



# amaltikva ԲԱՆԿԻՇԵՄԵ

Annual Report

2023





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# A Message from Mer and Basheer

CO-FOUNDERS OF AMAL-TIKVA



Israelis and Palestinians are hurting right now more than ever, and those of us trying to create a more peaceful reality are no exception. Each of us continues to feel the trauma of October 7th everyday. For me, Meredith, having my husband called for reserve duty has made my day-to-day more difficult and overwhelming. For me, Basheer, as a Palestinian citizen of Israel raising a family in Jerusalem, I have to balance staying focused on work and keeping my family safe.

Some participants in our ecosystem have staff or volunteers who are missing or murdered, while others are indefinitely drafted. Some are traumatized beyond being able to function, while others have had their bank accounts shut down, their homes or offices destroyed. Many have had no direct contact with the violence and yet are paralyzed by the anxiety and fear of it all, while others are working around the clock on adrenaline.

*This moment seems to have changed almost everything, but what has not changed is our goal: building capacity for sustainable and scalable peacebuilding.*

This moment seems to have changed almost everything. What has not changed is our goal. At Amal-Tikva we seek to build capacity for sustainable and scalable peacebuilding between Israelis and Palestinians. Right now that means making sure there are solid people dedicated to this work now and when the war is over. We are doubling down, committed as we have always been, to supporting NGOs, donors, activists, academics and decision-makers -- anyone committed to building a more peaceful reality.

*Meredith Rothbart*

*and*

*Basheer Abu Baker*

# About Amal-Tikva

Amal-Tikva seeks to build capacity for sustainable and scalable peacebuilding between Israelis and Palestinians. We know that the shortcomings of peacebuilding efforts have many roots, so we offer a comprehensive range of programs to ensure that all stakeholders are equipped to lay the foundation for a better reality. We are committed to working top down, bottom up, and side to side as long as participants seek to be real, strategic, and committed to impact.

Since our founding in 2019, we have been working mostly at the NGO and academic levels to support developing evidence-based theories of change rooted in strategic thinking. We believe that these theories of change, if integrated with high level management and operations, could provide the field of peacebuilding the opportunity to have impact at scale.

We have served dozens of NGOs through Fieldbuilding360, our flagship program, and we are seeing through these NGOs growth and success that our method is working. Yet, while the Fieldbuilding360 program continues to grow and focus on each NGO's internal capacity, we have learned that supporting NGOs as entities only works so well without also investing in their leadership to have the support they need to scale their impact. This is where our human capital programs come in through the Amal-Tikva Leadership Institute and Embodying Peace.

At the same time, NGO success, even with the most exceptional leaders, are limited by international discourse on the conflict which affects funding and high level political engagement. We know that our efforts and those of our participants have to be heard around the world, to demonstrate to decision makers, experts, and donors that a more peaceful reality is possible and imperative.





# Our Theory of Change

## for the field:

If a critical mass of Israelis and Palestinians at all levels and across all sectors of their societies:

- develop a positive perception of the other,
- see themselves as agents of change
- develop a sense of shared interest,
- and have channels for taking action;

and if sufficient capacity exists, such as

- funds,
- infrastructure,
- mechanisms for bridging research with best practices,
- international support

Then that critical mass of Israelis and Palestinians will hope for, believe in, and work toward building a sustainable more peaceful reality,

and then the cycle of violence and tension will be replaced by a sense of partnership rooted in mutual interest, leading to the conflict feeling:

- less intractable,
- actually solvable, and
- worthy of political capital being deployed toward peace at all levels.

## for our role in the field:

If NGOs, donors, experts, academics and activists work strategically and collaboratively as one field:

- sharing a common language
- operating and using resources effectively
- measuring and evaluating their work to ensure maximum impact;

Then the Israeli-Palestinian conflict will feel more resolvable and less zero-sum in nature to key and relevant stakeholders, which is a critical first step toward building a just and lasting peace defined by:

- less hatred, tension and violence
- increased quality of life
- improved systems of interaction.





