

INTERCHANGE STRATEGIC PLAN – 2008

1.0 About InterChange

1.1 Mission, Vision, Mandate

InterChange is a growing, united, and diverse group of community-based peacebuilders around the world who share knowledge, collaborate on educational and research projects, and support one another with the aim of nurturing and developing dynamic, durable and positive peace.

Vision:

(We envision) Community-based peacebuilders around the world sharing knowledge and supporting one another to nurture and develop dynamic, durable peace.

Mission:

To foster and make visible community-based peacebuilding around the world.

We will do this by means that will include:

- Ensuring that people working for peace feel supported, knowledgeable and valued in their work.
- Helping peacebuilders develop the education, resources and networks they need to carry out their activities and improve their practice.
- Creating a global clearinghouse of peacebuilding knowledge and practice.
- Carrying out education for non-professionals and professionals.
- Carrying out research.
- Inspiring and supporting others to take up the cause of peace and see themselves as peacebuilders.

Governance:

InterChange governs itself through a decentralized international infrastructure that facilitates the sharing of information, resources, and leadership responsibilities among the local centres of the organization. Local centres of InterChange are currently being established in Toronto, Canada; Vukovar, Croatia; and East Africa. InterChange is currently governed by an international board of directors and is accountable to its members. InterChange Committees, which are accountable to the board of directors, coordinate the work of the organization and its members.

InterChange defines Community-Based Peacebuilding as: a broad, comprehensive range of activities and processes at all stages of the conflict cycle. Peacebuilding addresses the causes of conflict, not just the conflict behaviour, and is also concerned with processing the wounds of the past. The aim of peacebuilding is to promote human security and transform violent conflict toward sustainable peaceful relationships, capacities and structures.

It is important to note that this is a living definition that is subject to change, as it must be rooted to practice and research.

1.2 Accomplishments in 2006 and 2007:

Structure:

- Created international board with representation from Kenya, Canada, and Croatia
- Chose name InterChange
- Developed mission and vision statements, principles and objectives
- Developed working definition of Peacebuilding
- Developed active committees with Terms of Reference: Research, Communications, Funding, Symposium Planning, Membership, Education
- Engaged in discussions about local InterChange centres in East Africa and the Balkans
- Opened organization bank account and secured external financial auditor

Communications:

- Registered and created website: www.interchange4peace.org
- Created a members-only website using online tool IGLOO where minutes and other documents are posted
- Successfully used Skype for international meetings and discussions

Activities:

- Developed concepts for future research projects – “Diaspora Dialogues” and “Cultural Approaches to Peacebuilding”
- Planned and held successful 2007 symposium in Rwanda where participants developed and took responsibility for more than 10 collaborative projects
- Initiated plans for on-line and academic educational programs for professionals and non-professionals that potentially could be offered through InterChange
- Performed survey of members’ research needs
- Began seeking submissions for Food-Peace book

Networking:

- Began discussing project ideas with potential funders
- Attended meetings and conferences on behalf of InterChange
- Initiated formation of networks in Rwanda, Kenya, Uganda, and the Western Balkans

1.3 Challenges in 2006 and 2007:

- Shared leadership not fully developed
- Low public profile
- Communication around the world a challenge

1.4 Constraints at the present time:

- Lack of public understanding of the need for grassroots peacebuilding processes
- Lack of good data & research about the nature of grassroots peacebuilding processes

2.0 Short-Term Organizational Goals:

InterChange is a young and growing organization. The following short-term goals will help the organization establish a strong base to support the longer-term achievement of its mission:

1. Develop foundational structures for the governance and operation of InterChange.
2. Strengthen InterChange’s capacity to facilitate communications and resource sharing with and among its members.
3. Establish community-based, participatory, international projects, that focus on research, education, and action, and use these projects to further define and refine the work of InterChange.
4. Raise the profile of and literacy about community-based peacebuilding and peacebuilders in the communities where InterChange works.

InterChange will set out to achieve these goals through the objectives and activities that follow.

3.0 Future Objectives - Administration:**3.1 Personnel**

InterChange will acquire resources for paid staff members to ensure that the organization has consistent human resource capacity to provide for its long-term sustainability.

