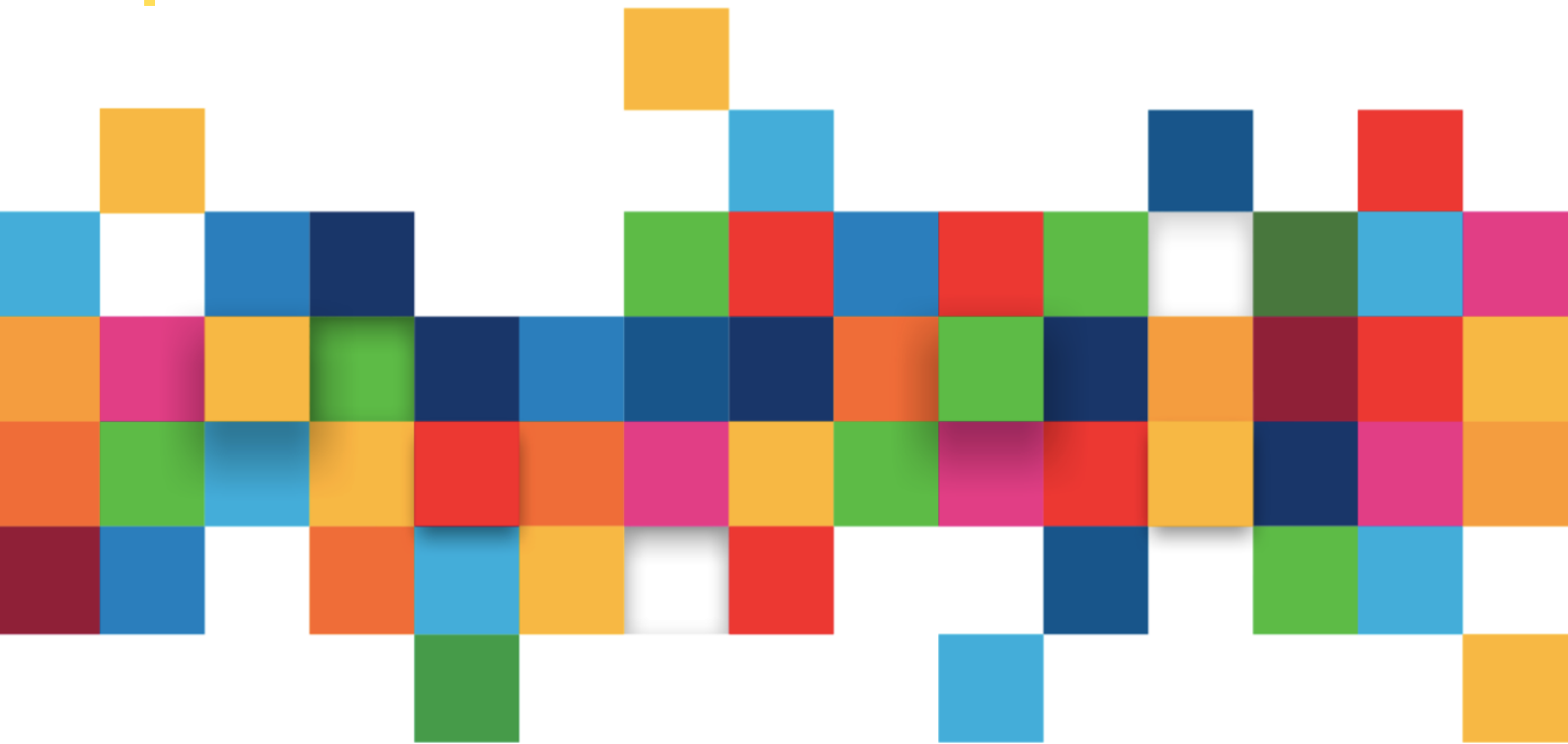


IBTIKAR FOR EMPOWERMENT
& SOCIAL ENTREPRENEURSHIP

STRATEGIC PLAN

2020 - 2023



Ibtikar

ابتكار

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PROMOTING
EDUCATION FOR
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INTRODUCTION

Ibtikar strategy (2020-2023), which is aligned with U.N. transformative 2030 Agenda for Sustainable Development: Leave No One Behind, articulated the organization vision as “ *We work to empower the next generation to address society’s needs,*” and its mission as “*We offer innovative youth program, corporate training and consulting services to foster social innovation, entrepreneurship and civic engagement in the community. Besides, Ibtikar connects, inspires, trains, and mentor young change agents and innovators to become global problem solvers guided by the United Nations Sustainable Development Goals*”. Furthermore, the strategy envisioned Ibtikar taking new programmatic roles as a catalyst, enabler, and facilitating change aspiring to maximize impact and create social values.



