



JDC's Global Strategy for Programs

2020

December 9, 2019



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Introduction¹

In the waning days of Communism, JDC resolved to revive Jewish life in Central and Eastern Europe. As part of this sacred effort, we launched the Lauder-JDC International Youth Camp at Szarvas in 1990. Over the past three decades, this summer camp in Hungary has exceeded even our most optimistic expectations, reengaging thousands of young Jews and providing many with their first immersive Jewish experience. Through these young people, JDC has engaged their families. Many Szarvas alumni are now professional and lay leaders of their local communities. Through their communal leadership, the camp has touched the lives of countless other Jews in the region. To ensure that Camp Szarvas continues to play this critical role for the next thirty years and beyond, JDC is launching a multi-million dollar renovation project in 2020, and also has established a multi-million dollar endowment to support the camp's operations.

This is just one example of a fundamental truth about JDC: our sacred mission of saving Jewish lives and building Jewish life is eternal, but we constantly update the way we pursue it.

For the past 105 years, JDC has been the global Jewish community's "911," the boots on the ground for rescue, relief, and renewal. In seventy countries across the globe, if a Jew is in danger, JDC is there. If a Jew is hungry or needs medicine, we are there. If Israel needs a better way to care for vulnerable citizens, we are there. If the spark of Jewish life needs to be reignited in a remote corner of the globe, we are there.

This document outlines JDC's strategy in 2020 to honor these eternal commitments. In all of our work, the problems are daunting. But when we pursue our goals with compassion, intelligence, resourcefulness, and resolve, nothing is impossible.²

¹ JDC's Board approved this Global Strategy for Programs on December 9, 2019.

² JDC's planning process is a partnership between JDC's lay leaders and professionals. The process for developing this strategy for 2020 was conducted in 2019 under the leadership of JDC's President, Stanley Rabin, and JDC's professionals, led by JDC's CEO, David Schizer. Mark Sisisky, who became JDC's President in 2020, gave important input, as did Asher Ostrin, who became JDC's Interim CEO in 2020. The process was guided by JDC's Global Programs Committee, which is led by its chair, Michele Rosen. The process relied on the lay and professional leadership of each program, who are acknowledged below. The process also drew on the expertise of a number of JDC professionals, including Michal Frank (co-chief program officer), Eliot Goldstein (executive director for global resource development), Elliot Halperin (executive director of external relations), Jennifer Heettner (director of global program information and evaluation), Inna Kotler (director of budget and restitution grants), Diego Ornique (co-chief program officer), Ophir Singal (CFO), and Pablo Weinstein (global head of HR).

I. Executive Summary

A. Applying Three Core Principles

To decide which challenges JDC should address across the globe, we apply three core principles. First, for JDC to respond, the challenge must be serious, and it must lie at the core of our mission. Second, our response has to be effective. Third, JDC must have a comparative advantage in responding. In other words, JDC should respond when the need is urgent and we are uniquely well positioned to address it.

B. Saving Jewish Lives

The heart of our mission is saving Jewish lives. We stand ready to evacuate Jews in danger, as we have in the past in Yemen, Syria, and other places. We also help Jews in need. In determining priorities, JDC focuses on clients who are especially vulnerable, and prioritizes aid that is most impactful.

The poorest Jews in the world are elderly Jews in Ukraine, Moldova, Russia, Belarus, and other countries in the Former Soviet Union (“FSU”). This generation has experienced unimaginable pain and loss — the Holocaust, World War II, the Communist era, and now abject poverty. They struggle to survive on government pensions as low as two dollars per day.

In 2020, JDC is spending over one-third of our budget — \$146 million — on care for over 80,000 impoverished elderly Jews in the FSU, including almost 40,000 Holocaust survivors. Thousands would die without the food, medicine, heat, and homecare they receive from JDC and our partners, including the Claims Conference, Jewish Federations, the International Fellowship of Christians and Jews, World Jewish Relief, and the Maurice and Vivienne Wohl Charitable Foundation. In providing this care, we navigate conflict zones (e.g., in eastern Ukraine), adverse economic headwinds (e.g., inflation in Ukraine), and challenging operating conditions for international NGOs, but the social return from providing life-saving care to these impoverished Jews is immense: A client in Ukraine recently called JDC “the sunshine in my window.” We are bringing light into their lives.

Although Israel has a much higher GDP per capita than Ukraine or Russia, warning signs are flashing about Israel’s economic future. In recent years, Israel’s economic progress has been remarkable. But the nation’s fastest growing communities — the

ultra-Orthodox (“Haredi”) and Israeli Arabs — have not participated in this economic miracle. Half the children in Israeli kindergartens are Haredi or Israeli Arabs. We need to bring them into the economic mainstream.

Our goal in Israel is the same as in the FSU — helping vulnerable people — but we pursue it quite differently. In the FSU, our services substitute for a government safety net. In Israel, by contrast, there already is a meaningful safety net. Our role is to improve it.

So JDC partners with the government, running pilot programs to develop innovations in social services. We find new ways to help needy Israelis help themselves. These pilots offer unique leverage and impact, which other NGOs cannot offer. On average, the government funds almost two-thirds of a pilot’s cost. If the new program succeeds, the government adopts it for the entire country, transforming the delivery of social services across Israel.

JDC also provides a safety net for Jews in Venezuela, where the economy is in free fall. In recent years, 75% of citizens lost an average of 24 pounds from hunger. Working with the local Jewish community, we provide food and medicine to a large segment of the nation’s 4,800 Jews. They are disproportionately elderly, since many young Jews have left.

In Central and Eastern Europe, JDC partners with the Claims Conference to care for Holocaust survivors. In Hungary, we provide the care ourselves. In other countries, we dispense Claims Conference funds to local communities, which provide this care.



Jews who are not Holocaust survivors also need care, and JDC helps to provide it in the FSU and Venezuela (as noted above), the Baltics, Bulgaria, Bosnia and Herzegovina, Poland, Romania, Serbia, Slovakia, Greece, Morocco, Tunisia, Egypt, Turkey, Cuba, Uruguay, and the provinces of Argentina. We are encouraging and helping communities in Central and Eastern Europe to prepare for the time when restitution funds are no longer available for elder care.

We do not provide care in Western Europe, where government safety nets are generous and local Jewish communities are well organized. Instead, our focus there is on terrorism and antisemitism, which have become increasingly serious threats in Western Europe.

C. Building Jewish Life

In addition to saving Jewish lives, JDC is committed to building Jewish life. We strengthen Jewish communities across the globe. Our goal is to reignite the spark of Jewish life in places where it was nearly extinguished.

To strengthen local communities, we pursue three goals. First, we engage Jews who are disconnected from their tradition. Second, we nurture vibrant local institutions. Third, we encourage local communities to care for their vulnerable members; over time, as communities (e.g., in the FSU) develop the capacity to care for vulnerable members, JDC will no longer need to shoulder as much of this burden.

Central and Eastern Europe are key priorities in this work. Although Jewish life once thrived there, the Holocaust and decades of communist rule nearly wiped it out. In response, we launched the Lauder-JDC International Jewish Youth Camp at Szarvas, as noted above. We also mint leaders with leadership development programs, help communities manage their assets and operations more effectively, incubate grass roots initiatives in our Mozaik Hub in Budapest, and partner with local communities on a range of other initiatives.

In the FSU, our most important community development goal is to strengthen local communities and empower them to care for their most vulnerable members. To accomplish this goal, we encourage volunteerism, offer leadership training programs, and run teen programs that strengthen Jewish identity and promote service. The infrastructure for this work is our network of Jewish community centers. Because our goal is to build a Jewish future, we focus on communities with significant concentrations of younger Jews and community potential.

JDC also strengthens communities in other places, tailoring investments to local needs. In Israel, JDC nurtures nonprofits, develops innovative government institutions, and trains leaders for nonprofits and government. In Latin America, leadership development is a key priority. In North America, our Entwine program engages Jewish young adults by offering them service opportunities in JDC programs across the globe. In other places, our “Tikkun in Action” program strengthens Jewish communities by mobilizing them to aid their non-Jewish neighbors.

JDC focuses not only on what has to be done, but also on who does it. In deciding how to allocate scarce resources, we account for what other international NGOs are already doing. For example, although we operate youth camps in Central and Eastern Europe, we do not do so in the FSU, since the Jewish Agency operates youth camps there. JDC also is strategic in dividing labor with local communities. Since we want communities to become independent, we prefer to partner with them, instead of implementing programs on our own. But since communities are at different stages of development, the division of labor varies, depending on local conditions.

II. Key Multi-Year Goals in 2020

For 104 years, JDC’s mission has remained the same: saving Jewish lives and building Jewish life. But the way we pursue our mission constantly changes. To highlight these changes, this Part summarizes JDC’s key multi-year goals in 2020.

Former Soviet Union

- Developing new ways to provide care to FSU elderly with a lighter infrastructure, and restructuring other aspects of our operations, to address anticipated long-term declines in Holocaust restitution.
- Allocating scarce resources for care, to both elderly and children, by prioritizing the neediest cases.
- Empowering Jewish communities in the FSU to care for most vulnerable members through teen programming, leadership training, volunteer networks, and other initiatives.
- Focusing community development efforts in the FSU on major cities, which have the largest population of Jews (including younger generations of Jews), and deemphasizing this work in places where the Jewish population is shrinking and aging.

Israel

- Partnering with the Israeli government to address the following critical social challenges in the coming years:
 - Enhancing the social mobility of ultra-Orthodox (“Haredi”), Israeli Arabs, and residents of the social and geographic periphery;
 - Empowering Israelis with disabilities, as well as Israel’s growing population of elderly, to live independently;
 - Offering opportunity and greater economic security to Israel’s “working poor” and retirees.
- For each challenge:
 - Mapping key social problems;
 - Convening the relevant government ministries and other key stakeholders to develop national strategies to address them, and monitoring progress;
 - Partnering with the Israeli government and with Israeli NGOs to pilot new ways to deliver social services to Israel’s most vulnerable citizens;
 - Promoting grass roots initiatives that assist vulnerable populations.
- Strengthening the capacity of the Israeli government and nonprofit sector through training and other initiatives.
- Conducting research on social and economic conditions in Israel, the condition of vulnerable populations there, and strategies to enhance their well-being.

Europe

- Securing the future of Camp Szarvas as an engine of Jewish renewal in Central and Eastern Europe by renovating the grounds and creating an endowment.
- Enhancing the capacity of local Jewish communities to manage their assets and operations more effectively.
- Preparing local Jewish communities in Central and Eastern Europe to provide care to their elderly members while Holocaust restitution declines and ultimately ends in the coming decades.

- Training leaders for local Jewish communities through local, pan-European, and global initiatives.
- Enhancing the security and resilience of European Jewish communities, especially in Western Europe.
- Reducing JDC's investment in classic community development efforts in Central and Eastern Europe, and prioritizing partnerships with them that focus on JDC's key priorities.

Latin America

- Partnering with the local Jewish community in Venezuela to ensure that basic needs are met, and supporting the local community's efforts to respond to an acute economic crisis and to navigate a politically complex environment, while working with community leaders to strengthen communal capacity and plan for the future.
- Enhancing local community capacity, and phasing out direct support for welfare, in the provinces of Argentina.
- Recalibrating our strategy in Cuba, where we have partnered with the Jewish community for over two decades to support care and Jewish renewal.
- Training leaders for local Jewish communities in Latin America through local, regional, and global initiatives.

Asia & Africa

- Enhancing efficiency of community infrastructure and programming.
- Strengthening community security and resilience.
- Nurturing a vibrant regional Jewish community in East Asia.

Entwine

- Engaging more Jewish young adults in North America, the UK, and other places by offering more opportunities to participate in Entwine service trips.
- Enhancing programming for alumni of service programs to reinforce the programs' impact and to continue developing a cohort of leaders active in Jewish communal life.

GRID

- Expressing Jewish values and strengthening ties of Jewish communities and Israel to other people in need by continuing the launch of “Tikkun Olam Ventures” or “TOV,” which uses Israeli agricultural technology to improve the lives of poor smallholder farmers in Ethiopia.
- Coordinating emergency relief and recovery efforts for disasters and crises outside the United States on behalf of the North American Jewish community.
- Partnering with Jewish communities across the globe to develop “Tikkun in Action” initiatives, which provide support to vulnerable non-Jewish neighbors.

III. Applying Three Core Principles to Allocate JDC’s Resources

Since hundreds of thousands of needy people across the globe depend on JDC, as do hundreds of Jewish communities, we must use every dollar wisely. Every year, we reassess programs we already run, applying three core principles to everything we do.

A. How important is the problem?

First, we focus on important problems at the core of our care and community development missions. We prioritize places where Jews are especially needy, Jewish communities are less organized, and there are more Jews.

For each region where JDC operates, the following table lists our budget, the Jewish population, and the GDP per person (as a proxy for economic wellbeing). To compare places with different Jewish populations, the table includes JDC’s spending per Jew; notably, this is not our spending per client, since only a subset of Jews receive aid in each place.

