



GENDER  
EQUALITY

♀=♂

17 PARTNERSHIPS  
FOR THE GOALS

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**ISRAAID  
STRATEGIC  
PLAN 2021-24**

ISRAAID 



# EXECUTIVE SUMMARY

IsraAID's strategic direction for the years 2021-2024 will deepen and strengthen our global mandate, impact, and infrastructure. We are ready to undertake this next phase of internal growth, alongside our external impact, building on the significant developments and infrastructural stability achieved over the last few years. In addition to continuing to maximize our global impact, the four specific pillars of this plan include: *(1) implementing quality programming in all humanitarian missions; (2) clarifying our global office structure; (3) bolstering our financial stability through growth; and (4) highlighting staff safety and wellbeing across the globe.* In addition, the new IsraAID brand, launched in January 2021, will help reinforce these aims, and refresh and streamline our identity, mission statement, and outreach efforts with all partners and stakeholders.

## STRATEGIC PLAN PROCESS

In 2020, IsraAID embarked on an evidence-based strategic planning process with ERI – Research for Social Impact. This included: reviewing existing content from organizational audits and reviews; in-depth interviews with 22 stakeholders; surveys of our global staff, as well as a selection of program beneficiaries; and a competitors and future global trends review. **The findings from this process drove IsraAID's 2021-24 Strategic Plan and propelled the future direction outlined herein.**



# BACKGROUND

IsraAID's last strategic plan took the organization from 2015 through 2018. During this period, as well as the subsequent stabilization year in 2019 (and then pandemic-dominated 2020), IsraAID matured as an organization, establishing strong foundations, with growing professionalism and specialization. We are now an internationally recognized humanitarian agency with over 400 staff (including community mobilizers), reaching millions of people annually in emergency response and long-term missions spanning 11 countries.

From an infrastructural perspective, this included creating the Senior Management Team and more than doubling headquarters staff to support our humanitarian missions; launching the annual workplan process and then honing it toward developing bi-annual strategic directions per mission; investing more thoughtfully in strategically located humanitarian mission offices, staffed by strong national teams; increasing the global annual budget by 100%; opening IsraAID US, mandated to financially support IsraAID's humanitarian work; establishing the Emergency Fund and accompanying emergency sub-department to launch relief missions, lead emergency preparedness globally, and open new humanitarian mission locations; integrating Disaster Risk Reduction deep into our organizational DNA, connecting disaster response with long-term resilience building to reduce future risks posed by disasters; and, mainstreaming Protection across all IsraAID interventions.

## The Global COVID-19 Pandemic

2020 was a year like no other, with the COVID-19 pandemic unfolding and affecting every one of IsraAID's offices. While some described the virus as a "great leveler" that affects all of us, no matter where we are, the pandemic in fact places already-vulnerable communities around the world – the communities that IsraAID works with – at even greater risk; from refugees in camps with inadequate sanitation and no possibility of social distancing, to populations rebuilding from disaster and at high risk of climate-related emergencies.

IsraAID was at the forefront of responding to this major international crisis in 17 countries, adapting existing programs to integrate access to COVID-19 resources, information, and services. As the virus swept across the world, we launched a global emergency response, reaching each of our 13 existing missions, in addition to new targeted programs in China, Italy, India, Eswatini, and, for the first time, in Israel.

The virus' secondary humanitarian consequences, from lockdowns leading to increased rates of gender-based violence to mental health risks, and the loss of livelihoods and resulting food insecurity and malnutrition, are as significant as its health implications. IsraAID's teams remain focused on addressing these challenges. As international travel ground to a halt, IsraAID's community-based model proved critical: our teams draw largely on local professionals, facilitating our pandemic response in every country where we work. Our teams have been well-placed to respond to the "double emergencies" experienced during COVID-19, from cyclones to hurricanes to fires to armed conflict. Around the world, we are ensuring that our national teams are prepared to respond to local and regional crises. With the nature and threat of COVID-19 shifting daily in each country, our teams continue to support the people we work with in the "new normal."



