical borders for Jewish identity-building and networking that reminds them they are part of a global people who can garner strength from one another.

“If you connect with other communities you can learn and share so much,” Besart says. “I’m trying to connect my community with others so they do not feel alone and so they can be as proud of being Jewish as I am.”
THE EXTREME COLD that enveloped the European continent last winter impacted many, but for thousands of elderly Jews in the former Soviet Union (FSU) living in already dire circumstances, the freeze became life threatening.

Some 24,000 of JDC’s 160,000 elderly Hesed beneficiaries live in villages located hundreds—even thousands—of miles from the nearest city, with rudimentary heating in rundown homes open to the cold and damp. Many have no indoor plumbing; some still get their drinking water from wells. Once hardy, these now fragile elderly brave the elements several times a day just to fill basic human needs.

Financially strapped even in good months, they’re unable to stock up for winter. Yet, when weather becomes extreme, even good neighbors cannot be relied on to bring a loaf of bread or some potatoes to stave off hunger.

But the Hesed welfare network that JDC helps support can and does—as it proved repeatedly last winter. Fueled by a mix of good planning, ingenuity, and dedication, staff members responded to even the most daunting of challenges, determined to keep the people they cared for safe.

In a year characterized by superlative efforts, what Tania, a home care worker in a rural corner of Ukraine, did for “her people”—as she affectionately calls the couple she cares for—stood out.

Tatiana, who lost both her legs in a long-ago car accident, and Bronislav, who’s walked with a severe limp since childhood, live in the same village as Tania, but she needs a moped to reach them on their remote farm. She visits them five days a week, waking at 4 a.m. to milk her cows and prepare food for her two children before spending six to seven hours cooking, cleaning, and generally caring for her increasingly immobile clients.

“I know that if I am not there for a day, no one will help them, and they will suffer,” says Tania. So what did she do this past winter, when the mercury fell to -27 degrees Fahrenheit, and snow and ice made road travel unthinkable? Tania borrowed a horse and sleigh from her brother—and never missed a day! “I could not think not to go,” says Tania, “because they will just starve. How in this case is it possible to allow my own self-pity!”

For 70+ days, Tania filled the sleigh with food, water, and supplies, adding hay and blankets to keep the horse warm while she worked. And on the five days that her brother could not lend her the horse, Tania walked, for over an hour, in the bitter cold.

“For me, helping Tatiana and Bronislav is beyond the job,” Tania said, explaining what inspired her to go to such lengths. “Despite their condition, they do not lose heart! They amaze me with that. They are my close friends…. I am doing everything for them as for my relatives. I do not see any difficulties in my work; how is it possible to have hardships in the work that you love?”

GOING THE EXTRA MILE TO RESCUE THE ELDERLY

Tania Bunak

DID YOU KNOW?
JDC’s expert innovations are enhancing the independence and quality of life of Israel’s elderly and raising standards of care in JDC-supported Jewish old age homes in North Africa, India, and Central and Eastern Europe.

YOU CAN HELP!
It is our responsibility to ensure that poor, frail, and lonely elderly Jews can age with dignity. Your continued support of JDC makes that sacred task possible.
A "CNN Hero" finalist, Dr. Rick was nominated by his son, Semegnew, who described his father as a “saver of the world, mostly Africans” who cares only about “the number of patients he is saving every day.” Dr. Rick’s work has been chronicled in books and films, and earned many professional honors. However, for Dr. Rick the only recognition that counts is the transformation of his patients—young people whose lives he has literally turned around.

While many call him a miracle worker, Dr. Rick ascribes it to a higher power. “There are remarkable things which happen,” he says. “For example, the case of Merdya, a destitute young Muslim woman whose life I saved because I put on tefillin (phylacteries) in a synagogue in Minneapolis.”

Dr. Rick explains that no doctor was willing to tackle Merdya’s condition: a massive tumor, untreated for ten years, spreading outward from the base of her brain, totally disfiguring her right eye and face. Then, on a trip to Minneapolis, he overslept, stopped by a synagogue to say morning prayers, and exchanged greetings with a man who turned out to be a neurosurgeon. After seeing Merdya’s pictures on Dr. Rick’s laptop, the surgeon volunteered to help and put together a team that rebuilt Merdya’s face.

“So, since I met Eric Nussbaum in the synagogue,” says Dr. Rick, “we were able to help a Muslim orphan living in a Catholic mission in Ethiopia be operated on in a Catholic hospital in Minnesota at no cost. And she’s fine!”

“I never thought I would have my face back,” said Merdya, as she thanked Dr. Rick and JDC. “This is God’s work.”

“[My inspiration comes from] Judaism’s dedication to saving lives.”

