

American Jewish  
Joint Distribution  
Committee



# GOING ABOVE AND BEYOND

JDC ANNUAL REPORT



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# JDC: Global Impact

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



**ENSURING  
FAMILIES  
SURVIVE CRISIS**

## EUROPE

- |                      |           |             |
|----------------------|-----------|-------------|
| Albania              | Estonia   | Montenegro  |
| Austria              | France    | Poland      |
| Belgium              | Germany   | Romania     |
| Bosnia & Herzegovina | Greece    | Serbia      |
| Bulgaria             | Hungary   | Slovakia    |
| Croatia              | Italy     | Slovenia    |
| Czech Republic       | Latvia    | Spain       |
|                      | Lithuania | Switzerland |
|                      | Macedonia |             |



**SAVING THE  
WORLD'S  
POOREST JEWS**

## FORMER SOVIET UNION (FSU)

- |            |              |
|------------|--------------|
| Armenia    | Russia       |
| Azerbaijan | Tajikistan   |
| Belarus    | Turkmenistan |
| Georgia    | Ukraine      |
| Kazakhstan | Uzbekistan   |
| Kyrgyzstan |              |
| Moldova    |              |

**NEW YORK**  
World Headquarters



**DEVELOPING  
TOMORROW'S  
JEWISH  
LEADERS**

## LATIN AMERICA

- |             |           |
|-------------|-----------|
| Argentina   | Haiti     |
| Bolivia     | Honduras  |
| Brazil      | Mexico    |
| Chile       | Nicaragua |
| Colombia    | Panama    |
| Costa Rica  | Paraguay  |
| Cuba        | Peru      |
| Ecuador     | Uruguay   |
| El Salvador | Venezuela |
| Guatemala   |           |

## ISRAEL



**EMPOWERING  
ISRAEL'S  
FUTURE**



**BUILDING A  
GLOBAL JEWISH  
COMMUNITY**

## AFRICA & ASIA

- |            |              |           |
|------------|--------------|-----------|
| Bangladesh | Kenya        | Sri Lanka |
| China      | Maldives     | Thailand  |
| Egypt      | Morocco      | Tunisia   |
| Ethiopia   | Myanmar      | Turkey    |
| Ghana      | Pakistan     | Uganda    |
| India      | Philippines  | Zimbabwe  |
| Indonesia  | Rwanda       |           |
| Japan      | South Africa |           |



# A Message from Our Leadership

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

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

### Going Above and Beyond

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

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

### Supporting the Most Vulnerable

Just under half of the frail elderly Jews assisted in the FSU benefit from German government funding, provided through the Claims Conference, for home care and other services for Holocaust survivors. Our ongoing challenge is to meet the needs of equally vulnerable Jewish elderly not entitled to restitution-related assistance.

Although Israel’s economy weathered the

global recession better than most, the income gap between rich and poor is among the highest in the Western world—a situation highlighted during last summer’s social justice demonstrations. We are proud that the Israeli government committee charged with formulating a response cited a series of JDC projects that are already addressing many of the issues raised in those protests. We are as committed as ever to ensuring that the most vulnerable Israelis can contribute to and benefit from Israeli society.

### Addressing New Economic Challenges

Responding to skyrocketing unemployment, small business bankruptcies, and cuts in pensions and social programs in Greece, JDC assembled a global consortium of partners to aid the hard-hit Athens Jewish community. Our support for food aid, rent subsidies, and tuition assistance is a lifeline for families in distress and key to ensuring their children’s Jewish future.

Leveraging expertise garnered from our response to last decade’s economic collapse in Argentina, JDC’s job training initiatives, relief services, and support for Jewish institutions are now bolstering young Jewish families facing extreme financial hardship in the Baltics, Bulgaria, Hungary, and Romania. At the same time, the well-being and participation in Jewish life of nearly 35,000 impoverished children and their families in the FSU and Europe remain a priority.

### Strengthening Jewish Community

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

### Disaster Recovery

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

### Partners for a Stronger Jewish Future

Through Entwine, JDC’s newly branded next gen initiative, we are building an expanding movement of young North American Jewish activists informed about and eager to become involved in JDC’s response to global Jewish needs.

In so doing, they are following a tradition of leadership established by JDC’s founders, whose dedication to excellence and achievement is upheld today by the devoted members of our JDC Board—second to none in the Jewish world.

We are especially grateful to our past President, Dr. Irving Smokler, for his strong stewardship during a period of daunting financial challenges. In a changing philanthropic environment, he took us in new directions, leaving us better prepared to face the unexpected.

Our achievements reflect the high caliber of JDC’s worldwide staff. For the past decade they have been led by Steve Schwager, whose boundless devotion to the people we serve inspired so many to go the extra mile in pursuing our mission.

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

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

providing welfare services to Holocaust survivors in the FSU and Eastern Europe.