Table 1: JDC Spending and Needs By Region

Region	Total \$ in 2020	Philanthropic \$ in 2020 ³	Number of Jews (or Israelis) ⁴	Total \$ per Jew (or Israeli)	Philanthropic \$ per Jew (or Israeli)	2019 GDP per capita (in dollars), by country ⁵	
Central & Eastern Europe ⁶	\$52,700,000	\$11,500,000*	223,000	\$236.32	\$51.57	\$9,619 \$23,514 \$17,296 \$18,522 \$19,749 \$15,630 \$12,507	Bulgaria Estonia Hungary Latvia Lithuania Romania Poland
FSU	\$154,900,000	\$33,500,000	897,300	\$172.63	\$37.33	\$6,477 \$3,399 \$11,191 \$3,221	Belarus Moldova Russia Ukraine
Asia & Africa	\$1,500,000	\$1,500,000	58,400	\$25.68	\$25.68	\$3,020 n/a \$3,410 \$3,073 \$8,507	Egypt Iran Morocco Tunisia Turkey
Israel	\$103,500,000	\$36,100,000	9,021,000	\$11.47	\$4.00	\$42,144	Israel
Latin America ⁷	\$3,200,000	\$3,200,000	515,000	\$6.21	\$6.21	\$10,604 n/a \$17,118 \$2,724	Argentina Cuba Uruguay Venezuela
Western Europe ⁸	\$2,500,000*	\$2,500,000*	1,668,300	\$1.50	\$1.50	\$42,473 \$42,310	France United Kingdom
North America	\$6,300,000	\$6,300,000	12,700,400	\$0.50	\$0.40	\$46,419 \$64,768	Canada United States

³ This total does not include Holocaust restitution or funds from the Israeli government.

⁴ Population data based on Sergio Della Pergola, using his “Law of Return” population figures, which are the most expansive: (<http://www.jewishdatabank.org/Studies/downloadFile.cfm?FileID=3584>), ⁵ Government of Israel NIS figures for Israel, and JDC field estimates.

⁵ GDP data based on IMF World Economic Outlook, April 2019

⁶ Central and Eastern Europe includes Bosnia-Herzegovina, Bulgaria, Croatia, Czech Republic, Estonia, Hungary, Latvia, Lithuania, Macedonia, Poland, Romania, Serbia, Slovakia, Slovenia.

⁷ Latin America includes: Central America, Caribbean and South America.

⁸ Western Europe includes Austria, Belgium, Cyprus, Denmark, Finland, France, Germany, Gibraltar, Greece, Ireland, Italy, Luxembourg, Malta, Netherlands, Norway, Portugal, Spain, Sweden, Switzerland, United Kingdom.

* Reflects 2019 expenses. 2020 budget for Western Europe is being finalized.

B. How effective is our response?

Second, in addition to targeting the right problems, we also need the right solutions. Our goal is to address issues as efficiently as possible. The following table shows the amount we spent per client in 2018 on a range of JDC programs.

Table 2: JDC's Annual Spending Per Client on Selected Programs⁹

Program	JDC Investment	Number of Clients	Investments per client
Homecare: FSU Non-Nazi Victims	\$9,919,005	700	\$1,140
TK Material Support: FSU Non-Nazi Victims	\$8,119,374	28,738	\$283
FSU Youth Group	\$1,297,508	4,700	\$276
FSU Family Retreats	\$773,266	4,700	\$165
FSU Volunteer Networks	\$816,246	5,300 (volunteers)\ 41,000 (beneficiaries)	\$72 (volunteer) \$11 (beneficiary)
Baltics (Latvia) Welfare	\$769,518	830	\$927
Camp Szarvas	\$2,038,959	1600	\$1,274
Early Childhood Interventions (Children 0-6) in Israel	\$513,800 (\$2.6M with gov't funds)	17,133	\$30 (\$152 with gov't funds)
One-Stop Employment Centers for Arab-Israelis	\$3,483,700 (\$6.968M with gov't funds)	12,700	\$274 (\$549 with gov't funds)
Planning and Managing Retirement in Israel	\$868,000 (\$2.288M with gov't funds)	4,600	\$189 (\$497 with gov't funds)
Venezuela: Food & Medicine	\$1,121,484	950	\$1,181

C. Are we the right organization to address the issue?

Third, even when the need is urgent and we can address it effectively, we still ask whether other organizations also are responding. If so, is JDC more likely to

⁹ For the programs in Israel, the number in parenthesis includes both philanthropic sources and government funding; some of these government funds flow through the JDC budget, and some go directly to the program (e.g., as contributions to the cost of one of JDC's nonprofit partners).

succeed? We are mindful of JDC's comparative advantages, including ties with Jewish communities across the globe; partnerships with the Government of Israel; global networks of professionals, who can apply expertise from one region to analogous problems in another; our ability to convene; and our reputation as an honest broker.

IV. Saving Jewish Lives

The heart of JDC's mission is saving Jewish lives. Across the globe, we provide urgently needed aid to Jews in need or in danger. We focus on Jews who are most vulnerable, and prioritize initiatives that make the most difference in their lives. Two-thirds of JDC's global budget fund two critically important welfare initiatives: first, care for elderly Jews in the FSU; and, second, innovations in social services in Israel. On a more modest scale, JDC also provides care in Central and Eastern Europe, North Africa, and Latin America, while also focusing increasingly on the threat of terrorism in Western Europe.

A. Care in the Former Soviet Union ("FSU")¹⁰

1. How important is the problem?

Of the 900,000 Jews who live in the FSU, about one-quarter of them are elderly. Approximately 87,000 receive care from JDC last year.

These Jews have lived unimaginably difficult lives. Most endured the devastation of WWII, and almost half survived the Holocaust. All lived under a communist regime that discriminated relentlessly against Jews and dismantled Jewish institutions.

These are the poorest Jews in the world. Many were professionally successful, but even retired engineers and doctors have government pensions as low as two dollars per day. They cannot buy basic necessities. Many would die without the care we provide.

While FSU elderly generally rely on their children for care, most of our clients are alone, since their children, nieces, and nephews left the FSU decades ago. Almost one million Jews left for Israel, and approximately 600,000 went to Western Europe and the United States.

¹⁰ Our FSU program is led by Harvey Schulweis, who chairs the board committee on the FSU, and by Michal Frank, who is our regional director for the FSU.

Over the next two decades, there will still be tens of thousands of needy elderly Jews in the FSU, as the next generation ages. Unless the FSU's economy changes significantly, which seems unlikely, many elderly Jews will be extremely poor, requiring food, medicine, and homecare to survive.

Even so, there are three reasons why the aggregate need will not be as acute in the long run as it is today, although there also is an offsetting reason why it will remain significant. First, because so many Jews left the FSU three decades ago, the number of Jewish elderly should decline from its current level.

Second, this cohort will spend a significant portion of their working lives in the post-Soviet era. As a result, they will have more opportunity to accumulate assets, although economic conditions in the former Soviet Union are still quite challenging. In other words, there will be fewer extremely poor elderly Jews over time.

Third, local Jewish communities are becoming better organized and the younger generation is more committed to communal needs. As a result, we expect local communities to bear a larger share of these burdens over time.

Finally, there is a (partially) offsetting effect. Among those who are extremely poor, an increasing percentage will be born after the Holocaust, and thus will be ineligible for restitution. To the extent that local Jewish communities are unable to meet all of their needs, aid from the global Jewish community will still be necessary.

2. How effective is our response?

For three decades, JDC has mounted a historic humanitarian effort to provide life-saving care to these elderly Jews. Thousands would die without this support. Indeed, notwithstanding the privations they have suffered, on average our clients outlive the life expectancy in their country, in some cases by several years:

Table 3. Life expectancy in FSU

Country	Average Life Expectancy at Birth	Average Age of JDC's Elderly Clients in FSU
Russia	72	79.9
Ukraine	71	74.6
Belarus	74	76 .0
Kazakhstan	72	75.9

JDC is spending approximately \$146 million in 2020 on food, medicine, winter relief, socialization, and home care for these elderly clients. The Claims Conference provides approximately \$120 million, the Swiss Banks settlement provides approximately \$1.5 million, and another \$25 million comes from the Jewish Federations of North America, the International Fellowship of Christians and Jews, World Jewish Relief, the Maurice and Vivienne Wohl Charitable Foundation, and other partners.

Although these sums are large in the aggregate, the cost per person is astonishingly low. On average, for clients who do not receive Holocaust restitution, \$21 pays for food and medicine for an entire month. On average, four dollars pays for an hour of home care.

a. Short Term Challenges

Unfortunately, our expenses are increasing because of rising wages and other costs, including high inflation in Ukraine in recent years. Nearly 1/3 of Ukraine's workers have left to work in Poland and other European Union countries. To keep others from leaving, Ukraine has increased the minimum wage three times in recent years. As a result, wages for Ukrainian home care workers have increased significantly. Across the FSU, we estimate that our home care costs will increase on average by 8.3% in 2020 due to changes in wages and exchange rates.

**Table 4: Inflation rate (end of year consumer prices),
Russia and Ukraine – 2016-2020**

	2016	2017	2018	2019*	2020*
Russia	7.1%	3.7%	2.9%	4.8%	3.9%
Ukraine	14.9%	14.5%	11%	8.6%	7%
Belarus	11.8%	6%	4.9%	5.8%	5.7%
Moldova	6.4%	6.6%	3%	4.2%	4.5%

* Projections

Source: Focus Economics, "Consensus Forecast: CIS Countries", June 2019

Even though homecare costs are increasing, we are not reducing homecare hours for Nazi Victims. On the contrary, we increased home care hours by 52% in 2018 and 2019 and will maintain these increased levels in 2020, since the Claims Conference has significantly increased our allocation for homecare, especially for low functioning clients.

But for clients who are not Nazi Victims, we face both higher costs (especially for homecare) and uncertainty about key funding sources. Since a major cut in our FSU welfare budget would put thousands of lives at risk, we are redirecting approximately \$700,000 of unrestricted funding from other FSU programs. This funding will keep our FSU welfare budget in 2020 at approximately the same level as in 2019.

Yet although we endeavor to maintain our budget at the same level for clients who are not Nazi Victims, our increased costs put pressure on service levels. We will have to reduce the number of clients who receive material support, as well as the number of home care hours we offer, while prioritizing clients and service levels based on relative need.

In allocating these scarce funds, we are refining our eligibility criteria, focusing on our clients' physical needs and financial means, as well as on their ability to rely on other sources support (such as family and government programs). In other words, we are prioritizing our neediest clients to ensure that our life-saving services are as impactful as possible.

b. Long Term Challenge

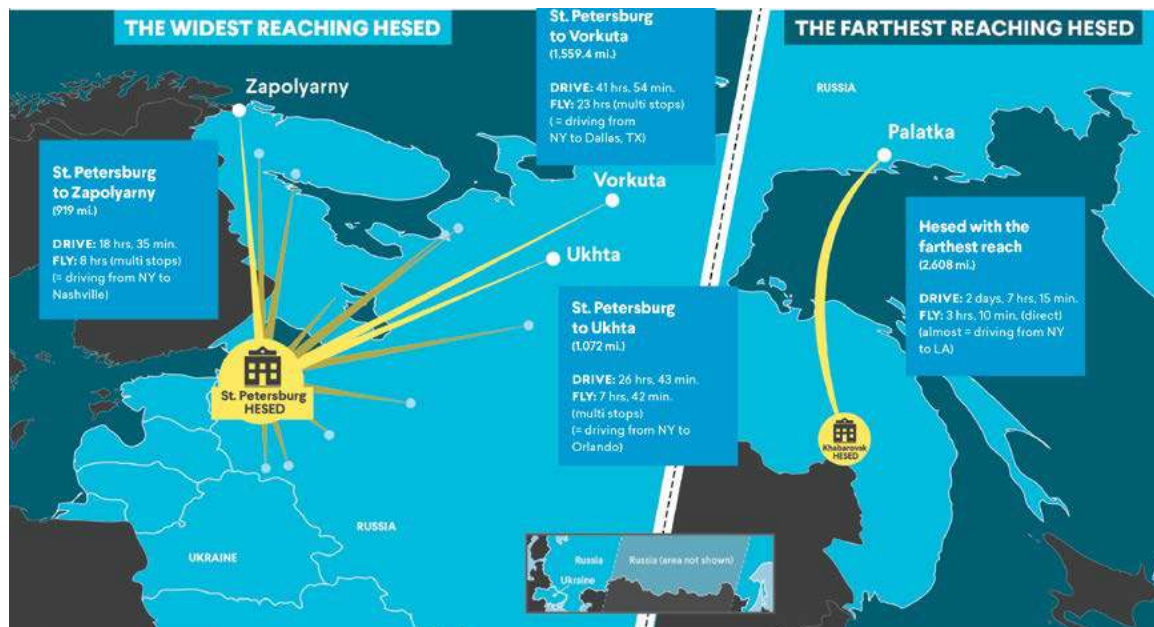
In addition to these short-term challenges, this life-saving program also faces a major long-term challenge in the coming decade: the end of Holocaust restitution. In 2020, restitution covers 82% of the program's budget. But this funding is available only for Holocaust survivors. In recent years, the total funding from the Claims Conference has increased significantly from \$73 million in 2017 to \$120 million in 2020, which is a 64% increase. Although the number of clients has declined, their needs have grown (especially for home care), and the Claims Conference has been able to provide more funding. But as more survivors pass away in the coming decade, restitution funding eventually will decline dramatically, and ultimately will no longer be available.