Objective	Who Responsible	Timeframe
A paid staff member to work on coordination and fundraising (ideally person already involved with InterChange)	Board to seek renewable funding for this staff person	1 year

At least two paid staff to work on coordination and fundraising (ideally persons already involved with InterChange)	Board to seek long-term stable funding for staff	3 years
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3.2 Board of Directors

As a young organization the InterChange Board of Directors continue to develop policies and procedures to ensure that it functions effectively and in a manner that is accountable to and representative of InterChange members.

Objective	Who Responsible	Timeframe
Prepare guiding documents for board members (eg. board member job descriptions and board policies)	Structure / Governance Committee	1 year
Develop evaluation process for board	Structure / Governance Committee	1 year

3.3 Membership

A coordinated international strategy for membership will be developed that encourages members' active involvement and ownership and helps meet the needs of InterChange's key audiences: peacebuilding practitioners and theorists.

Objective	Who Responsible	Timeframe
Decide on levels of membership, including whether organizational membership should be permitted	Board	6 months
Define the responsibilities and rights of membership	Board and Membership Committee	6 months
Decide upon a fee structure and membership guidelines that are flexible and accessible yet provide a source of income	Membership Committee; Local Centres	6 months
Increase services to members. These can include training and education; research opportunities; networking; resource sharing; and professional development	Membership Committee; Projects Committee; Education Committee; Communications Committee; Board	Ongoing
Develop process to coordinate and manage membership among InterChange centres (including sharing contacts, flagging time for renewal, etc...)	Membership Committee; Communications Committee; Local Centres	2 years

3.4 Structure / Governance

The InterChange governance structure will be refined and formalized, where possible, in order to provide a solid basis for the work of the organization.

Objective	Who Responsible	Timeframe
Identify local coordinators and establish Local Centres to provide a strong base for InterChange work in at least 4 areas within our target regions of Canada, East Africa, and the Balkans	Local Centres and Board	1 year
Develop the roles of and the relationship between the Local Centres and InterChange International.	Local Centres and Board with involvement from membership	2 years

Formalize status of Local Centres in terms of membership and policy	Discussion with partners and local coordinators	2 years
Formalize governance structure with clear lines of decision-making and active committees at all levels. Develop appropriate operating procedures for board, staff, regional centres, etc...	Board; Local Centres; Structure / Governance Committee	3 years
Finalize Terms of Reference for each committee and make them available to members	Board and Committees	6 months
Incorporate InterChange in Canada	Board – Canadian Members	2 years
Secure physical space for InterChange operations in Toronto	Board	2 years
Expand to other regions that have a concentration of interested members.		5 years

3.5 Fundraising

InterChange will focus on acquiring both project and sustainable operational funding for the organization. We will aim to secure paid staff members (Item 2.1) to help us realize these objectives. We will also increase our efforts to acquire project funding now that we have identified and developed projects that we plan to pursue (Item 3.1).

Objective	Who Responsible	Timeframe
Create a business plan	Board to find qualified and interested people to do so	1 year
Establish fundraising committees at all levels to coordinate InterChange's fundraising efforts	Board and Local Centres	1 year
Develop a program to ensure InterChange's financial stability	Board and Fundraising Committee	2 years
Begin to collect membership fees; goal of \$1000 received in 2009	Board, Membership Committee and Local Centres	1 year
Receive major donations (over \$10,000) from 2 major individual donors	Board to develop process for seeking contact names and approaching them	2 years
Secure money to pay staff to work on coordination and fundraising	(Elaborated above under personnel)	
Ensure that Local Centres have financial support for communications and coordination efforts	Fundraising Committee and Local Centres	

3.6 Evaluating Success

InterChange will develop a mechanism to evaluate its success in achieving its Mission and strategic Goals.

Objective	Who Responsible	Timeframe
Develop measurable criteria and methodologies to evaluate InterChange's success in achieving its Mission and strategic Goals	Board	1 year
Evaluate member satisfaction	Membership Committee	1 year

Produce an Annual Report and Annual Financial Report	Board	6 months
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4.0 Future Objectives - InterChange Activities and Services:

4.1 Research and Other Projects

InterChange research and other projects fundamentally define and solidify the organization and its work. Projects are multi-dimensional in that they integrate with all other aspects of the organization's work including education, action, community building and relationship building. Projects provide opportunities for members to be involved in the organization's activities.