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



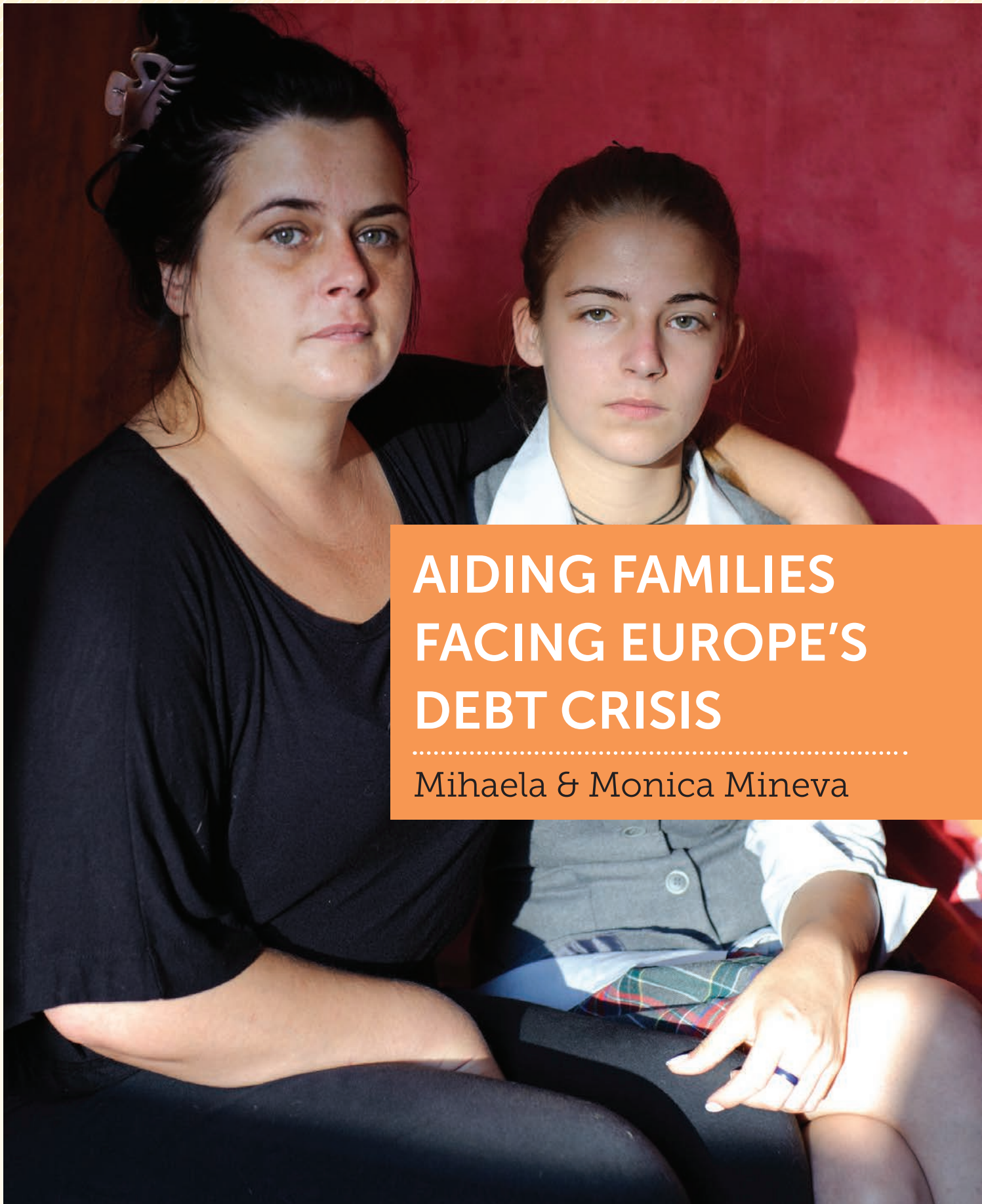
*Penny Blumenstein*

Penny Blumenstein  
President



*Darrell D. Friedman*

Darrell D. Friedman  
Interim CEO



## AIDING FAMILIES FACING EUROPE'S DEBT CRISIS

Mihaela & Monica Mineva

**FOR THE PAST TWO YEARS**, the Minevas' downward spiral has mirrored Bulgaria's economic decline—and now both have reached a critical tipping point.

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

Within months, the family was evicted from their apartment and moved into an unfinished flat in a poor Sofia neighborhood, where the grandparents' \$200 monthly pension barely covers the rent.

Mihaela and her elderly parents share one room; Monica sleeps in the other. When the JDC social worker visited, she found their water, heat, and lights turned off because of \$2,500 in unpaid bills.

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

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

### DID YOU KNOW?

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

### YOU CAN HELP!

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

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

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

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

*"At this moment, the help the community gives me is my only hope."*

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

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

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

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

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





## TURNING CULTURAL ISOLATION INTO COMMUNITY

Besart Dollma

**LIKE A NEEDLE IN A HAYSTACK**, 17-year-old Besart is the only Jewish teenager in all of Albania. But his passion and dedication for Jewish life has the strength of thousands of people.

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

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

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

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

### DID YOU KNOW?

Jewish camping in the Baltics, Bulgaria, Croatia, Hungary, Poland, and Romania and family retreats across the expanse of the former Soviet Union are revitalizing Jewish life, engaging children and youth with Jewish culture and traditions that they bring back home.

### YOU CAN HELP!

Through your continued support, Jews from Buenos Aires to Budapest are pioneering "Judaism without walls" by utilizing Jewish street festivals, cafés, and public theaters to bring Jewish culture to as many people as possible.