# Our Approach

## amaltikva

### Fieldbuilding 360°

- NGOs develop sound theories of change
- NGOs build internal capacity
- NGOs speak shared strategic language
- NGOs operate effectively, sustainably and are able to finally scale



### amaltikva Leadership Institute.

- NGO leaders have the skills and expertise to build, lead and scale impactful NGOs.
- NGO leaders are positioned to have influence on social policy, as relevant
- NGO leaders feel supported by one another, inspiring a shared commitment to continued work in the field



### Embodying Peace.

- Israeli and Palestinian young professionals have space to explore the complexity of peacebuilding as adults
- Participants learn and practice non-violent communication and explore how to engage in peacebuilding in their day-to-day lives.



### amaltikva International Education.

- Encourage donors to increase their funding to peacebuilding
- Demonstrate that it is actually possible and imperative to build a more peaceful reality



# Fieldbuilding360

Fieldbuilding360 convenes, supports, and builds capacity for peacebuilding organizations to work more effectively, strategically, and in coordination with one another.

Since 2020, we have supported 26 NGOs through this program, 8 of whom joined us in 2023. We see each team become more focused, strategic and primed for impact than they ever imagined--rooted in a strong theory of change and with the operational management tools and skills to be sustainable.

- 8 new NGOs in 2023
- 26 total engaged NGOs
- 11 Israeli led NGOs, 7 Palestinian led NGOs
- 6 co-led NGOs, 2 foreign led NGOs
- 19 operate in a cross-border capacity

*“Through the process I was able to identify strategic partnerships that will bring our organization to a higher level than I could have ever imagined.”*

## Fieldbuilding 2.0

Amal Tikva recognizes that not all challenges can be addressed at once. Organizational change takes time. This is why we offer FB2.0, targeted support for our NGO alumni focusing on real-time issues such as program design, financial management, fundraising, hiring/firing, and of course monitoring and evaluation. In 2023 we ran 15 cycles for 12 NGOs.

*“Your recommendations for restructuring our leadership and creating a CRM system gave us the infrastructure that has been critical for our most sensitive work succeeding. This literally would not be happening without you. We can’t thank you enough.”*

## Ecosystem

The Amal-Tikva ecosystem is where all of our program participants come together. This network creates space to share lessons learned and complement each other’s theories of change.

In 2023, we hosted 5 seminars such as: how to write an annual report, how to work with new funding opportunities and even the benefits of ChatGPT for non-profits. Unfortunately, our 2023 annual summit was canceled due to the war.

We helped facilitate the B8 of Hope Synergies Lab’s second year, where four out of seven partnerships received continued funding and consultation.



# Amal-Tikva Leadership Institute



Peacebuilding efforts need innovative and collaborative leadership who feel supported, inspired and committed. ATLI provides this by:

- *Equipping leaders with knowledge and skills needed to make real impact.*
- *Building cohorts of peers who will support one another over the long term.*
- *Introducing innovative approaches to social change*

## ● ATLI - Emerging Leaders

The Emerging Leaders group meets weekly for a hybrid program on comparative conflict, strategic planning and creative program design, as well as weekend seminars for storytelling and dialogue, and ending with a study tour to Belfast, Northern Ireland. The 2023 cohort hosted 15 Israeli and Palestinian young professionals:

- *91% feel they have built a professional community of peers*
- *78% gained new professional methods and tools to support their work*

## ● ATLI - Executive Program

After Oct 7 we immediately launched a director's forum to allow space to share the challenges of leading teams doing peacebuilding in a time of war.

This forum highlighted the need for holistic support through mentorship, professional development, uni-national venting, and peer-to-peer troubleshooting and dialogue.

We are transitioning the 2023 directors forum into a more formal executive program. The first cohort will formally begin in February 2024 with 12 participants.

## ● Incubator

Once in a while, activists approach us looking to build a new initiative. Occasionally a donor will offer to fund a new concept, seeking a leader.

In 2023 we realized it's time for an incubator to build new initiatives.

The field needs new ideas, and new ideas need strategic plans, effective operations and a bit of funding to get started. We are offering this now to our first participant, and look forward to investing in at least three more this year.