At that point, elderly Jews who are not survivors obviously will still need care. Providing it will be much more difficult, since restitution funds currently help to pay

for our network of service providers (called Hesed Centers) and our infrastructure, including program management, buildings, supervision, training, financial oversight, and other back office functions. In 2020, approximately \$14 million of our \$121.5 million of restitution funding for the FSU pays for infrastructure. This infrastructure serves not only survivors, but also other elderly clients.

JDC is committed to maintaining this life saving care. Fortunately, we can do so without replacing the entire \$14 million of restitution funding for infrastructure. Instead, we are developing new ways to provide care with a leaner infrastructure: 2020 is the fourth year of a multi-year plan JDC is implementing to lighten our infrastructure.¹¹

As part of this plan, we are consolidating Hesed centers in places where the number of clients has declined significantly. We operated through 133 centers in 2016, and through 69 in 2019. When we close a center, its clients still receive a similar level of care. But supervision and back office functions are reassigned to other centers some distance away, which are the main ones in the region.

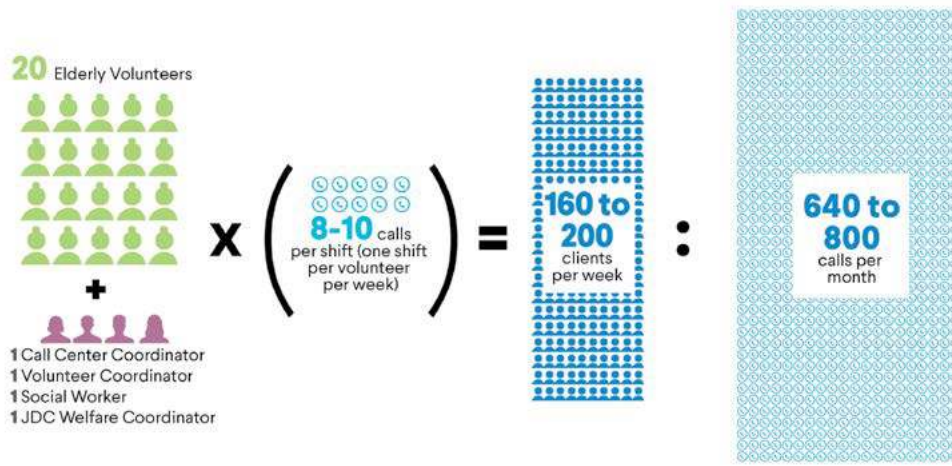


To lighten the infrastructure for providing material aid, we use bank cards and postal services, instead of food deliveries. To combat loneliness, we rely more on community-based activities integrating volunteers, and we also are developing call centers that enable us to reach clients in remote locations where our physical infrastructure has been reduced.

¹¹ In addition to \$120 million from the Claims Conference, we also are receiving an additional \$1.6 million from the Swiss Bank Settlement. This source of funding will end in 2020.

How Call Centers Make the Difference

JDC is piloting and testing a new call center model to provide remote telephone support services to elderly clients. The call centers aim to mitigate social isolation among elderly Jews, and maintain regular contact with high-risk clients to monitor their state. The program currently includes two pilots – in Dnepropetrovsk, Ukraine, and in Ekaterinburg, Russia.



Even though we are reducing our infrastructure costs significantly, we still need to replace some restitution funding for infrastructure. But instead of \$14 million, the annual amount will be approximately \$5 million. In other words, of the \$121.5 million of current restitution funding, we need to replace only \$5 million, which will help finance our lighter infrastructure for elderly Jews who are not survivors. So instead of raising \$25 million for these clients each year, JDC will raise \$30 million.

Another way to respond to these declines is to strengthen local Jewish communities, as discussed below. The goal is for them to bear more of the burden of providing care over time.

JDC also provides care to another needy group in the FSU: Jewish children with physical and cognitive disabilities. In 2020, we are spending \$1.54 million through twelve Jewish family services centers. We have scaled back our children's Initiative (CI) in recent years, prioritizing the neediest cases.

3. Are we the right organization to address the issue?

JDC has been caring for FSU elderly for three decades. As the Claims Conference's sole care provider in the FSU, JDC has developed unique expertise and infrastructure. JDC has important partners in providing this care, including the Claims Conference, the International Fellowship of Christians and Jews, the Jewish Federations of North America, World Jewish Relief, the Maurice and Vivienne Wohl Charitable Foundation, and others. Yet no other international NGO has a comparable ability to discharge this life-saving responsibility.

JDC aspires for local communities to take on more of this burden, as discussed below. But for now, local communities generally do not have the capacity to provide this care. So for thousands of elderly Jews in the FSU, JDC and our partners are the only source of support supplementing their meager government pensions.

JDC also is proud of the care we provide to children, but we prioritize elder care for two reasons. First, modest sums are more likely to have a transformative impact on elderly (e.g., \$21 per month for food and medicine). For children, more ambitious interventions usually are needed, such as a better education and home environment.

Second, needy FSU children and their families are more likely than FSU elderly to receive support from other nonprofits (e.g., Chabad, Adayin Lo, Tikvah, or nonsectarian charities), and also have other options that are less feasible for FSU elderly (e.g., aliya).

B. Innovative Social Services for Israel's Vulnerable Populations¹²

JDC assists vulnerable Jews throughout the world. Aiding vulnerable populations also is crucial in Israel, where a remarkable economic boom has not reached everyone. So JDC spends over \$100 million — almost one-third of our budget — aiding Israel's most vulnerable citizens, including unemployed Israelis, children at risk, elderly and Israelis with disabilities.

Even though our overall goal in Israel is the same as in other places — helping vulnerable people — the approach is quite different. Unlike the FSU, Israel is a prosperous country with a meaningful government safety net. So instead of providing social services on our own, as we do in the FSU, JDC partners with the government to make government services more effective.

In the summer of 2018, we began a strategic plan for our work in Israel. This was our first major strategic planning process since 1997. We sought input from 150 of our partners and stakeholders in government and nonprofits and drew on a range of sources to map Israel's social problems.

In our strategic plan, we decided to focus on seven critically important social challenges over the next seven years, so that 80 per cent of our budget will target these challenges. We also refined our strategy for addressing these challenges. We are launching this new strategic plan in 2020.

¹² Our Israel program is led by Martin Paisner, who chairs the board committee on Israel, and by Sigal Shelach, who is our regional director for JDC Israel.

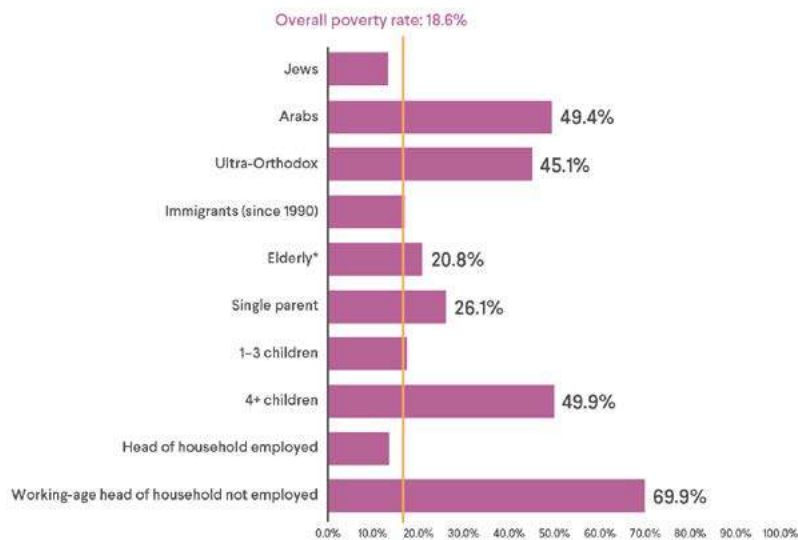
1. How important is the problem?

Even though the Israeli economy is thriving, Israel has the highest poverty rate in the OECD (19.6%) and the widest gap in workers' skills. Unless we help Israelis at the bottom of the economic ladder, this problem will get worse. Communities with low-incomes – the ultra-Orthodox (“Haredim”) and Israeli Arabs – have high birth rates. In fact, half of the children in Israeli kindergartens are from these communities. To sustain Israel's economic miracle over the long term, marginalized communities must join the economic mainstream.

Most of JDC's work in Israel helps Israel's vulnerable populations to help themselves. As Maimonides said, “The highest degree of charity—above which there is no higher – is he who strengthens the hand of his poor fellow Jew and gives him a gift or loan or enters into a business partnership with the poor person.”

Poverty Rates by Family Type

The Rate of Families Living in Poverty, by Family Type, 2016



*Age 60+ for women and age 65+ for men

Therefore, in each of the seven social challenges prioritized in our strategic planning process, JDC empowers vulnerable populations to change their own lives. Focusing on social mobility from birth to employment, we help Israelis with low incomes improve their socio-economic status. In addition, we help dependent populations, such as elderly and Israelis with disabilities, live more independently. The following are the seven social challenges in our strategic plan:

¹³ They are not listed in order of priority. In general, we are assigning equal importance to each.

a. Social Mobility of Haredim

Although a poor Israeli child generally has a 20% chance of reaching the uppermost socioeconomic quadrant, a poor Haredi child has only a 6% chance of doing so. Israel's ultra-Orthodox community represents 11% of the population today, and are expected to be over one quarter of the population in four decades.

Haredi men have a much lower employment rate than other Jewish men (51% versus 82.3%). In contrast, Haredi women usually have jobs, but earn 39% less than other Jewish women. For Israel's economic momentum to continue, this growing community must become better integrated into the country's economic mainstream.

b. Social Mobility of Israeli Arabs

Israel's Arab citizens also are economically disadvantaged. A poor Israeli Arab child has only an 11% chance of reaching the top socioeconomic quadrant. This community is growing as well. They represent 20% of the population today, and are expected to be 23% in four decades. Indeed, 84% of Israel's poor children today are either Arab or Haredi.

Israeli Arab women have a much lower employment rate than Jewish women (32% versus 81%). Israeli Arab men usually have jobs, but earn less than half the average salary of non-Haredi Jewish men. This growing community must join the economic mainstream in order for Israel's economy to continue to thrive.

c. Social Mobility in the Periphery

Residents of the nation's geographic and social periphery also have more limited economic opportunities. In addition to helping these disadvantages Israelis to get jobs, we also need to reach them when they are young. Poverty, abuse, special needs, and other issues can put children at risk, so they are less likely to become healthy and fulfilled adults. Poverty in Israel often is intergenerational. As in other developed countries, parents with less education are less likely to have well educated children. For example, only 25% of high school students from the lowest socioeconomic cohort are eligible for higher education, compared with 75% overall in Israel. Our goal is to ensure that a child's zip code does not determine her destiny.

d. Employed Populations on the Edge of Poverty

Unfortunately, having a job does not guarantee economic security in Israel. Productivity in Israel is low (74% of the OECD average), but the cost of living is high.

Therefore, approximately 450,000 working Israelis live at or near the poverty line. Even families with two wage earners live in poverty when they lack skills and credentials for high-earning jobs.

This problem is likely to become more acute as technology continues to disrupt the job market. Less skilled workers – often from the vulnerable populations described above – could lose their jobs unless they acquire new skills.

e. Lower-Middle Class Retirees

The economic prospects of Israelis who are “just getting by” become even worse when they retire. Only about half the elderly in Israel today have pensions, and the average loss in income following retirement is 42%. Fortunately, life expectancy in Israel is rising, but this creates a challenge: post-retirement incomes have to last longer, and retirees have to fund rising healthcare costs. As a result, lower-middle class retirees are at risk of falling into poverty. Their ranks are growing as the number of elderly people in Israel increases.

f. Elderly

Indeed, the number of elderly Israelis is growing 2.2 times faster than the population as a whole, and is expected to double in the next 25 years to 15% of the population. The number of Israelis between 65 and 75 – the so-called “young elderly” – will increase by 66% in the next five years.

Elderly Israelis have to adjust to the financial and emotional burdens of retirement, deteriorating health, and the need to navigate complex bureaucracies for care and other services. The “graying” of Israel’s population also puts increasing pressure on one million family members who currently care for elderly relatives, as well as on the health care system and government budgets.