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

And this past spring, Besart put his camp learning into action. He was the first Albanian in decades to lead the community's Passover seder,

*"Before I went to Szarvas I didn't know the prayers, songs, or the concept of mitzvot that empower me to live Jewishly now."*

convened by JDC, helping translate the Haggadah into Albanian and preparing a special educational booklet for each guest.

"I couldn't have done it without JDC and without the inspiration I got at Szarvas," he says.

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

"If you connect with other communities you can learn and share so much," Besart says. "I'm trying to connect my community with others so they do not feel alone and so they can be as proud of being Jewish as I am." ▀





## GOING THE EXTRA MILE TO RESCUE THE ELDERLY

Tania Bunak

**THE EXTREME COLD** that enveloped the European continent last winter impacted many, but for thousands of elderly Jews in the former Soviet Union (FSU) living in already dire circumstances, the freeze became life threatening.

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

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

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

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

Tatiana, who lost both her legs in a long-ago car accident, and Bronislav, who's walked with a severe

*"I know that if I am not there for a day, no one will help them, and they will suffer."*

limp since childhood, live in the same village as Tania, but she needs a moped to reach them on their remote farm. She visits them five days a week, waking at 4 a.m. to milk her cows and prepare food for her two children before spending six to seven hours cooking, cleaning, and generally caring for her increasingly immobile clients.

"I know that if I am not there for a day, no one will help them, and they will suffer," says Tania.

So what did she do this past winter, when the mercury fell to -27 degrees Fahrenheit, and snow and ice made road travel unthinkable? Tania borrowed a horse and sleigh from her brother—and never missed a day! "I could not think not to go," says Tania, "because they will just starve. How in this case is it possible to allow my own self-pity!"

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

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

### DID YOU KNOW?

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

### YOU CAN HELP!

It is our responsibility to ensure that poor, frail, and lonely elderly Jews can age with dignity. Your continued support of JDC makes that sacred task possible.





## SAVING ETHIOPIAN LIVES, ONE AT A TIME

Dr. Richard M. Hodes

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

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

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

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

An observant Jew, Dr. Rick's 24/7 commitment to heal those "who may go unnoticed, whom others may not care about" has won media attention and ardent supporters worldwide. His inspiration

### DID YOU KNOW?

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

### YOU CAN HELP!

Your generous contributions can directly impact Dr. Rick Hodes' caseload, extending to additional destitute Ethiopian children the opportunity for life-changing treatment and surgery.

*"[My inspiration comes from] Judaism's dedication to saving lives."*

comes from "Judaism's dedication to saving lives, and the statement from the Talmud that he who saves one life saves an entire world. I think of this often ... especially of the value of one life."

A "CNN Hero" finalist, Dr. Rick was nominated by his son, Semegnew, who described his father as a "saver of the world, mostly Africans" who cares only about "the number of patients he is saving every day." Dr. Rick's work has been chronicled in books and films, and earned many professional honors. However, for Dr. Rick the only recognition that counts is the transformation of his patients— young people whose lives he has literally turned around.

While many call him a miracle worker, Dr. Rick ascribes it to a higher power.

"There are remarkable things which happen," he says. "For example, the case of Merdya, a destitute young Muslim woman whose life I saved because I put on *tefillin* (phylacteries) in a synagogue in Minneapolis."

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

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

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





# ADVANCING OPPORTUNITY FOR ALL ISRAELIS

Nareman Sleiman

**“THE MOST SPECIAL THING** I have done as an Arab woman in Israel is to lead a program that JDC gave us to encourage Arab women to join the workforce and be a very important part of the society,” says Nareman Sleiman, the National Director of *Rahadiya*.

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

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

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

## DID YOU KNOW?

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

## YOU CAN HELP!

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

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

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

That could have been Nareman’s fate as she stayed home to raise four children and take care of

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

her husband and house. But she kept her dreams of college and career alive, and had the luck, she says, to find a job and gain “support that says ‘okay, you make a career ... you move on, you deserve this.’ When I hear this from my husband, it means a lot to me.”

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

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

Nareman is proud that the Israeli government is expanding the project to 36 new locations. And she is convinced that her community’s leaders realize the value of encouraging education and work among Israeli Arab women. “This investment can make a change for the whole community ... an economic change in all of Israel ... and be an example to the world.”



# BUILDING A FUTURE OF GLOBAL JEWISH RESPONSIBILITY

Niko Toubia

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

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

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

Once home, Niko's passion motivated her to create opportunities for involvement for other young Jews in her community. She became an active voice for JDC Entwine—a movement of

up-and-coming Jewish advocates, influencers, and leaders creating a lasting impact on the global Jewish community. JDC Entwine offers a continuum of overseas service experiences, educational events and programming, and leadership development opportunities.

Putting her creativity to work, Niko reached out to Los Angeles' Jewish and Iranian communities by contributing to and co-chairing the Inside Jewish Morocco Then & Now traveling photo exhibit. Featuring archival images paired with contemporary photos taken by trip participants, the exhibit engaged over 1,000 Jewish young

*"I'm going out and talking to people, showing leadership, and spreading awareness about global Jewish responsibility."*

adults in New York, Los Angeles, San Francisco, Washington DC, and Boston, all homes to Entwine Learning Networks. These networks of young activists plan peer-led events featuring meaningful peer-to-peer education, socializing, and networking, all designed to raise awareness of global Jewish needs.