# Embodying Peace



Embodying Peace was first conceptualized to engage international college students through education and internships in the peacebuilding field. After several Israeli and Palestinian Embodying Peace alumni chose a career in peacebuilding as a direct result of the program, we realized we were onto something. In 2023 we pivoted Embodying Peace to focus on bringing in new young professionals into the field by:

- *Educating Israelis, Palestinians and internationals about the complexity of the conflict,*
- *Teaching them methods and tools to hold that complexity in their day-to-day lives,*
- *Providing opportunities to learn and practice project development and implementation,*
- *Building a resilient community for those seeking to work and volunteer in the field.*

Our 2023 in-person pilot ran for 4 months, including 12 participants meeting over 14 sessions, two trips, and including internships with organizations on the ground. Nine of the alumni are now working in the field in the following capacities:

- *5 alumni in entry-level roles in organizations in the field,*
- *2 alumni created roles for themselves as guides and artists serving the field,*
- *1 alumna is participating in additional peacebuilding programs*
- *1 alumnus is a new CEO*



"As I continue on my journey, I'm now making a career shift inspired by the profound impact of Embodying Peace."

-Palestinian alumni from Embodying Peace, 2023



# International Education



In 2023 as we continued to receive invitations to speak or testify as experts on Israeli-Palestinian peacebuilding efforts. Working closely with partners such as ALLMEP, the United States Institute of Peace, the S. Daniel Abraham Center for Middle East Peace and the Israel Policy Forum, we had the opportunity to share what we are seeing as trends on the ground with USAID's MEPPA team as well as other foreign and local policy and decision makers from around the world.

*“I hope you noticed that we incorporated almost all of your suggested changes to the language, including the program metrics and theory of change in the APS (call for proposals).” -USAID official, on MEPPA’s 2022 APS*

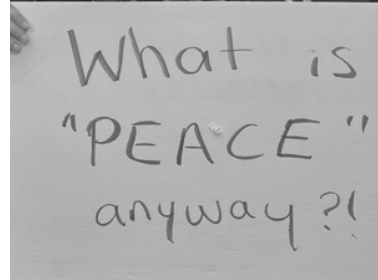
## B8 of Hope - Grant Management and Synergies Lab

In 2023 we launched a partnership with B8 of Hope, a Swiss registered non-profit association promoting peace-building and transformative grassroots initiatives within both Palestinian and Israeli civil societies by offering visibility, funding, networking and capacity-building opportunities. After working together on several smaller projects over the last few years, B8 of Hope has contracted us to manage the capacity building, convening and application and reporting processes for all of their grantees.

*“Our collaboration with Amal-Tikva enhances the efficiency of B8 of Hope’s grant-making, enabling us to better serve our grantees. Amal-Tikva also assists them in efficiently using the support we provide by helping them maximize the benefits of our assistance through strategic planning.”  
-Mehra Rimer, Co-Founder and Chair of B8 of Hope*

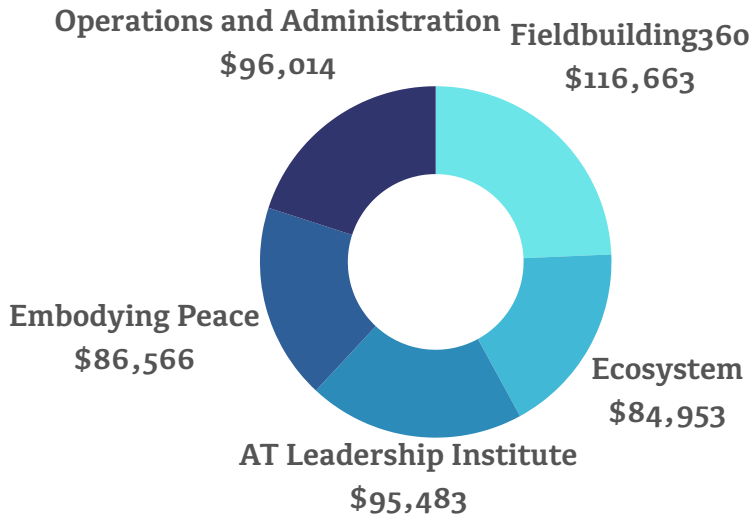
## Upcoming Report - The State of Israeli and Palestinian Peacebuilding Efforts Since October 7, 2023

Before founding Amal-Tikva, we took six months to intensively analyze the field’s need and understand the NGOs, funding and assumptions. This report, available at [www.amal-tikva.org/report](http://www.amal-tikva.org/report), laid the foundation for the work we do today. Since 2020 we have continued mapping and analyzing the field. Our latest report, focusing on the needs of the field since and in light of October 7, 2023 will be available in early 2024.