OUR STORY

Ibtikar was created by a group of Palestinian educators, entrepreneurs, activists, and changemakers. Together, we bring in extensive professional experience in intercultural learning, youth empowerment, social entrepreneurship, non-formal education, democracy & civic engagement, social impact measurement, organizational development, and social innovation, among many more. Working for many years in these fields, we found ourselves often debating what was missing: a program that doesn't exclude, that doesn't limit diversity to different societal categories, a program that fully and outspoken offers learning opportunities that empower and generate change.

WHO WE ARE

- *Ibtikar* is a Palestinian NGO that offers innovative youth programs, corporate training, and consulting services to foster social innovation and entrepreneurship in the community.
- *Ibtikar* promotes education for social innovation. Ibtikar wants to allow Palestinians to use their creativity to respond to social issues and contribute effectively to building a fairer, more caring, and equal society. Also, Ibtikar believes that education for Social Innovation makes well-being amongst young people and helps build a strong nation that is more inclusive, empathetic, and connected.
- *Ibtikar* works to empower and support young people to realize their potential as social innovators, giving them the needed skills to tackle the social issues that they face in their communities.
- *Ibtikar* believes that Young people must lead the way in making the Sustainable Development Goals a reality. Each of the Ibtikar's projects is a powerful tool to accelerate progress on the Goals. Ibtikar will do its best to ensure decision-makers and influencers hear their voices.

