

WORLDJEWISHRELIEF.ORG

OUR VISION  
2015 - 2020





WHO WE ARE

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World Jewish Relief is the UK Jewish community's leading international humanitarian charity.

WHAT CHARACTERISES US

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A courageous history saving Jewish lives from the 1930s onwards.

A deep understanding of vulnerability and knowledge of Jewish communities within the Former Soviet Union.

An expertise in meeting the needs of older people and those seeking livelihoods.

An ability to mobilise and lead British Jewry in response to the needs of those affected by international disasters.

A desire to express our Jewish identity by assisting those within and beyond the Jewish community.

WHAT WE DO

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We combat poverty and deprivation among the world's most vulnerable Jewish communities and beyond.

We do this as an expression of the Jewish ethos to: "Anticipate charity by preventing poverty" (Maimonides).

## HOW WE ACHIEVE THIS

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We empower those out of work or living with disability to become self-reliant; we meet the physical and emotional needs of older people; and we respond to the immediate and longer term recovery needs of those affected by catastrophic disasters worldwide.

We work primarily in the Former Soviet Union where the majority of the world's poorest and most vulnerable Jews live.

We reach beyond the Jewish community

- at times of major disaster
- in contexts that resonate with our own Jewish experiences of genocide and persecution
- where there is an existing Jewish community and our expertise can make a significant difference to this community and others.

We provide effective interventions through trusted local partners, enabling individuals and communities to support themselves.

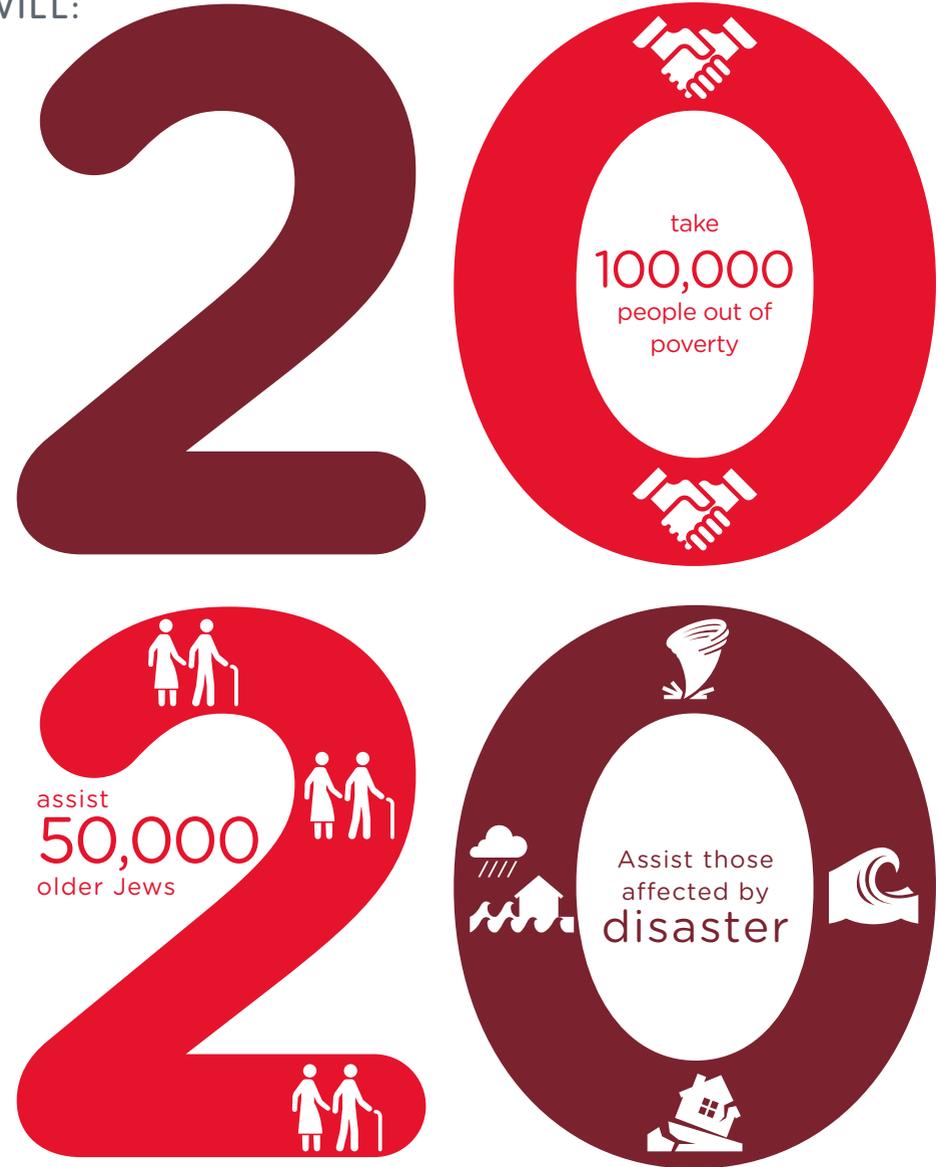
By 2020 we will:  
Take 100,000 people, the majority from within Jewish communities, out of poverty by helping them to help themselves.

