



Strategic Plan for 2016–2018

Visioning and planning are crucial elements of Creativity for Peace’s work and ensure that we take strategic steps to achieve our mission. This plan, developed by the Board of Directors and staff in 2015-2016, builds on the organization’s two previous strategic plans (2010-2013 and 2013-2016).

BACKGROUND

Creativity for Peace was founded in 2003 by psychotherapist and humanitarian Rachel Kaufman, artist Debra Sugerman, and peace activist/writer Anael Harpaz. These women believed that the decades of violence and struggle between Palestinians and Israelis would never end if left to adults or governments. They felt that young women had the greatest chance of making peace in their countries, based on the adage “If you educate a man, you educate a person, but if you educate a woman you build a good nation.”

In 13 years 239 young Israeli and Palestinian women have attended our three-week summer intensive that employs dialogue, therapeutic art, and social interactions to introduce participants to the story of the ‘other’ and begin the process of understanding and healing necessary for reconciliation. Other programs include year-round meetings to support young women in their relationships and commitment to peace; advanced training in social entrepreneurship for 60 participants who choose to make peacemaking an integral part of their lives; projects facilitated by young women for their peers in Israel, Palestine, and the United States that build awareness, teach reconciliation, and inspire action; training of women in the early stages of their political careers; and selected academic scholarships for promising leaders.

REVIEW AND MANAGEMENT OF THE STRATEGIC PLAN

The Strategic Planning Committee Chair and Executive Director shall review the strategic planning document annually. Every three years, the President of the Board of Directors shall appoint a Strategic Planning Review Committee to evaluate and update the strategic plan.

VISION

Creativity for Peace is the leader in preparing young Israeli and Palestinian women to be peacemakers in their communities and across borders with compassion, friendship and courage.

MISSION

Creativity for Peace trains young Palestinian and Israeli women to partner as leaders by transforming anger and prejudice into mutual respect, facilitating an understanding of the other, and inspiring action to promote equality and peace.



GOAL 1

Prepare young women from Palestine and Israel to be leaders and peacemakers

Objective A

Provide participants who enter Creativity for Peace's leadership program with training that builds on their summer experience and offers them opportunities for real-world practice

1. Promote summer program as the beginning of a minimum two-year commitment to training
2. Develop effective, comprehensive, and accessible programs that teach practical leadership and peace making skills
3. Offer ongoing opportunities, through dialogue and other methods, to foster emotional resiliency
4. Support personal connections among participants and between staff/volunteers and participants in order to create a lasting community of peacemakers
5. Provide resources and support to Young Leaders for projects and initiatives both inside and outside Creativity for Peace
6. Identify specific training and practice opportunities appropriate for advanced Young Leaders
7. Initiate mentoring relationships that provide support and role models for Young Leaders

Objective B

Expand the reach of training in Israel/Palestine

1. Identify high school girls in schools, youth, and community organizations who have not attended camp and involve them in our work.
2. Create programs for young women involved in politics and policy-making

Objective C

Measure and evaluate results and refine efforts based on outcomes

1. Improve internal processes
2. Engage in mutually beneficial research and evaluation with external researchers and institutions



GOAL 2

Advance the cause of peace between Palestine and Israel

Objective A

Bridge the gap between grassroots peacemaking and high-level decision-making in Israel and Palestine

1. Train and mentor young women in the early stages of their political careers
2. Increase Creativity for Peace's visibility among key decision-makers
3. Cultivate relationships with peacemakers in government, media, business, and NGOs

Objective B

Actively seek partnerships that augment Creativity for Peace's impact

1. Network with and seek joint activities and actions with organizations focused on youth, leadership, women, and grass roots peacemaking
2. Deepen relationships with existing partners

Objective C

Increase international awareness of Creativity for Peace and of the viability of peace through wide dissemination of information about our work

1. Maximize the use of social and other media
2. Share core methods and program curricula with schools and other organizations in Israel, Palestine, and the United States
3. Establish and expand relationships with select institutions and individuals

Objective D

Encourage the involvement of young American people in our work

1. Increase awareness of the Israeli/Palestinian conflict
2. Equip youth with skills for transforming conflict in their lives
3. Encourage involvement in our work

Objective E

Measure and evaluate results and refine efforts based on outcomes

1. Improve internal processes
2. Engage in mutually beneficial research and evaluation with external researchers and institutions

Objective F

Raise public consciousness that peace is an attainable goal



GOAL 3

Build and maintain an effective, sustainable organization

Objective A

Grow organizational infrastructure to meet Creativity for Peace's needs, goals, and objectives

1. Regularly assess structure, personnel, methodology, and available resources to ensure that Creativity for Peace is positioned to meet its goals
2. Determine and implement tools for measuring progress toward the achievement of goals and objectives and identify obstacles to that progress
3. Seek and recruit board members and advisory board members with knowledge of women's leadership, conflict resolution, peacemaking, and the Israeli-Palestinian conflict, who have networks to wealth and other resources
4. Ensure continuity of board and staff leadership

Objective B

Attract substantial funding from individuals, foundations, and other organizations

1. Expand funding and other support for school, community, and selected peacemaking and leadership projects, particularly in Israel and Palestine
2. Increase total income by two percent annually
3. Increase the number of donors by five percent annually
4. Increase the number of major gifts (\$10,000+) by 2-3 annually
5. Identify and pursue promising new methods for growing income
6. Provide employee benefits to staff as resources allow

Objective C

Produce annual budgets that are congruent with strategic goals and objectives