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

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

For Niko, JDC Entwine has provided a space to demonstrate that Jewish responsibility is not just a value—it's an action. "I'm going out and talking to people, showing leadership, and spreading awareness. JDC's message has become my message: 'Kol Israel arevim ze le'ze' – all Jews are responsible for one another." ▀

## DID YOU KNOW?

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

## YOU CAN HELP!

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



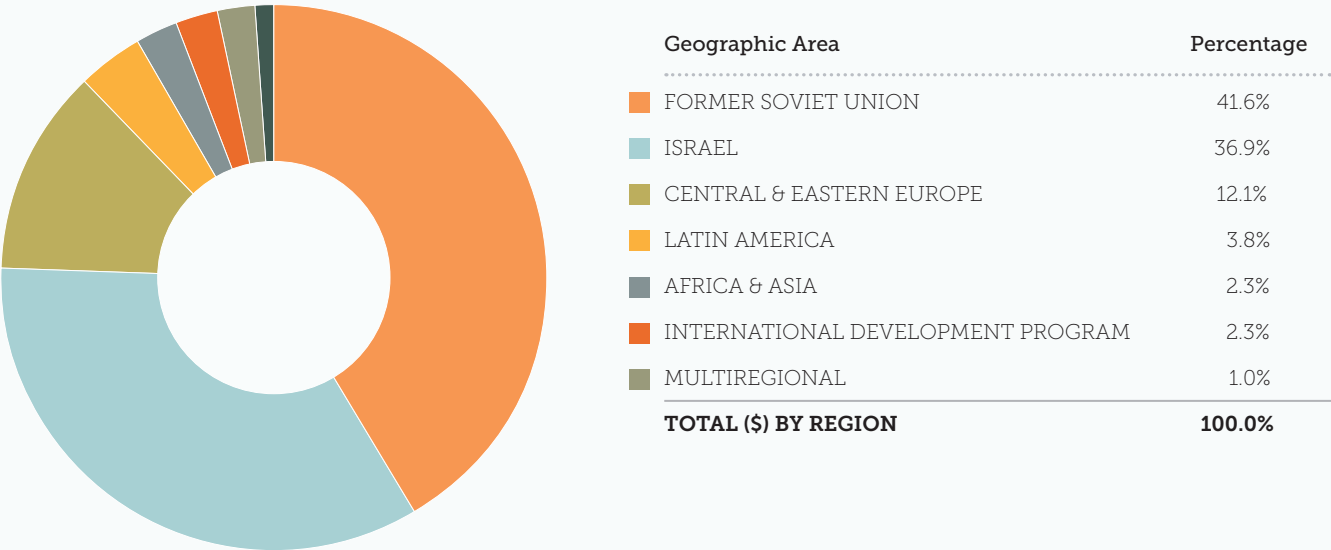
## 2011 Global Budget

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

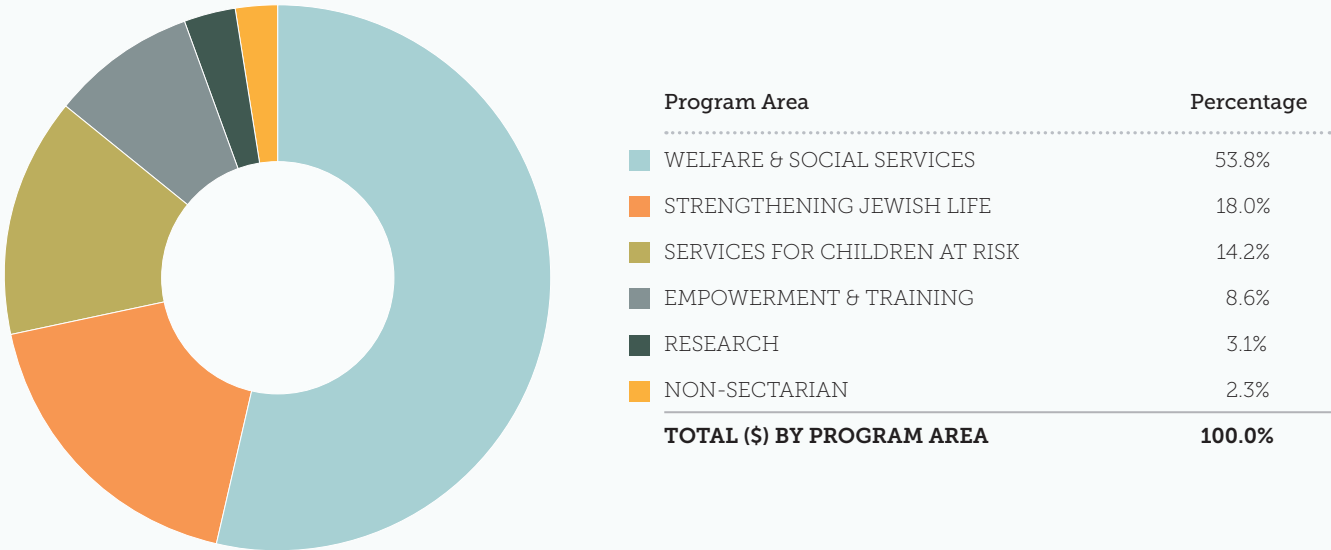
(In U.S. Dollars)	JDC Commitment	Additional Funds From Partners	Total Expenses
ALBANIA	22,943	-	22,943
ALGERIA	1,659	-	1,659
ARGENTINA	875,550	9,581,656	10,457,206
BELARUS	1,059,595	4,843,683	5,903,278
BOSNIA & HERZEGOVINA	117,025	464,356	581,381
BULGARIA	415,372	2,061,712	2,477,084
CENTRAL ASIAN REPUBLICS	5,627,236	8,564,667	14,191,903
CHINA	2,213	-	2,213
CROATIA & SLOVENIA	192,877	701,487	894,364
CUBA	56,725	253,289	310,014
CZECH REPUBLIC	47,915	932,018	979,933
EGYPT	41,100	22,270	63,370
ESTONIA	279,123	1,250,056	1,529,179
ETHIOPIA	398,475	200,000	598,475
GENERAL LATIN AMERICA	826,240	1,029,300	1,855,540
GERMANY	203,896	151,770	355,666
HUNGARY	1,293,645	11,876,990	13,170,635
INDIA	289,003	90,890	379,893
JDC ARCHIVES	-	898,278	898,278
JDC ISRAEL	13,125,525	100,208,800	113,334,325
LATVIA	354,496	2,462,773	2,817,269
LITHUANIA	315,925	1,707,886	2,023,811
MOLDOVA	1,055,074	3,469,350	4,524,424
MOROCCO	833,479	3,653,367	4,486,846
MYANMAR	2,260	-	2,260
MYERS-JDC-BROOKDALE INSTITUTE	1,015,701	6,299,535	7,315,236
NON-SECTARIAN	644,170	6,826,461	7,470,631
OTHER MUSLIM COUNTRIES	404,676	534,850	939,526
POLAND	839,858	2,112,526	2,952,384
PROPERTY RECLAMATION	1,165,213	-	1,165,213
REGIONAL AFRICA & ASIA PROGRAMS	81,997	-	81,997
REGIONAL EUROPEAN PROGRAMS	2,009,251	1,437,554	3,446,805
RELIEF-IN-TRANSIT	490,075	250,000	740,075
ROMANIA	1,127,110	5,273,668	6,400,778
RUSSIAN FEDERATION	9,104,492	49,466,840	58,571,332
SERBIA/MACEDONIA	216,599	725,155	941,754
SLOVAKIA	178,810	1,830,433	2,009,243
SPECIAL GRANTS	360,443	-	360,443
TAUB CENTER FOR SOCIAL POLICY STUDIES IN ISRAEL	867,075	665,339	1,532,414