SAVING ETHIOPIAN LIVES, ONE AT A TIME

Dr. Richard M. Hodes

AT A HOSPITAL IN ETHIOPIA in the early 1990s, soon after becoming JDC’s Medical Director, Dr. Richard M. Hodes met Bewoket, a young boy who’d run away from home for treatment for rheumatic heart disease. Dr. Rick, as he is affectionately known, got involved in Bewoket’s care, and then began volunteering at Mother Teresa’s Mission for Sick and Dying Destitutes.

There he met two orphaned boys suffering from tuberculosis of the spine. To get them life-saving surgery, Dr. Rick adopted them. This decision proved life-changing for him—and for hundreds of other children and teens with dangerous spine and heart disease.

They are the beneficiaries of Dr. Rick’s mission to send impoverished Ethiopian youth abroad for spine and heart surgery. He also supervises their long-term recovery, and tirelessly secures affordable medicines for Ethiopians suffering from Hodgkin’s disease and other forms of cancer.

This is beyond Dr. Rick’s “day job.” For over two decades, he has overseen the health of all Ethiopian immigrants to Israel. He has also provided medical care for refugees and displaced people in Rwanda, Somalia, Tanzania, Albania, Turkey, and Zaire.

An observant Jew, Dr. Rick’s 24/7 commitment to heal those “who may go unnoticed, whom others may not care about” has won media attention and ardent supporters worldwide. His inspiration comes from “Judaism’s dedication to saving lives, and the statement from the Talmud that he who saves one life saves an entire world. I think of this often … especially of the value of one life.”

DID YOU KNOW?

More than 2,800 women received free mammograms and 25,000 people participated in health-promoting events in 2011 through JDC’s Women’s Health Empowerment Program—a partnership with Susan G. Komen for the Cure® that is increasing awareness and early detection of breast cancer in central Russia, Hungary, Bosnia and Herzegovina, and Montenegro.

YOU CAN HELP!

Your generous contributions can directly impact Dr. Rick Hodes’ caseload, extending to additional destitute Ethiopian children the opportunity for life-changing treatment and surgery.
“THE MOST SPECIAL THING I have done as an Arab woman in Israel is to lead a program that JDC gave us to encourage Arab women to join the workforce and be a very important part of the society,” says Nareman Sleiman, the National Director of Rahadiya.

Eager to stretch the parameters of her life to the fullest and forge a path for others to follow, Nareman is on a mission to create social change—and she found a willing partner in JDC. In Israel, JDC develops innovative approaches to meeting social needs, disseminating proven models nationally and carefully adapting them to the cultural norms of diverse population groups.

Rahadiya is such a program. To tackle Israel’s key challenge of integrating Israeli Arab women into the workforce, JDC retooled its Woman of Valor model, which has been helping Ethiopian-Israeli women find their first jobs and advance in the workplace since the 1990s. Offshoots of this successful initiative are helping other immigrants as well as the long-term jobless, which includes more than 70 percent of working-age Israeli Arab women.

Woman of Valor has empowered and reduced the welfare dependency of women coming from traditional cultures, whose husbands often challenged the idea of their wives working outside the home.

At Rahadiya, Nareman helps women confronting that same barriers, reinforced in many cases by their own conception of “a woman’s place.”

“...in the small village in northern Israel where I was raised, they talked about the traditional Muslim woman who gets married early and doesn’t feel it’s her responsibility to get work; it’s the husband’s,” explains Nareman. “Women have their family...and time is running; they are less educated and have no experience with the workforce...they start to think they can’t do anything, and they are living in difficult financial circumstances...”

That could have been Nareman’s fate as she stayed home to raise four children and take care of her husband and house. But she kept her dreams of college and career alive, and had the luck, she says, to find a job and gain “support that says ‘okay, you make a career...you move on, you deserve this.’ When I hear this from my husband, it means a lot to me.”

It’s this kind of support that JDC has encouraged in the 13 traditional Israeli Arab communities where Rahadiya currently offers women a three-year language and computer training program, and “the opportunity to learn about the workplace...and find and keep a good quality job that’s acceptable to your family and to your religion.”

“Working to help people make this change is wonderful,” says Nareman. “It’s a great step forward that will impact their whole family...and the next generation.”

DID YOU KNOW?

JDC’s cutting-edge programs to bring the talents of all Israelis into the workforce are also helping improve the upward mobility of Haredi (ultra-Orthodox) women, providing them with skills and access to careers in the hi-tech sector.

YOU CAN HELP!

Because of JDC’s unique approach in Israel, every dollar you donate leverages an additional $4 from the Israeli government and other partners to create national solutions to challenges faced by children and youth at risk, struggling immigrants, the chronically unemployed, people with disabilities, and the elderly.

“Helping people make this change is wonderful. It’s a great step forward that impacts their whole family and the next generation.”