# STRATEGIC MANDATE

## Vision and Mission

Founded in 2001, IsraAID is an Israel-based, international, non-governmental organization. Since its inception, IsraAID has worked in emergency and long-term development settings in 50+ countries. Our vision is a world where vulnerable, disaster-affected communities have the strength, support and opportunities they need to recover from humanitarian crisis and build a more resilient future.

As such, our mission is to support people affected by humanitarian crisis. We partner with local communities around the world to provide urgent aid, assist recovery, and reduce the risk of future disasters. IsraAID is focused on building individual and communal resilience through genuine collaboration with disaster-affected populations, bolstered by our wide range of professional expertise. Our added value is also rooted in our agility; our Israeli roots helped us cultivate our can-do culture, toward placing the future first.

## IsraAID's focus on the Sustainable Development Goals

The 2030 Agenda for Sustainable Development, adopted by all United Nations Member States in 2015, provided a shared proposal for peace and prosperity for people and the planet, today and going forward. This agenda is composed of 17 Sustainable Development Goals (SDGs), which make up an urgent call for action by all countries – from the Global North and South – in a worldwide partnership.

IsraAID's programming, driven by our strategic mandate and sectors of expertise, focuses on the following SDGs:

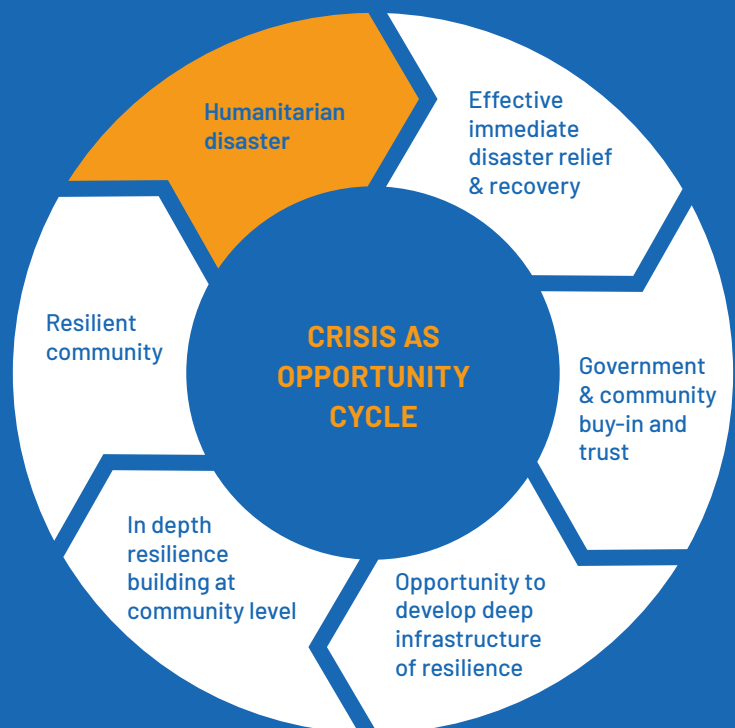
- SDG 3 – Good Health and Wellbeing
- SDG 4 – Quality Education
- SDG 5 – Gender Equality
- SDG 6 – Clean Water and Sanitation.



## The IsraAID Approach

### Our Theory of Change and Response Model:

From 2021-2024, IsraAID will maximize its global impact through its defined and refined theory of change:



This fits into our broader **3 Rs response model**: provide urgent **relief** when crisis strikes; support local and national systems, communities, and civil society as they **recover** toward a level of pre-incident function; and, finally, cultivate **resilience** to better face future challenges.





