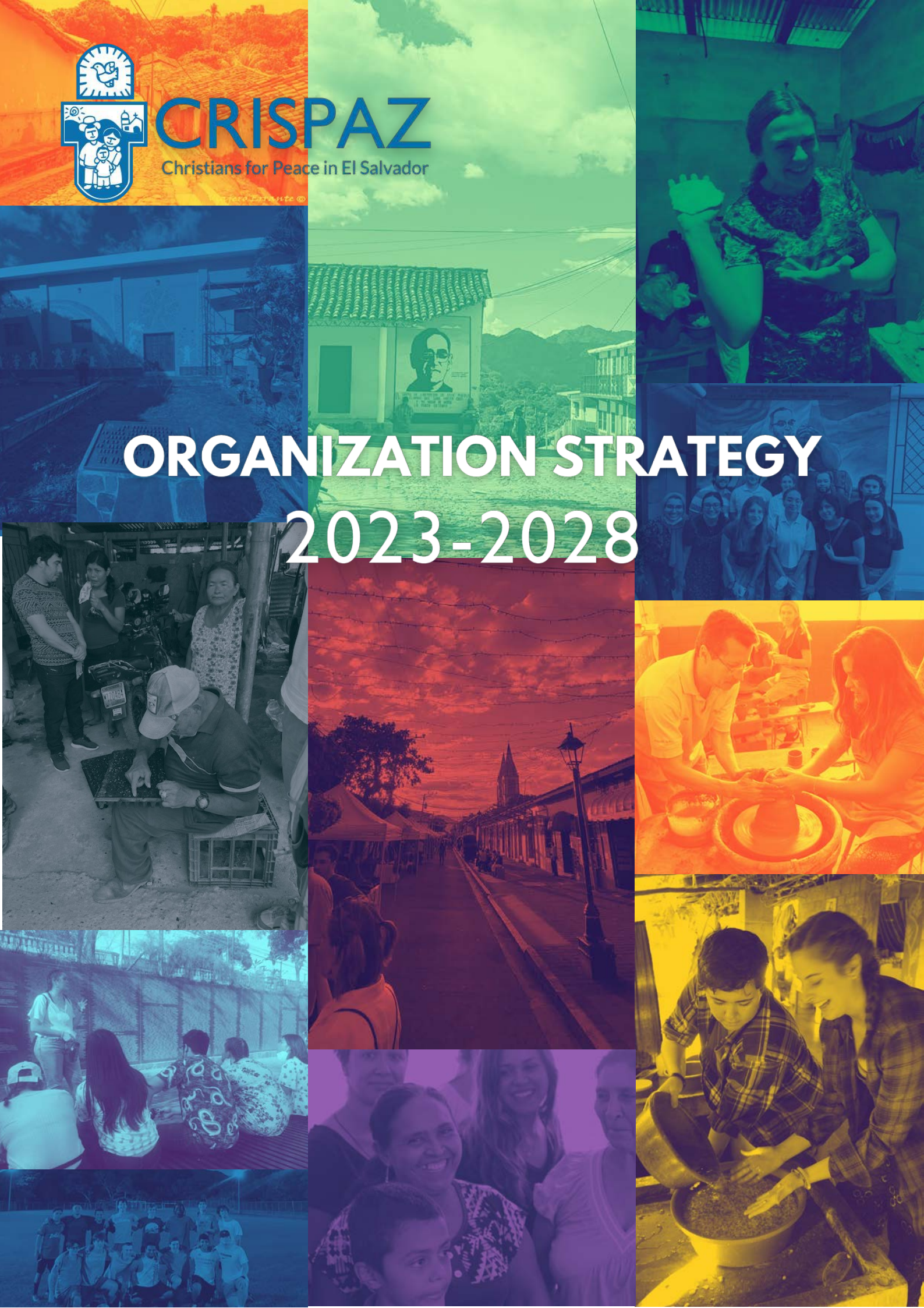




CRISPAZ
Christians for Peace in El Salvador

ORGANIZATION STRATEGY 2023-2028



Introduction



El Salvador is changing. So is CRISPAZ. Given the significant changes in the country related to violence, democracy and human rights, affecting the most vulnerable, we engaged our staff and partners from the United States, Canada and Australia and organizations and communities in El Salvador to learn from the past and generate ideas to address these new realities with creativity and determination, to see what we can do to focus on these changes.

Since its inception during the civil war nearly four decades ago, CRISPAZ's mission has been to build bridges of solidarity between the North and South, raising awareness of people in the North of the reality for people in El Salvador.¹ The signing of the Peace Accords in 1992 ended the devastation of the war and created a democratic opening in Salvadoran society. CRISPAZ's work of accompaniment became more focused on support for community-based alternative development efforts.