ADVANCING OPPORTUNITY FOR ALL ISRAELIS

Nareman Sleiman

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BEFORE GETTING INVOLVED WITH JDC ENTWINTE,
Niko Toubia, 25, hadn’t found her “home” in the Jewish community as a young adult. “In all my years at Jewish schools I learned about ancient history and World War II. But traveling with JDC introduced me for the first time to international Jewish communities, what their concerns are, and how we as Americans can get involved.” Engaging with Jews globally and making an impact deeply resonated with Niko.

She traveled on Inside Jewish Morocco, JDC’s first-ever national young professionals study trip to the country, in 2010. A Los Angeles native born to Iranian immigrant parents, Niko was intrigued by her grandfather’s work as JDC’s medical director in Iran in the 1960s, and learned that one of his brothers immigrated to Morocco. She wanted to do something in her grandfather’s memory and, as an avid traveler and a musician, artist, and filmmaker, Niko was sure she’d find inspiration in a country as exotic as Morocco.

“I had no idea what a vibrant Jewish community I’d find there… I was blown away by what I saw on that trip. They took us in like we were one of their own. We saw the home for the elderly, the Jewish schools where kids are learning Hebrew, a Purim festival where everyone truly came together—all supported by JDC, working to make the community self-sustaining for future generations. It was incredibly moving.”

Once home, Niko’s passion motivated her to create opportunities for involvement for other young Jews in her community. She became an active voice for JDC Entwine—a movement of up-and-coming Jewish advocates, influencers, and leaders creating a lasting impact on the global Jewish community. JDC Entwine offers a continuum of overseas service experiences, educational events and programming, and leadership development opportunities.

Putting her creativity to work, Niko reached out to Los Angeles’ Jewish and Iranian communities by contributing to and co-chairing the Inside Jewish Morocco Then & Now traveling photo exhibit. Featuring archival images paired with contemporary photos taken by trip participants, the exhibit engaged over 1,000 Jewish young adults in New York, Los Angeles, San Francisco, Washington DC, and Boston, all homes to Entwine Learning Networks. These networks of young activists plan peer-led events featuring meaningful peer-to-peer education, socializing, and networking, all designed to raise awareness of global Jewish needs.

Energized by the exhibition’s success, Niko went further: she co-planned an educational event in Los Angeles on the Israeli Arab community; organized successful fundraisers; spoke at JDC’s Board meetings; and co-chaired JDC’s 2011 Inside Jewish Cuba young professionals trip.

“It was really moving to see the young generation in Havana take control of their future. They conduct Shabbat services and energize Jewish life for those around them. They understand what it means to be Jewish and give back to their community.” Niko has done the same.

For Niko, JDC Entwine has provided a space to demonstrate that Jewish responsibility is not just a value—it’s an action. “I’m going out and talking to people, showing leadership, and spreading awareness about global Jewish responsibility.”

DID YOU KNOW?
1,800 Jewish young adults have directly engaged with needs in communities around the world through JDC Entwine’s one-year, 8-10 week, or 7-10 day Jewish service opportunities.

YOU CAN HELP!
By supporting JDC Entwine service, learning, and leadership opportunities, you are investing in the global Jewish future.

“I’m going out and talking to people, showing leadership, and spreading awareness about global Jewish responsibility.”

BUILDING A FUTURE
OF GLOBAL JEWISH
RESPONSIBILITY
Niko Toubia

BUILDING A FUTURE
OF GLOBAL JEWISH
RESPONSIBILITY
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### 2011 Global Budget

The following table summarizes JDC's annual budget with income provided primarily by the Jewish Federations of North America/Federations system and the extent to which additional funds from various sources have been obtained and utilized. In sum, the JDC core budget of $68.6 million has leveraged another $277.1 million for total expenditures on JDC projects of $345.7 million during 2011.

#### 2011 Program Budget Distribution

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<th>Geographic Area</th>
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<tr>
<td>ISRAEL</td>
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#### Geographic Area Breakdown