One of InterChange's core principles is to integrate peacebuilding theory and practice. Projects involve a cycle of praxis in which the process of each project is inseparable from its outcome. For instance the process of research, using participatory and collaborative processes, involves community development, education, networking, and resource-sharing. Dissemination of this research, in turn, brings together and engages communities, validates peacebuilders and provides further tools for their work.

Research and projects also contribute to InterChange's identity as an organization that is both international and intensely local. Projects are international in scope but are rooted at the local level, taking their shape from and contributing to the local context.

Project themes emerge from the interests of members. Two themes that InterChange members have identified as priorities are Cultural Approaches to Peacebuilding and Diaspora Dialogues. Both of these themes have the capacity to link and engage members from around the world.

Objective	Who Responsible	Timeframe
Secure funding to implement an international collaborative project	Projects Committee	1 year
Minimum of 2 projects funded, at least one of which involves research	Projects Committee	2 years
Minimum of 7 projects funded, at least three of which involve research	Projects Committee	5 years

4.2 Education

Objective	Who Responsible	Timeframe
Collect information about courses, materials, etc... that already exist that would facilitate education	Education Committee	1 year
Provide these resources in a way that is accessible and easy for members	Education and Communications Committees	1 year
Look into accreditation for courses in collaboration with CWWPP in Vukovar	Education Committee	
Prioritize target groups to ensure direction and focus for the educational program	Education Committee	
Develop Online Courses for persons working in vulnerable areas	Education Committee	
Develop "certifiable" programs of use to our members and others in vulnerable areas	Education Committee	

4.3 Symposia

Symposia are integral to InterChange. They support the needs of InterChange members, facilitate the establishment of Local Centres, provide space for the development of local and international relationships, and contribute to InterChange's education and project objectives.

Objective	Who Responsible	Timeframe
Develop procedures for organizing symposia (eg. Choosing location, developing themes, etc...)	Board and those organizing 2009 Symposium	1 year
Organize successful symposia, on a bi-annual basis		Ongoing

4.4 Internal Communications

Enhancing internal communications and strengthening relationships between members and centres is crucial to the development of the InterChange network. One of InterChange's key internal communications goals is to enable communications and resource sharing among InterChange members.

Objective	Who Responsible	Timeframe
Develop appropriate listservs for different functions	Communications Committee	6 months
Generate regular newsletter at least quarterly	Communications Committee	1 st within 6 months
Develop centralized contact database accessible to InterChange governance structures	Communications Committee	1 year
Develop functions for the members-only website; these include a database of materials, a database of members, and a means for communications between members	Communications Committee	1 year
Develop processes for members to share resources and other information on the members-only website	Communications Committee; Education Committee; Projects Committee; Membership Committee	Ongoing
Improve means for holding international meetings; consider needs and realities of centers and individuals around the world	Communications Committee	Ongoing

4.5 External Communications

InterChange's mission is to foster and make visible community-based peacebuilding around the world. External communications will be pursued to raise awareness of and support for the work of InterChange and its members.

Objective	Who Responsible	Timeframe
Develop communications plan; begin by identifying 4-5 audiences	Communications Committee and Board	6 months
Develop InterChange logo and consider how the logo can be differentiated for Local Centres	Communications Committee – engage membership	6 months
Generate newsletter at least quarterly	Communications Committee	1 st within 6 months

Educate 10 – 15 potential funders about peace, community-based peacebuilding and the work of InterChange	Board, Fundraising Committee and Communications Committee	1 year
Finalize public section of website	Communications Committee	1 year
Develop a media policy	Communications Committee; Media and Peacebuilding Committee	1 year
Engage in awareness-raising about peace and community-based peacebuilding toward target audiences	Communications Committee and InterChange Membership	Ongoing

For more information about InterChange or this Strategic Plan:

- Visit our website at <http://www.interchange4peace.org/> or
- Email us at interchange@interchange4peace.org