



Tzedek

Jewish action for a just world

Strategic Plan

2011-2014

Introduction

Tzedek has grown rapidly since our last three year strategy was created in 2007. We have seen substantial growth in our work with partners in poor countries and our outreach to the UK Jewish community.

But the challenge of poverty – a world in which more than 1 billion people live without enough income to feed, clothe and support themselves and their families – remains huge. This is a mind-numbing statistic. To make its magnitude manageable, imagine the world's population is represented by your near family. If your family consisted of 6 people – your parents, your spouse or partner, your two children and you – then one of you would live in poverty; three of you would live without basic sanitation; neither of your children would have had a primary school education. In Jewish tradition, we are all one family, all descendents of Adam and all created in the image of God.

This strategy follows from a series of meetings and discussions held during 2010. If our achievements lay the foundations for these plans, the legacy of the 2008 financial collapse and challenges of global climate change provide the context: we now need to work even harder to continue to help people lift themselves out of poverty.

As we celebrate 20 years of working we look forward to the next 20 years and to a time when the world will be whole, justice will be universal and all will be able to live free from fear of hunger and want. With your support we can work with more communities and more individuals to make the dream a reality, if not yet for all, at least for many more.



Steve Miller
Chair



Dan Berelowitz
Director



Tzedek

Jewish action for a just world

20 YEARS OF ALLEVIATING POVERTY AND EDUCATING FOR JUSTICE

Since 1990, Tzedek has:

- granted over £400,000 to 52 small-scale sustainable development projects in Africa and South Asia
- sent over 120 young adult volunteers to work with projects in Africa and India
- along with our partners been used as case studies in at least 4 educational textbooks.

Tzedek has built partnerships with other Jewish movements to strengthen our voice and increase our capability:

- a founder of the Jewish coalition in the Make Poverty History campaign
- a leading role in the Jewish Social Action Forum

Since we appointed our first Director in 2007, we have:

- grown our annual income from less than £80,000 to more than £350,000
- grown the number of projects we work with: we are currently working with 22 community-based partners in some of the poorest parts of the world
- developed a ground-breaking education programme, funded by a significant grant from the Department for International Development and the Pears Foundation. Tzedek programmes are now taught in 23 Jewish schools

Tzedek's Vision and Values

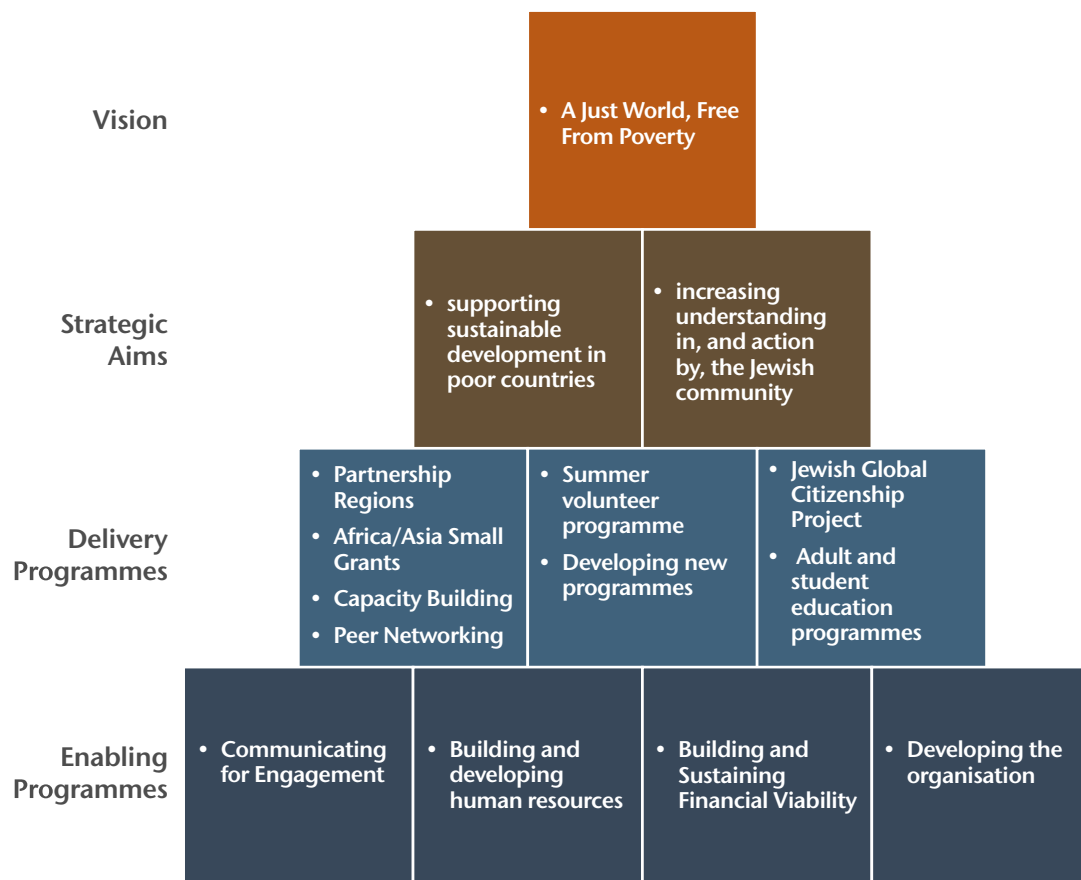
Tzedek is the UK Jewish community's response to extreme poverty. Our vision is simple - a just world, free from poverty. Our mission is to support the relief and elimination of poverty for all, regardless of race or religion, through sustainable, self-help development and by promoting understanding of poverty and its causes within the Jewish community.