All these pressures are eased if elderly Israelis remain self-sufficient for as long as possible. So in the spirit of Maimonides, we need to empower them to remain self-reliant. If they stay healthy, work longer, and plan for retirement, they can live independent and more fulfilling lives.

g. Israelis With Disabilities

Through our partnership with the government of Israel and the Ruderman Family Foundation, JDC also is helping Israelis with disabilities to live more independent lives. They experience higher rates of poverty and chronic illness and lower rates of

employment. Only 18% have higher education degrees. Israel also relies heavily on residential facilities: indeed, Israelis with disabilities are 18 times more likely than Americans to live in such a facility. They also have only limited access to sports and recreational facilities.

2. How effective is our response?

In addressing these challenges, JDC has a unique partnership with the government of Israel, which maximizes our impact. Our goal is not to provide social services on our own, but to help others – the government of Israel and Israeli NGOs – provide better social services. Our focus is on innovation. Although our mission of helping Israel’s most vulnerable populations does not change, our programmatic focus constantly shifts, as we develop new solutions to Israel’s most pressing socioeconomic challenges.

a. Pilot Programs

In recent years, we have focused on launching pilot programs, which develop and test more promising ways to deliver social services. If a new idea succeeds, the Israeli government takes over the program and implements it throughout the nation.

We use the acronym “DNA” to describe this approach, since our involvement with a pilot has three stages: 1) design (i.e., coming up with a new idea); 2) nurture (i.e., testing the new program); and 3) accelerate (i.e., if it works, scaling it up and handing it off to the government).

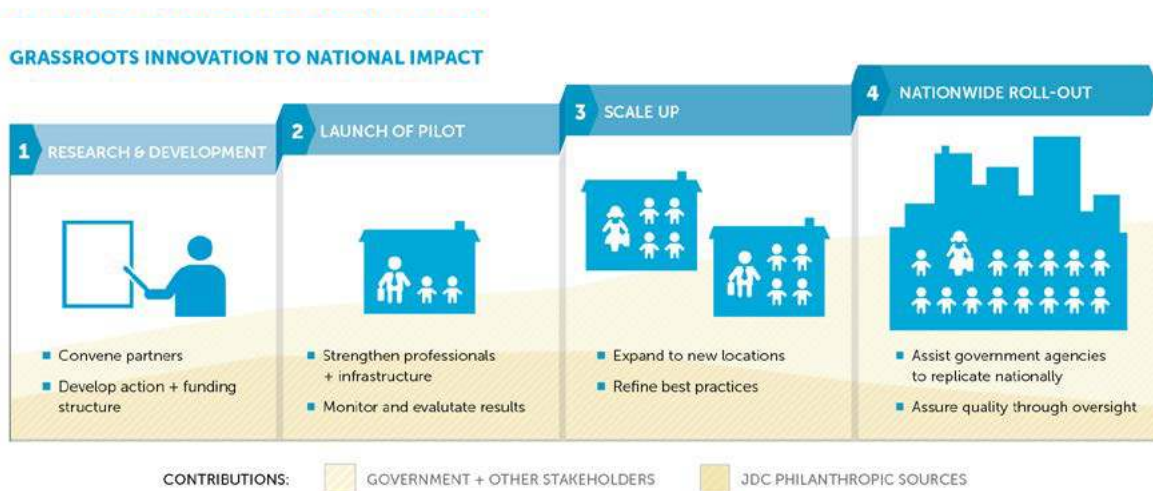
Nurturing “start-ups” is an especially impactful model for JDC for four reasons. First, we take maximum advantage of our professionals’ creativity and commitment. Their mission is not to run existing programs, but to launch new ones. Our new Wohl Campus for Learning and Development helps us cultivate this expertise by bringing together JDC Israel’s different divisions to offer training and share ideas.

Second, JDC’s donors enjoy exceptional leverage. For each dollar donors invest in a pilot program, the Israeli government invests almost two dollars (on average). If the pilot proves successful, the Government of Israel takes over the program, so our donors no longer provide any funding. In other words, with an investment that is temporary and relatively modest, donors can transform the way social services are delivered throughout the country.

Third, and relatedly, successful pilots become national in scope, causing key areas of policy to change significantly. Of course, in scaling up the program, we need to

make sure it remains effective. So JDC sometimes maintains a supervisory role after the government takes over a program.

Fourth, JDC enhances the intellectual capital of Israeli nonprofits by partnering with them in our pilots. JDC builds the partnership with the government, designs the program, and ensures that it is implemented properly. We rely on nonprofit partners for day-to-day operations. When a pilot is completed, our nonprofit partners know how to run it, smoothing the transition when the government takes over the program.



As we developed our strategic plan, we already had a portfolio of pilot programs in various stages of development. In general, we will complete all pilots we already have launched, including those that do not focus on the seven challenges prioritized in our strategic plan. But going forward, the new pilots we launch generally will focus on these seven challenges.

b. Capacity-Building, Convening, and Research

In addition to these “DNA” pilots, we also help the government in four other ways. First, we provide a fresh perspective on key challenges, influencing government priorities. For example, we encouraged ministries to focus not only on entry into the workforce, but also on advancement.

Second, the Institute for Leadership and Governance (“ELKA”) promotes cooperation across ministries and between the government and NGOs, and also helps develop innovative government institutions, as discussed below in Part V.D.

Third, JDC's two research institutes — the Myers-JDC Brookdale Institute (“MJB”) and the Taub Center for Social Policy Studies in Israel (“the Taub Center”) — enhance government performance through the research, as discussed below in Part IV.B.2.

Fourth, we help government ministries join forces more effectively. Although these institutions often compete for budgets and influence, JDC is a trusted partner to all of them, so we help them work together.

JDC also strengthens Israel's nonprofit sector and social services providers. Our training centers enhance their expertise, and our innovation hub in Lod nurtures grass roots initiatives, providing space, mentoring, and funding for social entrepreneurs. ELKA strengthens the nonprofit sector in other ways, as discussed below.

c. Building Comprehensive Strategies

In our strategic planning process, although we are narrowing our focus — by concentrating on the seven challenges, noted above — we also broadening our role by designing a more comprehensive response to each challenge. Although we will continue to develop pilot programs, we will run fewer of them. To supplement these pilots, we also will:

- Set clear goals for achieving impact;
- Use research and data to map root causes, key players, obstacles, and opportunities;
- Bring together key players in our capacity as convener to work together to address the problem; and
- Monitor progress.

By taking on these additional responsibilities, we will create a national strategy to address some of Israel's most pressing social challenges.

3. Are we the right organization to address the issue?

JDC occupies a unique position in Israel. Because we have been delivering social services there for 105 years, we are a trusted partner that works with parties across the political spectrum. In recognition of our unique status, the government exempts JDC from some bureaucratic requirements that apply to partnerships with other NGOs.

Yet although we are unique, we are not alone. Other nonprofits also do important work in Israel. If others work on an issue, we are less likely to do so. If we do get involved, we are likely to partner with them. This way, we focus our scarce resources on problems others cannot address.

In deciding which challenges to address, we chose issues that lie at the core of our expertise, and also are less likely to be the focus of other NGOs. For example, few other NGOs work on elder care, retirement planning, or the effect of global trends in the workplace on workers on the edge of poverty.

Our size also is an advantage, allowing us to work on a broader range of issues. Since we assist a number of disadvantaged groups, we can bring ideas developed for one group to others.

We also have close ties to different ministries, municipalities, and nonprofits responsible for addressing the social challenges in our strategic plans. To make progress on these key issues, these ministries, municipalities, and nonprofits will have to work together. JDC is viewed as an honest broker with no political agenda, so we are uniquely well positioned to facilitate cooperation.

C. Research on Social and Economic Challenges in Israel

1. How important is the problem?

Life will not improve for Israel's vulnerable populations unless there is a clear understanding of their circumstances, and of policies to help them. In addition to the issues discussed above, research also is needed on Israel's housing crisis, the country's health care and education systems, the regulatory environment, the allocation of responsibilities among government institutions, and much more.

2. How effective is our response?

JDC's two research institutes, MJB and the Taub Center, each contribute in different ways to a greater understanding of these issues. MJB engages in applied research on behalf of its partners in the Israeli government. By enhancing the effectiveness of government partners, MJB helps tens of thousands of Israelis who rely on those institutions.

To strengthen these partners, MJB engages in four types of research. First, MJB maps emerging social challenges, identifying best practices and advising the

government to use them. In this work, MJB has gained access to vast government databases, often from multiple ministries. MJB also is developing expertise in new areas, such as the social and economic challenges facing Israel's Bedouin community. Second, MJB offers process evaluations of new programs, including JDC pilots, assessing program design, comparing effectiveness in different places, and suggesting course corrections. Third, MJB also assesses programs at later stages, looking beyond the experience of individual clients and managers to long-run impact on target populations. A new research priority for MJB is to focus not only on impact, but also on cost effectiveness. Of the various programmatic options, which has the greatest impact per shekel? Fourth, MJB also offers a range of consulting services, helping ministries make greater use of evidence-based decision-making, and convening stakeholders to determine shared goals and recommendations.

The Taub Center's research is another valuable resource for government, civil society, philanthropy, and the global Jewish community. The Center focuses on broad trends in education, health, welfare, labor markets and economic policy, analyzing not only today's pressing issues, but also issues that are not yet on the public radar. Through analysis of these core social and economic policy areas, Taub Center researchers shed light on challenges faced by distinct population segments and provide policy makers, philanthropists, civil society leaders, and the public with a clear understanding of Israel's socioeconomic situation and with various policy options that can be undertaken to address the country's challenges. The Taub Center's flagship publications are its annual *State of the Nation* Report and *Picture of the Nation* Report, which highlight key social and economic developments in Israel. The Center also recently launched a new initiative, the Taub Center Initiative on Early Childhood Development and Inequality. Unlike Brookdale, the Taub Center does not accept government funds, instead maintaining a strictly independent status.

3. Are we the right organization to respond?

MJB and the Taub Center are among the most influential research institutions in Israel, but their missions are somewhat different. On one hand, MJB is a close partner of the Israeli government, which provides MJB with special access and insider perspectives, while also offering MJB donors significant leverage by matching contributions. On the other hand, the Taub Center avoids partnering with the government so it can offer an independent perspective. While both organizations produce objective high quality research on general trends in the Israeli economy, MJB also evaluates specific government programs and offers consulting services.

Each institution inspires better policy, and thus touches the lives of hundreds of thousands of Israelis every year.

D. Care, Security, and Resilience in Europe¹⁴

1. How important is the problem?

In addition to our work in Israel and the FSU, JDC also aids vulnerable Jews in Europe. In 2020, JDC is receiving approximately \$38.5 million from the Claims Conference to care for survivors in Central and Eastern Europe. In Hungary, as in the FSU, we provide care directly through a welfare center. In contrast, we provide grants to local Jewish communities, which are the service providers, in the Baltics, Bulgaria, and Romania.

Like in the FSU, an important challenge in Central and Eastern Europe is that restitution funds will decline in the coming decade. Unless these communities prepare for these declines, elderly Jews might not receive life-saving care. For example, since elderly Jews in Hungary are practically all Nazi Victims, the Hungarian Jewish community is not used to paying for elder care. In the Baltics, as in Russia and Ukraine, the Claims Conference pays for infrastructure that also serves clients who are not Nazi victims, and thus rely on JDC to fund their care.

JDC saves Jewish lives not only by providing care, but also by rescuing and protecting Jews in danger. Unfortunately, the threat of terrorism has become more acute in recent years, especially in Western Europe. Attacks in France, Denmark, Belgium, the United Kingdom, Spain, and other places have targeted both Jews and the general population.

2. How effective is our response?

In response, we are devoting more of our budget in Europe to anticipated declines in restitution funding in the coming years, as well as to the threat of terrorism. For both challenges, our response is to help local communities help themselves.

For JDC, responding to expected long-term declines in restitution funding is easier in Europe than in the FSU because local communities are better organized and funded; unlike in the FSU, many have received property restitution.

¹⁴ Our program in Europe is led by David Colman, who chairs the board committee on Europe, and by Diego Ornique, who is our regional director for Europe.

As a result, JDC's main response is to educate communities about the issue. For example, we have helped to create standard indicators of need for communities to use to predict the magnitude of the challenges they will face when restitution funds run out, which are based on factors such as poverty in the country, the extent of state-provided support, and the capacity of local communities. To promote the exchange of ideas and to enhance pan-European cooperation, we will convene a series of pan-European gatherings of community leaders. The first of these took place in Bucharest in November of 2019.

We will also provide some financial support during the transition. We are creating a pan-European fund to assist communities as they navigate the end of restitution funds. We were proud to receive the first major contribution from the Jewish community of Romania; their \$750,000 commitment is all the more meaningful because for years the community benefitted from support from the global Jewish community, and now are proud to "pay it forward" by assisting other Jewish communities. The Jewish communities of Bulgaria and Latvia have also contributed to the fund.