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<td>-</td>
<td>2,213</td>
</tr>
<tr>
<td>INDIA</td>
<td>598,475</td>
<td>3,653,367</td>
<td>4,251,842</td>
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<tr>
<td>JDC ARCHIVES</td>
<td>-</td>
<td>898,278</td>
<td>898,278</td>
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<tr>
<td>JDC ISRAEL</td>
<td>13,125,525</td>
<td>100,208,800</td>
<td>113,334,325</td>
</tr>
<tr>
<td>LATVIA</td>
<td>754,496</td>
<td>2,462,773</td>
<td>3,217,269</td>
</tr>
<tr>
<td>LITHUANIA</td>
<td>310,018</td>
<td>1,707,866</td>
<td>2,017,882</td>
</tr>
<tr>
<td>MOLDOVA</td>
<td>1,055,074</td>
<td>3,469,350</td>
<td>4,524,424</td>
</tr>
<tr>
<td>MOROCCO</td>
<td>833,479</td>
<td>3,653,367</td>
<td>4,486,846</td>
</tr>
<tr>
<td>MYANMAR</td>
<td>2,260</td>
<td>-</td>
<td>2,260</td>
</tr>
<tr>
<td>MYERS-JDC BROOKDALE INSTITUTE</td>
<td>1,016,761</td>
<td>6,399,535</td>
<td>7,416,306</td>
</tr>
<tr>
<td>NON-SECTARIAN</td>
<td>644,170</td>
<td>6,826,461</td>
<td>7,470,632</td>
</tr>
<tr>
<td>OTHER MUSLIM COUNTRIES</td>
<td>404,676</td>
<td>534,850</td>
<td>939,526</td>
</tr>
<tr>
<td>POLAND</td>
<td>833,858</td>
<td>2,112,526</td>
<td>2,952,384</td>
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<tr>
<td>PROPERTY RECLAMATION</td>
<td>1,165,213</td>
<td>-</td>
<td>1,165,213</td>
</tr>
<tr>
<td>REGIONAL AFRICA &amp; ASIA PROGRAMS</td>
<td>81,997</td>
<td>-</td>
<td>81,997</td>
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<tr>
<td>REGIONAL EUROPE PROGRAMS</td>
<td>2,009,251</td>
<td>1,437,554</td>
<td>3,446,805</td>
</tr>
<tr>
<td>RELIEF-IN-TRANSIT</td>
<td>490,075</td>
<td>250,000</td>
<td>740,075</td>
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<tr>
<td>ROMANIA</td>
<td>1,127,110</td>
<td>5,273,668</td>
<td>6,400,778</td>
</tr>
<tr>
<td>RUSSIAN FEDERATION</td>
<td>9,104,492</td>
<td>49,466,840</td>
<td>58,571,332</td>
</tr>
<tr>
<td>SERBIA/MACEDONIA</td>
<td>216,599</td>
<td>-</td>
<td>216,599</td>
</tr>
<tr>
<td>SLOVAKIA</td>
<td>178,810</td>
<td>1,830,433</td>
<td>2,009,243</td>
</tr>
<tr>
<td>SPECIAL GRANTS</td>
<td>360,443</td>
<td>-</td>
<td>360,443</td>
</tr>
<tr>
<td>TAU B CENTER FOR SOCIAL POLICY STUDIES IN ISRAEL</td>
<td>867,075</td>
<td>665,339</td>
<td>1,532,414</td>
</tr>
<tr>
<td>TRANSMIGRANTS</td>
<td>68,692</td>
<td>30,000</td>
<td>98,692</td>
</tr>
<tr>
<td>TUNISIA</td>
<td>309,128</td>
<td>430,922</td>
<td>739,210</td>
</tr>
<tr>
<td>TURKEY</td>
<td>134,116</td>
<td>222,896</td>
<td>355,012</td>
</tr>
<tr>
<td>UKRAINE</td>
<td>8,301,273</td>
<td>46,554,023</td>
<td>54,855,296</td>
</tr>
<tr>
<td>FINANCE &amp; ADMINISTRATION</td>
<td>13,869,834</td>
<td>-</td>
<td>13,869,834</td>
</tr>
<tr>
<td>TOTAL</td>
<td>68,637,864</td>
<td>277,103,970</td>
<td>345,741,834</td>
</tr>
</tbody>
</table>
Consolidated Financial Information

The following is a summary of JDC’s audited Financial Statements for the year ended December 31, 2011. For a copy of the full Financial Statements and Independent Auditor’s Report, email Ophir Singal, JDC Chief Financial Officer, at financials@jdc.org or access at www.JDC.org/financials.

<table>
<thead>
<tr>
<th>ASSETS</th>
<th>2011</th>
</tr>
</thead>
<tbody>
<tr>
<td>Cash &amp; cash equivalents</td>
<td>$32,193,289</td>
</tr>
<tr>
<td>Investments</td>
<td>$409,725,205</td>
</tr>
<tr>
<td>Contributions &amp; grants receivable</td>
<td>$80,227,721</td>
</tr>
<tr>
<td>Other receivables</td>
<td>$12,614,144</td>
</tr>
<tr>
<td>Fixed assets - net</td>
<td>$98,791,451</td>
</tr>
<tr>
<td>Total assets</td>
<td>$603,551,860</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>LIABILITIES &amp; NET ASSETS</th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Accounts payable &amp; accrued expenses</td>
<td>$77,857,758</td>
</tr>
<tr>
<td>Annuity obligations</td>
<td>$1,827,453</td>
</tr>
<tr>
<td>Loans payable</td>
<td>$35,969,941</td>
</tr>
<tr>
<td>Due to related parties</td>
<td>$27,585,528</td>
</tr>
<tr>
<td>Total liabilities</td>
<td>$142,640,280</td>
</tr>
<tr>
<td>Net assets</td>
<td>$460,911,980</td>
</tr>
<tr>
<td>Total liabilities and net assets</td>
<td>$603,551,860</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>REVENUES, GAINS (LOSSES) &amp; OTHER SUPPORT</th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Contributions, net</td>
<td>$278,743,078</td>
</tr>
<tr>
<td>Other income</td>
<td>$3,479,243</td>
</tr>
<tr>
<td>Investment loss</td>
<td>$(10,497,711)</td>
</tr>
<tr>
<td>Net assets released from restriction</td>
<td></td>
</tr>
<tr>
<td>Total revenues, gains (losses) &amp; other support</td>
<td>$271,724,610</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>EXPENSES</th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Program services</td>
<td>$290,470,747</td>
</tr>
<tr>
<td>Supporting services</td>
<td></td>
</tr>
<tr>
<td>Management &amp; general</td>
<td>$21,423,432</td>
</tr>
<tr>
<td>Fund raising</td>
<td>$4,579,757</td>
</tr>
<tr>
<td>Total supporting services</td>
<td>$26,003,189</td>
</tr>
<tr>
<td>Total expenses</td>
<td>$316,473,936</td>
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</tbody>
</table>