Tzedek's programmes are driven and guided by values drawn from our Jewish heritage:

- **B'tzelem Elohim** (in the image of God): all people are equal and each life is of infinite value
- **Tzedek** (justice): we work in the pursuit of justice
- **Tikkun olam** (repairing or healing the world): it is possible for individuals and communities to change the world in significant and permanent ways
- **Bocher bachaim** (choosing life): every choice we make matters in creating a sustainable world.
- **Darchei shalom** (the ways of peace): shalom contains within it the concept of wholeness. Building relationships between Jews and non-Jews helps to make the world whole
- **Tzedakah** (justice, charity): we have an obligation to share our wealth to make a more just world.
- **Shutafut** (partnership): our commitment to close and active working relationships with our overseas partners and engagement with the wider Jewish community.
- **Lilmod ul'lamed** (to learn and to teach): we learn from our experience, our partners and our peers and have the confidence to share our learning.

Delivering our Strategy

We will deliver our purpose through three delivery programmes underpinned by four enabling programmes (see the table below). Our proposals to strengthen and deepen our impact in each of these areas are described in the following pages.



It is a priority within this strategic plan period to develop and deliver an integrated approach across the three delivery programmes so that knowledge, value and impact are multiplied. We will do this, for example, by making stronger connections between our volunteer placements and our overseas partners; by twinning UK Jewish schools with schools in our partner communities; and by our volunteers sharing the knowledge they have gained from their work overseas in our education programmes.

Increasing Understanding and Action

Aims	Programme	Outcomes and measures
<p>IUA1. To increase knowledge and understanding on global connections and impact, Jewish values and responsibilities, and the causes of poverty.</p> <p>IUA2. To build attitudes that are more conscious of our impact on others, feel our responsibility to others and feel globally connected.</p>	<p>Jewish Global Citizenship Programme</p> <p>IUAa</p>	<p>Curriculum development and delivery in primary and secondary schools: We will strengthen and deepen the Jewish Global Citizenship Programme, widening our reach, with Tzedek programmes taught in at least 25 schools, and embedding our programmes so that the development education is sustained by the school's faculty in at least 5 schools. This will be delivered through teacher training, training the trainers and capacity building.</p> <p>Youth and community education: Within the Jewish Global Citizenship Programme, we have developed activities and resources for youth movements and Synagogues. Over this period we will extend our relationships so that the programme becomes consolidated within at least 4 movements and 8 Synagogues.</p> <p>As part of the Jewish Global Citizenship Programme Tzedek also run a school twinning programme. School twinning has the unique value of enabling students not just to learn about other communities but to learn from their peers in those communities, deepening impact on the students concerned in both countries and also with parents, teachers and communities. By the end of this period, we will have expanded our twinning programme so that it is operating in at least 10 schools. We aim for the school twinning programme to actively support the Partnership Region Programme.</p>
<p>IUA3. To build behaviours that increase conscientious consumerism, donations, volunteering and activism to create a more just world.</p>	<p>Adult and student education</p> <p>IUA b</p>	<p>We will develop a programme of adult education:</p> <ul style="list-style-type: none"> • developing resources for adult education, particularly around festivals. • using our programmes for children and young people as an access point to their parents and a bridge to adult education • developing our campus-based programme, linked to our summer volunteer scheme • building our relationship with JCC and Limmud and taking advantage of other opportunities with educational organisations and synagogues. <p>We will be an active, campaigning member of the Jewish Social Action Forum supporting the fairtrade and environmental campaigns. We will seize opportunities for Tzedek to make an impact through campaigning where they will benefit our strategic aims.</p>