**“WHAT DRIVES ME IS THE HUMAN INTERACTION IN EACH COMMUNITY. THEY TEACH ME EVERYTHING I NEED TO KNOW AND PARTNER WITH OUR TEAMS TO SUPPORT THEM THROUGH THE ARDUOUS RECOVERY PROCESS.**

—  
Michal Bar, Head of Emergency  
Programming & Operations



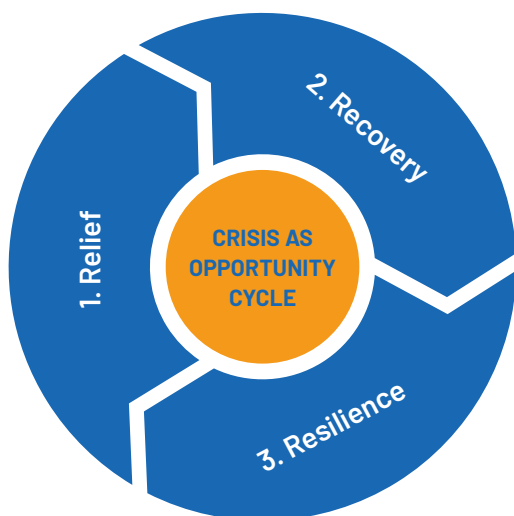


**With these overarching frameworks clarified and strengthened, IsraAID will continue to develop and consolidate its key areas of activities in:**

- **Emergency Response**  
Respond rapidly to disasters around the world, working with affected people as they rebuild their lives, their communities, and their futures, together.
- **Recovery and Preparedness**  
Remain on the ground for as long as it takes, working with communities to recover, build resilience, and reduce the risk of future disasters.
- **Refugees and Forced Migration**  
Address the global displacement crisis on three continents (currently) by working with refugees, asylum seekers, internally displaced persons, mixed migrants, and host communities.

And hone our key areas of expertise in **each** of our humanitarian missions:

- **Protection**  
Prioritize the psychological, emotional and social needs of communities, both during an emergency and in the months and years that follow.
- **Education**  
Ensure children have access to quality education and related services, during and post disasters, to enable social mobility and future livelihoods, while also integrating disaster risk reduction and psychosocial support into education systems.
- **Water, Sanitation and Hygiene (WASH)**  
Provide specialist, sustainable solutions and emergency access to safe water, adequate hygiene, and reliable sanitation in accordance with Sphere Minimum Standards in partnership with local communities around the world.
- **Health and Medical Care**  
Deploy medical teams and public health experts to strengthen communities' public health infrastructure and improve equity in access to and awareness of these healthcare services.



UMCOR

Global Ministries | The United Methodist Church

Women for Better Future

IsraAID

Naama Gorodischer

Project

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**“OUR ADVANTAGE IS  
THAT WE LET THE  
COMMUNITY LEAD – WE  
DO NOT COME WITH THE  
SOLUTION. WE LET THE  
COMMUNITY BRING IT.  
SUCCESS DEPENDS ON  
UNDERSTANDING THE  
COMMUNITIES' NEEDS.”**

—  
Naama Gorodischer,  
Senior Director of Programs





## **Localization: 'Communities First'**

IsraAID is committed to **meaningfully integrate, mainstream, and advance 'localization' across all its work**, affirming that the local communities are the leaders, decision-makers, and implementers of solutions impacting their country. We call this approach 'Communities First'. This is more than a slogan; it is a humanitarian principle that IsraAID will continue to prioritize and support globally.

During the COVID-19 pandemic, with international travel and aid supply halted, much of the humanitarian sector focused on the need for localization, today, more than ever. **For IsraAID, this served to accelerate processes that had already begun.** In order to further strengthen this movement, IsraAID will focus on the following practices, mechanisms, and approaches:

- Recruit and retain **national staff in senior leadership positions** in each country office.
- Invest in **strengthening existing capacity** of national staff and local communities.
- Focus on **two-way knowledge sharing** between international and local communities.
- Prioritize using **local materials** and resources.
- Work with local partners – from government to grassroots – at all stages of program design and implementation, from assessment through evaluation.
- **Hand over** program resources and spaces to local communities.
- Maintain all principles related to **Accountability to the Affected Population.**

# STRATEGIC PLAN 2021-2024

IsraAID's 2021-2024 direction will deepen and strengthen our mandate, our impact, and our global infrastructure. We identified FOUR pillars of focus going forward:

1. **Implement quality programming in all IsraAID humanitarian missions**
2. **Clarify our global office structure;**
3. **Bolster our financial stability through growth;**
4. **Highlight staff safety and wellbeing around the world.**



## 1. Quality Programming in All IsraAID Missions

IsraAID will continue to develop its programmatic methodologies, committing to **deeper and broader portfolios of quality programming in each sector of expertise**. Nuanced, holistic, and location-specific programs will be supported by engagement with international communities of experts. Programmatic modules and methodologies developed by technical specialists and national staff will be shared across IsraAID globally, as part of our ongoing commitment to deliver a professional, diverse, and effective humanitarian response in each of our missions.