<table>
<thead>
<tr>
<th>CHANGES IN NET ASSETS</th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Change in net assets before other changes</td>
<td>$(44,749,326)</td>
</tr>
<tr>
<td>Other changes in net assets</td>
<td></td>
</tr>
<tr>
<td>Pension &amp; post - retirement benefit adjustment</td>
<td>$(5,091,257)</td>
</tr>
<tr>
<td>Transfer of fixed assets to other entities</td>
<td>$(106,420)</td>
</tr>
<tr>
<td>Change in net assets</td>
<td>$(47,947,003)</td>
</tr>
<tr>
<td>Net assets (deficit) - beginning of year</td>
<td>$508,661,092</td>
</tr>
<tr>
<td>Restatement</td>
<td>$(197,491)</td>
</tr>
<tr>
<td>Net assets (deficit) - end of year</td>
<td>$560,951,580</td>
</tr>
</tbody>
</table>

What food, medicines, and other JDC-supported Hesed services ensure this man in Vinnytsia, Ukraine and tens of thousands of other impoverished and isolated elderly Jews can age with dignity.
### Consolidated Statement of Functional Expenses

**Year ended December 31, 2011**

#### PROGRAM SERVICES

<table>
<thead>
<tr>
<th>Program Area</th>
<th>Total</th>
<th>Management and General</th>
<th>Fund Raising</th>
<th>Total</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>PROGRAM DIRECT EXPENSES</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Grants to local communities</td>
<td>$22,346,874</td>
<td>-</td>
<td>-</td>
<td>$22,346,874</td>
</tr>
<tr>
<td>Cash assistance</td>
<td>1,785,911</td>
<td>-</td>
<td>-</td>
<td>1,785,911</td>
</tr>
<tr>
<td>Food and clothing to needy individuals</td>
<td>32,452,684</td>
<td>-</td>
<td>-</td>
<td>32,452,684</td>
</tr>
<tr>
<td>General welfare, clothing, supplies and other</td>
<td>15,628,255</td>
<td>-</td>
<td>-</td>
<td>15,628,255</td>
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<tr>
<td>Health care and rehabilitation</td>
<td>10,821,817</td>
<td>-</td>
<td>-</td>
<td>10,821,817</td>
</tr>
<tr>
<td>Religious, cultural and outreach programs</td>
<td>1,785,911</td>
<td>-</td>
<td>-</td>
<td>1,785,911</td>
</tr>
<tr>
<td>Education and scholarships</td>
<td>1,785,911</td>
<td>-</td>
<td>-</td>
<td>1,785,911</td>
</tr>
<tr>
<td>Training research and communal workers</td>
<td>1,785,911</td>
<td>-</td>
<td>-</td>
<td>1,785,911</td>
</tr>
<tr>
<td>Research and development</td>
<td>1,785,911</td>
<td>-</td>
<td>-</td>
<td>1,785,911</td>
</tr>
<tr>
<td>Occupancy, warehousing, repairs, and equipment</td>
<td>1,785,911</td>
<td>-</td>
<td>-</td>
<td>1,785,911</td>
</tr>
<tr>
<td>Emergency assistance and relief</td>
<td>1,785,911</td>
<td>-</td>
<td>-</td>
<td>1,785,911</td>
</tr>
<tr>
<td>Home care and personal assistance</td>
<td>1,785,911</td>
<td>-</td>
<td>-</td>
<td>1,785,911</td>
</tr>
<tr>
<td>Social, recreational, and communal organizations</td>
<td>1,785,911</td>
<td>-</td>
<td>-</td>
<td>1,785,911</td>
</tr>
<tr>
<td>Other</td>
<td>1,785,911</td>
<td>-</td>
<td>-</td>
<td>1,785,911</td>
</tr>
<tr>
<td><strong>Total program direct expenses</strong></td>
<td>$38,685,973</td>
<td>-</td>
<td>-</td>
<td>$38,685,973</td>
</tr>
<tr>
<td><strong>OTHER EXPENSES</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Payroll, social security benefits, and consultants</td>
<td>1,785,911</td>
<td>-</td>
<td>-</td>
<td>1,785,911</td>
</tr>
<tr>
<td>Travel</td>
<td>1,785,911</td>
<td>-</td>
<td>-</td>
<td>1,785,911</td>
</tr>
<tr>
<td>Telephone and fax</td>
<td>1,785,911</td>
<td>-</td>
<td>-</td>
<td>1,785,911</td>
</tr>
<tr>
<td>Conferences, media, and public relations</td>
<td>1,785,911</td>
<td>-</td>
<td>-</td>
<td>1,785,911</td>
</tr>
<tr>
<td>Contracted services - Wohl Foundation</td>
<td>1,785,911</td>
<td>-</td>
<td>-</td>
<td>1,785,911</td>
</tr>
<tr>
<td>Contracted services, supplies, and other expenses</td>
<td>1,785,911</td>
<td>-</td>
<td>-</td>
<td>1,785,911</td>
</tr>
<tr>
<td><strong>Total other expenses</strong></td>
<td>$38,685,973</td>
<td>-</td>
<td>-</td>
<td>$38,685,973</td>
</tr>
<tr>
<td><strong>Total expenses</strong></td>
<td>$77,371,946</td>
<td>-</td>
<td>-</td>
<td>$77,371,946</td>
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<tr>
<td><strong>Total expenses as reported on the consolidated statement of activities</strong></td>
<td>$185,966,070</td>
<td>-</td>
<td>-</td>
<td>$185,966,070</td>
</tr>
</tbody>
</table>