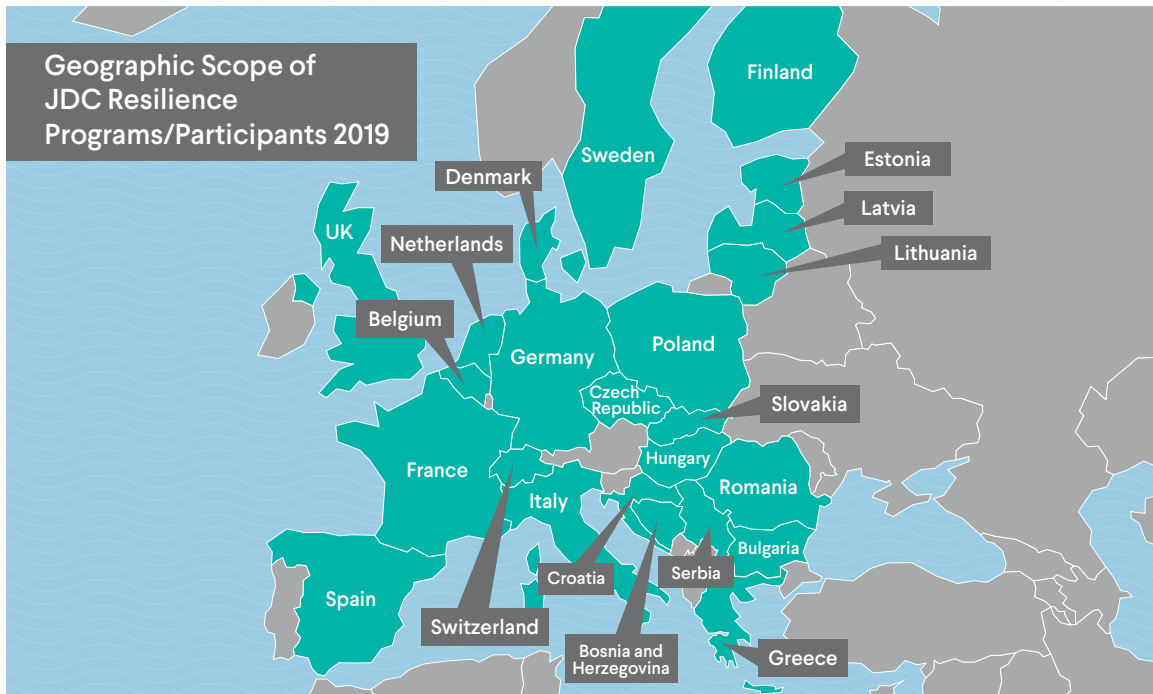
To review JDC's response to terrorism and antisemitism, we are appointing a board task force. In recent years, we have relied on three strategies, which all leverage our close relationships with local communities.

First, our Jewish Community Resilience program helps communities prepare for crises. We bring community representatives together for shared learning, training, and planning. Every other year, we also host a conference on resilience, empowering over 100 community leaders to share ideas and develop networks for cooperation. In addition to these pan-European efforts, JDC also has launched intensive local initiatives in Leeds, Athens, and Rome, where we evaluate existing initiatives and develop new ones, such as contingency plans and crisis communications. In Paris, JDC opened a resilience center, offering specialized psychological treatment to terror victims in partnership with UJA Federation of New York, the Israel Trauma Coalition, and OSE (a local Jewish welfare agency).

Second, JDC has joined a partnership called "Pillar" with four other organizations, which enhances the security of Jewish schools and community centers in Europe. Pillar conducts security audits to determine how to upgrade infrastructure and personnel to protect children, teachers, and community members.

Third, JDC also trains individuals to identify threats more effectively when they are at work, in stores, or on the street. In Israel, New York, and some other places, citizens

routinely notice unattended packages, as well as suspicious vehicles and individuals. But European Jews are less attuned to these threats. In response, JDC is developing educational materials, presentations, and partnering with Israeli experts, as well as with the security arm of local communities.



3. Are we the right organization to address the issue?

In general, we believe that local communities are the right institutions to provide care, and to work with governments in responding to terrorism and antisemitism. Yet JDC is well positioned to counsel and assist in these efforts because of our close ties to European Jewish communities. This counseling role avoids financial dependence and reinforces the local community's responsibility to protect its members.

In deciding how much to invest in these activities, we prioritize initiatives that others cannot (or will not) pursue. For instance, we do not provide care in Western Europe, since robust government safety nets and well-organized Jewish communities already address this need.

We are more active in Central and Eastern Europe, but our footprint is still lighter than in the FSU for four reasons. First, the economies generally are healthier than in the FSU. Second, government safety nets tend to be more generous. Third, local Jewish communities usually are better organized. Fourth, the communities are smaller.

Unlike our support for care, our work on community security focuses on Western Europe. Although our geographic focus is different, the principle for allocating resources is the same: we avoid duplicating what others do, and prioritize initiatives that leverage JDC's unique strengths.

For example, our resilience work flows from our close ties to local communities. Indeed, resilience became a priority for JDC because terrorism and anti-Semitism are so important to Jewish communities in Western Europe.

JDC's participation in Pillar also fits our mission and is coordinated with other nonprofits. Indeed, JDC joined Pillar at the invitation of other members, who already were informally tapping JDC's expertise about local communities. Moreover, the synergies run both ways. For JDC, it is more efficient to join an existing initiative than to provide a similar service on our own.

Training community members to identify threats is an extension of our resilience work, which fills an unmet need, since other institutions were not pursuing this goal. In providing this training, we partner with local communities and Israeli experts.

E. Care and Resilience in Latin America, North Africa, and India¹⁵

In addition to the FSU, Israel, and Europe, JDC provides care in other places as well. For instance, there are 500,000 Jews in Latin America, and 50,000 Jews in North Africa and Asia. In principle, JDC takes responsibility for vulnerable Jews everywhere. But in practice, we focus on places where needs are most urgent and our impact is greatest.

1. How important is the problem?

A sobering example is Venezuela. The Jewish community there once was one of the wealthiest in the world. But severe economic mismanagement paired with low oil prices have triggered rampant inflation of ten million per cent in 2019, a deep economic crisis, a breakdown of law and order, and political instability. One third of the country's workers are unemployed, and the minimum wage is below \$5 per month. Violent crime is widespread, food shortages are acute, and the average citizen lost 24 pounds from hunger in recent years. The Jewish community also has

¹⁵ Our program in Latin America is led by David Horwitz, who chairs the board committee on Latin America, and by Sergio Widder, who is our regional director for Latin America. Our program in Asia and Africa is led by Philip Rosenfeld, who chairs the board committee on Asia and Africa, and by Diego Ornique, who is our regional director for Asia and Africa.

witnessed hostility to Israel. The community has contracted from 20,000 to fewer than 5,000.

Some Jews have stayed because they do not have the resources to start a new life elsewhere. Others are too old and frail to move. The challenges for elderly Jews are especially stark, since Venezuela does not produce medicine domestically, and imports generally are unavailable because the currency is in free fall.

Half the Jews in Latin America live in Argentina, where unemployment is above 9%, nearly a third of the nation lives in poverty, and inflation is expected to be 40% or more in 2020. Economic conditions there have worsened in the past year, as the peso has depreciated significantly. These difficult economic conditions pose a particular challenge for elderly people living on fixed incomes.

Economic conditions in Cuba also are challenging, and the small Jewish community there depends on external support. Much of this support either comes directly from JDC or from foreign visitors, including on the missions we organize. Yet nearly half of these missions were cancelled in recent years, and fewer American tourists are coming, causing a decline in funding for our work, as well as a decline in the support that flowed directly to the community.

In Chile, the challenge is different. The nation's Palestinian population — the largest outside the Middle East — is twenty times larger than the Jewish community there. Chile's BDS movement has significant support, and the Jewish community is concerned about harassment and violence.

Security issues are also significant for Jewish communities in Turkey, Iran, North Africa, and India. These communities are shrinking and aging. The remaining Jews are disproportionately poor and elderly. There are pockets of extreme poverty, especially in Tunisia, India, and Morocco.

2. How effective is our response?

Given the grave crisis in Venezuela, JDC is working closely with the Venezuelan Jewish community to ensure that basic needs are met. Isolated elderly Jews need transportation, so they can gather together. In addition, over 20% of the community receives food or medicine, and this percentage is growing, as is JDC's investment there. Our budget in Venezuela has more than doubled since 2018. Working closely with local leaders, we constantly reassess communal needs, addressing new needs as they arise, such as satellite phones, increased need for perishable food, and more

programming in the Jewish communal complex. We also have empowered the local community to gather more information about local needs, and are helping them plan for various contingencies. JDC also has convened a group of institutions, including the Jewish Agency, to coordinate support for the local community.

In Argentina, our main response has been to strengthen local communities, so they care for vulnerable citizens themselves. We have made great progress in advancing this goal in Buenos Aires, which is home to 85% of the nation's Jews. Local institutions such as the Tzedaka Foundation, which JDC helped to launch decades ago, have become very effective in providing care to vulnerable Jews in Buenos Aires.

Yet as economic conditions deteriorate in Buenos Aires, JDC may need to become more involved in providing care to needy Jews. In addition, Jewish communities outside of Buenos Aires (in “the provinces”) are not as well organized. In 2020, JDC will provide direct assistance to over 600 vulnerable Jews in the provinces. But in the next three to five years, we are gradually phasing out of this direct assistance, while strengthening local communal institutions.

In Cuba, where food and medicine are in short supply, JDC is a key source of both for the Jewish community. The Shabbat meals we provide are one of the community's main sources of protein. We also offer milk, breakfast, and snacks at the Jewish Sunday school. In addition, JDC funds transportation for elderly members of the community.

In Chile, JDC is exploring a partnership with the local Jewish community to enhance communal resilience, drawing on expertise we developed in Europe.

Security and resilience also are new priorities in North Africa, and Asia. In 2020, we are focusing on security infrastructure in North Africa, Turkey, and India and are drawing on the resources of security and resilience work to advise these communities as well.

We also stand ready to help evacuate Jews who are in danger, like in past rescue operations in Yemen, Syria, and other places. In these operations, we work closely with both local and international partners.

JDC will also spend approximately \$1 million on care in Asia and North Africa. Our focus is on building local capacity, rather than on providing services directly. In 2020, we will enhance the efficiency of the local community's welfare system in Turkey,

lighten our infrastructure in Morocco, improve the old age home there, and complete a school in Tunisia. We will also provide urgently needed care in Egypt and India.

3. Are we the right organization to address the issue?

In general, we want local Jewish communities to care for their vulnerable members. Our close ties with these communities alert us to emerging needs, and allow us to work effectively with these communities.

In partnering with them, we calibrate our support to conditions on the ground. For example, when economic conditions deteriorate suddenly — as in Venezuela — we significantly increase our support, focusing on needs that others are not addressing. We prioritize places where others do not work (e.g., the provinces in Argentina). In addition to resources, we also offer expertise and advice (e.g., to enhance the efficiency of welfare institutions in Turkey and Morocco). The global scope of our work allows us to bring knowledge developed in one place (e.g., about security and resilience) to new locations where it is needed (e.g., Chile and North Africa).

We also work with other international organizations to divide up the relevant responsibilities. In Venezuela, for instance, we coordinate carefully with the Jewish Agency to avoid overlap in our work: JDC works with the local community to offer food, medicine, and other types of care, while the Jewish Agency focuses on security, Aliyah, and education. JDC and JAFI both support the local communal center complex, but JDC focuses on programming there, while the Jewish Agency supports upgrades of infrastructure.

V. Building Jewish Life: JDC's Community Development Programs

In addition to rescue and relief, JDC also is committed to renewal. We strengthen Jewish communities in three ways. First, we engage Jews who feel no connection to Judaism, offering programs that are inclusive and pluralistic. Second, we nurture institutions and train leaders, so communities are efficient, transparent, representative, and (eventually) self-reliant. Third, we urge communities to care for their most

vulnerable members. As a result, there are synergies between our community development and care missions: Individuals are more likely to receive care — and JDC has less need to provide it — if vibrant local communities take on this responsibility.

A. Central and Eastern Europe

For the past three decades, nurturing vibrant communities has been our main focus in Europe, which has a Jewish population of approximately 1.5 million people.

1. How important is the problem?

Central and Eastern Europe once housed thriving Jewish communities. But tragically, the Holocaust and decades of Communist rule devastated Jewish life there. For decades, Communist governments discouraged organized religion and discriminated against Jews. As a result, many did not openly identify as Jews or learn even basic facts about Jewish culture and rituals. Parents often waited years to tell children they were Jewish. There also was no ethic of communal responsibility. Citizens depended on the state, looking for any personal advantage in navigating Communist bureaucracies.