TRANSMIGRANTS	68,692	50,000	118,692
TUNISIA	309,128	430,092	739,220
TURKEY	146,116	222,896	369,012
UKRAINE	8,301,273	46,554,023	54,855,296
FINANCE & ADMINISTRATION	13,869,834	-	13,869,834
TOTAL	68,637,864	277,103,970	345,741,834

## 2011 Program Budget Distribution

BY GEOGRAPHIC AREA



BY PROGRAM AREA







Vital food, medicines, and other JDC-supported Hesed services ensure this man in Vinnitsa, Ukraine and tens of thousands of other impoverished and isolated elderly Jews can age with dignity.

## Consolidated Financial Information

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

CONSOLIDATED BALANCE SHEET	2011
----------------------------	------

<b>ASSETS</b>	
Cash & cash equivalents.....	32,193,289
Investments.....	419,725,255
Contributions & grants receivable .....	80,227,721
Other receivables .....	12,614,144
Fixed assets - net .....	58,791,451
<b>Total assets</b>	<b>\$ 603,551,860</b>

<b>LIABILITIES &amp; NET ASSETS</b>	
Accounts payable & accrued expenses.....	77,857,758
Annuity obligations .....	1,827,453
Loans payable .....	35,369,541
Due to related parties.....	27,585,528
Total liabilities .....	142,640,280
Net assets.....	460,911,580
<b>Total liabilities and net assets</b>	<b>\$ 603,551,860</b>

CONSOLIDATED STATEMENT OF ACTIVITIES	2011
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<b>REVENUES, GAINS (LOSSES) &amp; OTHER SUPPORT</b>	
Contributions, net .....	278,743,078
Other income.....	3,479,243
Investment loss .....	(10,497,711)
Net assets released from restriction	--
<b>Total revenues, gains (losses) &amp; other support</b>	<b>\$ 271,724,610</b>

<b>EXPENSES</b>	
Program services .....	290,470,747
Supporting services	
Management & general.....	21,423,432
Fund raising .....	4,579,757
Total supporting services.....	26,003,189
<b>Total expenses</b>	<b>\$ 316,473,936</b>

<b>CHANGES IN NET ASSETS</b>	
Change in net assets before other changes .....	(44,749,326)
Other changes in net assets	
Pension & post-retirement benefit adjustment.....	(3,091,257)
Transfer of fixed assets to other entities .....	(106,420)
<b>Change in net assets.....</b>	<b>\$(47,947,003)</b>
<b>Net assets (deficit) - beginning of year.....</b>	<b>\$508,661,092</b>
Restatement .....	197,491
<b>Net assets (deficit) - end of year</b>	<b>\$460,911,580</b>