IsraAID will utilize **evidence-based programming** across its humanitarian work, simplifying data collection and strengthening participatory monitoring and evaluation of programs by practitioners. Through collaboration with academic institutions and international partners, IsraAID will utilize the available evidence to assess and improve

programming, test and adapt new technologies to humanitarian settings, and maximize our global impact. Findings will be shared with international professional forums and working groups, contributing to the discourse on humanitarian practice globally.

## 2. IsraAID's Global Structure

IsraAID is an international, non-governmental organization headquartered in Israel. In addition to our multiple humanitarian missions around the world, in 2014, IsraAID Global set up a fundraising office in the US. Now, as we continue to grow and expand our humanitarian missions' reach, it is critical to **strengthen the global organizational infrastructure**, including all related operational mechanisms and relationships, and clearly define the mandate of each office type. Each of these offices play a unique and valuable role as part of IsraAID global, with HQ as the centralizing unit.



IsraAID's global offices will be identified and established according to **three set models**, based on the primary goals and functions of the given location, and in close collaboration with key stakeholders, leadership and partners. This will clarify the relationships between each of these offices to each other and to HQ, and will facilitate the standardization of organizational processes and workflows based on leadership, supervision, and support from headquarters. This will, in turn, enable each office to truly focus on its purpose, mandate, goals, and activities, bringing its vision of impact to fruition and better synergizing with our global organization, whether programmatically and/or with regards to fundraising.

#### The three office types will be:

- **Global Headquarters**
- **Humanitarian Missions**
- **Fundraising Offices.**

To support their efficient collaboration, the relationship between humanitarian missions or fundraising offices, and the global headquarters will be formalized through written agreements and memoranda of understanding, signed upon the establishment of each new office. From the start, this will allow new offices to solidify their mandate, clearly establish their relationship with other offices, propel their modus operandi forward, and develop their identity as part of the global organization. All offices will have a board of directors, with a global board of directors based in Israel. All office types will commit and comply with IsraAID's humanitarian mission and programmatic approach, brand guidelines, the IsraAID Global Code of Conduct, and PSEA policies and guidelines.

The role of each of these types of offices is as follows:

#### IsraAID Global Headquarters (HQ)

IsraAID will continue to be headquartered in Tel Aviv, Israel, where the executive and senior management of the organization sits. HQ's primary function is to support each humanitarian mission's operation and humanitarian mandate definition, and lead the global organization. All humanitarian programming will be overseen by global headquarters – based on

planning together with each local mission and community – to mitigate risks and provide quality assurance for interventions implemented around the world. This will help to ensure maximized impact and overarching accountability to affected populations.

Headquarters will set the overall global fundraising goals, establishing resource development priorities, strategies, and mechanisms for implementation by both humanitarian missions and fundraising offices. Similarly, all branding and communication guidelines for the global organization will be decided at the headquarters level and shared across all office types.





## Humanitarian Missions

IsraAID Humanitarian Missions around the globe will be established in locations per IsraAID's theory of change and principles of action: both short-term emergency response and recovery, as well as long-term development work. Missions will be led by a Head of Mission or Country Director, staffed by national professionals, and supported by IsraAID Global HQ, with programming assessed, developed, implemented and evaluated, together with the local community – from government to grassroots.

As of 2021, humanitarian missions include: the Bahamas, Colombia, Dominica, Eswatini, Greece, Guatemala, Kenya & Uganda, Mozambique, South Sudan, and Vanuatu.

