

Fieldbuilding 360

Cross-border peacebuilding organizations seek to resolve one of, if not the most complex and intractable conflicts in the world. NGO leaders often find themselves scrambling to raise sufficient funds and manage complex logistical realities, leaving little time to focus on matching rhetorical ambitions with sound theories of change and scalable, measurable models. Over the last few years, Amal-Tikva has identified an overall readiness among Israeli and Palestinian civil society organizations and donors alike to scale and join forces with new partners. This is a powerful moment for peacebuilding, with the potential to replace habits of redundancy and inefficiency with strategy and impact.

Fieldbuilding 360 convenes, supports, and builds capacity for peacebuilding organizations to work more effectively, strategically, and in coordination with one another. Participating NGOs receive guidance and support in:

- Developing a strategic plan that ensures programs are rooted in a sound theory of change,
- Improving sustainability through healthy operational management,
- Increasing fundability by defining impact and learning the tools to measure it,
- Connecting with like minded partners, donors and mentors in the field.

Our Theory of Change

We believe that if peacebuilding NGOs operate with a significantly higher level of professionalism according to concrete measurables including but not limited to: fundraising, strategic planning, partnership building, community engagement, monitoring & evaluation and institutional management; and if private and institutional philanthropists are inspired to dedicate significant new resources to the field; then a stronger constituency for peace within Israeli and Palestinian civil societies led by a community of NGOs working strategically and collaboratively as a field, will change the zero-sum nature of the Israeli-Palestinian conflict to feel more resolvable to civil society leaders, donors, political and religious leaders, and society at large. This contributes to Amal-Tikva's theory of change that making the conflict feel resolvable to stakeholders is the first step toward building a just and lasting peace.

Program Description

Part 1- In-House Strategic Planning: Participating NGOs select 2-4 senior managers from the organization to commit to meeting with Amal-Tikva's lead consultants for 6-10 weekly (or biweekly) two-hour sessions. Each NGO's tailor-made schedule addresses the most pertinent organizational needs that fall within the following focus areas:

- *Module 1: Impact and Strategy (3-5 sessions)*
 - Revisit organizational values, vision, mission and theory of change
 - Dive into problem tree and conflict analysis
 - Create monitoring and evaluation plan to track program impact and success
 - Learn how to express your vision and impact to potential partners and donors
- *Module 2: Operations and Management (3-5 sessions)*
 - Revisit organizational structure, roles and job descriptions, opportunities for growth, and professional development
 - Dive into financial and administrative policies and procedures, ensuring integrity in all levels of operation
 - Create systems for transparent decision making and internal communications

- Learn how to have effective, efficient meetings as a team, addressing the most complex issues in real time
- *Intended outcomes for each NGO:*
 - Organizational alignment on vision, mission, values
 - S.M.A.R.T scorecard grounded in a sound theory of change
 - Programs and activities logically flow from theory of change
 - Strong mechanism in place for internal communication and decision making
 - Team members address internal issues honestly and openly
 - Healthy financial and operational management
 - Sustainable funding plan in place
 - NGO incorporates strategic planning on an operational level

Part 2- Ongoing monthly seminars with the entire Amal-Tikva Community: Participating NGOs are invited to attend regular events and workshops with peer NGOs who either have undergone the Fieldbuilding360 program or are also in process.

- *These seminars are opportunities for participants to:*
 - Learn new skills and workshop those skills together with peer organizations
 - Identify fieldwide challenges and address these issues together
 - Meet with field experts and academics to share lessons learned and best practices
 - Engage potential donors
- *Intended outcomes for the field at large:*
 - Strong understanding of organization's role in broader peacebuilding context
 - Capacity for ongoing strategic thinking and planning
 - Increased quality of NGOs leading to increased fundability
 - Field is equipped with a common discourse and proven tools, models and language to maximize impact and lead to a just and lasting peace

Part 3- Additional hours of consultation

- *10 Hours of post-program consultation on an adhoc basis*
 - Upon completion of the in-house strategic planning process, Amal-Tikva consultants will be available for an additional 10 hours of follow-up conversations or review of materials.
- *Opportunity to receive high-impact volunteer support (www.embodyingpeace.org)*
- *Invitations to join community programs such as but not limited to:*
 - Co-working days
 - Research and training opportunities
 - Webinars and workshops

Application Process

- Applications to participate in the Fieldbuilding360 program are accepted on a rolling basis, meaning there are no application deadlines. To apply to the Fieldbuilding360 program at any time, please visit www.amal-tikva.org/fieldbuilding360. Applications are accepted in English, Hebrew, or Arabic.
- Upon receiving your application, Amal-Tikva will invite organizational leadership to an interview with the Fieldbuilding360 lead consultants to assess the NGO's needs and compatibility with the program.



- After the interview, Amal-Tikva's Fieldbuilding advisory committee will meet to review eligibility. Relevant applicants will be notified to schedule an expectation-setting session.
- Amal-Tikva reserves the right to accept any or none of the applications submitted, and assumes no responsibility for costs associated with applications.

Eligibility Criteria

- **Cross-border** peacebuilding NGOs that engage Israelis and Palestinians in *any or all* of the following contexts:
 - Intentional cross-border in people-to-people engagement,
 - Humanitarian services at the cross-border level,
 - Uninational leadership development programs able to demonstrate that supports the building a more peaceful reality.
- NGO leadership (2-4 individuals including executive leadership) demonstrates **commitment and availability** to undergo the intensity of the Fieldbuilding360 program, including participation in all meetings and seminars, as well as continued quarterly health check reports to Amal-Tikva for up to one-year.
- NGO leadership must demonstrate **commitment to implementing strategic changes and scaling impact** during and after the life of the program, and must have the **organizational support and authority** (at the community and/or board level) to implement the strategic plan.

Program Cost

The subsidized fee for participation is 2500 NIS per NGO.

About Amal-Tikva

Founded in 2019 by a team of Israeli and Palestinian field leaders, Amal-Tikva brings together philanthropists, field experts, organizations and activists to support civil society peacebuilding between Israelis and Palestinians. We define peacebuilding as working to create a more peaceful reality for Palestinians and Israelis, defined by less hatred, tension, and violence, b) increased quality of life, and c) improved systems for interaction. Peacebuilding cannot wait for an encouraging political horizon, but instead must focus on breaking the intractable nature of this conflict down into more manageable parts, and tackling each of those parts one by one.

We do this by:

- ✓ **Supporting NGOs and Activists:** We create capacity-building and funding opportunities, as well as guidance on best practices for scalability, impact and sustainability.
- ✓ **Supporting Donors:** We offer due diligence for organizational commitments to program excellence, monitoring and evaluation, and financial integrity.
- ✓ **Fieldbuilding:** We maximize impact by convening stakeholders at all levels as we guide them through strategic development, program implementation, monitoring and evaluation.

Contact Us

For questions, comments or concerns, please email us at info@amal-tikva.org or visit us online at www.amal-tikva.org.

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