# Consolidated Statement of Functional Expenses

Year ended December 31, 2011

	PROGRAM SERVICES								SUPPORTING SERVICES		
	Relief Welfare and Health	Empowering and Training	Social Development and Strengthening Jewish Life	Research and Development	International Development Programs	Next Generation and Spread JDC Mission	Multi-functional	Total	Management and General	Fund Raising	Total
PROGRAM DIRECT EXPENSES											
Grants to local communities	\$19,497,764	\$3,665,778	\$2,274,676	\$1,575,935	\$10,821,067	\$-	\$850,753	\$38,685,973	\$-	\$-	\$38,685,973
Cash assistance	1,717,885	34,802	2,039	31,265	-	-	-	1,785,991	-	-	1,785,991
Food and clothing to needy individuals	32,085,462	-	346,413	-	809	-	-	32,432,684	-	-	32,432,684
General welfare, clothing, supplies and other	15,606,189	-	15,580	-	-	-	6,486	15,628,255	-	-	15,628,255
Health care and rehabilitation	11,287,834	34,312	266,712	-	443,003	-	9,290	12,041,151	-	-	12,041,151
Religious, cultural and outreach programs	-	397,359	6,077,519	76,182	211,642	116,899	152,147	7,031,748	-	-	7,031,748
Education and scholarships	263,290	1,780,254	11,371,539	525,877	63,853	-	62,000	14,066,813	-	-	14,066,813
Training research and communal workers	201,283	7,746,372	4,425,457	156,253	147,751	-	595,656	13,272,772	-	-	13,272,772
Research and development	2,005,389	1,156,850	2,408,834	4,368,617	9,202	694,322	16,052	10,659,266	-	-	10,659,266
Occupancy, warehousing, repairs, and equipment	7,238,603	396,041	2,039,666	108,834	692,020	601	925,144	11,400,909	948,251	105,361	12,454,521
Emergency assistance and relief	14,677,125	94,000	491,715	56,900	4,187,364	-	603,345	20,110,449	-	-	20,110,449
Home care and personal assistance	61,717,791	-	-	-	-	-	-	61,717,791	-	-	61,717,791
Social, recreational, and communal organizations	10,987,938	754,902	17,551,698	139,278	1,015,823	495,116	417,547	31,362,302	-	-	31,362,302
Other	591,478	394,931	475,506	38,990	665,868	3,743	1,914,386	4,084,902	-	-	4,084,902
Total program direct expenses	177,878,031	16,455,601	47,747,354	7,078,131	18,258,402	1,310,681	5,552,806	274,281,006	948,251	105,361	275,334,618
OTHER EXPENSES											
Payroll, social security benefits, and consultants	6,323,964	1,138,045	3,411,112	560,200	970,721	10,087	252,176	12,666,305	10,878,144	2,900,106	26,444,555
Travel	668,469	128,803	405,574	62,371	173,279	1,531	33,001	1,473,028	335,492	278,137	2,086,657
Telephone and fax	97,891	15,807	43,232	8,000	-	57	2,555	167,542	248,576	26,000	442,118
Conferences, media, and public relations	22,395	3,616	9,890	1,830	-	13	584	38,328	1,384,666	33,799	1,456,793
Contracted services - Wohl Foundation	975,320	168,608	489,535	83,835	92,322	1,178	33,740	1,844,538	4,815,940	1,213,416	7,873,894
Contracted services, supplies, and other expenses	-	-	-	-	-	-	-	-	484,435	-	484,435
Total other expenses	8,088,039	1,454,879	4,359,343	716,236	1,236,322	12,866	322,056	16,189,741	18,147,253	4,451,458	38,788,452
Interest expense	-	-	-	-	-	-	-	-	495,818	-	495,818
Depreciation and amortization	-	-	-	-	-	-	-	-	1,832,110	22,938	1,855,048
Investment management fees	-	-	-	-	-	-	-	-	2,344,737	-	2,344,737
Total expenses	185,966,070	17,910,480	52,106,697	7,794,367	19,494,724	1,323,547	5,874,862	290,470,747	23,768,169	4,579,757	318,818,673
Less investment management fees deducted from investment income on the consolidated statement of activities	-	-	-	-	-	-	-	-	(2,344,737)	-	(2,344,737)
Total expenses as reported on the consolidated statement of activities	\$185,966,070	\$17,910,480	\$52,106,697	\$7,794,367	\$19,494,724	\$1,323,547	\$5,874,862	\$290,470,747	\$21,423,432	\$4,579,757	\$316,473,936

# Thanks to Our Funders

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

## JEWISH FEDERATIONS

### UNITED STATES

JFNA Network of Independent Communities  
JFNA Carmel Wildfire Committee  
JFNA Social Venture Fund for Jewish-Arab  
Equality and Shared Society

### ALABAMA

The Birmingham Jewish Federation

### ARIZONA

Jewish Federation of Greater Phoenix  
Jewish Federation of Southern Arizona

### ARKANSAS

Jewish Federation of Arkansas

### CALIFORNIA

Jewish Community Federation  
of the Greater East Bay  
Jewish Federation of Greater Long Beach &  
West Orange County  
Jewish Federation of Greater Los Angeles  
Jewish Federation & Family Services,  
Orange County  
Jewish Federation of Palm Springs  
and Desert Area

Jewish Federation of the Sacramento Region

Jewish Federation of San Diego County

Jewish Community Federation of

San Francisco, the Peninsula,  
Marin & Sonoma Counties

Jewish Federation of Greater Santa Barbara

Jewish Federation of Silicon Valley

Jewish Federation of Ventura County

### COLORADO

Allied Jewish Federation of Colorado

### CONNECTICUT

The Jewish Federation, Inc.