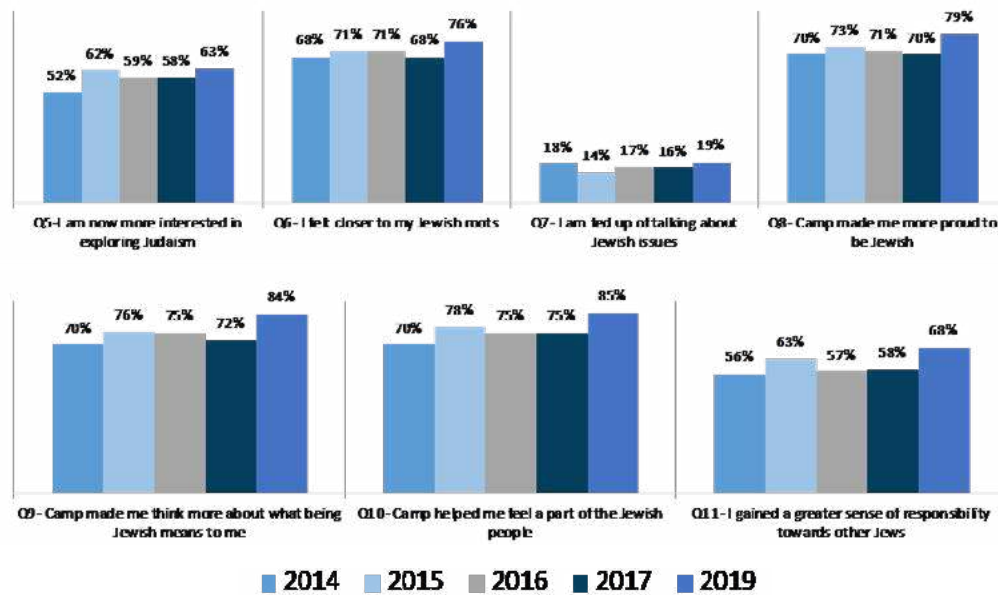
2. How effective is our response?

a. Szarvas

A key reason why Jewish identity and institutions are reviving in Central and Eastern Europe is the Lauder-JDC International Jewish Youth Camp at Szarvas. Every summer, this camp in Hungary serves 1,600 future leaders and activists from 22 countries. Since it was founded in 1990, it has hosted over 25,000 Jewish children, ranging in age from 6 to 19. They come mainly from Central Europe, Eastern Europe, and the former Soviet Union. Small cohorts come from North America and Israel.

Before their summer at Szarvas, many campers did not know they were Jewish or had only attenuated ties to Judaism. Szarvas connects them to their tradition, teaches them Jewish ritual and practice, and renews a sense of Jewish peoplehood. Campers go home to share what they have learned with parents, grandparents, and friends.

Survey Results: Szarvas Campers



Across Europe and the former Soviet Union, alums are revitalizing communities, advocating for Jews and Israel, promoting Jewish literacy, and ensuring a Jewish future for the region. The camp’s alums are deeply engaged in other JDC initiatives in Budapest, including the Balint House Jewish Community Center; “Judafest,” the annual Jewish street festival, which drew 10,000 attendees last summer; and an incubator of grassroots initiatives, the “Mozaik Hub,” which provides seed funds and mentoring for new Jewish organizations. Szarvas’ reach extends well beyond Hungary. Twenty-nine Jewish community centers in the region have Szarvas alums in leadership roles.

Szarvas has also provided an invaluable opportunity for young Israeli and American Jews to meet their European counterparts. Together, they experience the power of global Jewry and the imperative to take responsibility for each other, shaping a global Jewish future as one people. They return home inspired by their European colleagues’ enthusiasm, and mindful – much more than they were before – of how fortunate American and Israeli Jews are to have access to so many vibrant Jewish institutions.

In order to build on this remarkable success, JDC seeks to secure the future of Camp Szarvas. In the spring of 2018, we launched a campaign to raise at least \$18 million, and met this target in 2019. We have two goals with these funds:

First, we are upgrading the camp’s infrastructure, enhancing its security, expanding and upgrading the dining hall and dormitories, enabling the facility to be used

during the off season, and adding a sports and adventure park. We are breaking ground on this renovation in 2020. We anticipate spending approximately \$12 million on capital upgrades, although the precise amount will depend on project costs, exchange rates, and other variables.

Second, JDC also is creating a restricted endowment to support the camp's operating expenses. We would like to raise approximately \$6 million of endowment, and this amount could be higher if we spend less than \$12 million on capital upgrades or raise more than \$18 million. This endowment will fund maintenance and operating costs, so Szarvas remains a fixture of Jewish life in the region.

b. Leadership Development and Volunteerism

In addition to summer camps, JDC also has significant impact through leadership development programs for both professional and lay leaders, such as our Buncher Community Leadership Program. We run programs for social welfare professionals, school principals, JCC directors, leaders of grass roots organizations, camp counselors, and community presidents. These investments are especially impactful, since capable leaders help communities serve members more effectively. Yesod, a pan-European partnership with the Rothschild and Schusterman Foundations, trains Jewish communal professionals. Likewise, the Kaplan Leadership Initiative trains Jewish professionals across the globe.

c. Community Sustainability

Since our main community development goal is to nurture sustainable local communities, we share expertise with them about managing assets and operations. We also help communities attract more resources. For example, we are helping the Jewish community of Bulgaria to create a new community complex, including a school as well as spaces to generate rental income (as a partnership with the Lauder Foundation). JDC also is helping communities manage Jewish schools more effectively by joining a partnership, called "Educating for Impact," with World Ort, the Lauder Foundation, the Maurice and Vivienne Wohl Charitable Foundation, and others.

3. Are we the right organization to address the issue?

We are less likely to undertake a community development initiative if other international NGO's do similar work. For example, since others focus on promoting religious life, these areas are not priorities for JDC.

Our initiatives in Europe are virtually always partnerships with local communities, so we tap local leaders' knowledge and encourage them to take ownership of the project. By forging closer ties with the community, partnerships enhance JDC's influence, even over activities we do not fund. But since our scarce resources have to advance JDC's own programmatic goals, our joint ventures focus increasingly on JDC priorities, such as resilience and leadership development.

B. FSU

1. How important is the problem?

In the FSU, JDC's main community development goal is to strengthen local communities and empower them to care for their most vulnerable members. There is an obvious synergy between this community development goal and our care mission. Along with providing care today, JDC is preparing communities to provide care tomorrow.

Yet nurturing caring communities in the FSU is challenging. Although the region has a large population of Jews — estimated to be almost 900,000¹⁶ — organized communal life was dormant at the end of the Soviet era. Communism was even more devastating there than in Central and Eastern Europe. The system was in place longer — starting in 1917, instead of in 1945 — and treated both organized religion and Jews more harshly. In response, many FSU Jews did not openly practice their religion, identify as Jews, or even tell their children they were Jewish. Ironically, even though the Soviet system was based on communitarian values, people were encouraged to look out for themselves — not their neighbors — in navigating the byzantine Soviet bureaucracy.

2. How effective is our response?

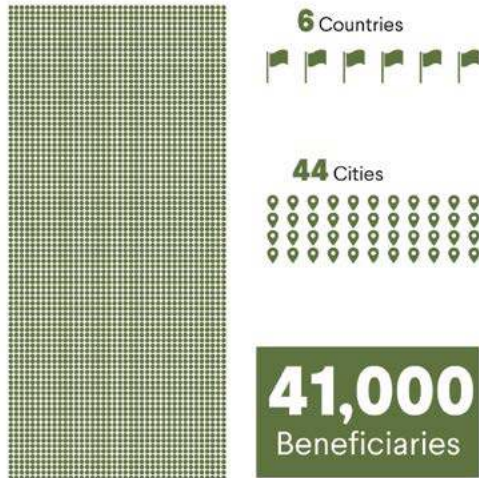
To nurture caring communities, JDC prioritizes three critically important programs in the FSU.¹⁷ The first promotes volunteerism. In addition to providing a cost-effective way to deliver services, volunteer networks strengthen the community by nurturing a cohort of community members who are committed to volunteering and, more generally, to communal responsibility. In five years, this initiative grew from a small

¹⁶ This estimate is of the pool of people with a single Jewish grandparent, who are eligible for Israel's Law of Return.

¹⁷ In focusing on these three programs, JDC has adopted the recommendation of a board task force, which spent twelve months in 2018 and 2019 analyzing our community development strategy in the FSU. Chaired by Helen Abeles and Mark Sisisky, the task force included Judge Ellen M. Heller, Carol Kaplan, Lee Kohrman, Carol Saivetz, Harvey Schulweis, and Louis Thalheimer.

2018 FSU VOLUNTEERISM

5,300 volunteers



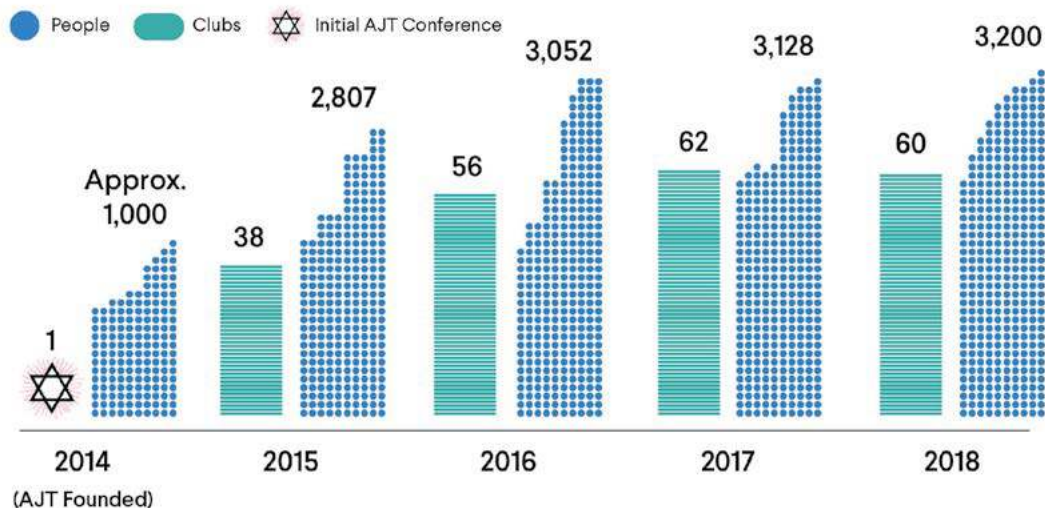
grassroots pilot in Moldova to a program with 5,300 participants in forty-four cities.

Second, JDC also focuses on youth programming. Young Jews in the FSU have spent their lives in a post-Soviet environment. They are proud to identify as Jews, considering it cosmopolitan and even “cool.” In the FSU, the natural impulse of teenagers to become independent enhances their desire to embrace their Jewish identity and heritage, which their parents and grandparents were not free to do. At the same time, through young people, we can reach their family as well.

We launched Active Jewish Teens (“AJT”) – a teen program that is affiliated with BBYO – five years ago with 30 teens in Kharkov, Ukraine. Today we have 3,100 teens in almost 60 locations. A key component of the AJT is service; teens are encouraged to launch volunteer service initiatives, and to recruit their friends. Through youth programming and volunteer networks, JDC is strengthening local communities and reinforcing their commitment to global Jewish responsibility, an idea that once was a “hard sell” in the region, but now is becoming more prevalent every day.

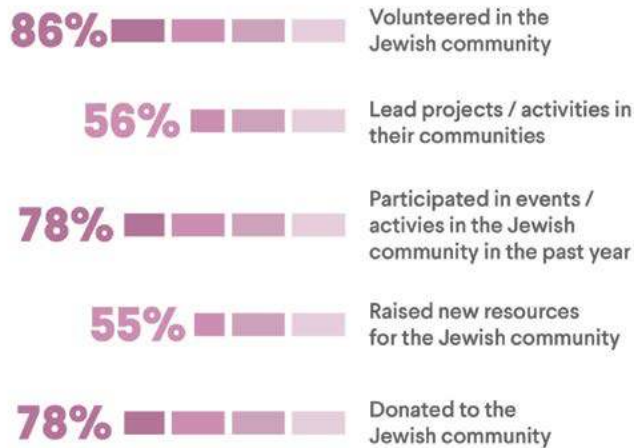
Our third priority program is leadership training, since capable leadership is needed