STRATEGIC POSITIONING OF IBTIKAR

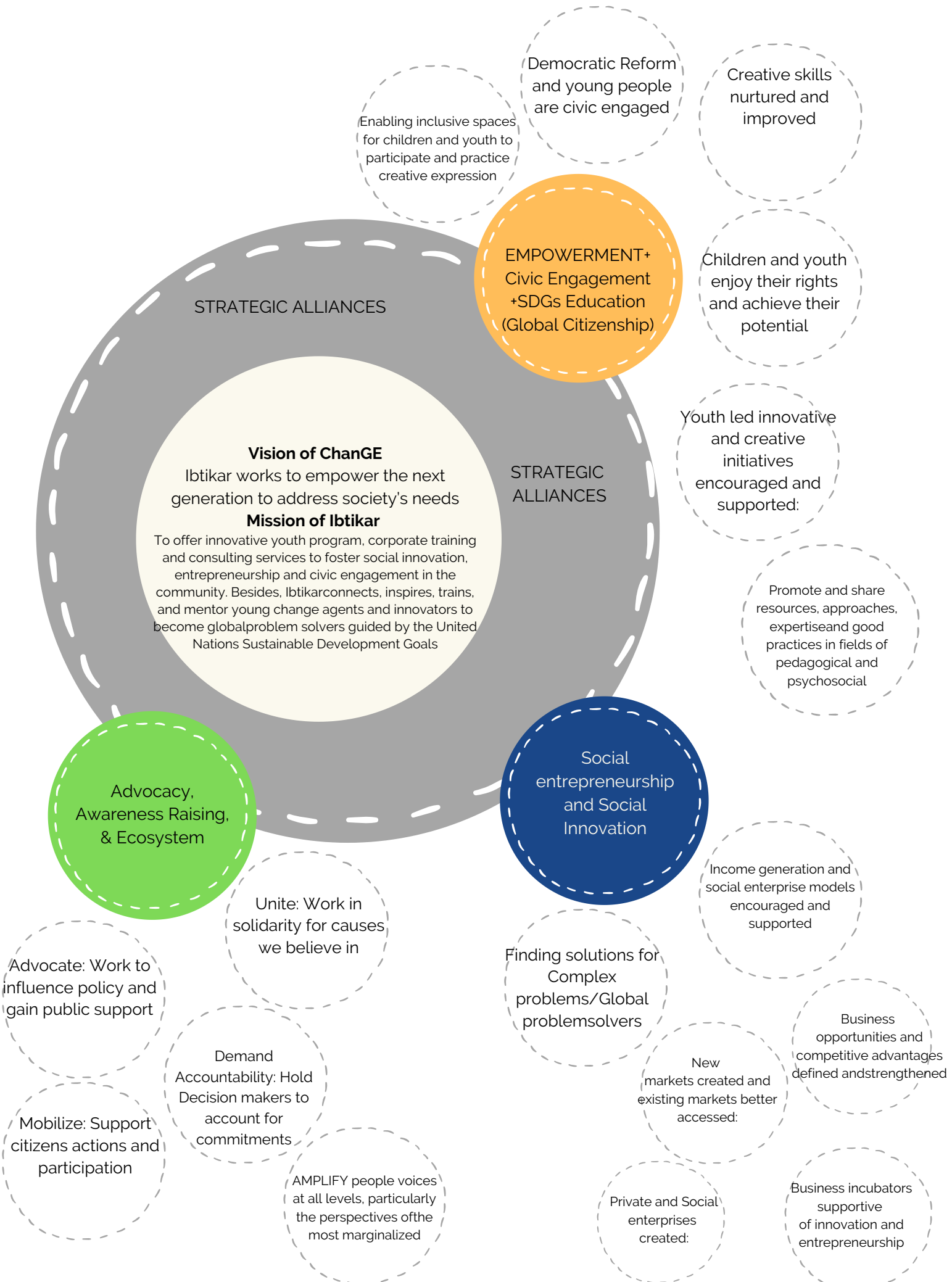
As it embarks on operating as a newly established NGO, Ibtikar developed this Theory of Change as a critical pillar for realizing Ibtikar Strategy (2020-2023). Also, Ibtikar developed this theory to explore what needs to happen to ensure that children and youth are fully empowered to address their society's needs. For this reason, the ToC is used as a tool by Ibtikar as a critical starting point to guide and define the strategies for collective impact, by explicitly considering youth, children, and women inclusion.

The theory illustrates the overarching argument of the avenues through which children and youth are already creating change, what needs to happen to enable this further, and the various roles different actors need to play to generate broader societal change. The ToC is a live document and will be modified and improved as we learn how best to support Palestinian people.

Ibtikar's Meta-ToC identified three critical paths for supporting Palestinian people to enable collective impact: Empowerment/Civic Engagement/SDGs Education, Social Innovation & Entrepreneurship, and Advocacy. It is important to note that there is no sequence or priority between the paths, accountability occurs in both directions as well as between actors, and none of the ways are standalone. Thus, in understanding the three pathways, our vision of change (written above) is achieved through a set of underlying factors. It is grouped in an enabling environment and internal empowerment that can create positive, fair, and sustainable change.

A feature of the ToC that is key to achieving change is that Ibtikar and main stakeholders must not work independently across separate change paths, but instead establish strategic connections between the three tracks. That is, for change to indeed occur at all levels (from the grassroots to national to the global) vital connections must be based on a shared vision while considering how each path is relatable, long-term change is achievable.

Theory of Change (ToC)



Ibtikar's Strategic Lines & Actions

It is essential to realize that the empowerment of Palestinian children, youth, and women is the first step to support them. At the same time, they are taking an active role in fulfilling their needs and rights constructively and creatively. This issue will lead to the betterment of their psychosocial well-being, social cohesion, and civic engagement. This strategic process is based on using social innovation and entrepreneurship as a tool to affect positive change in society at the political, socio-economic, social, and cultural levels. Ibtikar classifies its strategic objectives into different sub-objectives. These sub-objectives are:

Empowerment , Civic Engagement & SDGs Education

- Improve mechanisms for children, youth, and women to advance their rights, discuss their problems, and participate in their community development through the use of entrepreneurial, non-formal educational, and personal development tools.
- Palestinian children, youth, and women have developed the notion of democracy, civic engagement, and freedom of expression.
- Improve the life skills of Palestinian children, youth and women through the use of innovative tools (Out of the box)
- Equipping youth with tools about resilience, complexity, and connection to tackle the growing up challenges of their community.
- Easy social tensions and contribute to peace-building.
- Learn and teach for a sustainable future.
- Empowering schools and teachers across Palestine to take action on the United Nations Sustainable Development Goals.
- Teaching and learning through a global justice lens.
- It allows school students, teachers, and parents to explore the knowledge, skills, attitudes, and values necessary to become global citizens.