#### SUPPORTING SERVICES

<table>
<thead>
<tr>
<th>Program Area</th>
<th>Total</th>
<th>Management and General</th>
<th>Fund Raising</th>
<th>Total</th>
</tr>
</thead>
</table>

**JDC Mission**

**Research and Development**

**Empowering and Strengthening Jewish Life**

**World Jewish Life**

**Training Research and Communal Workers**

**Religious, Cultural and Outreach Programs**

**Food and Clothing**

**Emergency Assistance and Relief**

**Social, Recreational, and Communal Organizations**

**Program Services**

**Supporting Services**

**Total**

$21,423,432

$8,074,462

$316,473,936

$318,818,673
Thanks to Our Funders

JDC’s programs are made possible by contributions from the Jewish Federations of North America, as well as charitable individuals, families, businesses, foundations, and restitution sources. JDC gives special thanks to the following donors whose generous support in 2011 underwrote our work around the world.

UNITED STATES
JFNA Network of Independent Communities
JFNA Carmel Wildlife Committee
JFNA Social Venture Fund for Jewish-Arab Equality and Shared Society
ALABAMA
The Birmingham Jewish Federation
ARIZONA
Jewish Federation of Greater Phoenix
Jewish Federation of Southern Arizona
ARKANSAS
Jewish Federation of Arkansas
CALIFORNIA
Jewish Community Federation of the Greater East Bay
Jewish Federation of Greater Long Beach & West Orange County
Jewish Federation of Greater Los Angeles
Jewish Federation & Family Services, Orange County
Jewish Federation of Palm Springs and Desert Area
Jewish Federation of the Sacramento Region
Jewish Federation of San Diego County
Jewish Community Federation of San Francisco, the Peninsula, Marin & Sonoma Counties
Jewish Federation of Greater Santa Barbara
Jewish Federation of Silicon Valley
Jewish Federation of Ventura County
COLORADO
Allied Jewish Federation of Colorado
CONNECTICUT
The Jewish Federation, Inc.
Jewish Federation of Eastern Connecticut, Inc.
UJA/Federation of Eastern Fairfield County
UJA Federation of Greater New Haven
United Jewish Federation of Greater Stamford, New Canaan and Darien
JFNA Social Venture Fund for Jewish-Arab Equality and Shared Society
ARIZONA
Jewish Federation of Greater Phoenix
Jewish Federation of Southern Arizona
ARKANSAS
Jewish Federation of Arkansas
CALIFORNIA
Jewish Community Federation of the Greater East Bay
Jewish Federation of Greater Long Beach & West Orange County
Jewish Federation of Greater Los Angeles
Jewish Federation & Family Services, Orange County
Jewish Federation of Palm Springs and Desert Area
Jewish Federation of the Sacramento Region
Jewish Federation of San Diego County
Jewish Community Federation of San Francisco, the Peninsula, Marin & Sonoma Counties
Jewish Federation of Greater Santa Barbara
Jewish Federation of Silicon Valley
Jewish Federation of Ventura County
COLORADO
Allied Jewish Federation of Colorado
CONNECTICUT
The Jewish Federation, Inc.
Jewish Federation of Eastern Connecticut, Inc.
UJA/Federation of Eastern Fairfield County
UJA Federation of Greater New Haven
United Jewish Federation of Greater Stamford, New Canaan and Darien
INDIANA
Fort Wayne Jewish Federation
Jewish Federation of Greater Indianapolis
Jewish Federation of Northwest Indiana
Jewish Federation of St. Joseph Valley
IOWA
Jewish Federation of Greater Des Moines
Jewish Federation of Sioux City
KANSAS
The Jewish Federation of Greater Kansas City
Mid-Kansas Jewish Federation
KENTUCKY
Jewish Federation of the Bluegrass
Jewish Community of Louisville Inc.
LOUISIANA
Jewish Federation of Greater Baton Rouge
Jewish Federation of Greater New Orleans
North Louisiana Jewish Federation
MAINE
Jewish Community Alliance of Southern Maine