AJT GROWTH SINCE 2014



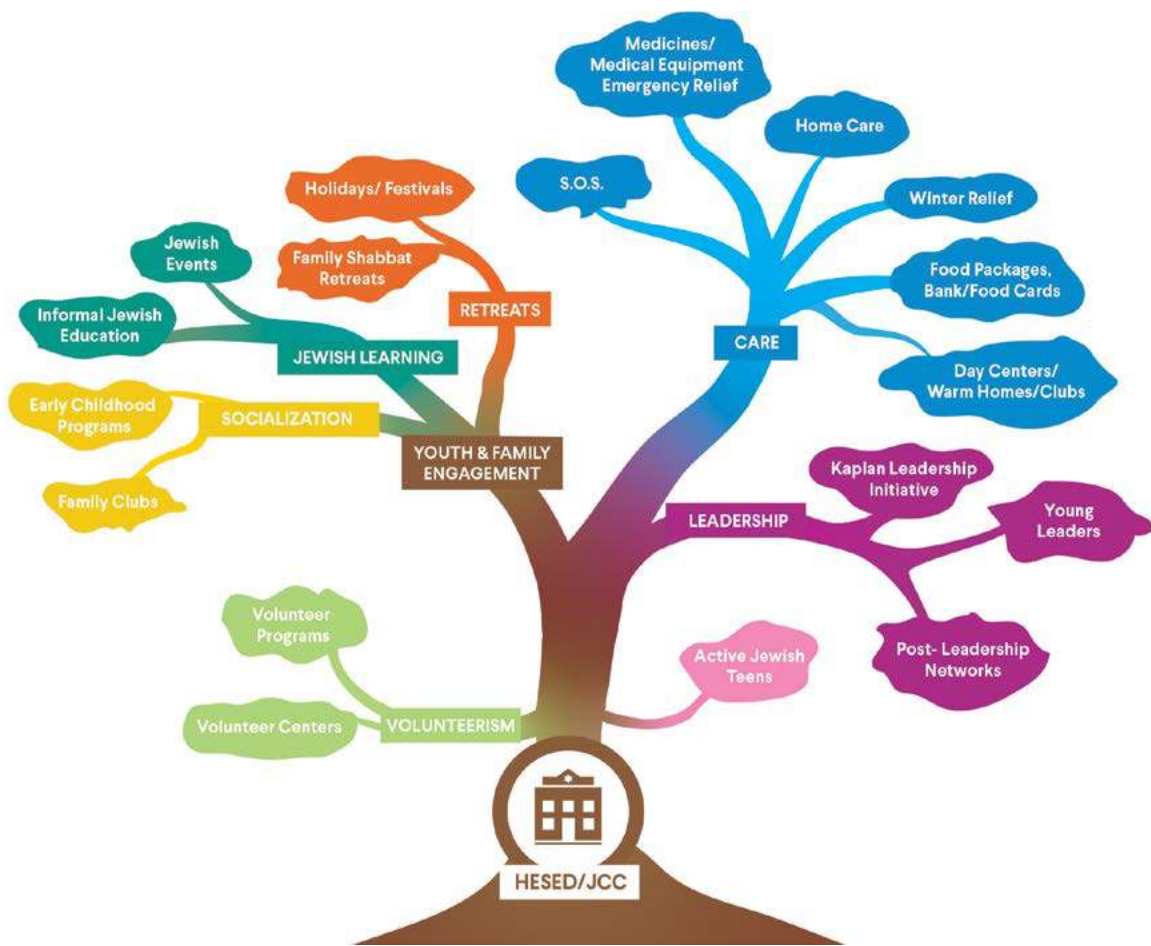
in order for communities to thrive, and to have the capacity to care for their most vulnerable members. Talented and motivated leaders can transform a community. Indeed, the first two program priorities described above – volunteerism and AJT – were both founded only five years ago by graduates of our leadership programs. Today, our Kaplan Leadership Initiative is a lynchpin of our leadership strategy. It complements and reinforces our other FSU leadership programs, such as Metsuda and Knafaim, whose alumni have launched grass roots initiatives that JDC scaled up throughout the region.

In a recent survey of leadership program graduates...



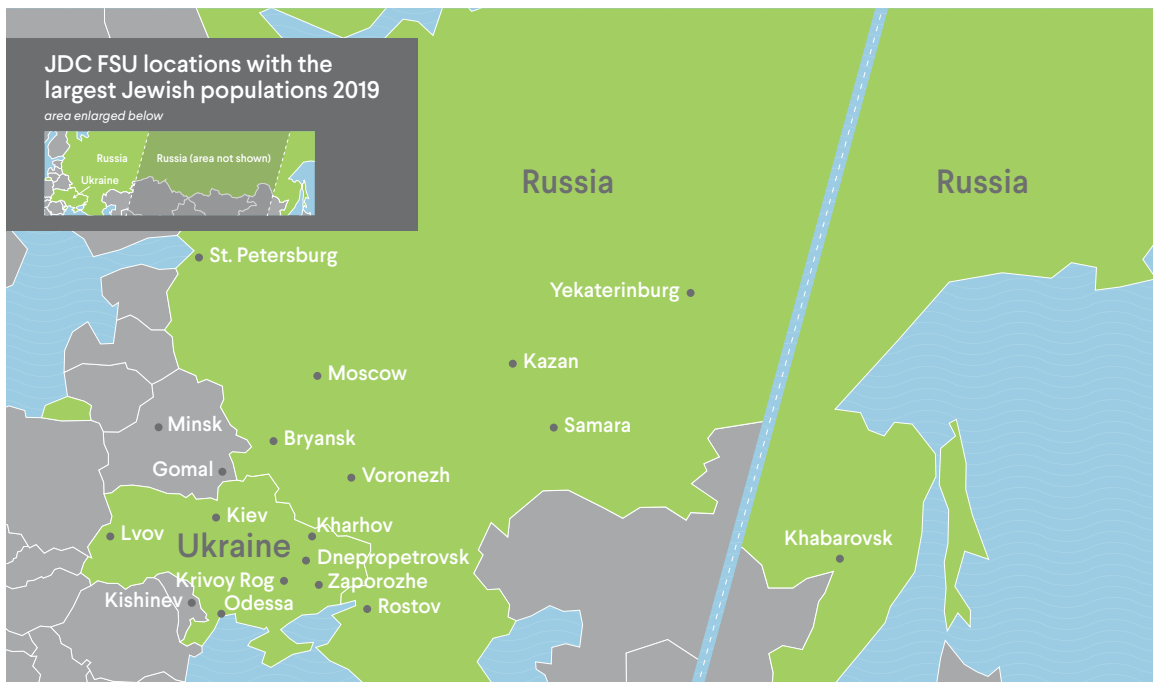
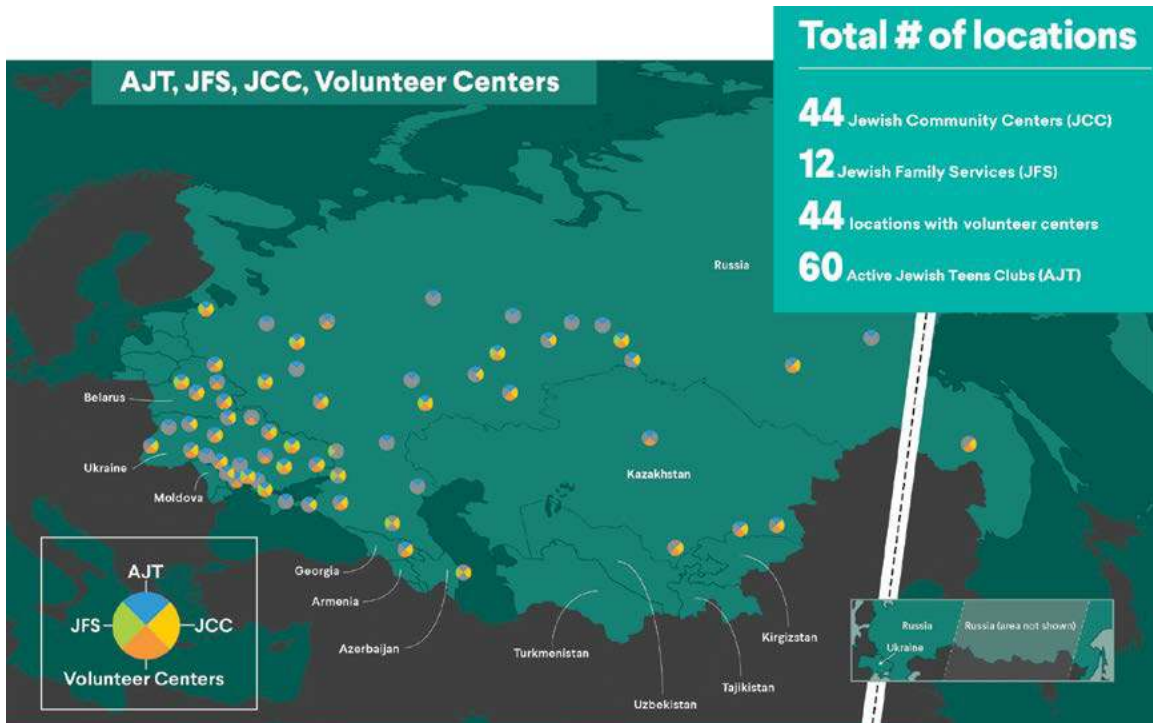
To strengthen a local community’s ability to care for its most vulnerable members, and to nurture vibrant and resilient communities, we also field a range of other programs to engage people at different stages of life. For example, we offer family Shabbat retreats and family clubs to reach young children and their parents. We also partner with PJ Library in Russia and are expanding into Ukraine to offer them free books on Jewish themes, as well as complementary educational activities developed by JDC to engage the entire family. JDC also runs Jewish educational programs for early childhood, Sunday schools, day camps, and other classes for children, and offers places at Szarvas for children from the FSU. Our work with Hillel recruits college students. For older Jews, we offer elderly clubs, warm homes, and day centers. With these and other programs, we reach approximately 50,000 Jews in the region every year.

To anchor these initiatives, JDC created a network of over forty Jewish community



centers (“JCCs”) across the FSU, including large ones in Moscow, St. Petersburg, Kiev, Odessa, Kharkov, and Dniepro. While these JCC’s are bursting with activity, they require significant resources, so we are exploring how to operate them more cost-effectively. For example, we have spun off some of the kindergartens we have launched to operators in the local community.

To enhance our impact, we set priorities not only for programs, but also for locations. We focus scarce resources for community development on communities with meaningful numbers of young Jews and community potential. Although elderly Jews are spread out across the FSU, younger Jews are increasingly concentrated in a few major cities. Our community development work prioritizes these communities, since Jewish communities need young Jews to be sustainable.



3. Are we the right organization to address the issue?

JDC is not the only organization seeking to strengthen Jewish communities in the FSU, but our focus in this important work is unique: as emphasized above, our main goal is to empower local communities to care for their most vulnerable members. As a result, our community development mission in the FSU has obvious synergies with our care work there.

Other organizations have a different focus. For instance, the Jewish Agency strengthens connections between FSU communities and Israel. Chabad promotes traditional religious practices. We are sympathetic to these goals, but they obviously are different from our main goal. Another difference from Chabad is that JDC (and also the Jewish Agency) use a more inclusive definition of who is Jewish and a cultural approach to Jewish content.

Because our goals are different, our programs are less likely to overlap. Even so, JDC makes an effort to avoid overlap with the programs of JAFI, Chabad, and others. For example, JDC does not operate youth summer camps in the FSU (even though we do in Europe) because the Jewish Agency has this responsibility. To avoid duplication and to promote better coordination, JDC and the Jewish Agency engaged in a mapping exercise, in which we delineated the programs that each organization operates in particular areas. We also help each other recruit for our programs. For instance, teens participating in AJT may be interested in the Jewish Agency's summer camps, and campers in these camps may be interested in AJT, so we work together to spread the word about each other's programs, promote continuity, and enhance impact.

C. Latin America, Asia, and Africa

1. How important is the problem?

JDC also seeks to strengthen Jewish life in Latin America, Asia, and Africa. Communities across these regions are in different stages of development. Some are growing (e.g., Jewish expats in China) and some are shrinking (e.g., Morocco).

Some Jewish communities have become more sophisticated over the years, and thus need less from JDC. In Buenos Aires, investments we made during the financial crisis twenty years ago, as well as before it began, have produced vibrant communal institutions such as the Tzedaka Foundation, which have become largely self-sufficient (at least until the recent economic downturn).

In contrast, local Jewish institutions are not as self-sufficient in the provinces of Argentina as in Buenos Aires. Likewise, in Cuba, although JDC has been supporting communal life for a quarter century, economic and political conditions create a stiff headwind. In North Africa, many young people are leaving, weakening local institutions.

2. How effective is our response?

In these places, in addition to engaging unaffiliated Jews — for instance, with Limmuds in Venezuela and in Chile and Shabbat dinners in Cuba — we also enhance the efficiency of local communal institutions. In the provinces of Argentina, as we phase out support for care in the coming years, we are running capacity-building programs, including pilots in Rosario and Santa Fe and extensions of the program to Mendoza, and Bahia Blanca. In Uruguay, Morocco, Tunisia, and Turkey, we are strengthening the governance and management of Jewish old age homes. Across Latin America, JDC promotes knowledge sharing, for instance, by creating a network of Jewish schools to share best practices. We also are advising communities of Jewish expats in the Persian Gulf and Asia, promoting a pan-Asian teen event, working with the regional Reform movement, and starting a survey of communal leaders in Asia.

JDC also trains young people who head informal education projects, and also helped launch a series of conferences for women communal leaders in Latin America. LEATID, our regional training program, has successful graduates leading nonprofits. The Kaplan Leadership initiative — a global effort to train Jewish communal professionals — includes a cohort from Latin America.

3. Are we the right organization to address the issue?

To strengthen communities in Latin America, Asia, and Africa, we partner with these communities. Our longstanding ties to them, our reputation as an honest broker, and our global scope allow us to connect local communities to each other, and to bring innovative ideas from across the globe.