In the decades since the Peace Accords, we continued to offer opportunities for U.S. students, people of faith and others to visit urban and rural communities and learn about resilience, alternatives to violence and positive social movements. We continued raising awareness and promoting human-centered approaches to marginalization, migration and violence.

As the country emerged from the pandemic, we at CRISPAZ saw the need to reflect deeply on its impact. While COVID-19 was a shared experience showing how interconnected we are, it also revealed persistent inequities. Just as migration, gang violence and climate change are issues El Salvador shares with the North, particularly the U.S., those most affected have the fewest means to address them.

So, we asked ourselves: How can we build greater solidarity between the U.S., the global North, and Salvadoran people while at the same time empowering local communities in El Salvador? How does an organization like CRISPAZ give expression to faith-based solidarity and mutuality in the face of extreme human rights violations, economic vulnerability and social violence? What does it mean in this context to give refuge and amplify the voices of marginalized people? What opportunities exist in this new historical moment to foster greater peace and justice?

As a result, we articulated a new mission, defined our core values and developed a five-year strategy for CRISPAZ, in which we articulate a new vision for the change we want to see: *a world in which people practice nonviolence to heal, build community, transform conflict and foster justice. We hope you will join us on this new and exciting journey!*

¹ We are aware that while Australia is geographically located in the Southern Hemisphere, it belongs politically, socially, and economically to what is known as "the global North."



Mission Statement

CRISPAZ promotes peace with justice in El Salvador by lifting up the voice and agency of communities affected by violence and oppression while inspiring people of goodwill to act in solidarity locally and globally for nonviolent social change.



Vision

We envision a world in which people practice nonviolence to heal, build community, transform conflict and foster justice.



Our Values

Peace: Freedom from violence, fear or want, and harmony between people and with the rest of creation.

Social Justice: Respect for the dignity and rights of all persons and all peoples, and their communities.

Solidarity: Unity and empathy that move us to act for and with others for the common good.

Accompaniment: Walking together with those who suffer from injustice.

Nonviolence: A way of living that achieves peace with justice by disrupting the violence ingrained in our societies.

Liberation: A process of working with and for people to free ourselves from all forms of oppression.

Care for Creation: A fundamental commitment to protect people and the planet.

ORGANIZATION STRATEGY

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Strategic Outcomes

- I. DELEGATION WORK:** CRISPAZ has strengthened its work with delegations and the promotion of that work so that CRISPAZ is seen as the 'go-to' organization for faith-based and educational institutions interested in providing experiential education opportunities for visitors in El Salvador.
- Increases in both the total number of delegations and the number of new and returning organizations choosing CRISPAZ as the facilitator of educational visits to El Salvador.
 - Evaluation data showing that both delegation participants and institutional contacts express higher levels of appreciation of the CRISPAZ experience in El Salvador.
- II. EXPANSION OF PROGRAM IMPACT:** CRISPAZ has consolidated new areas of programmatic work that increase and expand the impact of its support to Salvadoran communities and organizations.
- CRISPAZ has successfully launched new programs that (1) support Salvadorans returned to their country and (2) facilitate training/capacity-building opportunities for CRISPAZ partner communities in El Salvador.
 - CRISPAZ can demonstrate that each of these programs is generating the positive impacts envisioned for them in the program plan of each initiative.

III. RESOURCE DEVELOPMENT: CRISPAZ has created and successfully implemented a development plan that allows it to access the resources (financial, human, etc.) necessary to achieve desired program outcomes.

- CRISPAZ has generated a fundraising plan that takes into account the planned growth in program impact over the period of the Strategic Plan.
- Through the implementation of its fundraising plan, CRISPAZ has diversified the funding sources upon which it relies for its work.
- CRISPAZ achieves the yearly fundraising goals established in its plan.

IV. ORGANIZATIONAL CAPACITY: CRISPAZ has identified its most pressing areas of need for additional organizational capacity in order to successfully advance its mission during the next period and has taken steps to put into place those institutional capacities.

- The CRISPAZ Staff and Board have both conducted analyses to specify their most pressing capacity needs over the period of the strategic plan.
- Board and Staff have jointly determined capacity increases that can be reasonably achieved over the next five years, and the fundraising plan of the organization recognizes and accounts for those needs.
- Based on accessing the required additional resources, CRISPAZ has put into place new organizational capacities to fill in the most pressing gaps identified by the Board and Staff.