Jewish Federation of Eastern Connecticut, Inc.

UJA/Federation of Eastern Fairfield County

UJA Federation of Greenwich

Jewish Federation of Greater Hartford

Jewish Federation of Greater New Haven

United Jewish Federation of Greater Stamford,  
New Canaan and Darien

The Federation & Foundation Jewish

Communities of Western Connecticut, Inc.

UJA/Federation of Westport-Weston-

Wilton-Norwalk

### DELAWARE

Jewish Federation of Delaware

### DISTRICT OF COLUMBIA

The Jewish Federation of Greater Washington

United Jewish Endowment Fund of

Greater Washington

### FLORIDA

Jewish Federation of Brevard &

Indian River Counties

Jewish Federation of Broward County

Jewish Federation of Collier County

Jewish Federation of Jacksonville

Jewish Federation of Lee & Charlotte Counties

Greater Miami Jewish Federation

Jewish Federation of Greater Orlando

Jewish Federation of Palm Beach County

Jewish Federation of Pinellas & Pasco Counties

The Jewish Federation of Sarasota-Manatee

Jewish Federation of South Palm Beach County

Tampa Jewish Community Center &

Federation, Inc.

Jewish Federation of Volusia &

Flagler Counties

### GEORGIA

Jewish Federation of Greater Atlanta

Augusta Jewish Federation

Savannah Jewish Federation

### ILLINOIS

Champaign-Urbana Jewish Federation

Jewish United Fund/Jewish Federation of

Metropolitan Chicago

Jewish Federation of Peoria

Jewish Federation of the Quad Cities

Jewish Federation of Greater Rockford

Jewish Federation of Southern Illinois,

Southeastern Missouri and Western Kentucky

Springfield Jewish Federation

### INDIANA

Fort Wayne Jewish Federation

Jewish Federation of Greater Indianapolis

Jewish Federation of Northwest Indiana

Jewish Federation of St. Joseph Valley

### IOWA

Jewish Federation of Greater Des Moines

Jewish Federation of Sioux City

### KANSAS

The Jewish Federation of Greater Kansas City

Mid-Kansas Jewish Federation

### KENTUCKY

Jewish Federation of the Bluegrass

Jewish Community of Louisville Inc.

### LOUISIANA

Jewish Federation of Greater Baton Rouge

Jewish Federation of Greater New Orleans

North Louisiana Jewish Federation

### MAINE

Jewish Community Alliance of Southern Maine

### MARYLAND

THE ASSOCIATED: Jewish Community

Federation of Baltimore

### MASSACHUSETTS

The Jewish Federation of the Berkshires

Combined Jewish Philanthropies of

Greater Boston

Jewish Federation of Central Massachusetts

Fall River UJA, Inc.

Merrimack Valley Jewish Federation

Jewish Federation of Greater New Bedford

Jewish Federation of the North Shore

The Jewish Federation of Western

Massachusetts

### MICHIGAN

Jewish Federation of Greater Ann Arbor

Jewish Federation of Metropolitan Detroit

Flint Jewish Federation

Jewish Federation of Grand Rapids

### MINNESOTA

Minneapolis Jewish Federation

United Jewish Fund and Council of St. Paul

### MISSOURI

Jewish Federation of St. Louis

### NEBRASKA

Jewish Federation of Omaha

### NEVADA

Jewish Federation of Las Vegas

### NEW HAMPSHIRE

Jewish Federation of New Hampshire

### NEW JERSEY

Jewish Federation of Atlantic and  
Cape May Counties

Jewish Federation of Central New Jersey

Jewish Federation of Greater Clifton-Passaic

Jewish Federation of Cumberland County

United Jewish Communities of MetroWest  
New Jersey

Jewish Federation of Greater  
Middlesex County

Jewish Federation of Monmouth County

UJA Federation of Northern New Jersey

Jewish Federation of Ocean County

The Jewish Federation of Princeton

Mercer Bucks

Jewish Federation of Somerset, Hunterdon &

Warren Counties

Jewish Federation of Southern New Jersey

### NEW MEXICO

Jewish Federation of New Mexico

### NEW YORK

Jewish Federation of Greater Buffalo

Jewish Federation of Dutchess County

Jewish Community Federation of the  
Mohawk Valley & Jewish Community Center  
of Utica NY

UJA-Federation of New York

Former UJA Board-Designated

Endowment Fund

The Solelim Fund of UJA-Federation of  
New York

Jewish Federation of Northeastern New York

Jewish Federation of Greater Orange County  
New York

Jewish Federation of Greater Rochester

Jewish Federation of Rockland County

Syracuse Jewish Federation

The Jewish Center and Federation of  
the Twin Tiers

### NORTH CAROLINA

Jewish Federation of Greater Charlotte

Durham-Chapel Hill Jewish Federation

Greensboro Jewish Federation

Jewish Federation of Raleigh Cary

### OHIO

Jewish Community Board of Akron

Canton Jewish Community Federation

Jewish Federation of Cincinnati

Jewish Federation of Cleveland

Columbus Jewish Federation

Jewish Federation of Greater Dayton

United Jewish Council of Greater Toledo

Youngstown Area Jewish Federation

### OKLAHOMA

Jewish Federation of Greater Oklahoma City

Jewish Federation of Tulsa

### OREGON

Jewish Federation of Greater Portland

### PENNSYLVANIA

United Jewish Federation of Greater Harrisburg

Jewish Federation of the Lehigh Valley

Jewish Federation of Greater Philadelphia

Jewish Federation of Greater Pittsburgh

Jewish Federation of Reading PA Inc.