MARYLAND
THE ASSOCIATED - Jewish Community Federation of Baltimore
MASSACHUSETTS
The Jewish Federation of the Berkshires
Combined Jewish Philanthropies of Greater Boston
Jewish Federation of Central Massachusetts
Fall River UJA, Inc.
Massachusetts Jewish Federation
Jewish Federation of Greater New Bedford
Jewish Federation of the North Shore
The Jewish Federation of Western Massachusetts
MICHIGAN
Jewish Federation of Greater Ann Arbor
Jewish Federation of Metropolitan Detroit
Flint Jewish Federation
Jewish Federation of Grand Rapids
MINNESOTA
Minneapolis Jewish Federation
United Jewish Fund and Council of St. Paul
MISSOURI
Jewish Federation of St. Louis
NEBRASKA
Jewish Federation of Omaha
NEVADA
Jewish Federation of Las Vegas
NEW HAMPSHIRE
Jewish Federation of New Hampshire
NEW JERSEY
Jewish Federation of Atlantic and Cape May Counties
Jewish Federation of Central New Jersey
Jewish Federation of Greater Clifton-Passaic
Jewish Federation of Cumberland County
United Jewish Communities of MetroWest New Jersey
Jewish Federation of Greater Middlesex County
Jewish Federation of Monmouth County
UAJF Federation of Northern New Jersey
Jewish Federation of Ocean County
The Jewish Federation of Princeton
Mercer Bides
Jewish Federation of Somerset, Hunterdon 
Warren Counties
Jewish Federation of Southern New Jersey
NEW MEXICO
Jewish Federation of New Mexico
NEW YORK
Jewish Federation of Greater Buffalo
Jewish Federation of Dutchess County
Jewish Community Federation of the Mohawk Valley & Jewish Community Center of Utica NY
UAJF Federation of New York
Former UJA Board-Designated Endowment Fund
The Solem Fund of UJA-Federation of New York
Jewish Federation of Northeastern New York
Jewish Federation of Greater Orange County
New York
Jewish Federation of Greater Rochester
Jewish Federation of Rockland County
Jewish Federation of the Lehigh Valley
Jewish Federation of Greater Philadelphia
Jewish Federation of Greater Pittsburgh
Jewish Federation of Reading PA Inc.
The Jewish Federation of Northeastern Pennsylvania
Jewish Federation of Greater Wilkes-Barre
RHODE ISLAND
The Jewish Alliance of Greater Rhode Island
SOUTH CAROLINA
Charleston Jewish Federation
Columbia Jewish Federation
TENNESSEE
Jewish Federation of Greater Chattanooga
Knoxville Jewish Alliance
Memphis Jewish Federation
Lemky Endowment Fund of Memphis
Jewish Federation
Jewish Federation of Nashville and Middle Tennessee
TEXAS
Jewish Federation of Greater Austin
Jewish Federation of Greater Dallas
Jewish Federation of El Paso
Jewish Federation of Fort Worth & Tarrant County
Jewish Federation of Greater Houston
Jewish Federation of San Antonio
Jewish Community Council of Greater Waco
UTAH
United Jewish Federation of Utah
VIRGINIA
Jewish Community Federation of Richmond
United Jewish Federation of Tidewater
United Jewish Federation of Central Virginia
WASHING TON
Jewish Federation of Greater Seattle
WASHINGTON, D.C.
Jewish Federation of Greater Washington
WASHINGTON, D.C.
Jewish Federation of Greater Washington
WASHINGTON, D.C.
Jewish Federation of Greater Washington
WISCONSIN
Jewish Federation of Madison
Milwaukee Jewish Federation
CANADA
Calgary Jewish Community Council
Cape to Coast Canada
UAJF Federations Canada Federation CJA
Jewish Federation of Edmonton
Jewish Federation of Greater Toronto
Jewish Federation of Hamilton Ontario
London Jewish Federation
Jewish Federation of Ottawa
Jewish Federation of Pittsburgh
Jewish Federation of Southern Alberta
Westcoast Jewish Federation
Jewish Federation of Winnipeg
Jewish Federation of Greater Toronto
Jewish Federation of Greater Vancouver
Windsor Jewish Federation
Jewish Federation of Winnipeg