Social Entrepreneurship•Social Innovation

- Promote the education of social innovation.
- Improve the life skills of Palestinian children and teachers through the use of innovative tools.
- Produce young social innovators and entrepreneurs.
- Create improved mechanisms for children and young people to participate in the technical processes taking place to find solutions for complex problems.
- Optimize the potential of community and education workers to utilize their skills in working with children and youth in the fields of social innovation and entrepreneurship.
- Palestinian teachers are empowered to work with their students in innovative ways.
- Income generation and social enterprise models encouraged and supported.
- Youth led innovative and creative initiatives encouraged and supported.
- Private and Social enterprises created.
- New markets created and existing markets better accessed.
- Creative goods and services developed.
- Business opportunities and competitive advantages defined and strengthened.

Advocacy and Awareness Raising

- Using different tools to affect positive change in society at the political, socio-economic, social and cultural levels: To support conditions or the creation of a culture of social innovation and entrepreneurship in Palestine.
- To support conditions or the creation of a new eco-system in Palestine.
- Facilitates schools and community initiatives to take action for a more just and sustainable world.
- Advocate: Work to influence policy and gain public support.
- Mobilize: Support citizens actions and participation.
- AMPLIFY people voices at the global level, particularly the perspectives of the most marginalized
- Demand Accountability: Hold Decision makers to account for commitments
- Unite: Work in solidarity for causes we believe in

Ibtikar's Strategic Directions and SDGs

Strategic Objective	Reflection and Beliefs	Contribution to SDGs
Empowered Agents of Change influencing social value creation for an improved quality of life.	<ul style="list-style-type: none"> • Ibtikar believes that the critical enabler to improve the quality of life in marginalized communities is empowering children and youth to claim their rights and create social change. Having culture and creativity as the vehicle for building life skills competencies, disadvantaged children and youth from marginalized communities will have an opportunity to better function in both their communities and future professional life. Also, democratic reform and civic engagement are the main pillars for the creation of the designated social change. • Ibtikar believes that Young people must lead the way in making the Sustainable Development Goals a reality. Each of the Ibtikar's projects is a powerful tool to accelerate progress on the Goals. Ibtikar will do its best to ensure decision-makers and influencers hear their voices. 	This component contributes directly towards the achievement of the SDGs, especially SDG 3: Good Health and Well-being, SDG4: Quality Education, SDG 5: Gender equality, SDG 9: Industry, innovation and infrastructure, SDG 10: Reduced Inequalities and SDG 16: Peace and Justice.
Promoting social innovation and entrepreneurship among young people to support them in finding creative solutions to the most complex problems that we face.	<p>Ibtikar promotes education for social innovation and entrepreneurship.</p> <p>Ibtikar wants to allow Palestinians to use their creativity to respond to social issues and contribute effectively to building a fairer, more caring, and equal society.</p>	This component contributes directly towards the achievement of the SDGs, especially SDG1: No poverty, SDG 3: Good Health and Well-being, SDG4: Quality Education, SDG 5: Gender equality, SDG 9: Industry, innovation and infrastructure, SDG8: Decent work and Economic growth and SDG 10: Reduced Inequalities
Develop a new ecosystem	Ibtikar believes that Advocacy and awareness-raising are the primary tools that can support conditions or the creation of a new eco-system in Palestine. Also, these tools will use to shed light on the main problems that the Palestinian children and youth face. Ibtikar will design Advocacy and awareness-raising campaigns to change policies and influence decision-makers.	This component contributes directly towards the achievement of all the 17 SDGs.

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