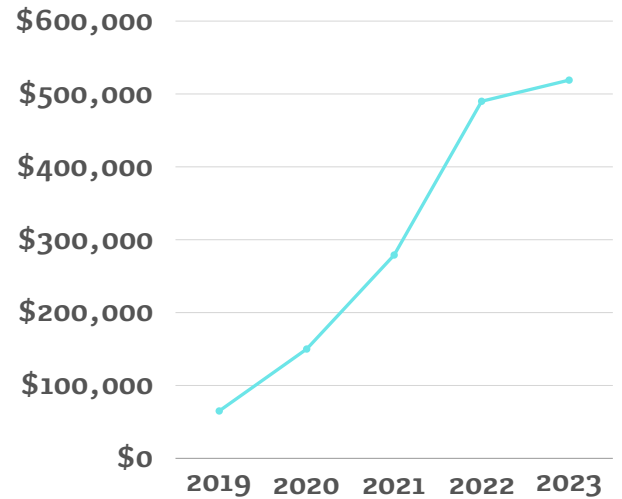


# Financials

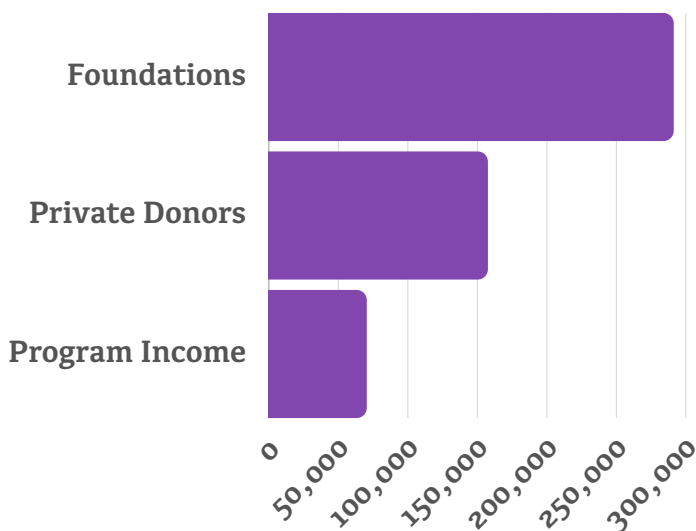
## Expenditures by Program 2023



## Financial Growth 2019-2023



## Income by Gift Type 2023



## Friends of Amal-Tikva

US-based 501c3 non-profit was established to help support our fundraising efforts.

Thank you to our 100% giving board for your generosity and leadership this year:

- Joel Braunold, Chair
- Sam Bayer, Treasurer
- Alex Bolotovsky, Secretary
- Lisa Silverman
- Jack Gorman



Interested in joining FAT?  
Email CV and a brief cover letter to  
braunold@gmail.com



# Our Team

Amal-Tikva was founded by, is led by, and intentionally includes a board of directors who are Israelis and Palestinians directly from the field.

## **Staff**

Meredith Rothbart, CEO and Co-Founder  
Basheer Abu Baker, CFO and Co-Founder  
Ariel Markose, Chief Strategy Officer  
Ghadeer Sabat-Kort, Chief Operations Officer  
Amitai Abouzaglo, Dir. of Research & Education  
Sewar Uthman, Program Coordinator

## **Board**

Gilad Bar-on  
Eyad Biboh  
Cheryl Burnat  
Rana Khatib  
Tareq Nassar  
Devora Steinmetz  
Raquel Ukeles



# Our Supporters

*We know our work is only possible because of you. Thank you.*

Anonymous Foundation | Aviv Foundation | B8 of Hope | Barry Levinson and Elana Blount | Diane and Gilad Be'ery | Guiding Good | Hebrew University's Glocal International Development Program | The American Friends of Amal-Tikva | The Joseph and Mildred C. Stern Philanthropic Fund | The Jewish Federation of Greater Washington DC | The Morningstar Foundation | The Otterman Foundation | Rayah Fund | ReThinking Conflict | Richard Dale and Dorit Harverd | Sally Gottesman | Sam Bayer | Threshold Foundation | Tulane University | United Health | The United States Institute of Peace