24 GOING ABOVE AND BEYOND
25 JDC • 2011 ANNUAL REPORT
INDIVIDUALS, FOUNDATIONS, & CORPORATIONS

S. Daniel Abraham Foundation
Elkan and Susan Abramovitz
Marc Abraham
George I. Adler-Jack A. Pryptch
Cherkasky

The Nicole and Saanen Agus Family Foundation
Tacy and Dennis Albers
Rita Allen Foundation
Marge Alpern
Stuart H. and Diane K. Altman Fund
American Jewish World Service
Amison Association
Anonymous
Isaac Appelbaum
Applied Materials
Susan and Alfred Aronstein
Etty and Claude E. Attali
The Arnow Family Fund
Clara and Yossi Avnet

Ira and Beverly Baras
The Baron de Hirsch Fund
The Baran Family Endowment Fund
Bank Leumi
Dr. Alfred R. Bader and Dr. Isabel Bader
The AVI CHAI Foundation
Richard C. Avery
The Asper Foundation
Richard and Elaine Asarch
Jonathan Art
The Arnow Family Fund
Etty and Claude E. Attali

Amirim Association
American Jewish World Service
Marge Alpern
Tracy and Dennis Albers

Individuals, Foundations, & Corporations

JDC
2011 ANNUAL REPORT

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There is nothing more powerful than seeing JDC's work firsthand. We are thrilled that so many of our Board members and other supporters and leaders traveled to the field this year.
The Warburg Society

Established in the spirit of JDC’s founder and first president, Felix M. Warburg, the Warburg Society honors those Board Members and their spouses whose financial support in excess of $250,000 will help ensure that we can continue our critical mission of responding to Jewish needs around the world.
JDC Ambassadors

JDC Ambassadors is a unique network of individuals and families who are dedicated to creating a visionary and caring Jewish community through their active engagement with JDC’s global mission. We are pleased to recognize annual supporters in our Ambassadors Circle and Society.

AMBASSADORS CIRCLE

Richard and Elaine Asarch
Carl and Joann Bianco
Florence Bolatin
Caroline Dana Family Foundation
William and Toby Donner
Diana Fiedorin
The Growing Hearts of Africa Foundation
Steven B. Gruber
Eliyahu Harari
Shelley and Barnett Helberg
Bryanna Kelman
Shelly and Michael Kassen
Michele and Judith S. Kieussaher
Sandy and Steven Lenger
Stan Litt
The Eleanor and Laurence Myers Foundation
Mark and Jamie Myers
Lynn G. Ravitz and Scott Isdaner
The Sarlo Foundation
Scott Seligman
Kimberly and Richard Stein
The Somekh Family Foundation
Linda Spilka
Shelia Spivak and Greg Beerman
Robert Stein and Jessica Pers
Lydia L. Schackman and Robert J. Wertheimer
Mitchell Weisner

AMBASSADORS SOCIETY

Tracy and Dennis Albert
Wendy Brenner
The Sandy and Jean Colen Family Foundation
Steven Faye
Sherry and Joe Felson
Don and Janie Friend
Robert and Michelle Friend
Lawrence David Greenberg
The Hesbro Power Kids Foundation
Marty and Amy Kaplan Foundation
Lisa and Victor Rohn
Shari Beth and Harold Levy
The Leo Model Foundation
Eda and Joseph Poll
Amnon and Katie Roden
David Rosen Family
Reese and Chad Rosenberg
Paul and Eleanor Sadove Trust
H. Stephen E. Schloss
Stan and Jane Silverman
Valli Benesch and Robert Tandler

GOING ABOVE AND BEYOND

Young Jews from Eastern Europe and beyond discover for themselves what it means to be part of a global Jewish community at the Ronald S. Lauder Foundation/JDC International Summer Camp at Szarvas, Hungary.
Entwine Volunteers

JDC would like to thank the dedicated college students and young adults who in 2011 collectively contributed over 65,000 hours of service to meet diverse challenges in 29 overseas communities. Their time, leadership, and commitment continues to create lasting impact on the global Jewish world.
Photo Credits
cover James Nible
p. 5 top Lieberman Photography | bottom JDC
p. 6 Tzevelela Friedman
p. 8 Sophia Wallace
p. 10 Sarah Levin
p. 12 Richard Lord
p. 14 Sarah Levin
p. 16 Sophia Wallace
p. 20 Sarah Levin
p. 28 left JDC | right Debbie Cooper
p. 29 left and right Ofir Ben Natan
p. 31 top left and right Annie Sandler | middle and bottom right Julian Voloj | bottom left Debbie Cooper
p. 35 Ger Z Studio
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