Each of these humanitarian missions will collaborate regionally to share human resource, prioritize regionally-tested and replicated models, and prepare and respond to potential emergencies in partnership. IsraAID will position itself as a regional partner in sectoral working groups and forums, establishing replicable regional modules and cultivating inter-regional collaborations.

## Fundraising Offices

Fundraising offices will be established in strategic locations for **growing and diversifying the global organization's donor pool**, according to fundraising strategies and priorities set forth by headquarters. Fundraising efforts will include local programming to drive donor engagement and partner outreach in these locations, highlighting IsraAID's humanitarian work, critical to driving growth and ensuring the global organization's stability. As of 2021, Fundraising Offices include the US. In the coming years, 1-2 additional fundraising offices will be opened.



### 3. Financial Growth and Stability

Improving IsraAID's financial future relies on consistent budget growth, as well as bolstered management and planning processes to drive and deeply root the organization's stability.

Over the coming period, IsraAID aims to:

- **Grow its global operating budget** by 15% each year: \$13.2M in 2021; \$15.5M in 2022, and \$18M in 2023.
- Establish, for the first time, a **financial reserve** of \$5M, to cover six months of global core costs; this will be done gradually, beginning with \$0-500K in 2021, \$2.5M (three months worth of core costs) in 2022, and finally \$5M in 2023.
- **Increase the percentage of global income from institutional donors**, reaching a total of 40%, but not surpassing this number so as not to overburden demand on overhead costs.
- As such, the overall fundraising goal for the next three years, including both the 15% growth goal and the reserves per year, sits at \$14M in 2021; \$18M in 2022; and \$23M in 2023.
- Set **minimum operational budgets** for each office type over the coming years, to ensure effective and impactful office operation.

In addition to growing the overall global budget, it is essential to improve the scaffolding on which these funds are managed. As such, improving compliance, planning, and tracking infrastructure is critical. IsraAID will establish robust compliance policies, according to best practices in the field, including financial consolidation utilizing an ERP system. This is vital to access increased institutional funding, with donors requiring these thresholds and structures as part of their partnership due diligence processes.

### 4. Staff Safety and Wellbeing

**Human resource management and development will continue to be prioritized to retain talent, ensure safety, and prevent the burnout which is deeply prevalent in the humanitarian field.**

The global IsraAID team's professional development, wellbeing, and safety will be highlighted as an integral aspect of job performance, recognizing that an investment in IsraAID employees is, within itself, a self-perpetuating investment in IsraAID as an organization.

This will include:

- Providing **accessible emotional support** services to the global team, through peer sessions or one-on-one remote therapy.
- Strengthening **safety and security assessments** and contingency plans in all humanitarian missions.
- Prioritizing staff **professional development and learning** with specific funding for this purpose.
- Rolling out IsraAID's new **e-learning community knowledge platform**, using cutting-edge artificial intelligence.
- Implementing **cross-organization health insurance** to all Humanitarian Mission teams.
- Cultivating a **positive and unified organizational culture** across the globe.

**“IN AN ORGANIZATION THAT IS CONSTANTLY MOVING FROM ONE EMERGENCY TO THE NEXT AND DEVELOPING NEW PROGRAMS AROUND THE WORLD, THE ABILITY TO ADAPT IS WHAT FACILITATES OUR SUCCESS.**

—  
Lilach Grunfeld Yona,  
Head of Education Sector





# CONCLUSION

The above presented strategic plan seeks to leverage IsraAID's global assets and capacities in the coming years, recognizing the key growth points that will place the organization in an even stronger position for the second half of this decade.

Our strategic mandate combined with a sharpened focus on the organization's program quality, global structure, financial stability, as well as staff safety and wellbeing, will spring us forward and facilitate maximized impact.

Our theory of change, response model, and technical expertise will be ingrained in our 'Communities First' approach, and directly aligned with the globally recognized Sustainable Development Goals. This will allow us to reach more communities in need of humanitarian aid, providing effective, sustainable, and innovative interventions to put the future first.





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