Support 50,000 older Jews to live dignified lives.

Assist those affected by disaster by strengthening our role as the British Jewish community's response to international emergencies.

## BY 2020 WE WILL:

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OUR CORE  
COMMITMENTS

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**Jewish Values:**  
We are committed to applying Jewish values to all that we do.

**Expertise:**  
We are committed to developing sector-leading expertise in every area of our organisation.

**Partnership:**  
We are committed to building partnerships that create a long-term, sustainable legacy, particularly within the communities within which we work.

**Courage:**  
We are committed to taking bold actions to reduce poverty and ensure better futures for those we support.



## CRITICAL SUCCESS FACTORS

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The following factors are necessary for World Jewish Relief to achieve our purpose:

### *Effective programme partnerships*

Developing trusted and transparent partnerships, with shared values and deliverables, in order to have a meaningful impact on participants' lives.

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### *Measuring and demonstrating our impact*

Developing and utilising our Impact Measurement Framework to assess the impact and effectiveness of our interventions in order to evaluate and improve our programmes.

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### *Income growth and fundraising efficiency*

Ensuring year-on-year increases in income and maintaining appropriate fund-ratios (i.e. cost of generating income).

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### *Being better known and understood*

Growing our support base and profile within and beyond the Jewish community.

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### *World Jewish Relief - A great place to work*

Inspiring an organisational culture that is high-performing, professionally rewarding and enjoyable.

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# CRITICAL SUCCESS FACTORS

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## Effective programme partnerships

We will meet the needs of programme participants by working with trusted partners who embrace World Jewish Relief's strategy and values. We will ensure that our programme partners meet an appropriately high standard of financial accountability and technical capability and seek to strengthen their capacity to deliver the highest quality of service. Part of our lasting legacy will be stronger local partners able to meet the needs of those vulnerable parts of their own community and act independently of World Jewish Relief. Through partners we will seek to ensure that our programme participants' buy-in is sought in the development of interventions.

### Key actions

- We will strengthen key multi-year strategic partners to deliver on our programme commitments. Their technical improvements and financial accountability will ensure a lasting local legacy.
- We will ensure that our partners learn from each other to multiply the impact of our partnerships.
- We will be open with our partners on our exit strategy to partnership and on how we measure success.

## Measuring and demonstrating our impact

Through improved impact measurement, we will be able to increase our programmes' effectiveness, thereby delivering the best possible results to programme participants. By measuring impact across the whole organisation, we will be better able to demonstrate the efficacy of our work to supporters.

### Key actions

- We will finalise our impact measurement framework, making sure that we have suitable data collection procedures, analysis and performance measures.
- We will find appropriate impact measures at programme and organisational level and use them to measure annual performance.

## Income growth and fundraising efficiency

To achieve the outcomes of this strategic plan we need to increase our project spend by 3.2% each year until 2020, requiring a similar increase in our income. We will continue to diversify our income streams whilst ensuring that our cost base is carefully monitored.

### Key actions

- We grow our major donor and trust fundraising programmes, seeking to increase income and longer-term commitments.
- We will better engage with, and attract new supporters aiming to increase the number of people who promote our work and raise funds through their own networks, both within and beyond London.
- We will scrutinise our fundraising efficiency ratios, aiming to reduce the cost of raising £1.
- We will establish a supporter charter that will set an exemplary standard for donor care, setting World Jewish Relief apart from its peers.

## Being better known and understood

We will raise our profile to ensure that we are better known and understood, primarily by those within the UK Jewish community. We will drive a culture of communication across the organisation which will engage people both offline and online, including through a new website. Our thought leadership will allow us to be the Jewish humanitarian voice, enabling us to reach all parts of our community.

We will improve the number of our supporters who describe World Jewish Relief as their favourite charity by 10% by 2020 (2% year-on-year) as well as growing our supporter base by 5% year on year.

### Key actions

- We find out more about our supporter base - and those we could attract - in order to improve our strategically targeted communications
- We will create a passionate and enthusiastic young supporter movement that feels engaged with our work and creates a support base for the future.
- We will create a suite of engagement options so that people can interact with the organisation in the most interesting and appropriate way for them
- We will find simple, user-friendly methods to communicate our programmes' stories and successes to supporters

## Making World Jewish Relief a great place to work

We will continue to build an organisational culture based on respect, diversity, high performance, measurable results and fun for the fabulous people that work with us. We will invest in staff and trustees to ensure happiness, dedication and longevity, so that we can continue to lead in the international development arena.

We will focus our professional staff development on exceptional leadership, high management standards, technical expertise and innovation ensuring that our talented team members can fulfil their potential and that of the organisation. We will demonstrate good governance practice investing in our Board's capabilities where appropriate.

### Key actions

- We will ensure that those that manage people and resources within the organisation are equipped with the management skills necessary to deliver high performance.
- We will ensure that each staff member has a professional development plan and is resourced appropriately by the organisation to fulfil such ambitions.
- We will measure staff satisfaction and motivation on an annual basis and use the feedback to further improve our working culture.