Overseas Volunteering

Aims	Programme	Outcomes and measures
<p>OV1. To build awareness, a sense of global citizenship for volunteers and our hosts.</p>	<p>Summer Volunteer Programme</p> <p style="text-align: right;">OVa</p>	<p>This will continue to be our flagship overseas volunteering activity. Our objectives within this strategic period will be:</p> <ul style="list-style-type: none"> to enhance the impact the programme has on volunteers and their medium and longer term engagement with development issues by locating the overseas volunteering in a full year commitment to education and UK volunteering. Our goal is that by the end of the period, 75% of overseas volunteers will remain involved for at least a year after their trip. to enhance the value that volunteers are able to deliver to their the hosts through better induction and through linking to other activities in our area partnerships.
<p>OV2. To educate and inspire the Jewish community into acting to end poverty.</p> <p>OV3. To use voluntary capacity to contribute practically to the sustainable alleviation of poverty.</p>	<p>Developing new volunteering opportunities</p> <p style="text-align: right;">OVb</p>	<p>In order to expand the size and impact of our overseas volunteering programmes, we will explore the feasibility of developing new programmes for different age groups, skills and lengths of time, which transfer skills and deliver sustainable impacts for their host communities. By 2014, we will create new opportunities for a skill-share programme with our partners in the Partnership Region Programme, staffed at a more constant level throughout the year by Tzedek volunteers.</p>

Underpinning Programmes

Aims	Programme	Outcomes and measures
<p>UP1. Building and sustaining financial viability</p>	<p>To raise funds to achieve Tzedek's mission, using methods in line with Tzedek's values</p> <p>To have an annual income of £1 million by 2014</p> <p style="text-align: right;">UPa</p>	<p>Our funding base has grown significantly over the past strategy period. To deliver the strategy in this document, we need to consolidate this growth and build a strong fundraising team to increase it further and faster. Our priorities are to:</p> <ul style="list-style-type: none"> • grow our base of donors giving over £1,000 per year and establish a major donor programme for those giving substantially more • launch a 'Living Partnership' programme and build a base of regular donors giving at least £20 per month • increase fundraising capacity through synagogues, through a targeted and rolling campaign, and by identifying champions • create a culture of financial giving amongst our volunteers • substantially increase the level of funding secured through trusts.
<p>UP2. Building and developing human resources</p>	<p>To build a sustainable community of activists to support and lead across our programmes.</p> <p>To create the internal capacity and capability to achieve Tzedek's mission.</p> <p style="text-align: right;">UPb</p>	<p>Tzedek is a volunteer-powered organisation. Over this period, we will grow our volunteer base by 30%. All volunteers and team leaders will have clearly defined goals and we will offer all volunteers opportunities for their personal development.</p> <p>Developing the knowledge and skills of staff is critical if we are to continue to grow and deliver our objectives efficiently and effectively. We are committed to creating a culture of continued learning for all staff, supporting them with their personal development. We will maintain Tzedek's governance structures to deliver this three year strategy effectively.</p>
<p>UP3. Communicating for engagement</p>	<p>To communicate the importance and impact of Tzedek's work, inspiring increasing involvement in our work and our mission.</p> <p style="text-align: right;">UPc</p>	<p>We will identify a volunteer to lead this programme and build our a volunteer team. We will develop and implement a communications strategy and more effectively use champions to promote Tzedek's work.</p>
<p>UP4. Developing the organisation</p>	<p>To model Tzedek's purpose by sustainably developing our capacity and operations.</p> <p>To enable Tzedek to assess our impact and make improvements</p> <p style="text-align: right;">UPd</p>	<p>We will balance the environmental and social impacts of our work with the aims and objectives of sustainable development.</p> <p>We will put into place, for all three delivery programme areas, systems of monitoring and evaluation that enable us to assess the outcomes and impact of our work and to make improvements in the light of that learning.</p>



Thank you

We are extremely grateful for the commitment of our funders who have given generously of their money and to our volunteers who have given selflessly of their time. Your support has enabled us to make a direct difference to the lives of over 6,000 people living in absolute poverty. Thank you.

Our ambitions over the next three years are bold but necessary. We want to help more people to lift themselves out of poverty. We want to inspire a step change in the Jewish community's action and engagement with our responsibility to tackle poverty.

Whether or not you have supported Tzedek in the past, your support is vital for our future work. A small amount given regularly will make a huge difference to the people we work with, many of whom survive on less than \$1 a day.

Please commit now to getting involved in our work or to make a donation.
E-mail info@tzedek.org.uk or call Dan or Leah on 020 7443 5121. Thank you.



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