D. Israel

1. How important is the problem?

Since the Jewish state is a fundamental element of Jewish life today, our efforts to strengthen Israeli society through the social services innovations, described above, are an important way to build Jewish life. This work enables Israel to be a more compelling beacon to disengaged Jews across the globe. In Israel, we also advance community development goals in ways that more closely resemble our renewal work in other places: the Institute for Leadership and Governance (ELKA), another JDC partnership with the Israeli government, enhances the expertise and efficiency of Israeli nonprofits and government agencies.

2. How effective is our response?

In 2020, ELKA spends over \$10 million to pursue four goals. First, ELKA trains Israeli civil servants in the digitalization of government services. Second, ELKA convenes experts from nonprofits, government agencies, and the business world to cooperate in addressing specific social challenges. Third, ELKA trains Arab civil servants to access government resources more effectively, for instance, to facilitate Resolution 922's historic investment in Arab municipalities. Fourth, ELKA also promotes regional policymaking, using the network of voluntary partnerships among municipalities, known as clusters, launched by ELKA over the past decade.

ELKA has disproportionate impact for two reasons. First, as with JDC's other work in Israel, the government funds a significant portion of its budget. Second, by making government agencies and nonprofits more effective, ELKA helps everyone who depends on these institutions. For example, when ELKA enhances a government agency's performance, a modest expenditure by JDC increases the social return on the agency's entire budget. In effect, ELKA turbocharges the budgets of organizations it helps.

3. Are we the right organization to address the issue?

As trusted partners of government institutions and nonprofits, ELKA occupies a unique position in Israel. In addition to its expertise, ability to convene, and reputation as an honest broker, ELKA also leverages private support with government funds.

E. Entwine¹⁸

1. How important is the problem?

Although JDC mainly works outside of North America, the U.S. and Canada face their own community development challenges. A critically important one is that many Jews in their 20s and 30s feel only a weak connection to Judaism and Jewish communal life. If this cohort remains disengaged, Jewish life in North America will be much less vibrant. The work of JDC and countless other Jewish organizations can continue only if future generations commit to it.

¹⁸ Entwine is led by Ellie Bressman Davis and Charles Ribakoff, who chair the board committee on Entwine, and by Sarah Eisenman, who is the director of Entwine.

While JDC wants to engage this generation as employees, board members, and donors, our interest in this issue is much broader: just as we build Jewish life overseas, we also are committed to this mission in North America, as long as we are making a contribution that other organizations cannot make.

2. How effective is our response?

JDC has a unique advantage in reaching this cohort of Jews: Many are interested in international humanitarian work. Growing up in a global world, they have traveled extensively. Many are idealistic, and express this idealism by focusing on problems that are global, rather than local. Because JDC's global mission resonates with them, we have a comparative advantage in engaging them. Hopefully, if they become active at JDC, they will engage with other Jewish organizations as well.

In other words, we are building community at home through service abroad. Entwine, our main platform for engaging Jews in their 20s and 30s, offers volunteers the opportunity to participate in JDC's work across the globe, as well as other leadership and engagement opportunities.

Entwine offers three types of service opportunities: first, eight- to ten-day trips for people with full-time jobs; second, four- to six-week trips, which are well tailored to academics and graduate students; and third, year-long experiences in our JDC Entwine Global Jewish Service Corps, which train future Jewish NGO professionals and lay leaders. The trips have an educational component, including discussions of Jewish texts and reflections on the connection between global service and Jewish values.

The analysis of an outside expert, Rosov Consulting, shows that Entwine strengthens participants' Jewish identity. For example, Rosov found that after their service trip, 73% of participants reported feeling part of a global Jewish community, compared with only 49% before the trip. Those who weren't currently involved in local Jewish life — 40% indicate no current Jewish involvement — report being inspired to do so by our programs. For some, this becomes a professional calling; of those working in the Jewish communal sector, nearly 20% report that Entwine influenced or reinforced this choice.

Entwine also runs trips dedicated to reaching important audiences, such as Russian Speaking Jews, Jews of color, LGBTQ+ Jews, and rising rabbis and cantors from HUC. In 2020, Entwine will focus mostly on shorter Insider Trips and on the year-long Jewish Service Core Fellowship. These programs reach very different audiences: the

latter is important as a way to train future professionals and communal leaders, and is not targeted at unengaged Jewish young adults, while the former engages a mix of unengaged and engaged young Jewish professionals who are interested in exploring other cultures and connecting with other young Jews around the world.

In addition to service opportunities, Entwine has alumni networks and educational events across North America, Israel, and the United Kingdom. These events ensure that an Entwine trip is not merely a one-time experience, but a first step toward broader engagement with JDC and the Jewish communal world. In addition, these events engage Jews who cannot join our service trips, allowing Entwine to reach 22,000 people since 2008. Approximately 50% of trip participants come to alumni events, and we seek to reach more by expanding our offerings of “Do-It-Yourself” toolkits which allow alumni to engage with the value of global Jewish responsibility wherever they are and whenever their schedule allows.

Working with Bridgespan Consulting, Entwine has developed a growth plan, which will dramatically enhance Entwine’s impact. There is a major and critical opportunity to help young Jews find import and purpose in their Jewish identity, and Entwine programs have demonstrated significant and deep impact with a diverse audience. Over the next five years, Entwine will prioritize a select number of signature cities to reach Jewish young adults who demonstrate leadership potential, but are less connected to Jewish life. Entwine will undergo a period of more rapid growth, or a “step up,” to put itself on a path to reach a critical mass of approximately 30,000 young Jews through service programs and an even broader cross-section through local engagement by 2033. To get to this point, Entwine will need more resources.

There is robust interest among funders in programming for Jewish young adults in North America and the UK. We will fund this growth with these sources, which generally are not available for our other work. We believe that offering service trips and other engagement opportunities to more people will pay dividends for the Jewish community in years to come.

3. Are we the right organization to address the issue?

JDC is unique in its ability to provide this service to the Jewish communal world for two key reasons. First, since the key to engaging Entwine participants is international humanitarian work, JDC is uniquely positioned to offer this experience. While other organizations have tried to run service trips, they face a daunting challenge: guaranteeing the quality of the service program. Since other organizations send participants to programs they do not run, they cannot be certain that the service

experience is of high quality and is well managed. Obviously, visiting a weak program is counterproductive, since participants are unlikely to try another after a disappointing experience. To mitigate this risk, JDC is able to send Entwine participants to programs we run, allowing us to guarantee the quality of the experience. Second, Entwine has developed a proven educational and engagement model that has demonstrated impact. This track record shows that we can achieve our desired outcomes and goals.

F. Global Response and Innovative Development Work (GRID)¹⁹

1. How important is the problem?

Although JDC focuses on aid for Jews, we also serve non-Jewish clients. The need is acute. Over ten percent of the world's population live on less than two dollars per day, and the lives of vulnerable people are especially at risk in natural disasters and wars.

Serving non-Jewish clients advances JDC's mission in three ways. First, and most fundamentally, this work is an expression of Jewish values. We are committed to helping needy people of all faiths and nationalities. Second, joining together to put this ideal into action strengthens Jewish communities. Jews feel pride in their community, and are reminded of the profound connection between their moral commitments and Jewish heritage. Third, this work strengthens the ties of Jewish communities and Israel to other people in need, giving developing nations a more informed perspective on a people and a nation with whom they have had little contact before. Building these bridges is all the more important in an era of rising antisemitism.

2. How effective is our response?

In pursuing these goals, GRID has three main programmatic priorities in 2019.

a. Disaster Relief

The first is responding to disasters. On behalf of the Jewish Federations of North America, JDC leads the North American Jewish community's response to natural disasters outside of North America. In doing so, JDC works with local and Israeli partners, and sends a response team to deliver critical aid and assist with recovery.

¹⁹ Our GRID program is led by Jayne Lipman, who chairs the board committee on GRID, and by Avital Sandler-Loef, who is our regional director for GRID.

The magnitude of our intervention depends on a range of factors, including the severity of the crisis, the presence of a local Jewish community that wants to assist in relief and recovery efforts, and the need for JDC's particular expertise. The field of disaster relief is becoming increasingly specialized, and JDC has deep experience in helping communities reduce the risk of disasters, restoring livelihoods and health, and in providing shelter, education and psychosocial support.

b. Tikkun Olam Ventures (TOV)

GRID's second main priority is Tikkun Olam Ventures (TOV). This program uses market-based solutions and Israeli agricultural technology to improve the lives of thousands of farmers in Africa. JDC launched the pilot program in Ethiopia in 2018. Ethiopia has 99 million people, and one-third of them live on less than \$2 per day. Because 80% of Ethiopia's workforce is engaged in agriculture, enhancing agricultural productivity — particularly of smallholder farmers — will transform Ethiopian society.

Israeli hybrid seeds and drip irrigation can dramatically enhance crop yields, but smallholder farmers in Ethiopia have not had access to capital, or to expertise in using this technology. In response, TOV offers a revolving philanthropic loan fund, which enables farmers to purchase Israeli ag-tech. TOV also provides business services, agricultural technical support, and enhanced access to markets. Since this support significantly increases crop yields, farmers will be able to repay their loans. This capital can then be used for new loans to other farmers.

TOV ran over thirty demonstration plots in 2019, which produced impressive results, and tested the feasibility of loan finance by requiring farmers to repay funds to a community fund. In 2020, TOV will begin tapping the loan fund established with our partner bank, the Oromia International Bank, and also will reach more smallholder farmers, sharing the benefits of Israeli agricultural know how and technology more widely in Ethiopia. TOV also will launch a new initiative to educate and motivate the Israeli innovation community about needs and opportunities in the Ethiopian agricultural sector.

c. Tikkun in Action

GRID's third key priority, a new program called "Tikkun in Action," empowers local Jewish communities to support their vulnerable non-Jewish neighbors. This new initiative capitalizes on JDC's close ties with Jewish communities across the globe.

In 2019, we focused on Europe in 2019, launching a small grants program that received 34 applications from ten countries. GRID awarded three grants in Hungary, one in Greece, one in Germany, and one in Bosnia and Herzegovina. The program pursued a range of goals in its first year, aiding the Roma community, combating poverty, integrating refugees, promoting women's health, and more. In 2020, GRID plans to expand this initiative to Latin America.

In addition to helping needy people, Tikkun in Action strengthens Jewish communities and reinforces their ties to their neighbors. These ties are all the more important in an era of rising antisemitism.

d. Other GRID Initiatives

JDC serves non-Jewish clients in other ways as well. For example, in the Gabriel Project Mumbai, JDC partners with local communities and NGOs to care for children in India's slums and underserved rural villages. In India and in Ethiopia, JDC works with rural women to improve their access to health, education and income, harnessing Israeli business development expertise. Under the leadership of Dr. Rick Hodes, JDC also provides life-transforming spinal and heart surgeries for poor children in Ethiopia.

3. Are we the right organization to address the issue?

While many NGOs are committed to assisting needy people of all faiths, fewer help needy Jews who live outside the U.S., Western Europe, and Israel. Since JDC's support for these needy Jews is irreplaceable, our commitment to them is unshakeable.

We also have institutional advantages in helping non-Jewish clients, and can fund this work with sources that would not be available for our other work. Our close and longstanding relationships with Jewish communities across the globe allow us to partner with them in disaster relief, as well as in initiatives like Tikkun in Action. Our reputation as an honest broker, and our status as "point" agency for the North American Jewish community in disaster relief, enable us to convene groups of NGOs, share information, and coordinate a collective response. JDC also has special expertise in rapidly assessing needs, adapting and deploying Israeli technology, and addressing issues of food security, health, livelihood, shelter, and education.

We are proud to deploy this expertise on behalf of non-Jewish clients. Because the needs are vast, as are the number of other NGOs addressing them, we use two

criteria to decide which initiatives to pursue. First, as in all our work, JDC focuses on projects with high impact where JDC can offer added value. Second, among projects offering this high social return, JDC prioritizes initiatives that strengthen ties between populations at risk, on one hand, and Jewish communities and Israel, on the other.

VI. Conclusion

In seventy countries across the globe, we are proud to be global Jewry's "boots on the ground." Wherever Jews yearn for comfort, JDC is there. Wherever they long for community, JDC is there. Our sacred mission is eternal, but the challenges we face are constantly changing. In response, we must be nimble in our approach and steadfast in our resolve. If we falter, the price will be paid in suffering and shattered dreams. But if we stand together, advancing our mission with compassion, creativity, and commitment, nothing is impossible. The future needs us now.



JDC receives significant funding support from Jewish Federations across North America through cooperation with JFNA and UIA Canada. Major funding partners also include: the Conference on Jewish Material Claims Against Germany, the Maurice and Vivienne Wohl Charitable Foundation, the Harry and Jeanette Weinberg Foundation, World Jewish Relief (UK), and tens of thousands of generous individual donors and foundations. The International Fellowship of Christians and Jews is a major operational partner.