The Jewish Federation of Northeastern  
Pennsylvania

Jewish Federation of Greater Wilkes-Barre

### RHODE ISLAND

The Jewish Alliance of Greater Rhode Island

### SOUTH CAROLINA

Charleston Jewish Federation

Columbia Jewish Federation

### TENNESSEE

Jewish Federation of Greater Chattanooga

Knoxville Jewish Alliance

Memphis Jewish Federation

Lemsky Endowment Fund of Memphis  
Jewish Federation

Jewish Federation of Nashville and  
Middle Tennessee

### TEXAS

The Jewish Federation of Greater Austin

Jewish Federation of Greater Dallas

Jewish Federation of El Paso

Jewish Federation of Fort Worth &  
Tarrant County

Jewish Federation of Greater Houston

Jewish Federation of San Antonio

Jewish Community Council of Greater Waco

### UTAH

United Jewish Federation of Utah

### VIRGINIA

Jewish Community Federation of Richmond

United Jewish Federation of Tidewater

United Jewish Community of the

Virginia Peninsula

### WASHINGTON

Jewish Federation of Greater Seattle

### WISCONSIN

Jewish Federation of Madison

Milwaukee Jewish Federation

### CANADA

Calgary Jewish Community Council

Coast to Coast Canada

UIA Federations Canada

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Jewish Federation of Edmonton

UJA Jewish Federation Hamilton Ontario

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Jewish Federation of Ottawa

UJA Federation of Greater Toronto

Jewish Federation of Greater Vancouver

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Beracha Foundation	CLAL Industries	Steven Fayne	Yona A. and David Goldberg	Michael and Susan Horovitz	Kelen Family Foundation



(left) Joe Lebovic and Rabbi Yechiel Eckstein. (right) Charles, Corky, and Jack Ribakoff.



(left) Penny Blumenstein. (right) Jacob Schimmel.

INDIVIDUALS, FOUNDATIONS, & CORPORATIONS cont.

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Michele and Judah S. Kraushaar	Helen Lowenstein	The National Foundation for	Courtney E. Rainwater	Shira and Jay Ruderman	Stacy H. Schusterman
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Charitable Trust	Kris MacDonald	Herbert Neuman	The Max and Betty Ratner Family	May and Samuel Rudin Family Foundation	Jodi J. Schwartz
The Kronhill-Pletka Foundation	Orly and Richard Maciborski	New Israel Fund	Ronald and Deborah Ratner Family Foundation	S & P Philanthropic Fund,	Thomas F. Secunda
Harvey Krueger	Mann Family Foundation	New York State Education Department	Erwin Rautenberg Foundation	Professor Stanley Mills (z"l),	Gary Segal
Peter A. Kudla	Bernice Manocherian	Samuel I. Newhouse Foundation, Inc.	Lynn G. Ravitz and Scott Isdamer	Barbara and Jack Kay	Segal Family Foundation
Kulam	The Marcos Soberano Society for	Rebecca Newman	The Gary and Miriam Reback Family Foundation	Paul and Eleanor Sade Trust	Diane K. Seidenstein
Alice L. Kulick	Jewish Education and Camping	Jessica and Alexander Newmark	Harry Recanati	Robert and Joan Sadoff and	Lee J. Seidler
Linda and Murray Laulicht	William M. Marcus	Nieweg Foundation	Robert S. Reitman	the Handleman Foundation	S. Stephen Selig III
Simon Mark Lazarus Charitable Foundation	David Meckler Family Philanthropic Fund	The Noaber Foundation	Robin M. Reitzes	The Edmond J. Safra Philanthropic Foundation	Scott Seligman
Adele and Herman Lebersfeld	Merrin Family Fund	The Linda and Stuart Nord Family Foundation	Repair the World	Prof. Carol R. Saivetz and the Richman	Shahmoon Family Foundation
Lianne and Bruce Leboff	Vivian and Ed Merrin	Joel and Jeane Novak	The RH and MB Fund	Family Foundation	Betsy Sheerr
Joseph Lebovic	Debby and Ken Miller	Jane and Dan Och	Patty and Charles Ribakoff	Salarc Foundation, Inc.	Shitufim - Association For Advancement
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*Young Jews from Eastern Europe and beyond discover for themselves what it means to be part of a global Jewish community at the Ronald S. Lauder Foundation/JDC International Summer Camp at Szarvas, Hungary.*

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JDC would like to thank the dedicated college students and young adults who in 2011 collectively contributed over 65,000 hours of service to meet diverse challenges in 29 overseas communities. Their time, leadership, and commitment continues to create lasting impact on the global Jewish world.

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